

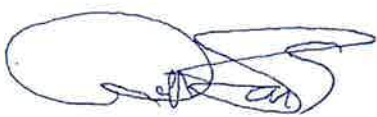
RECEIVED
JUL 28 PM 3:11
WVDMTF



Technical Proposal

West Virginia Division of Multimodal Transportation Facilities (DMTF)

Administration of Transit Programs

Submitted by	Prepared for	Date
RLS & Associates, Inc. 3131 S. Dixie Highway Dayton, Ohio 45439	West Virginia Department of Transportation Division of Multimodal Transportation Facilities	July 30, 2026
Primary Contact	Phone / Email	RFP Number
Robbie L. Sarles, President 	937.299.5007 rls@rlsandassoc.com	CRFP 0810 DMT2600000003



Moving Public Transportation Into the Future

July 27, 2026

West Virginia Department of Transportation
Bid Clerk
Department of Administration
Purchasing Division
2019 Washington St. E
Charleston, WV 25305

RE: Technical Proposal for CRFP 0810 DMT2600000003 Administration of Public Transit

Dear Members of the Selection Committee:

RLS & Associates, Inc. (RLS) is pleased to submit this technical proposal to support the West Virginia Division of Multimodal Transportation Facilities (DMTF) with the administration, oversight, and continuous improvement of Federal Transit Administration (FTA) programs. RLS understands that DMTF requires more than task-based consulting support. DMTF requires a responsive, technically sound partner who can integrate with agency staff, assist subrecipients, maintain compliance, manage documentation, and efficiently move work orders to completion.

RLS brings direct familiarity with FTA Sections 5310, 5311, 5311(f), 5339, 5305 (5303), and 5329 as well as hands-on experience in civil rights, ADA, Title VI, DBE, procurement, third-party contracting, drug and alcohol program oversight, charter and school bus service, transit asset management, financial management, cost allocation, reimbursement review, and state management documentation. Furthermore, our staff is very familiar with West Virginia DMTF and its public transit subrecipients, having supported them for more than 20 years through service evaluations, safety planning, drug and alcohol program reviews, GTFS development, coordinated human services transportation planning, technical assistance, and compliance support.

For more than 38 years, RLS has worked exclusively in public transportation. The firm has supported state departments of transportation, rural and small urban transit systems, specialized transportation providers, local governments, human service agencies, and paratransit operators across the United States. This focused practice allows RLS to bring DMTF a team that understands the federal requirements, operational realities, staffing constraints, and customer service obligations associated with statewide transit program administration.

Our approach is practical and partnership-oriented. RLS will work as an extension of DMTF staff, providing disciplined project management, accessible communication, accurate work products, and clear recommendations that can be implemented by DMTF and its subrecipients. A clearly defined single point of contact team leader who is well-versed in state and federal transit policy and administration and brings more than 10 years of direct and consistently relevant experience will be assigned. The team recognizes that successful program administration requires a balance of oversight and assistance; therefore, work will focus not only on identifying requirements and deficiencies, but also on helping the DMTF and subrecipients understand, document, and sustain compliant practices.

RLS acknowledges receipt of Addenda 1 through 4 dated 5-19-2026 through 7-9-2026, and has incorporated all applicable information into this proposal. RLS is committed to meeting all requirements of the Request for Proposals, supporting DMTF in a dedicated and flexible capacity, and providing work products that are accurate, defensible, timely, and useful to DMTF, FTA, and West Virginia transit providers.

RLS appreciates the opportunity to continue supporting public transportation in West Virginia. We look forward to contributing our national state DOT experience, familiarity with West Virginia, and practical technical assistance model during this important engagement.

Sincerely,

A handwritten signature in blue ink, appearing to read "Robbie L. Sarles", with a large, stylized flourish extending to the right.

Robbie L. Sarles
President
RLS & Associates, Inc.

Enclosure

Table of Contents

Section	Title	Page
I.	Introduction and Methodology	4
II.	Scope of Work	6
III.	Timelines and Milestones	16
IV.	Team Overview and Project Management Plan	17
V.	Firm Qualifications and Experience	19
VI.	Appendix	42

I. Introduction and Methodology

DMTF administers a complex portfolio of federal and state transit programs that support essential public transportation services across West Virginia. The work requires coordination among DMTF staff, FTA, subrecipients, local governments, planning agencies, nonprofit transportation providers, vendors, and community stakeholders. RLS understands that effective administration depends on three disciplines working together: technical compliance, practical transit operations knowledge and reliable project management.

RLS will approach this engagement as an extension of DMTF staff through providing subject matter expertise, technical assistance, direct grants management, and subrecipient oversight support. Each work order will begin with a clear definition of the objective, required inputs, schedule, responsible personnel, review points, and deliverables. The RLS project manager will coordinate the appropriate subject matter experts, maintain regular communication with DMTF, and ensure that each deliverable is reviewed for technical accuracy, clarity and consistency before submission.

Why RLS

RLS is a woman-owned transit management consulting firm that works exclusively in public transportation. This focus is important for DMTF because the requested services require consultants who understand both the regulatory framework and the practical operating environment of rural, small urban and specialized transportation providers. RLS has performed similar work for many state DOTs across the country; currently, RLS is successfully delivering similar comprehensive contracts across nine other states, plus portions of the WV Administration proposed tasks in ten states, for a total of 19 states. Our experience in West Virginia and other states uniquely positions us to meet the specific needs of the DMTF. Indeed, RLS has built tools, review processes, training programs, and technical assistance models for the FTA and State DOTs that can be adapted quickly to West Virginia.

- 38 years of exclusive public transportation consulting experience.
- 20 years of consistent and ongoing engagement with West Virginia Department of Transportation Public Transit that provides direct familiarity with all West Virginia transit providers and rural transportation needs.
- Documented experience supporting 19 state DOTs that administer FTA-funded transit programs.
- Actively providing FTA Comprehensive Oversight Review and Technical Assistance Program (CORTAP) State Management and Triennial reviews that include DOT and recipient training and technical assistance.
- Respected and deep bench of subject matter experts in FTA compliance, grants, financial management, procurement, contract administration, civil rights, data analysis, planning, safety, and drug and alcohol program oversight.
- Nationally respected senior-level strategy and hands-on staff assistance for day-to-day work order execution.
- Established strategic partnerships with national transit organizations such as National Rural Transit Assistance Program (NRTAP), Community Transportation Association of America (CTAA) and Transit Research Cooperative Program (TCRP).

Project Understanding

DMTF must administer FTA programs, including 5305, 5310, 5311, 5311(f), 5329, and 5339, while supporting a diverse network of subrecipients with expertise, effective technology resources, and efficient administrative systems, in a way that is consistent with West Virginia's service environments. The division must maintain defensible compliance documentation, respond to federal and state oversight requirements, administer grants, process reimbursements, manage contracts, collect and analyze data, and provide timely technical assistance to

subrecipients that deliver essential transportation services. DMTF's responsibilities continue with obligations for FTA grant management, timely grant reporting and closeout, National Transit Database (NTD) reporting, DAMIS reporting, TrAMS, ECHO, and more. RLS understands that the consultant selected for this work must have subject matter expertise in all necessary areas of responsibility, be flexible and precise in the performance of duties, and be responsive. The selected consultant must strengthen DMTF's administrative capacity, enhancing the efforts of DMTF staff and subrecipients. RLS has the necessary depth of experience and resources to assist DMTF with the administration of public transit as described in the RFP.

Methodology

RLS will use a structured but flexible methodology that can be scaled to individual work orders and adjusted to DMTF priorities. The methodology is designed to keep work moving, provide visibility into decisions and produce submission-ready deliverables. Key aspects of the proposed approach include the following:

- Integrate with DMTF staff and support or direct day-to-day program administration on an as-needed basis.
- Use risk-based oversight to identify compliance issues early and resolve them before they become findings.
- Create consistent, easy-to-use templates, field guides, manuals, tracking logs, and reporting tools.
- Build DMTF subrecipient capacity through clear guidance, training, technical assistance, technology, and practical recommendations.
- Use reliable data to support service, funding, reimbursement, compliance, and performance decisions.
- Document work thoroughly so that decisions, approvals, corrective actions, standard operating procedures, reports, and closeout activities are transparent and auditable.

Exhibit 1: Summary of Methodology

Step	Purpose	Result
1. Understand	Confirm the purpose, context, stakeholders, schedule, prior work products, applicable requirements, and desired outcome.	Shared understanding of the assignment and DMTF expectations.
2. Plan	Define tasks, responsible staff, information needs, review points, risks, communication protocols, timeline, budget, and deliverables.	Work plan, task schedule, data request, and responsibility matrix with budget.
3. Deliver	Perform the technical work using assigned subject matter experts and DMTF-approved procedures.	Draft deliverables, tools, technical memos, meetings, reviews, or support products.
4. Review	Apply internal technical review, editorial review, and project manager review before DMTF submission.	Clear, defensible, submission-ready work products.
5. Improve	Assist DMTF and subrecipients with implementation, training, documentation, policies and procedures, corrective action, and lessons learned.	Final deliverables, closeout records, and continuous improvement recommendations.
RLS commitment: Every assignment will be managed with clear scope, clear communication, documented decisions, quality review, and practical follow-through.		

II. Scope of Work

RLS will provide comprehensive technical assistance, program administration, compliance oversight, contract development, financial processing support, data analysis, reporting, and additional services for DMTF-administered transit programs. RLS will accomplish work efforts using a productivity-effective and cost-effective combination of remote and onsite staff. RLS staff will complete duties in a remote work environment while maintaining continual communication with DMTF staff and have an onsite presence as necessary to effectively and efficiently complete assigned tasks. This approach has been proven effective in RLS' engagements with 19 other state DOT's for similar engagements. The following scope is organized according to the task structure outlined in the request for proposal.

Task 4.1.2.1 - End-to-End Administration of Transit Programs on an As-Needed Basis

This task will function as the administrative umbrella for on-call services requested by DMTF. RLS will provide responsive staff capacity across Sections 5305, 5310, 5311, 5311(f), 5329, and 5339, allowing DMTF to quickly access the right mix of project and grants management, regulatory compliance, procurement, financial, data, and technical assistance expertise. RLS will coordinate with the DMTF project manager to define each assignment, prepare work order responses if required, and proceed according to DMTF direction.

- Maintain an on-call support structure responsive to DMTF priorities and work order needs.
- Develop assignment-specific work plans that identify objectives, deadlines, staffing, data needs, assumptions, dependencies, and deliverables.
- Coordinate among DMTF staff, subrecipients, vendors, DBE partners, and other stakeholders as directed.
- Prepare technical memoranda, administrative tools, guidance documents, tracking logs, reports, and recommendations.
- Maintain records of work performed, decisions made, outstanding issues, DMTF direction, and deliverables submitted.
- Provide monthly or task-specific progress updates documenting completed work, upcoming activities, issues requiring DMTF direction, and anticipated deliverables.

Deliverables: Work order responses, task work plans, technical memoranda, meeting summaries, administrative tools, tracking logs, draft and final deliverables, and monthly or task-specific progress reports.

Estimated Level of Effort and Staffing Plan Task 4.1.2.1

Labor Category	Estimated Hours Year 1	Estimated Hours Year 2	Estimated Hours Year 3	Estimated Hours Year 4	Estimated Hours Year 5	Estimated Hours Each Option Year
Project Manager Remote	96	96	96	96	96	96
Compliance Specialist Remote	96	96	96	96	96	96
Total Hours	192	192	192	192	192	192

Task 4.1.2.1.1 - Grant Management and Administration

RLS will provide highly qualified staff assistance to optimize DMTF grants management, streamline contract and grant processing, and deliver flexible administrative support. Under the direction of the DMTF project manager, RLS consultants will assist DMTF throughout the FTA grant lifecycle and support the state's administration of Sections 5305, 5310, 5311, 5311(f), 5329, and 5339. RLS will place particular emphasis on documentation quality, milestone tracking, records consistency, and proactive identification of grant management issues.

Grant Lifecycle Management

- Assist with application preparation, TrAMS entry and management for grant submission, award monitoring, programs of projects, milestone tracking, amendments, budget revisions, and closeout.
- Support preparation and processing of grant agreements, contracts, awards, approvals, reimbursement documentation, and tracking updates. Assist with submission of payment requests in the ECHO program.
- Coordinate with DMTF staff, state agency partners, rural transit system finance officers, transit directors, nonprofit agency boards, and local government officials.
- Support Annual Certifications and Assurances documentation, grant file completeness and readiness for FTA review.
- Monitor milestones, Federal Financial Reports, budget revisions, award balances, grant closeout readiness, and documentation gaps as directed by DMTF.

Federal Systems, TrAMS and ECHO

- Enter, update, and validate data within TrAMS for grant tracking, milestones, budgets, and award management.
- Support payment processing and drawdown documentation through ECHO, as directed by DMTF.
- Review supporting documentation for reimbursement requests and budget change requests before processing or DMTF approval.
- Develop quality control checklists to support consistency in federal system entries and supporting files.

State Management Plans and Program Documentation

- Develop, update, and maintain State Management Plans and administrative guides for Sections 5311, 5311(f), 5310, and 5339.
- Align program documentation with applicable FTA circulars, federal mandates, grant conditions, and DMTF operating procedures.
- Prepare SOPs, administrative guides, checklists, desk references, file structures, and records management protocols.
- Support internal consistency between policies, procedures, monitoring tools, reimbursement expectations, and subrecipient guidance.

Risk Assessment and Monitoring

- Conduct financial and regulatory risk assessments to identify subrecipient vulnerabilities and priority technical assistance needs.
- Develop or update monitoring tools, desk review materials, site-visit checklists, and corrective action tracking logs.
- Provide technical guidance to subrecipients on fiscal policies, documentation, match, allowable costs, reporting, and federal/state financial requirements.

Deliverables: Grant administration support logs, TrAMS/ECHO support documentation, draft and final grant agreements, budget/reimbursement review documentation, State Management Plan updates, SOPs, monitoring tools, risk assessments, training materials, and technical assistance summaries.

Estimated Level of Effort and Staffing Plan Task 4.1.2.1.1

Labor Category	Estimated Hours Year 1	Estimated Hours Year 2	Estimated Hours Year 3	Estimated Hours Year 4	Estimated Hours Year 5	Estimated Hours Each Option Year
Project Manager Remote	56	56	56	56	56	56
Compliance Specialist Remote	160	104	104	104	104	104
Administrative Support Remote	72	72	72	72	72	72
Project Manager Onsite	40	40	40	40	40	40
Compliance Specialist Onsite	80	40	40	40	40	40
Total Hours	408	312	312	312	312	312

Task 4.1.2.2 - Compliance Reviews and Oversight

RLS approaches compliance reviews as opportunities to improve performance rather than simply identify deficiencies. The review process will combine regulatory expertise with practical operational knowledge to help subrecipients understand requirements, implement corrective actions, and strengthen organizational capacity. Each review will be conducted consistently using standardized tools while recognizing the unique characteristics of individual transit systems.

Review Framework and Field Guide

- Conduct a kickoff meeting with DMTF within approximately two weeks of contract execution to confirm goals, scope, deliverables, timeframe, and recent monitoring history.
- Develop or update a Compliance Review Field Guide covering program management, financial management, award management and reporting, TAM, asset use and maintenance, procurement, DBE, Title VI/LEP, ADA, EEO, charter and school bus, Drug-Free Workplace Act, and other applicable state requirements.
- Use the Field Guide to promote consistent review treatment, educate subrecipients, improve reviewer efficiency, and create a defensible record of DMTF oversight.

Review Process

- Establish annual review schedules with DMTF and update schedules throughout the project.
- Prepare notification letters, requested document lists, upload instructions, review agendas, and subrecipient communication materials.
- Conduct pre-review desk review of policies, procedures, financial records, procurement files, civil rights documentation, asset files, drug and alcohol materials, and other requested documents.

- Conduct entrance conferences, interviews, documentation reviews, vehicle inspections, facility inspections, and exit conferences.
- Prepare draft reports with findings, observations, required corrective actions, recommended practices, and technical assistance opportunities.
- Support DMTF and subrecipients through corrective action plan review, implementation, documentation, tracking, and closeout.

Virtual and In-Person Options

RLS can conduct reviews in person, virtually, or through a hybrid model based on DMTF direction, subrecipient capacity, travel efficiency, risk level, and the review topic. Virtual reviews will use clear agendas, secure document transfer, video conferencing, and structured interview protocols. In-person reviews will include a virtual desk review and a one-day onsite visit and will be scheduled to minimize travel costs where possible by grouping nearby subrecipients.

Deliverables: Kickoff meeting summary, Compliance Review Field Guide, review schedule, notification letter template and completed letters, desk review summaries, review agendas, draft and final compliance review reports, corrective action tracking logs, and closeout documentation.

Estimated Level of Effort and Staffing Plan per Review Task 4.1.2.2

Labor Category	Estimated Hours Per Review
Compliance Specialist Remote	38
Compliance Specialist Onsite	16
Total Hours	54

Task 4.1.2.3 - Subrecipient Support Meetings

RLS will plan, facilitate, document, and follow up on subrecipient meetings. The team's extensive experience and familiarity with West Virginia's subrecipients will provide our staff with historical background so that meetings are initiated with some level of familiarity between RLS and subrecipients. These meetings may include quarterly program meetings, topic-specific technical assistance sessions, annual workshops, one-on-one subrecipient meetings, virtual office hours, peer exchange sessions, or targeted training events. RLS will structure meetings to strengthen communication between DMTF and subrecipients, improve understanding of requirements, resolve recurring administrative issues, and share practical solutions among providers.

- Coordinate with DMTF to identify meeting objectives, audience, format, location, materials, and expected outcomes.
- Prepare agendas, presentations, handouts, Q&A logs, polling questions, case examples, and follow-up materials tailored to DMTF priorities.
- Facilitate transit-focused virtual or in-person meetings or workshops using experienced presenters and a practical and interactive approach that encourages meaningful subrecipient participation.

- Develop training modules on grant administration, reimbursement documentation, procurement, compliance, civil rights, asset management, reporting, records retention, data quality, and corrective action implementation.
- Document questions, decisions, action items, responsible parties, due dates, and future technical assistance needs.
- Track recurring issues and recommend future training topics, guidance documents, or policy clarifications.

Deliverables: Meeting agendas, presentation materials, sign-in/attendance records, meeting summaries, Q&A logs, training materials, action item trackers, and follow-up technical assistance recommendations.

Estimated Level of Effort and Staffing Plan for Task 4.1.2.3

Labor Category	Estimated Hours Year 1	Estimated Hours Year 2	Estimated Hours Year 3	Estimated Hours Year 4	Estimated Hours Year 5	Estimated Hours Each Option Year
Project Manager Remote	72	72	72	72	72	72
Compliance Specialist Remote	24	24	24	24	24	24
Administrative Support Remote	24	24	24	24	24	24
Project Manager Onsite	40	40	40	40	40	40
Compliance Specialist Onsite	16	16	16	16	16	16
Training Workshops (in-person, per training)	16	16	16	16	16	16
Total Hours	192	192	192	192	192	192

Task 4.1.2.4 - Contract Development and Management

RLS will assist DMTF with the development, review, finalization, execution, and management of contracts and agreements with subrecipients, vendors, and other stakeholders. RLS brings expertise in FTA contract requirements associated with equipment, supplies, services, construction, rolling stock, preventive maintenance, operations, technology, professional services, and third-party contracts. RLS' expert team will ensure that local, state, and federal purchasing thresholds that affect procurement requirements and contract documentation are met. DMTF will benefit from lessons learned and best practices identified in RLS' performance of grants management assistance projects to other state DOTs.

Contract Drafting and Review

- Draft, review, and finalize contracts, agreements, and related documents for DMTF-administered programs.
- Ensure incorporation of required federal and state clauses, certifications, assurances, flow-down provisions, and program-specific requirements.

- Review contract language for consistency with FTA requirements, 2 CFR Part 200, applicable procurement guidance, civil rights, DBE, debarment and suspension, lobbying, Buy America where applicable, and other relevant requirements.
- Develop clause checklists and contract review tools that support consistent documentation across procurements and agreements.

Amendments, Renewals, and Terminations

- Assist DMTF in determining when contract changes can be handled through amendments and when a change may constitute a cardinal change requiring a new procurement.
- Prepare or review amendments, renewals, extensions, and termination documentation.
- Ensure contracts include appropriate termination for cause and termination for convenience provisions and that settlement procedures are documented.
- Maintain amendment histories, contract term logs, deliverable status, and closeout documentation where requested.

Procurement Assistance

- Assist DMTF and subrecipients with RFP/RFQ development, solicitation timelines, specifications, evaluation criteria, bid/proposal review, award recommendations, notices, and protest procedures.
- Support procurements for technology, capital equipment, software, vehicles, contracted operations, mobility management services, facility work, and alternative service delivery models.
- Assist with independent cost estimates, cost analysis, price analysis, procurement file review, and documentation of fair and reasonable pricing.
- Review procurement files for required elements such as solicitation, competition, evaluation, award, contract clauses, DBE documentation, Buy America documentation where applicable, and approval records.

Deliverables: Draft and final contracts/agreements, contract clause checklists, procurement templates, RFP/RFQ documents, evaluation tools, award recommendation memoranda, amendment/renewal/termination documentation, procurement file review summaries, and technical assistance records.

Estimated Level of Effort and Staffing Plan for Task 4.1.2.4

Labor Category	Estimated Hours Year 1	Estimated Hours Year 2	Estimated Hours Year 3	Estimated Hours Year 4	Estimated Hours Year 5	Estimated Hours Each Option Year
Project Manager Remote	96	96	96	96	96	96
Compliance Specialist Remote	96	96	96	96	96	96
Administrative Support Remote	160	160	160	160	160	160
Total Hours	352	352	352	352	352	352

Task 4.1.2.5 - Financial Processing and Reimbursements

RLS' experienced staff will support DMTF with financial processing and reimbursement review to help ensure that payments are accurate, supported, timely, and consistent with federal and state requirements. RLS will coordinate closely with DMTF staff to understand existing systems, approval workflows, documentation expectations, and internal controls before assisting with reimbursement processing or financial review activities. The work will focus on both immediate transaction support and long-term process consistency.

- Review reimbursement requests for completeness, eligibility, mathematical accuracy, match requirements, budget alignment, and supporting documentation. Submit reviewed invoices for DMTF final approval and payment.
- Assist with tracking obligations, expenditures, remaining balances, budget revisions, drawdowns, and closeout readiness.
- Audit sample transactions and documentation as part of compliance monitoring or fiscal risk assessments.
- Evaluate financial risk indicators such as late reporting, unsupported costs, budget overages, match issues, recurring documentation gaps, and delayed closeout activity.
- Develop checklists and SOPs to standardize reimbursement review, approval, deficiency notification, and documentation retention processes.
- Provide technical assistance to subrecipients on allowable costs, documentation retention, chart of accounts issues, indirect costs, local match, and financial reporting expectations.
- Support DMTF with internal controls, invoice review workflows, and file organization that improve audit readiness.

At DMTF's request, RLS can assess existing processes and procedures and present recommendations for streamlining and efficiency while maintaining the integrity of the process.

Deliverables: Reimbursement review checklists, claim review summaries, tracking logs, documentation deficiency notices, budget/revision review documentation, financial SOPs, subrecipient guidance materials, risk indicators, and technical assistance summaries.

Estimated Level of Effort and Staffing Plan for Task 4.1.2.5

Labor Category	Estimated Hours Year 1	Estimated Hours Year 2	Estimated Hours Year 3	Estimated Hours Year 4	Estimated Hours Year 5	Estimated Hours Each Option Year
Project Manager Remote	64	24	24	24	24	24
Compliance Specialist Remote	144	96	96	96	96	96
Administrative Support Remote	144	144	144	144	144	144
Total Hours	352	264	264	264	264	264

Task 4.1.2.6 - Data Analysis and Reporting

RLS is well-versed in transit data and its diverse applications for performance measurement in rural and small urban transit. West Virginia subrecipients generate operational and financial data that are collected and analyzed locally, by the state and through federal reporting mechanisms. These data should be organized, trustworthy, and clearly communicated because they support decisions about service changes, funding allocation, compliance, reimbursement, and performance. RLS will help DMTF validate data accuracy and transform data into practical information that supports decision-making and continuous improvement.

RLS has decades of experience working with West Virginia subrecipients on service evaluations, route studies, drug and alcohol program reviews, GTFS file creation, safety planning, and coordinated human services transportation plans. Prior subrecipient assistance includes a transit facility feasibility study for PVRTA, needs assessment for a regional transit authority in northwest West Virginia, planning assistance for Preston County, and regional coordinated transportation plans statewide. RLS also assisted local stakeholders with establishing Country Roads Transit and New River Transit Authority. Through these engagements, RLS has developed a practical understanding of how subrecipients collect and maintain data, including paper records, scheduling software, maintenance software, accounting systems, and other technologies.

- Help subrecipients extract, organize, validate, and use data from scheduling, maintenance, accounting, National Transit Database, GTFS, and WVTIS reporting systems.
 - Validate National Transit Database (NTD) data to avoid error exceptions; and document details for data that would result in an error so that subrecipients can resolve the error exception.
 - Analyze Transit Asset Management (TAM) Plan data to assess vehicle replacement/expansion priorities and ensure the sustainability of the state's fleet.
 - Validate DAMIS information.
 - Review the established West Virginia Transit Information System (WVTIS) and verify the accuracy of the transit information system data entry. RLS will provide training during, before or after the state conference for systems interested in an introduction to WVTIS or refresher training.
- Analyze ridership trends, productivity, service efficiency, cost-effectiveness, and other performance measures to support recommendations for enhancements, reductions, reallocations, or technical assistance.
- Prepare draft reports, program manuals, compliance workbooks, dashboards, or other documentation for DMTF review and possible submission to FTA.
- Support updates to program documentation and recommend service, reporting, or administrative improvements based on data-driven insights.
- Identify data gaps, inconsistent definitions, duplicate reporting burdens, and opportunities to streamline subrecipient reporting.

Deliverables: Data request templates, performance summaries, ridership and cost analyses, draft and final reports, manuals, workbooks, dashboards, GIS products, data quality reviews, technical memoranda, and recommendations for program or service improvements.

Estimated Level of Effort and Staffing Plan for Task 4.1.2.6

Labor Category	Estimated Hours Year 1	Estimated Hours Year 2	Estimated Hours Year 3	Estimated Hours Year 4	Estimated Hours Year 5	Estimated Hours Each Option Year
Project Manager Remote	64	48	48	48	48	48
Compliance Specialist Remote	80	80	80	80	80	80
Administrative Support Remote	120	96	96	96	96	96
Project Manager Onsite	24	24	24	24	24	24
Total Hours	288	224	224	224	224	224

Task 4.1.2.7 - Additional Services

RLS will provide additional services as requested by DMTF when specialized technical assistance or program support needs arise. Because RLS works exclusively in public transportation and has supported state DOTs across the country, DMTF will have access to a wide range of subject matter expertise without needing to initiate separate procurements for narrowly defined needs. Additional services will be defined through work orders and will be staffed with personnel who have the appropriate technical background.

- FTA review preparation and response support, including State Management Reviews, Triennial Reviews, audits, and corrective action support.
- Civil rights technical assistance, including Title VI, ADA, DBE, EEO, LEP, public participation, and complaint procedures.
- Drug and alcohol program review and technical assistance, including policy review, service agent oversight, MIS reporting, and training.
- Develop data collection templates, Power BI or spreadsheet dashboards, GIS summaries, performance trend summaries, peer comparisons, and quality control checks.
- Transit asset management, vehicle inventory, useful life, maintenance, facility condition, and capital planning support.
- Public Transportation Agency Safety Plan support, safety policy development, emergency preparedness, and operations policy assistance.
- GTFS, route/service evaluation, mobility management, coordinated transportation planning, NEMT coordination, and 5310 planning support.
- Training development, webinars, field guides, manuals, desk references, peer learning sessions, and technical assistance toolkits.
- In-person one-day training sessions.
- Workforce, governance, service delivery, and administrative improvement support as requested by DMTF.
- Technical support to subrecipients procuring vehicles, and coordinate new vehicle inspections and deliveries, and preventative maintenance inspections.

Deliverables: To be defined by each work order and may include technical memoranda, training materials, policy updates, review tools, data products, draft responses, manuals, presentations, and implementation support documentation.

Estimated Level of Effort and Staffing Plan for Task 4.1.2.6

Labor Category	Estimated Hours Year 1	Estimated Hours Year 2	Estimated Hours Year 3	Estimated Hours Year 4	Estimated Hours Year 5	Estimated Hours Each Option Year
Project Manager Remote	32	32	32	32	32	32
Compliance Specialist Remote	48	48	48	48	48	48
Administrative Support Remote	60	60	60	60	60	60
Project Manager Onsite	16	16	16	16	16	16
Compliance Specialist Onsite	16	16	16	16	16	16
Training Workshops (in-person, per training)	16	16	16	16	16	16
Total Hours	188	188	188	188	188	188

III. Timelines and Milestones

Because this engagement will include on-call assignments and work orders, specific timelines will be developed with DMTF for each task. RLS will use the following baseline schedule to establish early program controls and then will develop more detailed schedules for individual assignments. For each work order, RLS will identify the schedule assumptions, key milestones, review points, deliverable due dates, DMTF decision points, and staff responsible for completion.

Milestone	Target Timing	Primary Output
Contract execution / Notice to Proceed	Day 0	Project initiation, communication protocol, initial task log.
DMTF kickoff meeting	Within 2 weeks	Meeting summary, confirmed priorities, initial work order planning, and document request needs.
Initial document/data request	Within 30 days as needed	Program documents, prior review materials, templates, data, and relevant procedures.
Work order setup	With each assignment	Task-specific work plan, schedule, responsible staff, deliverables, and review points.
Compliance Field Guide/core tool development	Approximately 3 months after NTP, if authorized	Field Guide, checklists, documentation request lists, reporting templates.
Quarterly coordination meetings	Quarterly or as directed	Progress updates, issue tracking, upcoming priorities, technical assistance needs.
Monthly status reporting	Monthly or as directed	Progress report, completed work, upcoming activities, risks, decisions needed.
Annual review / continuous improvement	Annually	Lessons learned, tool updates, training needs, and priorities for the next year.

Work Order Schedule Controls

For each work order, RLS will develop a schedule that is proportionate to the size and complexity of the assignment. Smaller technical assistance tasks may be tracked through the master task log, while larger assignments will include a more detailed schedule with interim milestones. RLS will communicate schedule risks early and will not wait until a deadline is at risk before requesting DMTF direction.

- Define task start date, due date, interim milestones, review periods, and dependencies.
- Identify documents, data, subrecipient input, or DMTF decisions needed to complete the work.
- Track each deliverable from assignment through draft, review, revision, finalization, and closeout.
- Use monthly reporting to summarize progress and elevate schedule or resource concerns.

IV. Team Overview and Project Management Plan

RLS has assembled a multidisciplinary team with nationally respected expertise in state DOT program administration, FTA grants, compliance reviews, procurement, contract management, reimbursement review, data analysis, planning, training, and technical assistance in all of the FTA programs identified in the RFP. The team is specifically selected for West Virginia DMTF to provide the best senior-level oversight and practical staff capacity for day-to-day assignments and long-term strategic planning.

After decades of supporting the DMTF office and its subrecipients, RLS is especially dedicated to providing the best possible support for this contract. Of particular importance is that many of our team members have dedicated significant portions of their careers at RLS to supporting West Virginia's transit systems on individual task orders.

A typical project team will be constructed as described below, and according to the specific nature of work efforts.

Role	Primary Responsibility
Principal-in-Charge	Executive oversight, quality assurance, client satisfaction, budget and schedule monitoring.
Project Manager	Primary point of contact, task assignment, schedule management, DMTF coordination, progress reporting.
Compliance Subject Matter Experts	FTA/state compliance interpretation, review methodology, corrective action, and technical assistance.
Grant/Financial Specialists	Grant lifecycle support, TrAMS/ECHO assistance, reimbursement review, financial documentation, and risk assessment.
Contract/Procurement Specialists	Contract clauses, procurement tools, RFP/RFQ support, amendments, renewals, and procurement documentation.
Data/Planning Specialists	Performance analysis, reporting tools, dashboards, service evaluation, documentation, and data quality support.
Training/Outreach Support	Subrecipient meetings, training materials, meeting summaries, and follow-up tracking.
DBE Partners	Commercially useful functions assigned by work order, including outreach, data collection, document production, training logistics, and technical support.

Project Management Plan

RLS will manage the engagement through a single point of accountability supported by subject matter experts. Ms. Robbie Sarles will be the Principal-in-Charge. The project manager will maintain the master task log, coordinate assignments, schedule meetings, track deliverables, and communicate issues to DMTF before they affect schedule or quality. The project management structure will be flexible enough for small on-call assignments while still providing discipline for larger work orders.

Communication Protocol

- Designate a single RLS project manager as the primary point of contact for DMTF.

- Confirm task assignments, deadlines, required inputs, and deliverables in writing.
- Use regular check-ins, monthly reports, and task-specific meetings to maintain visibility.
- Elevate questions, risks, or decision points early with concise options and recommendations.

Work Order Tracking

- Maintain a master task log that includes assignment name, DMTF contact, RLS lead, status, due date, dependencies, and next step.
- Track each work product from initiation through final delivery and closeout.
- Document assumptions, decisions, action items, and DMTF approvals.
- Use task logs to support invoice review, progress reporting, and annual continuous improvement reviews.

Issue Resolution and Risk Management

- Identify schedule, data, staffing, compliance, and subrecipient participation risks early.
- Provide DMTF with options for resolving issues, including schedule adjustments, technical assistance, additional documentation requests, or modified approaches.
- Track unresolved issues through closure and document any DMTF direction that affects the scope, schedule, or deliverable content.

Quality Assurance / Quality Control

RLS will apply a QA/QC process that includes technical review by the appropriate subject matter expert, editorial review for clarity and consistency, and project manager review for alignment with DMTF direction and contractual requirements. Draft deliverables will be submitted to DMTF for review when appropriate, and final deliverables will incorporate DMTF feedback.

QA/QC Step	Description
1. Author	Assigned staff prepares the draft work product using approved templates and task guidance.
2. Technical Review	Subject matter expert reviews accuracy, regulatory interpretation, calculations, and completeness.
3. Editorial Review	Reviewer checks clarity, consistency, formatting, grammar, and usability.
4. Project Manager Review	Project manager confirms alignment with DMTF direction, scope, schedule, and deliverable requirements.
5. DMTF Review	Draft is submitted to DMTF for review when appropriate; comments are tracked and resolved.
6. Final Deliverable	Final product is submitted with documented version control and closeout notes.

DBE Participation Plan

RLS understands the proposal outline calls for a plan to achieve a 20 percent DBE goal. RLS will distribute work to ensure that the 20 percent DBE goal is achieved while maintaining the most qualified staff for each task and responsibility. Unicorn Consulting (subconsultant) is a registered DBE.

DBE commitment: RLS will pursue meaningful, documented DBE participation that contributes to project delivery and supports the 20 percent goal through commercially useful functions. Subconsultant Unicorn Consulting is a registered DBE.

V. Firm Qualifications and Experience

Relevant Project Experience

RLS & Associates, Inc. is a woman-owned transportation management consulting firm that has specialized exclusively in public transportation for more than 38 years. Since its inception, RLS has partnered continuously with state DOTs, transit agencies, metropolitan planning organizations, local governments, human service organizations, and transit associations to improve public transportation through planning, compliance, technical assistance, program management, and operational support. In fact, RLS has been a partner to West Virginia DOT and its subrecipients for 20 years, providing technical, planning and compliance assistance.

As one of the nation's leading transit management and compliance consulting firms, RLS has extensive experience assisting state DOTs that administer Federal Transit Administration programs while supporting rural and small urban subrecipients. Our team understands the unique challenges of balancing federal oversight responsibilities with practical, customer-focused technical assistance that strengthens local agency capacity and improves long-term program performance.

RLS staff possess comprehensive knowledge of FTA programs and regulations, including Sections 5305, 5310, 5311, 5311(f), 5329, 5339, ADA, Title VI, DBE, Equal Employment Opportunity, Drug and Alcohol, Charter Service, School Bus, Transit Asset Management, Public Transportation Agency Safety Plans, procurement, third-party contracting, financial management, cost allocation, community transportation, coordinated mobility management, and non-emergency transportation.

Across the country, RLS has developed statewide compliance review programs, 5- and 10-year transit development plans, coordinated public transit-human services transportation plans, State Management Review documentation, technical assistance manuals, grant management tools, training curricula, operational assessments, performance evaluations, and mobility management strategies. Through this work, RLS has built a reputation for providing practical, collaborative solutions that improve regulatory compliance while enhancing transit service delivery.

RLS has provided many of these services for West Virginia, including, but not limited to the following:

- Creating and updating the statewide transit safety manual (SPIDER)
- Creating and updating the statewide and regional coordinated human services-public transportation plans
- PVRTA Facility and Service Feasibility Study
- New River Transit Authority Transition Assistance
- Country Roads Transit New Start Assistance
- Drug & Alcohol Program Compliance Assessments and Training
- Preston County Transit Technical Assistance and Planning
- Northwest West Virginia Transit Authority Feasibility Study
- KYOVA TMA Bus Stop Assessment
- Snowshoe Transition Plan

- Taylor County Transit Study
- Weirton Technical Assistance
- GTFS Data Establishment (statewide availability)
- FMCSA Compliance Assessment (interstate travel)
- Intercity Bus (Section 5311(f)) Needs Assessment and Recommendations

RLS is prepared to seamlessly integrate with DMTF and immediately begin providing responsive, high-quality consulting services. The qualifications listed in the following summaries and tables are among some of the longstanding state DOT services RLS has been fortunate to provide, many for more than 10 consecutive years, some for more than 20 years. Should DMTF desire, RLS will provide additional state DOT firm qualifications.

Client Perspectives

Some recent client perspectives are provided below to illustrate the level of partnership and trust RLS seeks to hold with each State DOT and subrecipient.

Client Perspective:

“RLS & Associates brings exceptional experience in supporting state RTAP programs through targeted training, compliance expertise, and effective use of national resources. Their ability to strengthen State oversight and build agency capacity has resulted in stronger, more effective transit programs.”
— National Rural Transit Assistance Program

Client Perspective:

“RLS has been a trusted partner for over 25 years, consistently delivering high-quality services that support and strengthen rural public transportation. Their expertise, responsiveness, and commitment to excellence make them an integral part of our operations.”
— Indiana Department of Transportation

Client Perspective:

“RLS has provided valuable RTAP program support for over a decade, including training delivery, website management, compliance assistance, and technical support. Their services have been highly beneficial to both DOT staff and subrecipients.”
— New Hampshire Department of Transportation

Relevant Experience with FTA Compliance and State Management Reviews

RLS has conducted hundreds of Triennial Reviews, 10 State Management Reviews, several Enhanced Review Focus assessments for FTA, multiple targeted technical assistance projects for FTA and State DOTs, and helped transit systems and DOTs close out hundreds of open non-compliance findings. Additionally, RLS has conducted over 20 in-person training workshops and over 25 virtual workshops for FTA on compliance-related topics. These workshops presented to national audiences are the primary method FTA uses to explain the Triennial and State Management Review process, expectations, documentation requirements, and overall regulatory requirements to all FTA recipients.

In addition to comprehensive compliance reviews, RLS has conducted specialized compliance reviews on specific topics, including Drug and Alcohol policy (more than 1,800 individual program or policy reviews), financial management or indirect cost allocation practices, Title VI of the Civil Rights Act, DBE, charter service policies and procedures, and the Americans with Disabilities Act (ADA).

Resources and tools developed by RLS as part of its review and/or technical assistance process have been used as best practices by numerous transit systems and states. In total, RLS corporate experience includes the conduct of approximately 2,600 general and specialty topic area compliance reviews in over 26 states and technical assistance to hundreds of recipients.



Experience with Sections 5310 and 5311 Programs

RLS has conducted more than 850 comprehensive compliance reviews of rural and specialized grant recipients across 14 states. RLS also provides on-going support to DOTs that administer Section 5310, 5311, 5339, 5329, 5305, and 5311(f) programs. The following table highlights our recent and relevant compliance activities and State Management Review preparation experience.

Project Name	Client	Compliance Activities				
		FTA Rules and Regulations	State Management Review Preparations	Grantee On-Site Compliance Reviews and/or Desk Reviews	Corrective Action Plans	Technical Assistance to Close Findings
DOT and Transit Manager Compliance Training	Texas Transit Association, Massachusetts, Ohio, New Hampshire, North Carolina, Georgia DOTs	•	•			
Comprehensive Oversight Review and Technical Assistance (CORTAP) Regions 2 (three times), 3 (twice), 6, 7, 8, 9 (three times) and 10	Federal Transit Administration	•		•	•	
Federal Compliance Reviews for Rural Grantees and Specialized Programs (Sections 5311 and 5310)	Massachusetts, Arizona, Georgia, Illinois, Indiana, Wisconsin, and Tennessee DOTs	•	•	•	•	•
State Management Review Preparation and Technical Assistance	North Carolina, Ohio, Nevada, Oregon, and Georgia DOTs	•	•	•	•	•
Compliance Monitoring Program	Oregon DOT	•	•	•	•	•
Compliance Monitoring and Technical Assistance	Tennessee DOT	•	•	•	•	•
Consulting Services for FTA Subrecipients; SMR preparation	Nevada DOT	•			•	•
Proficiency (Compliance) Reviews and Training	North Carolina DOT	•		•	•	•
FTA Triennial Assistance	Maine DOT	•	•	•	•	•
Wisconsin Section 5311 Subrecipient Compliance Site Reviews	Wisconsin DOT	•	•	•	•	•

Project Name	Client	Compliance Activities				
		FTA Rules and Regulations	State Management Review Preparations	Grantee On-Site Compliance Reviews and/or Desk Reviews	Corrective Action Plans	Technical Assistance to Close Findings
Georgia FTA Program Compliance Support Services	Georgia DOT	•	•	•	•	•
MTA's 2019 State Management Review preparation	Maryland Transit Administration	•	•			
Super Circular Training	North Carolina, Ohio, and Louisiana DOTs, and Kentucky Public Transit Association	•				
Safety and Training Program Development	West Virginia DOT	•		•	•	•
Bus Safety Oversight Management System	North Carolina DOT	•		•	•	•
Drug and Alcohol Program Review Assistance	California Association for Coordinated Transportation, Oregon, North Carolina, New Mexico, Georgia, Texas, and West Virginia DOTs	•		•	•	•
Safety and Security Review	Wichita Transit	•		•		
Title VI Compliance Reviews	Illinois DOT	•				
Triennial Review Preparation and Follow-Up	Columbus Area MPO	•				
Cost Allocation Review and Plan	El Dorado Transit	•				

10+ Years of Representative State DOT Administration Experience Project Summaries

Paragraph descriptions of RLS' experience providing State DOT Administration and FTA compliance are listed here.

West Virginia Department of Transportation

Location: West Virginia

Years: 20 years

Project Manager: Neal Vance, Charles.n.vance@wv.gov

Key RLS Staff: Robbie Sarles, Christy Campoll, Laura Brown, Julie Schafer, Sean Oswald, Will Reckley, Charles Glover, Michelle Peralles, Megan Matheny

Type of Project: On-Call Technical Assistance, Drug and Alcohol Compliance, Planning, Safety, Intercity Bus, GTFS

Project Goals and Objectives and How They Were Met:

Technical Assistance, Safety, GTFS, and Planning

RLS has provided technical assistance, planning and transit safety-related services to the West Virginia Department of Transportation for two decades, providing technical assistance and planning support for DOT administrative programs and policies, and rural and small urban transit providers and regional planning organizations throughout the state. Services have included procurement evaluations, safety and security assessments, policy reviews, statewide training, and direct technical assistance to subrecipients. RLS has also assisted WVDOT with planning initiatives, regulatory interpretation, and development of practical guidance that strengthens statewide program administration. This long-standing relationship provides the team with an in-depth understanding of WVDOT's organizational structure, DMTF processes, and the operational challenges facing West Virginia's transit providers.



RLS staff Robbie Sarles, Laura Brown, Christy Campoll, and Julie Schafer have been contracted by DMTF for over 14 years to work with subrecipients and stakeholders to develop the West Virginia Human Service Public Transportation Coordination Plans and to develop a statewide transit safety manual. RLS has a strong relationship and foundation with not only the DMTF but also their subrecipients in fact, RLS has been instrumental in assisting subrecipients such as; New River Transit Authority transition from a 5311 subrecipient to a 5307 system, Tri River Transit conduct financial planning and secure additional local match, Tri River Transit expansion of service to Point Pleasant and consolidation of service and expansion to Wayne County, and worked with Weirton Transit to coordinate interstate transit services with neighboring Steubenville Ohio. RLS also created the GTFS feeds for numerous subrecipients to meet NTD requirements. RLS created the "It's Time to Coordinate" handbook to assist West Virginia DOT and its subrecipients with meeting the requirements of the Section 5310 program; RLS also created and updated the regional coordinated human services-public transportation plans during each interval since 2007; the planning process included local stakeholder meetings and data collection/analysis. RLS created the SPIDER Manual for West Virginia DOT, which received national recognition as a resource for transit safety tools; RLS updated that manual in 2025/2026 to include video tutorials for each chapter. Most recently, RLS has engaged with the DMTF to conduct an Intercity Bus (Section 5311(f)) Needs Assessment and Plan.

Drug & Alcohol Program Support

RLS conducted drug and alcohol compliance reviews for all 14 of the West Virginia DOT, Division of Public Transit's Section 5311 transit systems. RLS spent one to two days on site to evaluate the system's testing program and policy. After each review, RLS provided WVDPT and the system with recommendations to meet compliance standards as necessary. RLS continued to work with the system until compliance

standards are achieved. Summary reports were provided to WVDPT staff throughout the compliance review. In addition to compliance reviews, RLS provided technical assistance to WVDPT and their transit systems, establishing a telephone number for easy access by WVDPT and their transit systems.

North Carolina Department of Transportation

Location: North Carolina

Years: 24 years

Project Manager: Blair Chambers, tbchambers@ncdot.gov

Key RLS Staff: Robbie Sarles, Sean Oswald, Julie Schafer, Kim Angel, Ann Marie Coughlin, Ray Boylston, Megan Matheny, Konnadi Dhatnubia

Type of Project: On-Call Technical Assistance, Compliance, Planning, Innovative Technology

Project Goals and Objectives and How They Were Met:

General On-Call Compliance Services

Since 2007, RLS has served as an on-call compliance and technical assistance consultant to NCDOT, providing ongoing interpretation of FTA regulations for Sections 5310, 5311, 5311(f), 5339, and 5329, conducting compliance reviews, developing statewide guidance, and delivering training for rural and small urban transit providers. RLS also provided comprehensive data analysis



and new technology expertise by developing and implementing standard operating procedures for the establishment of NCDOT's Innovative Technology effort, which influenced policy and planning decisions as well as the risk assessment system.

The team routinely responds to real-time compliance questions, assists with procurement and contracting issues, evaluates ADA and civil rights compliance, reviews Drug and Alcohol programs, and supports grant administration. Through collaborative technical assistance and practical implementation tools, RLS has helped NCDOT promote consistent application of federal requirements across its statewide transit network.

Most recently, RLS was called on by NCDOT to conduct a thorough review of its grants management procedures, including assessing and reconciling open grants and assisting with grant closeout, establishing an annual financial risk assessment for subrecipients, training DOT staff, and streamlining the grants management and tracking systems. RLS then updated NCDOT's State Management Plan. These efforts have been so successful that two RLS staff have been assigned to provide direct support to the Deputy Director of Finance and Grants Administration and the Compliance and Procurement Branch Manager.

In addition to General Services On Call support, RLS was selected to develop the NCDOT Rural Technical Assistance Program (RTAP) in 2023. RLS manages all aspects of the RTAP program under the direction of NCDOT. The NCDOT RTAP program includes an extensive six-month New Manager Training Program.

Georgia Department of Transportation**Location:** Georgia**Years:** 19 years**Project Manager:** Patricia Smith, psmith@dot.ga.gov**Key RLS Staff:** Robbie Sarles, Sean Oswald, Ray Boylston, Megan Matheny, Amy Rast**Type of Project:** On-Call Technical Assistance, Compliance, Planning, Drug and Alcohol**Project Goals and Objectives and How They Were Met:****FTA Sections 5311 and 5310 Program Compliance Services**

For nearly twenty years, RLS served as GDOT's statewide compliance and technical assistance consultant, supporting administration of federal transit programs for rural and small urban subrecipients through a variety of general services as requested by GDOT. Responsibilities include conducting desk and on-site compliance reviews, providing technical assistance across all FTA program areas, evaluating ADA, Title VI, Drug and Alcohol, procurement, cost allocation, asset management, safety and security programs, and developing corrective action plans. RLS also updates statewide guidance documents, assists with the development of GDOT standard operating procedures and program manuals, monitors implementation of corrective actions, and responds rapidly to technical questions from both GDOT staff and local providers. This comprehensive program strengthened statewide compliance while helping agencies build internal capacity and reduce recurring findings.

A dedicated RLS staff of six+ both on-site and remote staff serve as an extension of GDOT staff and play a critical role in grants and contract management, subrecipient monthly invoice processing, Blackcat grants management maintenance, training, procurement oversight, NTD reporting, TrAMS and ECHO reporting, DAMIS reporting, State Management Plan updates, and TAM plan development and updates.

Massachusetts Department of Transportation (MassDOT)**Location:** Massachusetts**Years:** 12 years**Project Manager:** Lauren Richmond, lauren.richmond@state.ma.us**Key RLS Staff:** Robbie Sarles, Sean Oswald, Tyler Bender, Julie Schafer, Laura Brown, Matt Bussey**Type of Project:** On-Call Technical Assistance, Compliance, Planning, Drug and Alcohol, Training**Project Goals and Objectives and How They Were Met:****Transit Program Support and Compliance Services**

RLS has provided consulting support to MassDOT in administering federally funded public transportation programs by strengthening regulatory compliance, improving oversight practices, and assisting transit providers with implementation of federal requirements. Working collaboratively with MassDOT staff and local agencies, RLS has supported policy development, program reviews, corrective action implementation, and operational improvements. Recent efforts include assisting MassDOT with updates to their State Management Plan and preparation for their State Management Review. This experience demonstrates RLS's ability to support complex statewide transit programs while balancing regulatory oversight with responsive customer service.



Ohio Department of Transportation**Location:** Ohio**Years:** 38 years**Project Manager:** Tim Maceyko, tim.maceyko@dot.ohio.gov**Key RLS Staff:** Robbie Sarles, Sean Oswald, Tyler Bender, Julie Schafer, Lynette Vargas, Debbie Green, Christy Campoll, Laura Brown, Megan Matheny, Michelle Peralles, Unicorn Consulting (subconsultant to RLS)**Type of Project:** On-Call Technical Assistance, Compliance, Training, Technology Assistance, Facilities, Safety**Project Goals and Objectives and How They Were Met:****General On-Call Technical Assistance Program**

RLS has been the prime contractor and primary contributor to the Ohio Department of Transportation's Ohio Technical Assistance Project (OTAP, formerly OTEC) since the program's inception in 1988. For this project, RLS provides technical expertise necessary to ensure the efficient, cost-effective operation of the new and existing small urban and rural transportation systems within the State. RLS services are provided by a combination of staff dedicated to ODOT working onsite or remotely with ODOT staff. Emphasis is placed on topics that were technical in nature with "hands on" solutions rather than large research studies.

A task-based contract, RLS conducts anywhere from 10-30 projects each year, depending upon the needs of ODOT and its grantees. Each project is customized to reflect the unique needs of the state and its transit providers. RLS also provides on-site staff support to ODOT via up to two full-time employees who perform a variety of grants management and financial management duties to assist ODOT in the implementation and oversight of its State and Federal transit programs. RLS staff routinely review grant applications and contracts for completeness and accuracy, review subrecipient invoices and review subrecipient indirect cost plans. In addition to the on-site staff, RLS also provides staff support in the form of a Rural Circuit Rider, an individual who travels statewide and provides on-site support to transit systems, as requested by ODOT.

In addition, RLS performs compliance reviews for Section 5310 and Section 5311 subrecipients in the State of Ohio, upon ODOT request. Services include interpretation of FTA regulations, on-site technical assistance, compliance reviews, Transit Asset Management, PTASP implementation, ADA, Title VI, DBE, Drug and Alcohol oversight, procurement guidance, and financial management assistance. Through individualized coaching and statewide training, RLS has strengthened compliance, improved reporting consistency, and enhanced organizational capacity across Ohio's transit network. RLS has been instrumental in assisting with the transition and development of five new 5311 subrecipients in Ohio and has transitioned a subrecipient with extreme financial and compliance issues to a new subrecipient without service disruption.

RLS, along with sub-consultant Unicorn Consulting, is assisting ODOT and nine subrecipients with FTA-funded facility projects from grant award to completion. The projects range in size from existing facility renovations to complete transit hubs with administrative offices, customer areas, and maintenance facilities.

RLS is also responsible for coordinating the Ohio Technical Assistance Program, Ohio's RTAP. RLS coordinates the training program handling all aspects from training development, promotion, registration, delivery, issuing certificates, and maintaining training records.

Indiana Department of Transportation**Location:** Indiana**Years:** 27 years**Project Manager:** Larry Buckel, lbuckel@indot.in.gov**Key RLS Staff:** Robbie Sarles, Sean Oswald, Julie Schafer, Christy Campoll, Vicky Warner, Troy White, Laura Brown, Charles Glover, Anne Marie Coughlin, Rich Garrity, Charles Glover**Type of Project:** On-Call Technical Assistance, Compliance, Training, Technology Assistance, Planning**Project Goals and Objectives and How They Were Met:****Section 5311 and 5310 Compliance Review Program**

Since 1999, RLS has provided direct staff support and technical assistance to the Indiana Department of Transportation through the Indiana RTAP program. Two dedicated full-time, equivalent RTAP staff complemented by the entire RLS staff, as needed, support the INDOT Office of Transit staff. The INRTAP office is responsible for developing and managing all aspects of the 5310 and 5311 RTAP training programs from a state-of-the-art training center in Columbus, IN. In addition to training, the INRTAP office provides staff support to INDOT for drug and alcohol and regulatory compliance reviews for 5311 subrecipients, 5310 regulatory compliance reviews, vehicle inspections reviews, technical assistance to Section 5310 and 5311 subrecipients, TAM plan development and updates, production of the annual transit report, Intercity Bus Study, Title VI plan, preventative maintenance, and safety plan compliance oversight, as well as assistance with program manual and state manual updates. Based on the US Census data, the FTA establishes Urbanized Area (UZA) boundaries throughout the United States. Communities included within these UZA boundaries are not eligible for Section 5311 rural transit program funding and must transition to Section 5307 urbanized funding. RLS evaluated the service area of four Section 5311 systems, Hillcroft, Monroe County, Jay/Randolph and WCIEDD to determine the impact the new UZA boundaries may have on public transportation service in Indiana. Upon completion of the assessment, RLS assisted INDOT and the impacted subrecipients with transitioning to 5307 service providers. RLS is currently working with INDOT to transition to a statewide regional structure and update the INDOT State Management Plan.

**New Hampshire Department of Transportation****Location:** New Hampshire**Years:** 23 years**Project Manager:** Fred Butler, Frederick.butler@dot.nh.gov**Key RLS Staff:** Robbie Sarles, Sean Oswald, Julie Schafer, Anne Marie Coughlin, Laura Brown, Michelle Perales, Matt Bussey, Amy Rast**Type of Project:** On-Call Technical Assistance, Compliance, Training, Technology Assistance, Planning**Project Goals and Objectives and How They Were Met:****Transit Technical Assistance and Program Support**

RLS has supported NHDOT through technical assistance, transit planning, and compliance support designed to strengthen administration of federally funded transit programs. Working closely with state staff and local providers, RLS has assisted agencies with implementing FTA requirements, improving policies and procedures, evaluating operational practices, and identifying opportunities to enhance service delivery. RLS's collaborative approach emphasizes practical solutions that improve compliance while recognizing the operational realities of rural transit systems. As a task order project, RLS performs a variety of tasks on a regular basis to support the limited NHDOT staff. Current duties include, assisting

with 5310, 5311 compliance reviews while training DOT staff, providing subject matter expertise and best practice recommendations for financial grants management while assisting new staff develop new processes and procedures, assisting 5310 and 5311 subrecipients with Title VI plan updates, producing the NHRTAP quarterly newsletter, and updating and maintaining the NHRTAP website to ADA 508 compliance. Prior RLS assistance included transitioning

As the management firm for the NHRTAP program, RLS provides quarterly driver training and specialty management training on topics such as; financial management and cost allocation, ADA, Reasonable Modification, Title VI, and other compliance related topics.

RLS and subconsultant Unicorn Consulting are assisting NHDOT and a 5311 subrecipient with a FTA-funded facility renovation converting a car dealership to a transit hub that will include administrative offices, a maintenance garage, EV charging stations, secured bus parking, and a customer center.

RLS and subconsultant Schweiger Consulting are working closely with three subrecipients to develop an RFP, procure, contract, install, and test automated scheduling and dispatch software and maintenance services that will meet the requirements of each unique subrecipient. This project became reality after one of the subrecipients was a victim of a cyber security attack and loss of all their transit client and trip data.

Nevada Department of Transportation

Location: Nevada

Years: 14 years

Project Manager: Guinevere Hobdy, ghobdy@dot.nv.gov

Key RLS Staff: Robbie Sarles, Sean Oswald, Julie Schafer, Michelle Perales, Anne Marie Coughlin, Lynette Vargas

Type of Project: On-Call Technical Assistance, Compliance, Training

Project Goals and Objectives and How They Were Met:

FTA Subrecipient Technical Assistance and Compliance Support

RLS has enlisted by NDOT to augment the state staff in the areas of compliance, compliance finding close out assistance, financial management, subrecipient invoice review and processing, NTD reporting, and subrecipient technical assistance. RLS is conducting Section 5310 and 5311 targeted compliance reviews, technical assistance, and implementation support to FTA-funded transit providers across Nevada. Services have included procurement reviews, policy development, regulatory interpretation, corrective action planning, and follow-up coaching to ensure sustained compliance. By combining oversight with hands-on technical assistance, RLS has helped reduce program risk while building long-term organizational capacity among Nevada's transit providers. RLS recently assisted NDOT with preparing for their State Management review, updated the state TAM plan, and is developing NTD reporting procedures and guidance. As the designed liaison for the Nevada Blackcat grants management system, RLS works closely with Blackcat staff and subrecipients to ensure the program is designed for efficient and effective data collection and reporting.

Unfortunately, due to ongoing lack of compliance, NDOT was unable to continue 5311 funding for one subrecipient. RLS worked with NDOT to identify and secure a qualified provider and was successful in establishing an improved and financially stable transit system with local match support from the county.

Illinois Department of Transportation**Location:** Illinois**Years:** 20 years**Project Manager:** Shoun Reese, shoun.reese@illinois.gov**Key RLS Staff:** Robbie Sarles, Sean Oswald, Julie Schafer, Christy Campoll, Laura Brown, Matt Bussey, Rich Garrity, Megan Matheny, Tyler Bender, Jay Van Easly, Jeff Roper, Charles Glover**Type of Project:** On-Call Technical Assistance, Compliance, Training, Planning**Project Goals and Objectives and How They Were Met:****Federal Compliance Reviews for Rural Grantees and General On-Call Services**

Since 2007, RLS has conducted statewide federal compliance reviews on behalf of IDOT for rural and small urban transit providers receiving FTA



funding. Reviews encompass procurement, financial management, ADA, Title VI, maintenance, asset management, civil rights, and other federal program requirements. RLS prepares comprehensive findings reports, develops corrective action plans, provides implementation assistance, and monitors corrective actions through completion. This long-standing statewide program has improved consistency among subrecipients, reduced repeat findings, and strengthened overall compliance with federal transit requirements. RLS has been instrumental in assisting IDOT with the update and enhancement of DOT with state and federal oversight guidance and documents including State Management Plan updates and funding methodology updates.

In 2026, RLS secured an expanded contract with IDOT that expanded the scope of service well beyond compliance reviews and compliance technical assistance. In fact, RLS was asked to evaluate IDOT's grant reconciliation process, recommend improvements and conduct grant reconciliations for Section 5307, 5311, and 5310 subrecipients for operating, capital, and planning projects. RLS currently has 1.5 FTE dedicated to the grant reconciliation process. Other recent efforts include the update of the State Management Plan completed by RLS, and the development of updated funding methodology for the Section 5310 program completed by subconsultant WSP. Most recently, RLS has been asked to provide dedicated staff support to fill vacant positions within the DOT. RLS will provide staff to assist with all phases of capital project management, invoice processing, and oversight.

Tennessee Department of Transportation**Location:** Tennessee**Years:** 15 years**Project Manager:** Emily Ducach, Emily.ducach@tn.gov**Key RLS Staff:** Robbie Sarles, Sean Oswald, Julie Schafer, Christy Campoll, Laura Brown, Matt Bussey, Rich Garrity, Megan Matheny, Tyler Bender, Jay Van Easly, Jeff Roper, Lynette Vargas**Type of Project:** On-Call Technical Assistance, Compliance, Training, Planning**Project Goals and Objectives and How They Were Met:****Federal Compliance Reviews for Rural Grantees and General On-Call Services****Rural Transit Compliance Monitoring Program**

The Tennessee Department of Transportation (TDOT) awarded this task to provide consulting services in support of TDOT's Compliance Monitoring Program (CMP) for rural transit subrecipients. Under this engagement, RLS conducts compliance reviews of Section 530 and 5311 subrecipients. Specifically, RLS established a review schedule, updated and re-developed TDOT's compliance monitoring materials,

conducts in-person site visits, provides technical assistance, maintained a compliance findings database, and evaluated subrecipient corrective actions.

As part of the RTAP technical assistance program, RLS provides direct assistance to TDOT and subrecipients for subrecipient procurements. RLS assisted TDOT in the development of special procurement resources to assist grantees in navigating specific processes or transactions that are outside the existing framework of TDOT's procurement compliance oversight program. Specifically, RLS worked with TDOT to develop procedures to enable grantees across the state to purchase Intelligent Technology Systems (ITS) Trip/Dispatching Software through a Tennessee Statewide Participating Addendum with Utah's National Association of State Procurement Officials (NASPO) Contract. RLS completed work on procurement checklists and an independent estimate process was developed to expedite the transaction process for grantees.

Mobility and Accessible Transportation Strategic Plan Development

Tennessee lawmakers, in partnership with the Council on Developmental Disabilities, The Arc of Tennessee, Disability Rights Tennessee, and the Tennessee Department of Transportation (TDOT), successfully created and established the Tennessee Accessible Transportation and Mobility Act of 2020. This exceptional Act opens doors to sustainable expansions and improvements in accessible transportation for communities and individuals throughout Tennessee.

TDOT made the intentions of the Act a reality through the new Office of Accessible Transportation and a statewide mobility management program. TDOT and its advisory committee of stakeholders are in a unique position, even among its small group of peers, because of the Act which provides direction for incorporating certain functions into the mobility and accessibility plan: relationships between certain State government agencies as they pertain to transportation; existing mobility management structures across the state; and, the advancements technology and creative service structures utilized by local public transit systems.



The RLS team assisted TDOT through this exciting transition. The scope of work included working with TDOT and its partners to create a mission statement, develop a Five-Year Plan, provide technical assistance, and produce annual reports for the new Office of Accessible Transportation. The RLS team has completed a statewide evaluation of unmet needs and gaps in services, including an inventory of transportation services. The needs assessment and inventory processes involved a public survey, a series of 11 regional focus groups, a transportation provider survey, demographic analysis, and working group meetings. RLS will continue to provide guidance and assistance that will perpetuate the visionary efforts that brought TDOT and its partners to this point and become a valuable resource for years to come.

TDOT Staff Training - Subrecipient Compliance Oversight

RLS provided training and consulting services to support TDOT in exercising the required compliance oversight of its Section 5311 subrecipients. This engagement involved updating TDOT's existing compliance review field guide and then delivering a series of webinars and on-site trainings concerning the review topics covered in the field guide. The training sessions focused on explaining the reasoning for each question contained in the field guide, as well as distinguishing between the questions reflecting regulatory requirements and those representing industry best practices.

Tennessee Rural Transit Assistance Program (TNRTAP) / Intercity Bus Task

RLS & Associates, Inc. surveyed all of the major stakeholders involved with rural intercity bus service in Tennessee. The intercity bus carriers, public transportation providers, and general stakeholders were asked to provide feedback on how COVID-19 has affected intercity bus service in their area. RLS staff then worked with TDOT to develop a report on the findings and recommendations from the survey results.

Cost Allocation Technical Assistance

RLS was asked to review exist cost allocation practices to determine whether changes need to be made to comply with state and federal requirements. RLS documented existing practices and then identified any cost allocation plans (direct or indirect) that needed to be developed or updated. RLS then conducted a work session with TDOT to develop an agreed approach to cost allocation, followed by technical assistance workshop with agencies that received 5316, 5317, Or 5310 funds from TDOT for costs other than capital.

Procurement Program Technical Assistance

RLS is supporting TDOT in the development of a robust procurement guidance and management program. The procurement program model is already well established and garnered FTA best practices accolades during TDOT's State Management Review. The procurement program is designed to be a step by step program that not only walks subrecipients through a series of checklists and templates to ensure compliance but also serves as TDOT procurement and approval documentation. The web-based procurement program also includes a series of video tutorials that are currently being tested by a pilot group of subrecipients.

Oregon Department of Transportation

Location: Oregon

Years: 20 years

Project Manager: David Campbell, David.m.campbell@odot.oregon.gov

Key RLS Staff: Robbie Sarles, Rich Garrity, Sean Oswald, Matt Bussey, Michelle Perales, Megan Matheny, Tyler Bender, Jay Van Easly, Jeff Roper, Ray Boylston, Anne Marie Coughlin, Charles Glover

Type of Project: On-Call Technical Assistance, Compliance, Training, Drug and Alcohol

Project Goals and Objectives and How They Were Met:

Federal Compliance Reviews for Rural Grantees and General On Call Services

RLS has a long-standing relationship to assist ODOT with completing a Compliance Monitoring Program (CMP) review on each subrecipient's financial, administrative, operational and other related areas. The CMP review must be conducted to conform to the requirements defined by ODOT in the adopted State Management Plan (SMP), and associated state and federal requirements and the state STF and STIF programs.

RLS conducts on-site compliance reviews for 77 subrecipients. Of these 77 entities, five are direct 5307 recipients, 9 are federally recognized Indian Tribes, and four are for-profit intercity (Section 5311(f)) providers. Reviews of each subrecipient will be conducted on a 3-, 4-, or 5-year cycle based on a risk assessment performed by RPTD to determine the appropriate review cycle for each subrecipient. RLS will perform 18 to 22 reviews per year. The review is conducted to assess subrecipient grant-related compliance through evaluation of the subrecipient's financial, administrative, operational and related programmatic areas. The site review is conducted to conform to the program requirements defined by ODOT in its adopted State Management Plan (SMP), and associated state and federal requirements for federal programs 5310, 5311, 5339, the State Special Transportation Fund (STF) and Statewide Transportation Improvement Fund (STIF) programs. Most subrecipients receive more than one type of program funding.

The site review uses a risk-management approach to identify areas of concern, e.g., weaknesses in cash management, misspent funds, misallocation of expenses to grants, problems with internal controls, non-compliance with program requirements, and program weaknesses that may result in inefficiencies, lack of compliance, etc.

The Compliance Review Program results in a report of findings which must be remediated by the subrecipient within an allotted time as negotiated on site with the subrecipient. In addition to compliance findings, the site review should identify best practices and operational/managerial efficiencies that would provide benefit the subrecipient if implemented. (listed as advisory recommendations in the compliance report). Additionally, RLS provides and manages a method (tool) for monitoring and managing (closing) findings.

In addition to the conduct of compliance reviews, RLS provides technical assistance and subject matter expertise to ODOT as requested. Recent assistance includes the conduct of financial management and transit board training, updating the State Management Plan, conducting enhanced reviews and technical assistance to subrecipients with repeat compliance findings and those in financial distress.

Federal Transit Administration Comprehensive Oversight Review and Technical Assistance Program (CORTAP)

Location: FTA Region 2 (three times); Region 3 (two times); Region 6; Region 7; Region 8; Region 9 (three times); and Region 10

Years: 7 years

Project Manager: Audrey Bredehoft, Audrey.bredehoft@dot.gov

Key RLS Staff: Robbie Sarles, Rich Garrity, Matt Bussey, Tyler Bender, Michelle Perales, Jay Van Easly, Jeff Roper, Ray Boylston, Charles Glover, Anne Marie Coughlin, Megan Matheny

Type of Project: Technical Assistance, Compliance, Training, Project Goals and Objectives and How They Were Met:

Project Goals and Objectives and How They Were Met:

FTA CORTAP Corrective Action Support

As part of FTA's efforts to strengthen the compliance oversight of its recipients and to refocus CORTAP to provide meaningful technical assistance, it is imperative that all open findings be resolved in a timely, targeted, and effective manner. FTA's compliance program is intended to identify and resolve recipient compliance issues in an accurate, thorough, consistent manner that ultimately benefits the recipients of FTA funds. RLS has been tasked by FTA to provide corrective action support and targeted technical assistance to agencies in Regions 4 and 9.

An example of one of the targeted agencies (City of Bowling Green, KY), RLS critically evaluated the operations RFP for both fixed route and complementary paratransit service.

FTA CORTAP Region Reviews

RLS was selected by the Federal Transit Administration (FTA) to participate in its Comprehensive Oversight Review and Technical Assistance Program (CORTAP) in 2019 and 2024 for five-year task order-based engagements. As part of these task orders, RLS has performed triennial reviews and state management reviews in Region 2 (three times), Region 3 (two times), Region 6, Region 7, Region 8, Region 9 (three times), and Region 10. Example agencies reviewed include:

- MTA NYC (including constituent agencies MTA HQ, Long Island Railroad, Metro North Railroad, NYCT/Subway, MTA Bus, and MTA Construction & Development);
- Los Angeles Metro;
- BART (San Francisco);

- San Diego MTS;
- WMATA (Washington, DC);
- SEPTA (Philadelphia);
- PAAC (Pittsburgh);
- TriMET (Portland, OR);
- Sound Transit (Seattle, WA);
- Phoenix, NM;
- City and County of Honolulu;
- Hawaii DOT;
- Missouri DOT;
- Pennsylvania DOT;
- Virginia DOT;
- Washington DOT;
- Montana DOT (ongoing)
- Arkansas DOT (ongoing)
- American territories such as Guam, American Samoa, and the Northern Mariana Islands



The reviews involved several steps. First, each entity was sent a Recipient Information Request to obtain policies, procedures, and other documentation relating to each review area. RLS then performed an extensive desk review of those materials. This was followed by on-site interviews at each recipient location, where key staff and management were interviewed to determine the level of compliance. After the desk and on-site reviews were complete, RLS drafted a report delineating any compliance deficiencies found and including corresponding corrective actions and a timeline in which the reviewed entity must rectify the deficiency.

FTA CORTAP Quality Assurance

TSO provided RLS with the “ADA Guide”, a modified Microsoft Word version of the ADA review area from the Fiscal Year 2019 Comprehensive Review Guide. RLS conducted research in the ADA review area to ensure that the ADA Guide captures all applicable governing directives, basic requirements, and indicators of compliance. Based on their research, RLS made revisions and updates to the relevant sections of the ADA Guide.

FTA provided RLS with the Modified Financial Management Guide, completed by Tuba Group, and the Modified Technical Capacity Guide, completed by CDI/DCI. RLS assigned SMEs to review the Modified Guides, providing feedback using Track Changes and Comments.

RLS guided the finalization meeting that was held at USDOT headquarters in Washington DC. After the meeting, TSO distributed the ADA, Financial Management, and Technical Capacity Final Guides to RLS. RLS made compliance assessments for three FY19 recipients, to be provided by TSO, in each review area. RLS conducted background research on the three recipients and made their compliance assessments directly on the Final Guides. A results meeting will follow.

For the ADA review area only, RLS compared the Final ADA Compliance Assessment results with the ADA results of the original reviews of the three recipients, identifying and analyzing discrepancies between the two assessments. The original review documentation (i.e., copies of the final reports and working papers from the three recipients’ original reviews) was provided by TSO prior to the start of this task. RLS

examined the original review documentation to see if it is sufficient to justify the original review determinations.

Comparable Contract References

The following comparable contracts are recommended for final reference insertion. Current contact names, phone numbers, email addresses, contract dates, and contract values should be confirmed from RLS records before submission.

Comparable Experience	Reference Information
North Carolina DOT General On-Call Services / Grants Management / Planning / Compliance	Contact: Blaire Chambers Phone: (919) 707-4693 Email: tbchambers@ncdot.gov Address: 1 S. Wilmington St., Rm 547A 1550 Mail Service Center Raleigh, NC 27699-1550
Georgia DOT Technical Assistance / Compliance Support / Training / Drug and Alcohol	Contact: Patricia Smith Phone: (404) 347-0527 Email: psmith@dot.ga.gov Address: 600 West Peachtree St., NW 6 th Floor, Atlanta, GA 30303
Indiana DOT On-Call Technical Assistance/ RTAP / Compliance Support / Planning/ Training	Contact: Larry Buckel Phone: (317) 728-6250 Email: lbuckel@indot.in.gov Address: 100 N. Senate Ave, Rm N955, Indianapolis, IN 46204

Why This Experience Matters to DMTF

RLS's experience in West Virginia, Georgia, North Carolina, Massachusetts, Ohio, Indiana, New Hampshire, Nevada, Illinois, and other states demonstrates more than the minimum amount of experience and the firm's ability to support state DOTs with the same types of responsibilities included in this solicitation. These contracts required more than technical knowledge; they required responsiveness, discretion, consistency, documentation discipline, and the ability to help subrecipients improve. RLS will bring these tested practices to DMTF while tailoring each work product to West Virginia's policies, program structure, and transit provider needs.



RLS State DOT FTA Program Experience Matrix							
State or FTA	Years	Develop Oversight Programs	Conduct Onsite Reviews	Conduct State Management Review	Conduct Triennial Reviews	Provide Training	Summary
Federal Transit Administration	2019-Present	✓	✓	✓	✓	✓	Provides regulatory compliance reviews, assistance and training through the FTA's Comprehensive Oversight Review and Technical Assistance Program (CORTAP). RLS staff included in this proposal provide services in each category in several states per year. In particular, State Management Reviews were conducted in Montana, Arkansas, Virginia, Pennsylvania, Missouri, Hawaii, Washington, American Samoa, Guam, American Saipan, and the Commonwealth of Northern Mariana Islands
Arizona	2009–Present		✓		✓	✓	Provides ADOT site visits and compliance oversight for Section 5311 and Section 5310 subrecipients, including documentation preparation; desk and on-site reviews across FTA compliance areas; reports; corrective action closure; Drug and Alcohol program reviews; DAMIS; procurement; civil rights; asset, vehicle, and facility oversight (5339); and technical assistance.
Colorado	2016-2018 and 2020-2025					✓	Provides targeted training and technical assistance addressing ADA, Title VI, DBE, DAMIS, financial management and capacity, and related FTA regulatory compliance requirements. Contract dates should be confirmed before proposal submission.
Georgia	2007–Present	✓	✓	✓		✓	Comprehensive on-call program oversight for GDOT and its subrecipients, including grant administration, compliance reviews, contract management, TrAMS, ECHO, Drug and Alcohol oversight, procurement, safety and asset management, civil rights and ADA, training, corrective actions, contract support, and asset and facility monitoring.
Illinois	2006–Present	✓	✓	✓	✓	✓	Provides statewide compliance reviews for approximately 45–50 rural and small urban grantees, resident compliance staff, financial and regulatory review, TrAMS, ECHO, Bus Safety and Security Plans, PTASP coordination, Title VI review, State Management Plan updates, BlackCat support, TrAMS, ECHO, training, technical assistance, and corrective-action implementation.
Indiana	1999–Present	✓	✓	✓	✓	✓	Provides statewide Section 5311 program management, RTAP administration, comprehensive compliance reviews for Sections 5311 and 5310, Drug and Alcohol oversight, DAMIS, technical assistance and corrective-action support. RLS developed INDOT's two-volume Section 5311 and 5311(f) Program Manual and BlackCat compliance module and conducts vehicle-condition, preventive-maintenance, website, and Title VI reviews. RLS works with local planning agencies (5305) to assist with transit programs that should be added to the TIP.

Maine	2012– Present	✓				✓	Supports statewide and regional human services transportation initiatives through NEMT program restructuring, child welfare transportation assessment, provider and stakeholder engagement, surveys and focus groups, service coordination, Drug and Alcohol assistance, dispatch and scheduling specifications, and data-driven strategic recommendations. Prepared the Title VI Civil Rights Plan and DBE goals.
Massachusetts	2014– Present	✓	✓	✓	✓	✓	Manages MARTap and provides on-call Section 5311, 5310, and 5339 compliance, training, grant oversight, procurement assistance, mobility management, CMAQ workforce transportation program support, intercity bus needs assessment, subrecipient reviews, and corrective action resolution.
Minnesota	2013– 2026	✓	✓		✓	✓	Developed and manages MnDOT's Comprehensive Review Program for rural (5311 and 5310), urban, and intercity transit subrecipients. Services include annual comprehensive and focus-area reviews, desk and on-site evaluations, operational analysis, regulatory field-guide development, statewide workshops, technical assistance, and sustainable corrective-action support.
Nevada	2012– Present	✓	✓	✓	✓	✓	Provides support for TrAMS, ECHO, statewide coordinated human services transportation planning, demographic and needs analysis, implementation strategies, FTA compliance support, Drug and Alcohol assistance, training and technical assistance, civil rights support, and targeted procurement and high-risk project assistance.
New Hampshire	2003– Present	✓	✓	✓	✓	✓	Provides on-call transit program and compliance support, including TAM and statewide asset inventory updates, RTAP and training, mobility manager integration, procurement and federally funded facility project assistance, policy and procedure development, regulatory implementation, and technical assistance.
North Carolina	2002– Present	✓	✓	✓	✓	✓	Provides statewide on-call compliance and program management technical assistance, grant administration support, procurement and contracting guidance, Drug and Alcohol and civil rights oversight, DAMIS, proficiency reviews, training, facility and record inspections, risk assessments, service planning, innovative technology, corrective actions, and rural-to-urban transition assistance. RLS provides dedicated staff. Focus on Sections 5311, 5311(f), 5310, and 5339.
Ohio	1988– Present	✓	✓	✓	✓	✓	Long-term OTAP prime contractor providing comprehensive statewide program management, Section 5310 and 5311 compliance reviews, Drug and Alcohol reviews, financial and invoice review, corrective-action assistance, procurement support, RTAP and Transit Academy training, circuit-rider services, asset management, facility grant support, and transition planning.
Oregon	2006– Present	✓	✓	✓	✓	✓	Provides statewide Section 5310 and 5311 compliance monitoring, Drug and Alcohol reviews, risk-based oversight, procurement and civil rights review, training, corrective-action implementation, DAMIS, program documentation, and targeted asset, vehicle, and facility monitoring.

Tennessee	2011– Present	✓	✓	✓	✓	✓	Provides on-call compliance and technical assistance for Sections 5311, 5310 and 5339, RTAP and training, Drug and Alcohol support, TAM and PTASP updates, intercity bus needs assessment, accessible mobility strategic planning, procurement and safety assistance, statewide needs analysis, and implementation reporting. Prepared the Section 5311(f) Intercity Bus Plan.
Vermont	2019– 2023	✓	✓	✓	✓	✓	Provides Section 5310 and 5311 subrecipient compliance reviews and related technical assistance across FTA program areas, including procurement and civil rights review, documentation, reporting, corrective-action assistance, and regulatory implementation. Contract dates should be confirmed.
Wisconsin	2011– Present		✓		✓	✓	RLS holds the statewide contract to manage the Wisconsin Rural Transit Assistance Program on behalf of WisDOT. RLS has complete responsibility, with WisDOT input and approval, for implementing RTAP for Wisconsin's rural and small urban, coordinated, and community transportation providers. RLS provided training on a variety of topics including Defensive Driving, Passenger Assistance Techniques, Customer Service, Cost Allocation, and Volunteers. In addition, RLS staff conducted presentations at the Annual WURTA Conferences and assisted with the annual Rodeo. RLS provides compliance reviews for all Section 5311 and 5310 programs.
West Virginia	2006– Present	✓	✓	✓	✓	✓	Provides statewide on-call planning and technical assistance, regional coordination and intercity bus studies, route and facility-related planning, stakeholder engagement, work with planning organizations (MPOs, etc.), Drug and Alcohol guidance, safety and procurement support, training, data collection and ridership analysis, public outreach, and manuals and implementation tools. Also TrAMS and ECHO for New River Transit.
Wyoming	2023– 2026	✓	✓	✓	✓	✓	Provides State Management Plan review, regulatory analysis, staff training, technical assistance, DAMIS, project coordination, and process documentation for WYDOT. RLS is identifying required and unnecessary provisions, streamlining the plan, incorporating WYDOT feedback, and preparing a regulatorily compliant final plan for adoption.

RLS Proposed Team

The staff proposed in response to your RFP also provided the services outlined in this section. The RLS team assembled for this project brings a unique level of experience and expertise specifically fashioned to achieve the objectives identified in this RFP. RLS will employ the knowledge and skills refined over decades of working with DOTs and their subrecipients to ensure DMTF's efficient administration of its FTA grant programs in full compliance, and moreover, RLS will provide support, guidance, and technical assistance to the DMTF staff and their subrecipients.

RLS will assign a single point of contact to the DMTF. This experienced Project Manager will be available to DMTF upon request and dedicated appropriately to meet the DMTF needs.

The following matrix identifies the years of experience and areas of expertise for each RLS staff member who would be available to lead or support the various aspects of DMTF's needs. Staff resumes are provided in the appendix.

RLS & ASSOCIATES, INC. - STAFF EXPERTISE

Checkbox = documented or supported experience.

Staff Member	Robbie Sarles	Sean Oswald	Christina R. Campoll	Tyler Bender	Anne Marie Coughlin	Richard Garrity	Jay Van Esley	Amy Rast	Matt Bussey	Julie Schafer	Amber Wagner
Years	43+	15+	15+	12+	10+	45+	17+	29+	10+	26+	15+
ADA	☒	☒				☒	☒		☒	☒	☒
Civil Rights	☒	☒	☒	☒		☒	☒	☒	☒	☒	☒
5305 Planning	☒		☒	☒		☒	☒	☒		☒	☒
5339	☒					☒	☒	☒	☒	☒	☒
5310	☒	☒	☒	☒	☒	☒		☒	☒	☒	☒
5311	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
5311(f)	☒					☒		☒	☒	☒	
5329 Safety Oversight	☒	☒					☒		☒		☒
State DOT Assistance	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Training & Technical Assistance	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Grants Management & Administration	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Procurement	☒	☒		☒		☒	☒	☒	☒	☒	☒
Compliance Reviews & Oversight	☒	☒		☒	☒	☒	☒	☒	☒	☒	☒
Subrecipient Support Meetings	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Contract Development & Management	☒	☒	☒		☒	☒		☒	☒	☒	☒
Financial Processing & Reimbursements	☒		☒		☒	☒		☒		☒	
Data Analysis & Reporting	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Special Projects	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Stakeholder / Community Engagement	☒		☒	☒	☒	☒	☒	☒		☒	☒
Survey & Data Collection	☒		☒			☒				☒	☒
Service Evaluation & Planning	☒		☒	☒	☒	☒	☒	☒		☒	☒
Coordinated Transportation	☒		☒		☒	☒		☒		☒	☒

RLS & ASSOCIATES, INC. - STAFF EXPERTISE

Checkbox = documented or supported experience.

Staff Member	Laura Brown	Charles Glover	Megan Matheny	Michelle Perales	Jeff Roper	Ray Boylston	Will Reckley	Tamara Nicholson	Vicky Warner	Troy White	Lynette Vargas
Years	24+	46+	15+	11+	10+	34+	10+	19+	33+	17+	12+
ADA			☒	☒	☒	☒			☒	☒	
Civil Rights	☒			☒	☒	☒			☒		
5305 Planning	☒	☒	☒			☒	☒				
5339	☒	☒	☒			☒	☒	☒			
5310	☒	☒	☒		☒	☒	☒		☒	☒	
5311	☒	☒	☒	☒	☒	☒	☒		☒	☒	
5311(f)	☒	☒					☒				
5329 Safety Oversight										☒	
State DOT Assistance	☒	☒	☒		☒	☒		☒	☒	☒	☒
Training & Technical Assistance	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	
Grants Management & Administration		☒	☒			☒	☒				☒
Procurement						☒		☒			☒
Compliance Reviews & Oversight		☒	☒	☒	☒	☒					☒
Subrecipient Support Meetings	☒	☒	☒			☒	☒	☒		☒	
Contract Development & Management	☒	☒	☒	☒		☒		☒			
Financial Processing & Reimbursements						☒					☒
Data Analysis & Reporting	☒		☒		☒	☒	☒				
Special Projects	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	
Stakeholder / Community Engagement	☒		☒	☒		☒	☒				
Survey & Data Collection	☒		☒	☒		☒	☒				
Service Evaluation & Planning	☒	☒	☒			☒	☒				☒
Coordinated Transportation	☒	☒	☒			☒	☒				

VI. Appendix

Appendix A - Required Proposal Forms

Form / Certification
Signed Proposal Signature Page
Bid Form 1
Bid Form 2
Bid Form 3
Bid Form 4
Attachment D Signature Page

REQUEST FOR PROPOSAL

Transit Program Administration

- 6.1. 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.

RLS & Associates, Inc.

(Company)

Robbie L. Sarles, President
(Representative Name, Title)

(937) 299-5007

(Contact Phone/Fax Number)

7-16-2026

(Date)

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),

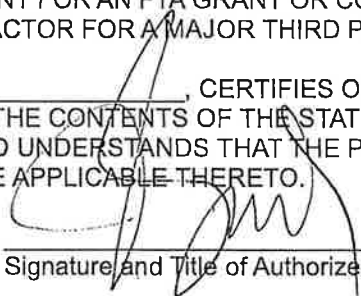
RLS & Associates, Inc. (COMPANY NAME) certifies to the best of its knowledge and belief, that it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
2. Have not within a threeyear 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 threeyear 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),

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


Signature and Title of Authorized Official

REQUEST FOR PROPOSAL

Transit Program Administration

Bid Form #2

CERTIFICATION OF RESTRICTIONS ON LOBBYING

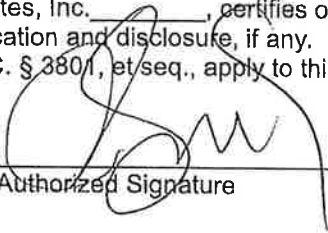
The undersigned (Vendor, Contractor) certifies, to the best of his or her knowledge and belief, that:

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 FormLLL, "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. 10465, 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, RLS & Associates, Inc., 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.

7-15-2026
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.

7-16-2026
Date

Authorized Signature

President

Title

RLS & Associates, Inc.

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.**

_____ 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.

X_____ The Vendor, if a nonmanufacturing supplier, hereby certifies that the manufacturer of the transit vehicle to be supplied has complied with the abovereferenced requirement of 49 CFR Section 26.49.

7-15-2026
Date

[Signature]
Authorized Signature:

President
Title

RLS & Associates, Inc.
Company Name

REQUEST FOR PROPOSAL

Transit Program Administration

ATTACHMENT E: REQUIRED DOCUMENTATION LIST

The successful vendor agrees to accept all the terms and conditions, both federal and state requirements, contained in this bid package.

- a. Any affidavits, forms or documents required by the State of West Virginia, such as Terms and Conditions.
- b. A completed vendor response
- c. A mandatory specification checklist must be completed
- d. The completed pricing page is found as **Exhibit A**. Must be submitted in a separate envelope
- e. A statement indicating if your firm is a Disadvantaged Business Enterprise (DBE). WVDMTF-Transit cannot give preference to minority firms, but federal regulations require the reporting of this information.
- f. Relevant required federal clauses are attached to **Attachment D**, which requires a **signature for acknowledgement**.
- g. Required documents that need to be signed (**Bid Forms 1-4**) are located within **Attachment E**.
- h. WVDMTF - Transit reserves the right to recommend to the Director of Purchasing the rejection of any bids.

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.



President

Signature and Title of Authorized Official

Appendix B - Addenda Acknowledgements

RLS acknowledges receipt of Addenda 1 through 4.

Addendum	Date
Addendum No. 1	Date: 05-19-2026
Addendum No. 2	Date: 6-10-2026
Addendum No. 3	Date: 7-7-2026
Addendum No. 4	Date: 7-9-2026



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_1
Bld Opening moves to 06/25/2026

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: 000000172976

Vendor Name : RLS & Associates, Inc.

Address :

Street : 3131 South Dixie Dr. , Suite 545

City : Dayton

State : Ohio

Country : USA

Zip : 45439

Principal Contact : Robbie L. Sarles

Vendor Contact Phone: (937) 299-5007

Extension:

FOR INFORMATION CONTACT THE BUYER

John W Estep

304-558-2566

john.w.estep@wv.gov

**Vendor
Signature X**

FEIN# 31-1287821

DATE 5-20-2026

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.

RLS & Associates, Inc.

Company

Authorized Signature

5-20-2026

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			Reason for Modification: Addendum No. 2 Bid Opening Moves to 07/15/2026
Doc Description: Administration of Public Transit			
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: 000000172976
Vendor Name : RLS & Associates, Inc.
Address : 3131 South Dixie Drive, Suite 545
Street :
City : Dayton
State : OH **Country :** USA **Zip :** 45439
Principal Contact : Robbie L. Sarles
Vendor Contact Phone: (937) 299-5007 **Extension:**

FOR INFORMATION CONTACT THE BUYER

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

Vendor
Signature X

FEIN# 31-1287821

DATE 6/15/26

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.

RLS and Associates
Company

Authorized Signature

10/15/20
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_3
Bid Opening Moves to 07/30/2026

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: 000000172976

Vendor Name : RLS & Associates, Inc.

Address : 3131 South Dixie Dr., Suite 545

Street :

City : Dayton

State : OH

Country : USA

Zip : 45439

Principal Contact : Robbie L. Sarles

Vendor Contact Phone: (937) 299-5007

Extension:

FOR INFORMATION CONTACT THE BUYER

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

Vendor
Signature X

FEIN# 31-1287821

DATE 7-16-2026

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		
<u>Line</u>	<u>Event</u>	<u>Event Date</u>
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

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.

RLS & Associates
Company


Authorized Signature

07/15/2026

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	Reason for Modification: ADDENDUM NO_4 Vendor Questions and Responses Add Revised Pricing Page Add Revised Specifications		
Doc Description: Administration of Public Transit			
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: 000000172976
Vendor Name : RLS & Associates, Inc.
Address : 3131 South Dixie Drive, Suite 545
Street :
City : Dayton
State : OH **Country :** USA **Zip :** 45439
Principal Contact : Robbie L. Sarles
Vendor Contact Phone: (937) 299-5007 **Extension:**

FOR INFORMATION CONTACT THE BUYER

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

Vendor
Signature X

FEIN# 31-1287821

DATE 7/15/2026

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 DIVIISON, 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: 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:

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.

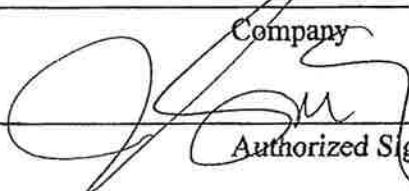
Addendum Numbers Received:

(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.

RLS & Associates
Company


Authorized Signature

07/15/2026

Date

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

Appendix C - Personnel Resumes

Resumes for all proposed staff assigned to this contract are included on the following pages.

Proposed Staff
Robbie L. Sarles
Sean Oswald
Christy Campoll
Tyler Bender
Anne Marie Coughlin
Richard Garrity
Jay Van Esley
Amy Rast
Matthew Bussey
Amber Wagner
Julie Schafer
Laura Brown
Charles Glover
Megan Matheny
Michelle Perales
Jeff Roper
Ray Boylston
Will Reckley
Vicky Warner
Troy White
Lynette Vargas
Tamara Nicholson, Unicorn Consulting, DBE



Ms. Robbie Sarles is the Founder and President of RLS & Associates, Inc. (RLS), a transit consulting firm in Dayton, Ohio specializing in the provision of technical assistance to rural and urban transit systems, Federal agencies, and State DOTs. She has over 43 years of experience in transit operations, management, training, and consulting. Ms. Sarles is a national expert for FTA's Drug and Alcohol Testing Regulations and a highly regarded and sought after trainer on a variety of topic areas, including Drug and Alcohol Regulations and Reasonable Suspicion Training, Civil Rights, ADA, diversity, and workplace harassment. She currently leads the Ohio Mobility Transformation project, a vision to align the elements of policies, funding, planning, and technology into Statewide coordinated service transportation. This project has attracted the attention of Federal Transit Administration leadership. Ms. Sarles is currently leading the efforts to test this alignment vision in two pilot areas in the state. Finally, Ms. Sarles is the Project Manager for the FTA Comprehensive Oversight Review and Technical Assistance Program (CORTAP).

ROBBIE L. SARLES

President

EDUCATION

- ◆ M.S., Transportation Engineering, The Ohio State University, 1981
- ◆ M.S., City and Regional Planning, The Ohio State University, 1981
- ◆ B.S., Geography and Psychology, Western Kentucky University, 1979

YEARS OF TRANSPORTATION EXPERIENCE

43

AFFILIATIONS

- ◆ CTAA Member & Instructor
- ◆ DATIA Member
- ◆ NRTAP Instructor

PUBLICATIONS

- ◆ "Prescription/Over-the-Counter Medications Toolkit," FTA 2002; updated 2011
- ◆ "It's Time to Coordinate" Coordination Toolkit, West Virginia Department of Transportation, 2006
- ◆ "Minnesota Coordination Study and Toolkit," Minnesota Department of Transportation, 2005
- ◆ "Implementation Guidelines for Drug and Alcohol Regulations in Mass Transit," FTA 4/94; 2001
- ◆ "A Handbook for Coordinating Transportation Services," Ohio Department of Transportation, October 1991; rev. October 1997
- ◆ "A Guide for Implementing Coordinated Transportation Systems," Ohio Department of Transportation; October 1997

PROFESSIONAL EXPERIENCE

President, RLS & Associates, Inc., 1987 — Present — Ms. Sarles is highly regarded in the transit industry for her development of sound, practical solutions that are both realistic and implementable. During her career, Ms. Sarles has conducted hundreds of projects in the areas of service analysis, route and schedule design, transit plan development, regulatory compliance, mobility management, marketing, human service coordination, maintenance recordkeeping, drug and alcohol testing programs, Americans with Disabilities Act regulatory compliance, Title VI, safety and risk management, innovative services, and all aspects of operations. She has personally developed dozens of feasibility plans and customer surveys, coordination plans, and transit development and service plans to both implement new and enhance and expand existing transit service. Recently, she was the Project Manager and lead for the CTAA E-Learning project to develop an on-line module to assist mobility managers in being more effective in facilitating meetings among community partners and negotiating differences that arise.

In addition to overseeing RLS' 19 Drug and Alcohol technical assistance and training contracts, 12 on-call assistance contracts, and RLS' compliance and planning contracts, Robbie was also involved with the initial creation of the City of Bowling Green, KY Transit Management and Operational Services RFP in 2023.

Currently, Ms. Sarles is the Project Manager as well as a Lead Reviewer, and Subject Matter Expert for the FTA Comprehensive Oversight Review and Technical Assistance Program (**CORTAP**), FTA's systematic oversight program to ensure State DOT and transit system compliance with Federal transit program regulations. This is in addition to overseeing compliance monitoring projects in Oregon, Tennessee, New Jersey, North Carolina, Illinois, and Wisconsin and Drug and Alcohol Compliance Review and Training projects in Alaska, Nevada, Indiana, North Carolina, Oregon, West Virginia, Georgia, and New York, she conducts training across the country on a wide variety of topics including Drug and Alcohol, Title VI, Performance Measurements, Customer Service, and many, many more.

Finally, Ms. Sarles is directing the Ohio Mobility Transformation project for the Ohio DOT, which has significant importance and potential impact for not only the state, but nationally, regarding how human service transportation is funded and provided. The project is entering the implementation phase, where project successes to date will be carried forth in a policy alignment initiative that will be realized through the development of necessary policy, tools, technical assistance and procedures to meet the needs of agencies, service providers, drivers,

PROFESSIONAL EXPERIENCE (Continued)

customers and ODOT. The goal is to improve the quality and safety of human service transportation services within Ohio to create a simpler, level playing field for service providers while reducing the administrative burden on state agencies.

Transportation Management Services, Inc., a Division of Multisystems; Manager, Support Services, June 1986 — Sept. 1987—Ms. Sarles supervised and assisted TMSI managers in the performance of specific systems analysis, i.e., maintenance, scheduling, marketing, customer relations, service development, operations analysis, training, accounting, and NTD reporting. She also served as project director on other projects. Completed projects included:

- ◆ Assisted in the initiation of the Specialized Transportation Assistance for Richmond (STAR) service for the Greater Richmond Transit Company.
- ◆ Initiation, operations, and supervision of all aspects of the Tysons Shuttle (Fairfax County, Virginia) commuter service, Reston Internal Bus Service, Arlington Community Services Board specialized transportation program, Rocky Mount Transit System, and special needs transportation for the Northern Virginia Training Center.
- ◆ Assisted in the completion of an evaluation of the Indianapolis Public Transportation Corporation's OPEN DOOR service for handicapped residents of Marion County including the preparation of an alternatives analysis and development of recommendations.
- ◆ Developed an operations plan for the expansion of the Fairfax County (VA) specialized transportation service from 53 vehicles to 120 vehicles.
- ◆ Assisted in the completion of the Wisconsin statewide transit maintenance study where the maintenance programs of all 19 transit systems in the state were evaluated.
- ◆ Assisted in an operational analysis of the O-Bahn Busway in Adelaide, South Australia.
- ◆ Assisted in the design of a wage and work conditions plan for a new consolidated transportation system in Waterloo, Iowa.
- ◆ Assisted in the design of a system map and customer information aids for the Montgomery County (MD) Ride-On System.
- ◆ Conducted a system management study of the City Bus Service of Springfield, Ohio; Transit Development Plans for the Jannetville Transit System, Beloit Transit System, La Crosse Municipal Transit Utility and the Nash and Edgecombe Counties coordinated transportation system, and management performance review for the Polk County Transportation Authority in Tryon, NC and the Anson County Transportation Authority in Wadesboro, NC.

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

Project Director of all East Coast consulting efforts. Responsible for support services to NTS consulting clients and management properties in the areas of service analysis, service planning, route and schedule design, marketing/public information programs, preparation of written documents, and oral presentations.

Central Ohio Transit Authority; Senior Service Analyst, December 1980 — May 1983

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



Mr. Sean K. Oswald is the Chief of Operations/Director of Drug & Alcohol Initiatives for RLS & Associates, Inc. (RLS) and is a **nationally respected and recognized expert** on FTA D&A regulations. With excellent skills in **problem solving, leadership, organizational planning, implementation, management, team building, and communications**, he is a member of the RLS executive management team, helping to direct and coordinate RLS' strategic and operational activities, and **identifying and implementing operational change to meet current and future requirements**. He is the Project Manager for many of the firm's largest multi-year compliance oversight projects; directs all of RLS' D&A projects for transit systems and State DOTs; and plays a lead role in many of the firm's other State DOT projects. He is currently the **task manager for the Ohio DOT Facility Project Support-Phase I task**, providing technical assistance for the coordination, administration and oversight of the ODOT Section 5311 capital grant application process for facility construction projects. Mr. Oswald is a **Certified Safety and Security Officer** and a member of the RLS Safety and Security team.

SEAN K. OSWALD

Chief of Operations/Director of Drug & Alcohol Initiatives

EDUCATION

- ◆ University of Cincinnati - B.S., Substance Abuse Counseling, 2015
- ◆ Certified Drug & Alcohol Program Administrator, Certification Commission for Drug & Alcohol Program Professionals (CCDAPP)
- ◆ Certified Safety and Security Officer training, CTAA
- ◆ U.S. Marine Corps - Honor Graduate: Analysis and Reporting Certificate Course; Honors completion: Communication and Signals Collection; GIS Training: Basic, Intermediate and Advanced Geospatial Metadata Analysis courses

YEARS OF TRANSPORTATION EXPERIENCE

15

AFFILIATIONS

- ◆ Commissioner, Certification Commission for Drug and Alcohol Program Professionals (CCDAPP, 2018 – Present)
- ◆ Legislative and Regulatory Guidance Committee Member (DATIA, 2012 - Present)

PUBLICATIONS

- ◆ West Virginia Drug & Alcohol Testing Response Handbook, update 2012

PROFESSIONAL EXPERIENCE

Chief of Operations/Director of Drug & Alcohol Initiatives, RLS & Associates, Inc., 2011 — Present — Mr. Oswald is an experienced leader, project manager, compliance reviewer, and trainer with extensive experience in Federal regulatory assessments, having **conducted over 1,000 compliance and policy reviews across the country**. An excellent presenter and skilled trainer, Mr. Oswald is known for his friendly demeanor and **ability to put people at ease and explain complex regulations and concepts**. As indicated above, he is responsible for many of RLS' large scale compliance engagements and task order contracts, providing overall **project management, budget creation and oversight, staff assignments, workforce optimization, ongoing process improvements**, deliverables, technical assistance, training, and compliance oversight. These projects include, but are not limited to:

- ◆ **Project Manager** for many of the firm's largest multi-year task order and compliance oversight projects, including those for Arizona DOT, Georgia DOT, Massachusetts DOT, New Jersey Transit, North Carolina DOT, and Oregon DOT. In this role, he provides **overall project management, budget creation and oversight, staff assignments/workforce optimization, ongoing process improvements, deliverables, technical assistance and training**.
- ◆ **Senior D&A Reviewer** assisting over 20 different State DOT's develop and implement ongoing drug & alcohol oversight compliance and technical assistance programs for thousands of transit systems across the nation.
- ◆ **Lead Consultant** assisting the Alaska DOT, Georgia DOT, New York State DOT, North Carolina DOT, Ohio DOT, Virginia DOT, and West Virginia DOT with preparations and follow-up for their **FTA drug and alcohol program audits**.
- ◆ **Senior D&A Trainer** on required FTA courses, including Drug & Alcohol Program Management & Compliance training and Reasonable Suspicion training. In addition, Mr. Oswald **develops and conducts training** on related topics, including Marijuana Legalization, CBD Products and Workplace Concerns, Drugs on the Bus, Emerging Drug Trends & Shifting Demographics, and Opioid Epidemic.
- ◆ **Trainer** on a variety of other topics, including but not limited to Title VI, DBE, Financial Management, Maintenance, State Management Plan Updates, FTA Program Guidance Updates, Transit Asset Management, and more. In response to the COVID-19 pandemic, he **developed and conducted "Taking Care of Ourselves: Mental Health and COVID-19"** for RLS staff as well as for the staffs of the Texas and Ohio DOTs, the members of the Association of Washington Cities, and the Community Transportation Association of Virginia.
- ◆ **Program Coordinator** for a first of its kind, online, interactive training module that fulfills the Federal Transit Administration's requirement for 60

PROFESSIONAL EXPERIENCE (Continued)

minutes of training on substance abuse and alcohol misuse. This training program is now hosted by National RTAP and used by states across the country.

- ◆ **Lead Consultant** for development of a Federal Transit Administration/Department of Transportation **drug and alcohol testing response handbook** for the West Virginia DOT to give designated employer representatives and drug and alcohol program managers an easy reference, action-oriented, guide that assists them in efficiently managing the State's drug and alcohol testing program.
- ◆ **Lead Consultant** for development of a **pocket-sized reference cards for FTA post-accident and reasonable suspicion determinations**, customized drug and alcohol program forms, and a record keeping system. These resources were designed to capture all the necessary information and documentation necessary to effectively demonstrate compliance with Federal regulations and to withstand challenge.
- ◆ Primary Investigator on the 2011-12 **Prescription and Over-the-Counter and Post Accident Follow-Up Study** for the FTA. This study helped determine the extent that prescription and over-the-counter medication use can be documented in post-accident investigations and the potential impact this has on transit system safety. The study looked at the different prescription and over-the-counter medications documented as part of post-accident investigations and the most common side effects associated with these medications.

In addition, Mr. Oswald's diverse training experience and expertise in Federal drug and alcohol testing program administration enables him to provide high quality training sessions to a wide variety of audiences. Some of his specific training experience includes the following:

- ◆ Presented at **FTA's National Drug & Alcohol Conference** for several years.
- ◆ **Developed the curriculum** for the Drug and Alcohol Testing Industry Association's (DATIA) Substance Abuse Professional Training Manual and Course.
- ◆ **Develops training programs and is regularly invited to speak at State Transit Conferences** for over ten different states around the country covering all topics related to USDOT Agency Drug & Alcohol regulations, as well as many other general workplace substance use and addiction topics.
- ◆ Conducts **countless half & full day regulatory training workshops that enable supervisors and company officials to make reasonable suspicion testing determinations**, as required and in accordance with 49 CFR Part 655.14(b)(2). The session covers the facts, circumstances, physical evidence, physical signs and symptoms, patterns, and/or behaviors that are associated with prohibited drug use and/or alcohol misuse.
- ◆ **Conducts countless 1-3 day training workshops for statewide audiences covering all program areas of USDOT-FTA- FMCSA drug and alcohol program management and regulatory compliance.** These sessions are often customized to the local needs; however, they commonly cover topics such as drug & alcohol policy development and implementation, drug and alcohol testing procedures, procurement of testing services, providing oversight of vendors and service agents, employer/supervisor training, and record keeping among others. These trainings were designed to keep transit managers up-to-date and knowledgeable about current federal drug and alcohol compliance issues and the federal audit process.
- ◆ **Provided training support** on multiple training sessions for Indiana Department of Transportation titled "Passenger Assistance Techniques for Transit Operations." Training included both classroom instruction and "hands-on" practice to **address Americans with Disabilities Act (ADA) regulations and requirements, passenger sensitivity, lift operation, and mobility aid securement.**

Training Manager, United States Marine Corps, October 2008 — March 2011 — As the training manager for over 90 personnel, Mr. Oswald prepared, **conducted and supervised required organizational training events; delivered vital training to 1,000 personnel on travel operational risk management, traffic safety, terrorism awareness, suicide awareness, and stress management;** and prepared and disseminated policy and guidance for the conduct of training by planning, scheduling, and executing mission-related and directed requirements. Mr. Oswald provided an anchor within the organization's training division during a time of leadership transition that prevented any lapses in required training.

GIS Analyst, United States Marine Corps, April 2006 — March 2011 — Mr. Oswald **created and implemented original processes and operating procedures in order to utilize new technology data within ArcGIS** that previously had never been implemented. These operating procedures and processes became the standard for all similar companies and field-teams.

Signals Intelligence Analyst, United States Marine Corps, August 2006 — March 2011



Ms. Christy Campoll (based in Dayton, OH) is an experienced Project Manager as well as Lead Planner and Researcher for RLS' planning team; reviewer for the RLS compliance team; and a former transit manager and transportation vice president for a public transit system in central Indiana. In this latter role, she was directly responsible for the system's demonstrable ridership growth and improved cost-efficiency, expanding access and mobility for older adults, people with disabilities, and low-income residents of Hamilton County, IN. At RLS, her projects have included program evaluations; regional governance and administration planning; local, regional, and statewide coordination plans; transit development plans; and comprehensive operational assessments. In these projects, her strengths in needs assessment, community outreach, service planning, strategic planning, research, and FTA compliance are an invaluable resource.

CHRISTINA R. CAMPOLL

Senior Associate

EDUCATION

- ♦ Master of Public Affairs, Indiana University – Bloomington, December 2006
- ♦ Bachelor of Arts, Indiana University – Bloomington, August 2001
- ♦ Doctoral Coursework in Organizational Studies, Wright State University – Dayton, OH (2020 – Ongoing)

YEARS OF TRANSPORTATION EXPERIENCE 15

PUBLICATIONS

TCRP Research Report 249: *Bus Operator Barrier Design: Guidelines and Considerations* (co-author)

Non-Emergency Medical Transportation (Medicaid NEMT) State-by-State Profiles, a publication of the CCAM-TAC Technical Assistance Center (co-author)

PROFESSIONAL EXPERIENCE

Senior Associate, RLS & Associates, Inc. – January 2018 to Present – Some of Ms. Campoll's current and recent project roles include:

- ♦ Project Manager, City of Richmond, IN Service Evaluation (2026 – Ongoing)
- ♦ Project Manager, Preston County, WV Service Evaluation (2025 – Ongoing)
- ♦ Planner, Lorain County, OH Transit Development Plan (2025 – Ongoing)
- ♦ Revenue Analyst, Next Move Illinois Statewide Transit Plan (2025 – Ongoing)
- ♦ Evaluation and Planning Support, Richland County Mobility, Access and Transportation Insecurity Pilot Project (2025 – Ongoing)
- ♦ Planner, Maine Office of Child and Family Services Transportation Study (2025 – Ongoing)
- ♦ Project Manager, North Central Indiana Regional Transportation Study (2025 – 2026)
- ♦ Project Manager, Coordinated Public Transit-Human Services Transportation Plan Update, Indianapolis Region (2025)
- ♦ Lead Planner, Jackson County, IL Mass Transit District Comprehensive Study (2024 – 2025)
- ♦ Project Manager, Montgomery County, IN Needs Assessment (2025)
- ♦ Project Manager, Northwest West Virginia Transit Authority Formation Study (2024 – 2025)
- ♦ Project Manager, Richland County, OH Mobility, Access and Transportation Insecurity Study (2024 – 2025)
- ♦ Project Manager, Dixon and Rochelle (IL) Fixed Route Feasibility Studies, Reagan Mass Transit District (2024)
- ♦ Focus Group Facilitator for Tennessee Office of Mobility and Accessibility Strategic Plan (2020 – 2021 and 2025)
- ♦ Project Manager, Columbus, IN Route Study (2024)
- ♦ Researcher, NEMT and Public Transit Study, Community Transportation Association of America, to provide a state-by-state profile of the role of public transit in Medicaid non-emergency transportation (2024)
- ♦ Project Manager, Fixed Route Feasibility Study, City of Vincennes, IN (2024)
- ♦ Project Manager, Regional Mobility Study, Five County Association of Governments, UT (2024)
- ♦ Planner/Researcher for the Mobility Ohio statewide public and human service transportation coordination initiative (2018 – 2025)
- ♦ Project Manager, "Bus of the Future" Bus Operator Compartment Redesign Project (2020 – 2023)
- ♦ Third Party Evaluator for Georgia DOT Contactless Fare Payment Technology Project (2023)
- ♦ Project Manager, Potomac Valley Transit Authority (PVTa) Service Evaluation and Facility Expansion Study (2022 – 2023)

PROFESSIONAL EXPERIENCE (Continued)

- ◆ Project Manager, Richland County, OH Ten-Year Transit Development Plan, (2022 – 2023)
- ◆ Project Manager, IndyGo Section 5307 Subrecipient Program Consultant Services, (2021 – Ongoing)
- ◆ Lead Researcher, Lapeer County, MI Transportation Needs Assessment (2021 – 2022)
- ◆ Project Manager, Geauga County, OH Transit Development Plan (2022)
- ◆ Project Manager, Kokomo-Howard County, IN Coordinated Plan (2018 and 2022)
- ◆ Project Manager, Preble County, OH and Marion County, OH Transit Feasibility Studies (2021 – 2022)
- ◆ Project Manager for the Indianapolis Metropolitan Planning Organization Sections 5307/5311 Allocation Analysis (2020– 2021)
- ◆ Planner for the Plainfield/Guilford Township, IN Transit Plan (2019 – 2020) and the Northern Johnson County, IN Transit Plan (2021)
- ◆ Project Manager for 11 Indiana Regional Coordination Plan Updates and 5 Indiana MPO Coordination Plan Updates (2020– 2022)
- ◆ Project Manager for the Sunset Empire Transportation District (Clatsop County, OR) Coordinated Plan (2020)
- ◆ Co-Project Manager for 11 West Virginia Regional Coordination Plan Updates (2018 – 2019)
- ◆ Assistant reviewer for the Oregon DOT and North Carolina DOT compliance review and technical assistance projects (2018– 2019)
- ◆ Co-Project Manager for the Monroe County, IN Route Optimization Study (2018 – 2019)
- ◆ Lead Planner for the Tiffin, OH transit expansion project (2018 – 2019)
- ◆ Researcher for the Colorado Association of Transit Agencies Non-Emergency Medical Transportation (NEMT) Study (2019)
- ◆ Researcher for the rabbittransit Regionalization Effectiveness Study (2018)
- ◆ Project Manager, Hancock Co., IN Transportation Needs Survey (2018)

Janus Developmental Services**Vice President of Transportation, June 2015 – December 2017**

- ◆ Lead transportation department of human services agency (\$1.9 million operating budget)
- ◆ Supervise two managers, five schedule/dispatch staff and 29 drivers
- ◆ Implement operational changes to demand-responsive public transportation program resulting in a 31% increase in ridership with only 12% increase in costs
- ◆ Launch and manage non-emergency medical transportation program in partnership with Riverview Health hospital system, providing over 12,000 trips per year
- ◆ Report program activities to funders, elected officials and external stakeholders

Miller Transportation**Scheduled Service Manager, September 2013 – April 2015**

- ◆ Manage intercity bus, commuter express bus and suburban circulator transportation services of private motorcoach company
- ◆ Develop and implement procedure for reconciliation of ticket sales by agents in two states
- ◆ Develop and implement policies and procedures for scheduled bus service operations
- ◆ Coordinate scheduling and dispatch of drivers and vehicles for scheduled bus service
- ◆ Resolve service issues in cooperation with drivers, bus terminal agents, mechanical staff and management

Central Indiana Regional Transportation Authority**Mobility Manager & Program Liaison, June 2010 – September 2013**

- ◆ Engage transit providers in Central Indiana region in coordination of services to improve cross-county mobility for transportation-disadvantaged individuals
- ◆ Develop grant proposals to fund public transit programs with budgets of up to \$1.2 million
- ◆ Develop and manage commuter express bus and reverse commute circulator services
- ◆ Manage agency compliance with USDOT requirements
- ◆ Evaluate transportation programs and recommend strategies to Executive Director and Board of Directors

RLS & Associates, Inc.



Mr. Tyler J. Bender joined RLS & Associates, Inc. (RLS) after seven years with the Ohio Department of Transportation (ODOT). As the ODOT Office of Transit Compliance Officer, he led the Office's preparation, on-site management, and response to the Federal Transit Administration's triennial State Management Review. He also provided support and technical assistance to Ohio's 40 rural and 27 urban transit systems and numerous Section 5310 systems on all State and Federal regulations and requirements, including, but not limited to, procurement, Civil Rights, DBE, required FTA reporting, and drug and alcohol management. While at the Office of Transit, Mr. Bender also served on the Review Board of the National RTAP organization. In his prior role in the ODOT Office of Statewide Planning & Research, he managed the Department's CMAQ program.

Mr. Bender is highly regarded in his ability to accurately interpret and apply State and Federal regulations and requirements to ensure compliance.

TYLER J. BENDER

ASSOCIATE

EDUCATION

- ◆ Master of City and Regional Planning; The Ohio State University, 2017
- ◆ B.S. City and Regional Planning, The Ohio State University, GIS Minor, 2015

YEARS OF TRANSPORTATION EXPERIENCE

12

CONFERENCES & TRAININGS

- ◆ National Transit Institute Course Certification: Understanding ADA, Title VI & Public Transit

SKILLS

- ◆ Meeting Facilitator and Presenter
- ◆ Adobe Illustrator
- ◆ Adobe InDesign
- ◆ ArcGIS

PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc. —September 2021 to Current —In Mr. Bender's current role at RLS, he provides technical assistance and support for RLS' Planning, State Program Initiatives, and Compliance Divisions. He has provided assistance on:

- ◆ Lead Reviewer, Oregon Section 5311 Compliance Reviews
- ◆ Lead Reviewer, Minnesota Section 5311 Compliance Reviews
- ◆ Lead Reviewer, Arizona Section 5311 Compliance Reviews
- ◆ Lead Reviewer, Illinois Section 5311 Compliance Reviews
- ◆ Lead Reviewer, Indiana Section 5310 Capital Asset Reviews
- ◆ Lead Reviewer, New Hampshire Section 5311 Compliance Reviews
- ◆ Lead Reviewer, Massachusetts Section 5310 Compliance Reviews
- ◆ Associate Reviewer FTA CORTAP Triennial Reviews and State Management Reviews
- ◆ Procurement presenter at Tri-State Transit Conference.

Planner III/Compliance Officer, ODOT—2017 to August 2021—Mr. Bender performed as the lead project manager for the Office of Transit's FTA triennial State Management Review, overseeing preparation, coordination, plan development, and associated follow-up. His other responsibilities included:

- ◆ Management of the Office's \$2M consultant technical assistance services procurement and oversight of the selected consultant team.
- ◆ Providing technical assistance and support to Ohio's 40 rural and 27 urban transit systems and numerous Section 5310 systems through in-depth guidance on a variety of topics including, but not limited to, procurement, civil rights, required State and Federal reporting, and drug and alcohol program management.
- ◆ Development and implementation the Office of Transit's new program review initiative for the on-going assessment of subrecipients' annual funding program compliance requirements.
- ◆ Preparation and submittal of the Office's Disadvantaged Business Enterprise (DBE) program reporting to the FTA by collecting, analyzing, and collating all financial and statistical contracting data from the Office and its program subrecipients.

Planning Intern, ODOT Office of Statewide Planning & Research—2014 to 2017—Mr. Bender was responsible for the Office's CMAQ program, reviewing applications for eligibility and proposed impact on emissions reduction and climate goals. In addition, he:

- ◆ Produced statistical reports
- ◆ Provided design and mapping technical assistance to Office staff
- ◆ Researched and wrote reports on Federal laws and regulations pertaining

PROFESSIONAL EXPERIENCE (Continued)

to transportation funding. He also served as a graphic design and content contributor in ODOT's successful \$6.8 million application for USDOT's highly competitive TIGER grant program.

RLS & Associates, Inc.



Ms. Anne Marie Coughlin joined RLS with over 17 year of financial analyst experience including nine years as a Financial Analyst and Director of Financial Management and Program Oversight with the Federal Transit Administration. During her time as a Financial Analyst, she engaged in the management of grant funded programs and projects, ensuring grants remain active and are carried out per the direction of FTA circulars, guidance, SOPs, and statutes.

As the Director of Financial Management and Program Oversight, Ms. Coughlin managed various oversight reviews, such as financial risk assessments, financial management oversight reviews, review of grant drawdowns, and Single Audit follow up.

Ms. Coughlin was awarded a Meritorious Silver Medal by USDOT Secretary Elaine Chao for recognition of creating a dynamic and functional database to manage a budget of over \$3.6 billion.

ANNE MARIE COUGHLIN

Senior Associate

EDUCATION

- ◆ B.S. in Accounting, University of Maryland, Global Campus

LICENSES AND CERTIFICATIONS

- ◆ Virtual Leadership Certificate Program
- ◆ Inclusive Leadership—Harvard Extension School
- ◆ Project Management for Transit Professionals – NTI
- ◆ Gaining a Positive Perspective on Feedback – DOT Learns
- ◆ Gauging Your Leadership Performance – DOT Learns
- ◆ Personal Power and Credibility – DOT Learns
- ◆ Accountable Leadership – DOT Learns
- ◆ Building a Leadership Development Plan – DOT Learns
- ◆ Grants Management Certificate – Management Concepts
- ◆ Introduction to Grants and Cooperative Agreements for Federal Personnel
- ◆ Monitoring Grants and Cooperative Agreements for Federal Personnel
- ◆ Uniform Administrative Requirements for Grants: 2 CFR 200 (Subparts A-D)
- ◆ Cost Principles for Federal Grants: 2 CFR 200 (Subpart E) and FAR 31.2
- ◆ Performance Measurement for Federal Grants Under 2 CFR 200
- ◆ Developing & Monitoring Indirect/F&A Cost Rate Proposals Under 2 CFR 200
- ◆ Evaluating Federal Funds Management Capabilities of Recipients & Subrecipients

YEARS OF TRANSPORTATION EXPERIENCE

10

PROFESSIONAL EXPERIENCE

Senior Associate, RLS & Associates, Inc., May 2025 — Present

- ◆ As indicated above, Ms. Coughlin is considered a expert in the area of Federal Transit Administration financial and grants management regulatory compliance. As such, Ms. Coughlin has joined the RLS Compliance and States Initiatives teams.
- ◆ Ms. Coughlin supports the Compliance team for the conduct of State Management Reviews, system triennial reviews, and state subrecipient oversight reviews with a focus on financial and grants management compliance.
- ◆ She provides a variety of technical assistance and support as part of RLS' State DOT engagements.
- ◆ Ms. Coughlin is engaged to assist the North Carolina DOT Division of Public Transit, IMD Division conducting an evaluation and analysis of its financial and grants management practices, responsibilities, work flow and staffing and making recommendations for improved efficiency, effectiveness and subrecipient relations.

Director, Financial Management and Program Oversight, Federal Transit Administration, January 2023—May 2025

- ◆ Developed and recommended financial procedures for the Region III office, collaborating with counterparts across the country to coordinate procedures and policies with national significance, continually seeking improvements in processes and reporting with a focus on accuracy and integrity, while striving for efficiency
- ◆ Exercised sound financial management practices and financial planning to prioritize critical goals of the agency
- ◆ Administered over \$3.6 billion in unobligated balances, and over \$4 billion in active grants, developing financial models to support decision-making processes in the administration of federal transit programs
- ◆ Conducted in-depth analysis of financial and grant progress data to identify trends and risks

Financial Analyst, Federal Transit Administration, Mar 2016—Jan 2023

- ◆ Provided financial guidance and support to FTA staff and recipients of Federal transit grants to ensure compliance with FTA circulars, guidance, SOPs, and statute
- ◆ Developed a dynamic and functional database to manage a budget of over \$3.6 billion, for which I was awarded a Meritorious Silver Medal by USDOT Secretary Elaine Chao
- ◆ Led the effort to track program funds for the Region, fostered teamwork, collaboration, and accountability among the reservations team

PROFESSIONAL EXPERIENCE (Continued)

- ◆ Exercised analytical skills to facilitate financial planning, fostering sound grants management
- ◆ Reviewed and analyzed Cost allocation Plans and Indirect Cost Rate Plans
- ◆ Engaged in the management of grant funded program and projects, ensuring grants remain active and are carried out per the direction of FTA circulars, guidance, SOPs, and statute
- ◆ Oversaw federally-funded large-scale capital projects
- ◆ Experienced in the management of complex and high priority programs and projects
- ◆ Interpreted policies and implemented program guidance
- ◆ Trained new staff in performing grant administration and project management duties
- ◆ Regional Single Audit Coordinator

Financial Analyst, MacKee Inc., August 2008 — March 2016

- ◆ Responsible for the reconciliation of accounting records for United States Navy Financial Military Sales cases
- ◆ Provided leadership and direction to a team responsible for the reconciliation of grant funded case activities for the Egypt E-2C and Kuwait KC-130J programs, as well as cash payment case activities for the Mexico, Tunisia, and Jordan KC-130J programs, from case implementation through closure
- ◆ The main duties of my team included the reconciliation of hard copy documentation and case manager records to the Navy's accounting system for Foreign Military Sales, MISIL, conducting in-depth analysis and generating packages to be submitted to finance operations for correction or adjustment as required

RLS & Associates, Inc.



Mr. Garrity is the Director of Compliance Initiatives and Subject Matter Expert (SME) for RLS' Compliance Monitoring engagements for the Illinois, North Carolina, Oregon, and Tennessee DOTs and lead reviewer and SME for RLS' FTA CORTAP contract. A nationally-known and respected transit professional with approximately 45 years of progressive experience, his specific areas of expertise include financial management and cost allocation, regulatory compliance, planning and evaluation of existing public transit services, paratransit and transit demand forecasting, ADA, Title VI, performance analysis, procurement, and contracting for services. Recent projects of national importance include a comprehensive update of the nationally accepted MTAP Financial Management Guidelines training for National RTAP; SBIR Cost Allocation Technology for NEMT, Phases 1 and 2 for the U.S. DOT Office of Research, Demonstration, and Innovation; and the Cost Allocation eLearning module for CTAA.

RICHARD GARRITY

Senior Associate/Subject Matter Expert

EDUCATION

- ◆ Graduate work in Geography, University of North Carolina at Chapel Hill
- ◆ B.A., Geography, East Stroudsburg University, 1974

YEARS OF TRANSPORTATION EXPERIENCE

45

AFFILIATIONS

- ◆ TRB Rural and Intercity Bus National Conference Planning Committee
- ◆ Easter Seals Project Action Mobility Planning Service Institute, Faculty
- ◆ Community Transportation of America, Institute for Transportation Coordination, Faculty

PUBLICATIONS

- ◆ TCRP Report 144: *Sharing the Costs of Human Services Transportation Volume 2: Research Report*
- ◆ TCRP Report: *Impact of the Affordable Care Act on Non-Emergency Medical Transportation (NEMT): Assessment for Transit Agencies*

PROFESSIONAL EXPERIENCE

Director of Compliance Initiatives, RLS & Associates, Inc., 1997 to Present

Compliance

As indicated above, Mr. Garrity directs RLS' compliance monitoring projects and is considered a national expert in the area of Federal Transit Administration regulatory compliance. He has served as a Litigation Consultant to the U.S. Department of Justice, Disability Rights Section, providing, technical assistance on ADA compliance and remedy. His regulatory compliance work for the company includes the development of compliance monitoring tools for Indiana, Illinois, Oregon, Tennessee, and Wisconsin. In this regard, Mr. Garrity developed a comprehensive system of compliance checks for conducting the desk, on-site, and follow-up of compliance reviews in 10-19 topic areas, depending on the complexity of the system. He continues to be the Lead Compliance Reviewer for Oregon, Illinois, and Tennessee. His compliance manuals written for the Ohio Department of Transportation, "FTA's Charter Regulations: A Compliance Guide for Ohio's Public Transit Systems" and "ODOT Guide to Compliance with Interstate Passenger Transportation Regulations" have been used as best practices and models nationwide.

State DOT Assistance

Mr. Garrity is a nationally renowned subject matter expert in many areas including FTA compliance, financial management, cost allocation, procurement, and grants management. He provides a variety of technical assistance and support as part of RLS' State DOT engagements. A few examples include procurement assistance to Ohio, Indiana and Illinois; State Management Review follow up assistance to Indiana and Illinois; and conducting an evaluation and analysis of the North Carolina DOT Division of Public Transit, its Division responsibilities, work flow and staffing and making recommendations. This project also included a peer review of other State DOTs and their comparable transit divisions.

Training

Mr. Garrity is a nationally recognized trainer and has developed and conducted training on technical topics ranging from "Financial Management" and "Cost Allocation" to "Title VI, Environmental Justice, and Limited English Proficiency" to the "Integration of GIS in Public Transit Planning," ADA, and Charter Compliance. Other training projects of note:

- ◆ Developed a 2 CFR 200 training course that has been presented across the country.
- ◆ Major contributor and certified instructor of the nationally accepted MTAP Financial Management Guidelines training course and recently completed a comprehensive review and update to reflect changes in regulations from

PROFESSIONAL EXPERIENCE (Continued)

the course's initial development. This course will be available as an on-site training as well as on-line.

- ◆ Developed an on-line Cost Allocation eLearning module for CTAA.
- ◆ Is a faculty member for the Community Transportation Association of America (CTAA) "Institute for Transportation Coordination" and National Easter Seals/Project Action's "Mobility Planning Services (MPS) Institute."
- ◆ Currently providing financial management and NEMT on-site and webinar training for the Minnesota DOT through a contract with Easter Seals.
- ◆ Developed the Regulatory Compliance Module as part of the Ohio DOT's Transit Academy transit manager training program.
- ◆ In addition to those topics previously mentioned, he has developed and presented a variety of training across the country on such topics as ADA, FMCSA regulations, Cost Allocation, Contracting, Financial Management, Civil Rights, Contract Rates, Charter, Procurement, 2 CFR 200 (Super Circular), NTD, NEMT, Scheduling/Dispatch Software, and Performance Measures.

Financial Management, Cost Allocation and NEMT

In addition, Mr. Garrity is also nationally recognized for his research and work in financial management cost allocation concepts and the impacts to NEMT transportation. He was the Project Manager and lead researcher for the work published in the TCRP Digest 109 "Impact of Non-Emergency Medical Transportation on Transit Agencies." He also served as the firm's Project Manager (subcontractor to Westat) and primary author for the published TCRP Report 144, "Sharing the Costs of Human Services Transportation," where he also conducted a detailed examination of major human service agency transportation funding programs in Arizona and Oregon. Finally, Mr. Garrity researched and developed the NC Transit Association's "An Examination of the Effectiveness of the Organizational Model in Today's NEMT Brokerage Environment."

Planning and Coordination

Mr. Garrity has also conducted a wide range of planning projects across the country, including:

- DART Mobility Management Implementation Plan
- Ohio Statewide Mobility Project
- Maine Restructure NEMT in the State
- Corridor Study, CTAA/Tanana Chiefs Conference
- Fairbanks NSB Mobility Management Plan
- City of Fayetteville/Cumberland County Coordinated Transportation Development Plan
- NY Metropolitan Transportation Council Coordinated Public Transit-Human Services Transportation Plan
- Cuyahoga Co. Planning Commission - Cuyahoga County Strategic Plan for Senior Transportation
- RPTA/Valley Metro Regional Paratransit Study

Finally, In addition to those projects described previously, as sample of Mr. Garrity's numerous other projects includes:

- Dispatch/Scheduling Software Specification development for Penquis County, Maine
- Wichita Transit Paratransit Assessment and Comprehensive Financial Analysis
- Georgia RTA RHST Reporting Services
- Kosciusko County Feasibility Study
- Economic Stimulus Programs: Illinois DOT and Indiana DOT
- Illinois DOT - Downstate Illinois Technical Assistance Project; Section 5310/5311 Compliance Monitoring and Improvement
- Indiana DOT - State Management Review Preparation; Development of Asset Management Program; Update of Compliance Review Guidebook to meet MAP-21 requirements
- Cost Allocation Workshops in various states
- Ohio DOT Technical Assistance Program (OTAP); Compliance Reviews
- Indiana DOT Compliance Reviews
- Chicago RTA - ADA Minimums Study
- Easter Seals Project Action - Transportation Services for Persons with Disabilities in Rural and Small Urban Communities
- Ohio DOT - Rural Transit Manual Update, Federal Compliance; Guidebooks on Charter Bus and FMCSA Compliance

CGA Consulting Services, Inc., Senior Associate,

May 1984 - September 1997

Public Transportation Division NCDOT

Rural and Small Urban Programs Manager, January 1978 - May 1984



JAY VAN ESLEY

Senior Associate

EDUCATION

- ◆ Master of Urban Planning, City University of New York, Hunter College
- ◆ Bachelor of Arts in Geography, Wayne State University

LICENSES AND CERTIFICATIONS

- ◆ Certificate in Applied Project Management, Northwestern University
- ◆ Project Management Professional (PMP)
- ◆ American Institute of Certified Planners (AICP)
- ◆ Microsoft Office Suite, Adobe Suite, Google Workspace, ArcGIS, MySQL, and Tableau

YEARS OF TRANSPORTATION EXPERIENCE

17

Mr. Van Esley is a transportation planning and project management professional with over 17 years of experience supporting federal, state, and local transit agencies. He has extensive expertise in federal compliance, grants management, transit operations, and program oversight. Mr. Van Esley has served as a Lead Reviewer for FTA's Comprehensive Oversight Review and Technical Assistance Program (CORTAP) and has conducted Transportation Development Act (TDA) performance audits for the Metropolitan Transportation Commission. His experience also includes managing Independent Engineer's Assessments and supporting State Safety Oversight programs for major rail systems in New York and across ten states.

PROFESSIONAL EXPERIENCE

Senior Associate, RLS & Associates, Inc., (2025—Present)

- ◆ As indicated above, Mr. Van Esley is an expert in Federal Transit Administration (FTA) compliance, oversight, and project management. As such, he supports RLS' Compliance and State Initiatives teams in conducting State Management Reviews, triennial reviews, and state subrecipient oversight reviews. He applies his extensive background in regulatory compliance, transit operations, and program evaluation to help clients strengthen efficiency, accountability, and adherence to FTA requirements.

Lead Reviewer, Interactive Elements, Chicago, IL (Remote, 2019—2024)

- ◆ Mr. Van Esley provided comprehensive oversight, review, and technical assistance for federal award recipients on behalf of the U.S. Department of Transportation's Federal Transit Administration through the Comprehensive Oversight Review and Technical Assistance Program (CORTAP). His work ensured compliance across 23 review areas, including financial management, procurement, and maintenance oversight.

Auditor, Pierlott and Associates, Chicago, IL (Remote, 2020–2021; 2023–2024)

- ◆ Conducted Transportation Development Act (TDA) performance audits of San Francisco Bay Area transit operators for the Metropolitan Transportation Commission (MTC). His work included assessing service effectiveness, operational efficiency, and compliance with state performance standards using key metrics such as operating cost, passenger productivity, and labor performance.

Deputy Program Manager, Interactive Elements, New York, NY (2013—2018)

- ◆ Performed Independent Engineer's Assessments for MTA New York City Subway, Metro-North, and Long Island Rail Road vehicle maintenance programs. Led compliance evaluations under FTA's State Safety Oversight (SSO) program in ten states, including Safety and Security Readiness Reviews for major capital projects. Additionally, he managed the transit component of the New York State Department of Homeland Security's Critical Infrastructure Interdependency and Vulnerability Analysis, evaluating transit system resilience under emergency scenarios.

Transportation Planner, Interactive Elements, New York, NY (2008—2013)

- ◆ Supported multimodal planning, analysis, and outreach activities for projects such as the Hudson River Valley Greenway Link regional plan and Metro-North IT upgrades at Grand Central Terminal. Developed detailed operations and maintenance cost analyses for 24 alternatives—including rail, BRT, bus, and ferry services—for the MTA West of Hudson Regional Transit Access Study. Also assisted in proposal preparation for federal, state, and local RFPs.



Ms. Rast has more than 29 years' experience in transportation policy, regional planning, land use and environmental regulation, and public transit. An experienced State DOT program manager, Ms. Rast is highly regarded for her compliance and quality assurance knowledge and skills. While working for the Vermont Agency of Transportation she was responsible for FTA grants management and compliance and funding eligibility determinations -including FTA formula and discretionary grants and FHWA flex funding. In addition to being an integral member of RLS' Compliance and Quality Assurance Teams, providing support to RLS' RTAP engagements, she is currently providing oversight and support to the Georgia Department of Transportation (GDOT) grants and contracts staff and fleet management staff, providing fiscal services to the GDOT Intermodal Division, and is certified by the Georgia State Accounting Office (SAO) to conduct requisitions.

AMY RAST

Associate

EDUCATION

- ◆ Associate of Applied Science in Architectural Engineering Technology, Vermont Technical College
- ◆ Attended Norwich University to pursue a BS in Biology
- ◆ Attended Lyndon State College to pursue a BS in Environmental Science with a minor in Geology

YEARS OF TRANSPORTATION EXPERIENCE

29+

CERTIFICATIONS

- ◆ CCTA Community Transportation Program Administrator (CTPM)
- ◆ CTAA Certified Safety and Security Officer (CSSO)

PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc. — November 2019 to Present

Ms. Rast supports RLS' State DOT technical assistance, federal grants management, compliance monitoring, training, financial analysis, and quality assurance projects. Her representative experience includes:

- ◆ **Georgia Department of Transportation Financial and Grants Management Support**
Provides financial, grants management, and technical assistance support to GDOT's Intermodal Division, including Transit, Rail, Aviation, Waterways, and State Safety Oversight programs. She prepares financial reports, supports annual budget development, participates in subrecipient application reviews, and develops the annual Program of Projects for FTA Sections 5303, 5304, 5307, 5311, and 5339. She develops and submits grant applications and budget revisions in TrAMS; tracks apportionments, statutory set-asides, grant balances, expenditures, unused funds, and lapsing funds; and advises staff regarding grant status and closeout. Additional responsibilities include project setup, BlackCat implementation, fleet and contract support, FFATA reporting, staff training, process improvement, workshop presentations, and development of standard operating procedures. Ms. Rast is certified by the Georgia State Accounting Office to conduct state requisitions.
- ◆ **State DOT and FTA Compliance Reviews**
Supports compliance monitoring programs for MassDOT, Illinois DOT, and Oregon DOT. Her responsibilities include preparing for and participating in remote and on-site subrecipient reviews, reviewing supporting documentation, documenting findings, drafting reports, monitoring corrective actions, and supporting closeout. She also conducted quality control reviews of FTA Triennial Review products in the FTA Oversight Tracking System for transit systems across all FTA regions.
- ◆ **New Hampshire Financial Management, Cost Allocation, and DBE Support**
Conducted in-depth financial reviews of NHDOT Section 5311 subrecipients to support development of a consistent cost allocation methodology. She also provided research, analysis, technical support, and quality assurance for review and revision of NHDOT's FTA DBE goal and methodology.
- ◆ **New Hampshire and Massachusetts RTAP Program Management**
Served as Lead Associate and Program Manager for the New Hampshire and Massachusetts RTAP programs. She coordinated with State DOT staff, rural transit providers, and trainers to identify training needs and equitably schedule and facilitate driver safety, awareness, and professional development courses. She also recruited additional trainers to meet program demand.
- ◆ **Title VI, Feasibility, and Research Projects**
For Maine's Title VI Four-Factor Analysis, Ms. Rast surveyed rural transit

PROFESSIONAL EXPERIENCE (Continued)

providers and community partners and updated the statewide Limited English Proficiency population analysis. For the VTrans Transit Feasibility Study, she coordinated stakeholder engagement and interviews and supported preparation and presentation of the project overview. She also conducted cost allocation and ride-matching research for an SBIR project, coordinated Technical Advisory Group meetings, prepared meeting summaries, administered surveys, and analyzed survey results.

◆ **Quality Assurance and Document Review**

Serves on RLS' Quality Assurance team, providing substantive review, proofreading, copyediting, and quality control for proposals, compliance reports, Public Transportation Agency Safety Plans, Safety Management System Development Plans, technical memoranda, Human Services Transportation Coordination Plans, Title VI Programs, and other technical deliverables.

Public Transit Program Coordinator, Vermont Agency of Transportation — March 2010 to November 2019

- ◆ Managed and ensured compliance of FTA grants, eligibility determination of funding for Transportation Planning, Operating and Capital programs (among others) available via FTA formula and discretionary grants and FHWA flex funding. Reviewed/evaluated route performance within a framework of performance measures used to guide future planning of the transit systems, and ensuring fulfillment of reporting requirements.
- ◆ Monitored grant expenditures to ensure consistency with grant requirements, applicable laws and regulations, and to maximize use of available funds.
- ◆ Conducted on-site monitoring and compliance reviews of public transit systems, preparation of written reports of findings, and provided recommendations for corrective actions.
- ◆ Provided input on behalf of the public transit providers for programming of funding in the STIP (Statewide Transportation Improvement Plan); implemented and interpreted transportation policy.
- ◆ Participated in public hearings, meetings and committees.
- ◆ Participated in a VTrans development review committee for projects under Act 250 jurisdiction, with the goal of incorporating transit components into the project planning phase.
- ◆ State RTAP Manager and National RTAP Board Member.
- ◆ Conference Planning for the Tri-State region and collaboration with NEPTA.
- ◆ Vermont State RTAP Manager and National RTAP Board Member.
- ◆ Chairperson for the Tri-State region (VT, NH, and ME) in collaboration with NEPTA, Ms. Rast lead the conference planning effort during the Vermont rotation of the TriState Transit Conference, and assisted with NH's and ME's planning during the off-years. Responsibilities ranged from publishing RFPs and evaluating and selecting venues and caterers, contract negotiation and oversight of conference track planning, tracking and coordination of presenters, vendor expo coordination, budget and payment tracking, lodging coordination, on-site coordination and management during the conference, wrap-up and evaluation. Later, she was responsible for hiring and managing a conference planning consultant, working alongside and in collaboration with the selected consultant, and MOU development between VT, NH, ME, and NEPTA.

Natural Resources Board (NRB) Assistant Act 250 Coordinator, Vermont NRB — January 2006 to September 2009

District Transportation Technician, Vermont Agency of Transportation — June 2000 to January 2006

Transportation Environmental Specialist, Vermont Agency of Transportation — January 1996 to June 2000

RLS & ASSOCIATES, INC.



Mr. Bussey works in the RLS Alexandria, Virginia office and focuses his practice on FTA regulatory compliance. He has conducted more than 60 FTA Triennial Reviews and is a subject matter expert in the areas of ADA and DBE. He regularly provides trainings to various State DOTs and has also provided technical assistance to FTA recipients in the areas of ADA, Title VI, DBE, financial management and capacity and others. Mr. Bussey has over ten years of experience practicing law, predominantly in the areas of corporate law and regulatory compliance.

Mr. Bussey holds a Juris Doctor from Roger Williams University School of Law and a Bachelor of Arts from the University of Colorado at Boulder. He is a member of the Massachusetts Bar Association.

MATTHEW D. BUSSEY, ESQ.

Senior Associate, Director of Compliance Initiatives

EDUCATION

- Juris Doctor, Roger Williams University School of Law, 2008
- Bachelor of Arts, Political Science, University of Colorado, 2005

YEARS OF TRANSPORTATION EXPERIENCE

10

AFFILIATIONS

- Bar Admissions: Massachusetts, 2009; United States District Court of Massachusetts, 2009; United States Tax Court, 2012; Rhode Island, 2008 (inactive); United States District Court of Rhode Island, 2009 (inactive)

PROFESSIONAL EXPERIENCE

Senior Associate, RLS & Associates, Inc., February 2019 — Present — Mr. Bussey is a Lead Reviewer and Subject Matter Expert (SME) for the RLS compliance team. He has performed triennial reviews in nine of the ten FTA regions, notably for all of the MTA agencies in New York City, Los Angeles Metro, MBTA in Boston, DART in Dallas, Houston Metro, and PAAC in Pittsburgh. Mr. Bussey also performs subject matter trainings, such as in the areas of ADA, Title VI, and DBE for the states of Tennessee, Minnesota, Colorado, Massachusetts, Georgia, New Hampshire, and the U.S. Virgin Islands. He also assists states with subrecipient oversight and has performed Section 5310 and 5311 subrecipient oversight reviews in California, Oregon, Illinois, Vermont, Arizona, and New Hampshire. Current projects include:

- Lead reviewer for Oregon DOT 5310 and 5311 subrecipient oversight reviews.
- Lead reviewer for 2022 FTA CORTAP Triennial Reviews being conducted in Region III
- Lead reviewer for 2022 ECHO spot reviews for recipients that received COVID-19 relief funding.
- Contributor to FTA Task Order to develop quality assurance program. Mr. Bussey's role has been to assist FTA in creating a system in which to ensure all FTA contractors perform reviews and their other contractual obligations identically in terms of accuracy, thoroughness, and consistency.
- Lead reviewer for Illinois DOT 5310 and 5311 subrecipient oversight reviews.
- Assist multiple state DOTs with DBE compliance, including assisting in the preparation of uniform reports, development of shortfall analyses, and preparation of triennial goals and methodologies.

Analyst/Consultant, Calyptus Consulting Group, Inc., April 2016 – January 2019

- Performed over 50 comprehensive reviews on behalf of the FTA in Regions 1, 3, 4, 5, 6, 7, and 8, including over 25 as a lead reviewer.
- Reviewed grantee performance in FTA regulated areas including legal, financial management and capacity, technical capacity (award management, program management, project management), satisfactory continuing control, maintenance, DBE, Title VI, ADA, EEO, Charter, DFWA/D&A, Section 5307, and Section 5310.
- Provided technical assistance to recipients in preparation for their comprehensive reviews or to perform corrective actions to resolve findings received.
- Performed a procurement software review for the Federal Court Services and Offender Supervision Agency in Washington, D.C., which involved com-

PROFESSIONAL EXPERIENCE (Continued)

paring their existing contract writing management system to other alternative software, recommending the adoption of a particular software, and then assisting the agency to implement the software which included the adoption of business rules and the training of their procurement department.

- Optimized procurement processes for the state university system of Pennsylvania (14 campuses), the University of Houston (5 campuses), and Alameda County, California
- Performed quarterly FTA procurement change order reviews for New York transit agencies that received emergency funding from Hurricane Sandy.
- ADA Subject Matter Expert: Reviewed and/or provided technical assistance to recipients in policy creation and program implementation relating to complaints, due process, facility construction, provision of service requirements, contractor and subrecipient oversight, bus/rail/ferry procurement, complementary paratransit eligibility processes, no-show and suspension policies, visitor policies, trip negotiations, limits on service, and capacity constraints including service monitoring.
- Reviewed recipient Title VI programs; developed Title VI programs including four factor analysis, language assistance plans, public participation plans; established benchmark metrics for major service change thresholds, disparate impact and disproportionate burden thresholds; performed equity analyses to determine if the existence of disparate impact or disproportionate burden; led and/or participated in public hearings for client agencies to explain the impact of proposed changes and to solicit feedback from the public.
- Conducted trainings and workshops on Kaizen, Lean and Six Sigma for private companies and public-sector clients, including multiple programs for the State of Connecticut.

Corporate Associate, Orson and Brusini Ltd., April 2015 – March 2016

- Mergers and Acquisitions, General Corporate Transactions; and Entity Formation.

Associate, Martineau Davis & Associates P.C., April 2011 – April 2015

- General Corporate Law; Mergers & Acquisitions; Commercial Real Estate; and Business Litigation.



Ms. Wagner is a senior transit executive with more than 15 years of experience in public transportation administration, federal grant management, regulatory compliance, contract oversight, and multimodal service delivery. She has led fixed-route, ADA complementary paratransit, microtransit, rural demand-response, and intercity services in direct-recipient and subrecipient environments. Her experience includes FTA Sections 5307, 5310, 5311, and 5339; NTD reporting; Title VI; PTASP; Triennial and State Management Reviews; corrective actions; budget and contract management; performance analysis; and stakeholder engagement.

AMBER L. WAGNER

Associate / Lead Reviewer

EDUCATION

- ◆ B.S., University of South Dakota, 1996

YEARS OF TRANSPORTATION EXPERIENCE

15+

CORE COMPETENCIES

- ◆ FTA Regulatory Compliance (5307, 5310, 5311, 5339)
- ◆ Triennial and State Management Review Preparation
- ◆ ADA Complementary Paratransit Compliance
- ◆ Title VI Program Administration
- ◆ PTASP Implementation
- ◆ National Transit Database Reporting
- ◆ Federal and State Grant Administration
- ◆ Procurement and Contract Oversight
- ◆ Performance Monitoring and KPI Development
- ◆ Budget Oversight and Financial Monitoring
- ◆ Executive Leadership and Staff Supervision
- ◆ Public Presentation and Stakeholder Engagement

PROFESSIONAL EXPERIENCE

Transit Administrator, City of Sedona, Arizona, February 2025-Present

- ◆ Directs the City's transit and parking programs, including fixed-route trailhead shuttles, microtransit, parking operations, and long-range service planning.
- ◆ Oversees multimillion-dollar operating contracts and monitors contractor compliance, key performance indicators, reporting, and continuous improvement.
- ◆ Administers federal and state grants, including FTA Sections 5311 and 5339, FLAP, and ADOT programs; prepares NTD reporting and operating-cost allocations.
- ◆ Leads capital and planning initiatives, including the transit operations and maintenance facility, parking management systems, circulator planning, and service expansion.
- ◆ Coordinates with USFS, ADOT, NACOG, the Verde Valley TPO, consultants, local businesses, advisory committees, and community stakeholders.

Transit Division / Planning Manager, City of Asheville, North Carolina, September 2022-February 2025

- ◆ Led fixed-route and ADA paratransit contract operations, administrative functions, compliance reporting, emergency planning, and strategic service improvements.
- ◆ Managed budgeting, procurement workflows, contract performance, KPI tracking, documentation, customer complaints, ADA grievances, and corrective actions.
- ◆ Prepared NTD reports, Title VI updates, PTASP revisions, performance dashboards, and other federal and state regulatory documentation.
- ◆ Guided the City through a fully compliant FTA Triennial Review and administered grants as the region's Section 5307 direct recipient, including subrecipient oversight.
- ◆ Supported evacuation, continuity-of-service, and recovery operations during Tropical Storm Helene and represented the City before elected officials and regional partners.

AMBER L. WAGNER

Associate / Lead Reviewer

PROFESSIONAL EXPERIENCE (CONTINUED)

Transportation Mobility Administrator, Pima Association of Governments / Regional Transportation Authority, Arizona, 2017-September 2022

- ◆ Directed regional transit and mobility programs, including Sun Shuttle ADA paratransit, Dial-A-Ride, fixed-route, rural mobility, and community circulator services.
- ◆ Managed a \$10 million specialized transportation budget, monitored expenditures, reconciled financials, and maintained budget accuracy.
- ◆ Oversaw contractor performance and service-quality investigations; improved KPI compliance and managed intergovernmental agreements with participating jurisdictions.
- ◆ Coordinated regional transit working groups and represented mobility programs before elected officials, committees, partner agencies, and the public.

Director - Wichita, American Diabetes Association, January 2016-January 2017

- ◆ Oversaw administrative operations, budgeting, reporting, and stakeholder communication for the Wichita office.

Executive Director, Chatham Transit Network, Pittsboro, North Carolina, August 2010-November 2012

- ◆ Directed countywide intercity, ADA, and rural demand-response services; managed 35 staff and a 20-vehicle fleet.
- ◆ Administered grants, contracts, compliance, budgets, financial reporting, service policies, customer concerns, and relationships with local, state, and federal officials.
- ◆ Secured Section 5310 funding and increased ridership by 20 percent through service improvements and regional coordination.

Executive Director, North Carolina Public Transit Association, January 2007-August 2010

- ◆ Provided statewide leadership, legislative strategy, association administration, and stakeholder engagement for North Carolina's public transportation community.

Director, Siouxland Regional Transit System, 1999-2002

- ◆ Managed a multi-county ADA paratransit, rural demand-response, and intercity transit system with 70 employees and 50 vehicles.



A former transit manager, Ms. Julie Schafer is experienced in transit administration, operations, planning, grants management, and regulatory compliance. She leads RLS' State DOT task order/on-call service assignments and serves as the RLS Circuit Rider for rural transit systems in Ohio and Indiana. She has served as the lead consultant or project manager for task order/on-call engagements in Ohio, Indiana, Wisconsin, New Hampshire and Tennessee for 7+ years, and Nevada for the past year. She also has a depth of experience in transit planning, having led dozens of coordinated human service transportation plans, transit service plans and evaluations. Ms. Schafer's current assignments also include Lead Planner for the Mobility Ohio pilot project in Southeast Ohio, to align the elements of public and human service transportation policies, funding, planning, and technology into a coordinated and enhanced mobility platform among four counties.

JULIE SCHAFER

Director of State Initiatives

EDUCATION

Attended Miami University-Hamilton

YEARS OF TRANSPORTATION EXPERIENCE

26

AFFILIATIONS

Certified Community Transit Manager
Registered Guardian Certification

PROFESSIONAL EXPERIENCE

Director of State Initiatives, RLS & Associates, Inc., June 2011—Present: An experienced Project Manager, Ms. Schafer is known for her ability to critically assess difficult challenges and develop solutions that benefit not only the State DOT, but the transit system and most importantly, the citizens who depend on the transit service. Her recent State DOT on-call/task order and planning projects include:

Lead Consultant, Wisconsin Rural Transit Assistance Program (2018—Ongoing):

Implementation of RTAP program, including technical assistance to transit systems and mobility managers; training needs assessments and training development.

Lead Consultant, Ohio Technical Assistance Program (2018—Ongoing): Coordination of 10-30 technical assistance projects each year, including technical assistance reviews for rural systems, supervision of one on-site contracted staff, and statewide "circuit rider" (on-site support) to resolve system challenges.

Lead Consultant, Indiana Rural Transit Assistance Program (2018—Ongoing):

Coordination of rural system compliance reviews, supervision of two IN-based training staff, Section 5310 subrecipient reviews, and technical assistance to systems, including leadership of a two-system consolidation (Union and Fayette Counties, IN)

Project Manager, New Hampshire Rural Transit Assistance Program and Mobility Management (2019—Ongoing): Coordination of rural transit system compliance reviews, technical assistance and training task orders, and statewide mobility management program including supervision of one NH-based staff member.

Planner, North Central Indiana Regional Transportation Study (2025—Ongoing), North Central Indiana Regional Planning Council: stakeholder engagement and planning support to explore feasibility of regionalized public transit in 6 Indiana counties.

Co-Project Manager, Northeast Indiana Regional Transportation Needs Assessment, Community Transportation Network (2023-2024): stakeholder engagement and planning to document gaps in service in 11-county Northeast Indiana region.

Planner, Lancaster-Fairfield Public Transit Governance Structure Study (2023): stakeholder engagement to develop options for new governance structure for a countywide transit system.

Planner, Tennessee DOT Office of Mobility and Accessible Transportation Strategic Plan (2020-2022): stakeholder engagement and strategic planning for TDOT's new office of access and mobility, including development of plan and annual updates.

LifeTime Resources, Community Service Division Director, March 1999 — May 2011

Included role as Section 5311 transit system manager, responsible for transition from a one-county Section 5311(f) program to a 7-county Section 5311 system, and the administration of transit services for the regional system, including grants management and the provision of service contracts to fund the local share for FTA funds.

Harrison Building and Loan, Savings Department Manager, October 1993 — March 1999

Nurses and Company, Scheduling Coordinator, May 1989 — September 1993



Ms. Laura Brown has a diverse background of transit planning and financial management and analysis experience as well as a solid history of experience with rural and urban transit systems planning. An experienced Project Manager, Ms. Brown is RLS' Director of Planning Initiatives, with a concentrated focus in transit service in regions with a mix of rural and urban conditions. In addition to service design, she focuses on organizational or governance structure evaluation and design. In this regard, Ms. Brown has directed dozens of high profile projects across the country resulting in the development of short and long range transit plans, State, regional, and statewide and locally developed coordinated transportation plans, service evaluations, service assessments, and public outreach activities, including passenger and public surveys.

LAURA BROWN

Chief of Strategic Partnerships/Director of Planning Initiatives

EDUCATION

- M.P.A., Masters of Public Administration, Wright State University, 2000
- B.A., Sociology, The Ohio State University, 1995

YEARS OF TRANSPORTATION EXPERIENCE

24

PUBLICATIONS

- CTAA Transit Fare Pass Toolkit
- FTA Prescription and Over-the-Counter Toolkit
- NCHRP Task 20-65, Task 65: Best Practices for State DOTs to Meet Bus Fleet Replacement and Expansion Needs
- NCHRP Task 20-65, Task 66: State and Local Use of Administrative Resources Provided by the Federal Transit Administration

PROFESSIONAL EXPERIENCE

Chief of Business Development/Director of Planning Initiatives, RLS & Associates, Inc. 2000-2004; 2007 to Present – Ms. Brown's forte is in consensus building and the development of implementable plans with practical solutions at the local, regional and Statewide levels. A few examples include:

- Project Coordinator, Virginia Department of Rail and Public Transportation (VDRPT) Statewide Coordinated Human Services Mobility Plan (sub. to WSP), (2025-2026)
- Project Manager/Lead Planner, Tennessee DOT Office of Mobility and Accessible Transportation Strategic Plan, (2020-2022 and 2024-2026)
- Project Manager, Chicago RTA Regional Coordinated Plan (2021) and Update (2025-2026)
- Project Manager/Lead Planner, NOACA Regional Coordinated Transportation Plan (2024)
- Project Manager/Lead Planner, Maine DHHS Transportation Program Evaluation (2020)
- Project Manager/Lead Planner, Utah Transit Authority Specialized Transportation Implementation Plan (2019-2020)
- Lead Planner, Central Ohio Employer Transit Route Study (Intel), (2023)
- Project Manager, Midland, Michigan, Transit Governance Restructure Study (2024-2025)
- Project Manager, Lorain County Transit Development Plan (2025-2026)
- Project Manager, CityBus Comprehensive Operations Analysis and Fare Structure Analysis (2024-2025)
- Planner, FAST Transit Fare Structure Analysis (2025)
- Project Manager, Bowling Green and WKU Transit Consolidation Feasibility Study (2024-2025)
- Project Manager/Lead Planner, Regional Coordinated Transportation Plans for Southwest, Southcentral, and Southeast TN HRAs (2022-2023)
- Project Manager, Fayette-Madison Transit Development Plan (2025)
- Project Manager, West Virginia Department of Transportation On-Call Planning (2022-ongoing)
- Project Manager, Minnesota Department of Transportation Rural Transit Labor Market Analysis (2023-2024)
- Project Manager, Ohio Department of Transportation On-Call Transportation Development Plan Task (2023-ongoing)
- Project Manager, Knox County Fixed Route Study (2023)
- Project Manager, Seminole Nation of Oklahoma Transit Development Plan, (2023)
- Project Manager, Wausau, Wisconsin/Metro Ride Transportation Development Plan (2021)
- Project Manager, Bangor Community Connector Regional Transit Structural

PROFESSIONAL EXPERIENCE (Continued)

Analysis,(2021)

- Project Manager and lead planner for the Central Midlands Council of Governments Coordinated Transportation Plan (2019)
- Project Manager for the Miami Valley Regional Planning Commission Coordinated Plan Update (2018/19)
- Planner, Central Indiana Section 5311/5307 Funding Allocation Study. (2019)
- Project Manager/ Lead Planner, Vermont Route 30 Transit Feasibility Study
- Project Manager/Lead Planner, Johnson City Coordinated Plan
- Project Manager, Stark Area Regional Transportation Authority (SARTA) Transit Development Plan (2021)
- Project Manager and major contributor to 11 Regional West Virginia Regional Coordination Plans (2019)
- Researcher, Ohio Mobility Transformation, Ohio DOT
- Project Manager and lead planner for the KYOVA Interstate Planning Commission (KYOVA) Coordinated Public Transit-Human Services Transportation Plan for the Transportation Management Area (TMA) that includes the West Virginia counties of Cabell, Wayne, and the urbanized portion of Putnam County; the urbanized portion of Lawrence County, Ohio; and Boyd and Greenup Counties, Kentucky (2019)
- Project Manager, Statewide Coordinated Transportation Plan in Nevada (2018-2019)
- Project Manager, Rock Hill, SC Transit Implementation Plan
- Project Manager for the Randolph/Montgomery Cos, NC, Community Connectivity Plan. Evaluating current services and developing new services (fixed routes and demand response) and organizational structure recommendations for the local area and region (2019)
- Project Manager, New Hampshire DOT Statewide Coordination Plan (2017)
- Project Manager for the Gwinnett County Transit (GCT) Plan Task to evaluate Human Services Transportation coordination opportunities that would create efficiencies for the GCT paratransit program (2018)
- Project Manager and major contributor for the Indiana Statewide Coordinated Public Transit-Human Services Transportation Plan updates and the Indianapolis Regional (8 County) Coordinated Plan(2017)
- Lead researcher, Ohio Statewide and Regional Coordination – Establishment of Regions and Coordination Plan Framework. his plan was a precursor to the Ohio Mobility initiative (2016)
- Project Manager for the Valparaiso Route Study, Valparaiso, IN
- Lead researcher for the Wichita Transit Paratransit Assessment
- Lead reviewer for the New Jersey Title VI reviews, conducting a review of each plan's required components and preparing detailed findings and recommendations.
- Project Manager for the Gloversville Regional Transportation Plan
- Project Manager and lead consultant for the Union County, Ohio and Yankton, SD, respectively, Coordinated Public Transportation-Human Services Plan
- Lead consultant for the Matanuska-Susitna Borough (MSB), AK Transit Plan.
- Project Manager and co-Mobility Manager for Kodiak, Alaska.
- Lead researcher for two national research projects for the National Cooperative for Highway Research Program. The first project was to gather and analyze data from all 50 State Departments of Transportation regarding state practices for the continued replacement of Section 5310, 5311, and 5311(f) purchased vehicles. The second project involved the study of State DOT administration practices of FTA funded programs (Sections 5310, 5311, and 5311(f))
- Lead contributor for the Interior Alaska Transit Corridor Project
- Project Manager and lead contributor to the Fairbanks North Star Borough Mobility Management Plan
- Project Manager for the Sitka, Alaska 5-Year Plan for Coordination of Human Services Transportation Needs and Services.
- Project Manager and major contributor for the update of the 2008-2014 Coordinated Plan for the Municipality of Anchorage
- Project Manager for the Ann Arbor Transportation Authority Paratransit Service Model and countywide needs assessment

Northrop Grumman Information Technology, Defense Group
Comptroller/Program Control Analyst, October 2004 – April 2007



Mr. Glover is an experienced Project Manager, bringing over 46 years of public transportation experience to RLS, with extensive expertise in the planning and development of coordinated transportation services and regulatory compliance. He is a former State Program Manager for the Rural and Small Urban and Intercity Programs for the North Carolina DOT and was instrumental in the development and implementation of the State interagency Coordinated Human Service Transportation Program. Mr. Glover is currently the Project Manager and Lead Reviewer for the Wisconsin Compliance Monitoring Program and Lead Reviewer for Compliance Monitoring Programs in Illinois, Oregon, and Tennessee. He has also conducted several State, local, and regional coordinated and specialty plans. He also conducted Statewide Intercity bus studies for three State DOTs and assisted a fourth state with the development of its Intercity Program application package and conducting the application process.

CHARLES GLOVER

Senior Associate

EDUCATION

- ◆ Masters in Administrative Services, East Carolina University
- ◆ BS, Urban and Regional Planning, East Carolina University

YEARS OF TRANSPORTATION EXPERIENCE

46

PROFESSIONAL EXPERIENCE

RLS & Associates, Inc., 2007 - Present – Mr. Glover has extensive experience managing State DOT compliance programs, intercity bus studies, transit planning initiatives, FTA technical assistance assignments, and rural and small urban transit projects. His representative experience includes:

- ◆ **State DOT Compliance Monitoring and FTA Review Assistance**
Serves as Project Manager and Lead Reviewer for the Wisconsin DOT Compliance Monitoring Program and has served as Lead Reviewer for compliance monitoring projects in Illinois, Oregon, Tennessee, North Carolina, and Indiana. His responsibilities include conducting comprehensive reviews of rural and small urban transit systems, evaluating federal and state compliance requirements, documenting findings, and supporting corrective actions. He also served as Project Manager and Lead Consultant for Jacksonville Transit's FTA Triennial Review preparation and assisted the agency with development of a financial plan.
- ◆ **Intercity Bus and Passenger Transportation Studies**
Managed statewide intercity bus studies for Indiana, South Carolina, and Tennessee, evaluating existing services, unmet needs, Section 5311(f) requirements, funding priorities, and opportunities to improve statewide mobility. His work included stakeholder and provider consultation, public outreach, transit propensity and service analysis, and development of program recommendations. The Indiana study also evaluated Amtrak utilization and potential state support for passenger rail service.
- ◆ **FTA Program Management and State DOT Technical Assistance**
Served as Project Manager for NCHRP 20-65 Task 79, *Program Management Insights for the Section 5310 Program*. Provided extensive technical assistance to Alabama and Indiana DOTs for federal grant programs, including ARRA and Section 5311(f). Responsibilities included developing Programs of Projects, Calls for Projects, application packages, reporting forms, performance measures, DBE goals and methodologies, Title VI plans, vehicle specifications, and procurement documents. He also assisted transit agencies with environmental reviews, facility planning, property acquisition, design, bidding, and contract award.
- ◆ **Paratransit, Coordinated Transportation, and Service Planning**
Managed the Davidson County Paratransit Plan, evaluating deviated-route services, complementary paratransit requirements, fare structures, policies, and compliance. He also developed coordination and implementation recommendations for the Cumberland County Consolidated Transportation Development Plan and conducted alternatives analyses for coordinated transportation plans and transit systems in New York, Illinois, Indiana, North Carolina, Virginia, and Ohio.
- ◆ **Transit Performance, Financial, and Operating Analysis**

PROFESSIONAL EXPERIENCE (Continued)

Conducted performance reviews of public transportation systems in Charlottesville, Winchester, Roanoke, and Petersburg, Virginia, identifying agency goals, operational challenges, and opportunities for targeted improvement. For the Illinois Department of Transportation, he completed the Downstate Illinois Operating Needs Assessment, quantifying operating assistance required to sustain existing services and expand transportation into unserved areas.

◆ **Vehicle Procurement and Capital Project Support**

Led research and development of technical specifications for the Ottawa County Transportation Agency's purchase of a 35-foot bus. He has also supported State DOT and subrecipient capital projects involving fleet procurement, environmental compliance, facility development, construction and renovation bids, and contract administration.

Assistant Director for Planning and Programming, Rural Small Urban Program Manager, Intercity Program Manager, and Transportation Planner - NCDOT Public Transportation Division – 1979 - 2006



Ms. Matheny is a seasoned Project Manager, a Lead Planner for RLS' planning team, and an associate reviewer for Federal Transit Administration (FTA) triennial reviews, and conducts agency reviews for State Departments of Transportation within RLS' compliance team. Ms. Matheny came to RLS from the public sector, serving as a member of the executive team for an urban transit system in Wilmington, North Carolina.

Ms. Matheny brings the ability to effectively manage federal, state and local grants, operations, contracts, and a diverse range of projects and personnel within budget. She has a proven record of enhancing program and operational efficiency by analyzing and refining organizational practices and procedures, including the introduction of innovative technology solutions and alternative service delivery models. Her specialty is creating and executing planning initiatives and programs with an ability to adapt and deliver under changing environments. Ms. Matheny also brings a strong sense of organizational mission and aptitude to lead a team in meeting established goals and objectives.

MEGAN MATHENY

Associate

EDUCATION

- ◆ Master of Public Administration (Concentration in Non-profit Management), University of North Carolina Wilmington, 2012
- ◆ Bachelor of Arts in Political Science, University of Tennessee, Knoxville, 2007

LICENSES AND CERTIFICATIONS

- ◆ Previous, Board of Directors for North Carolina Public Transportation Association
- ◆ Previous, Board of Directors for disAbility Resource Center

YEARS OF TRANSPORTATION EXPERIENCE

15

PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc., May 2022 — Present

Some of Ms. Matheny's recent and current project roles include:

- ◆ Project Manager, Fayetteville Area System of Transit (FAST), Facility Feasibility Study (North Carolina) (2025 - 2026)
- ◆ Project Manager, JAX Mass Transit, Comprehensive Transit Study (Jackson County, Illinois) (2024 - 2025)
- ◆ Project Manager, North Carolina DOT, SEATS Microtransit Feasibility Study (Robeson County, North Carolina) (2024 - 2025)
- ◆ Project Manager, Jo Daviess County, Transit Development Plan (Illinois) (2024 - 2025)
- ◆ Task Lead, Fayetteville Area System of Transit (FAST), Title VI Fare and Service Equity Analysis Update (North Carolina) (2024 - 2025)
- ◆ Planner, Ohio DOT, Columbiana County Transit Development Plan (2024)
- ◆ Secondary Reviewer, FTA, CORTAP Triennial Reviews (2024 - Ongoing)
- ◆ Reviewer, Oregon DOT, Compliance Reviews (2023 - Ongoing)
- ◆ Project Manager, Mecklenburg County Operations Structure Report (North Carolina) (2023 - 2024)
- ◆ Planner, Richland County, Ten-Year Transit Development Plan (Ohio) (2023 - 2024)
- ◆ Planner, Minnesota DOT, Labor Market Reviews (2023 - 2024)
- ◆ Lead Planner, CTAA, Rural Transit Operations Plan (Phillips County, Arkansas) (2023)
- ◆ Planner, West Virginia DOT, Regional Coordination Plans (2023)
- ◆ Task Lead, Tennessee DOT OMAT Mobility Management Toolkit (2022 - 2023)
- ◆ Project Manager, City of Durham, Procurement for Transit Management Services (North Carolina) (2022- 2023)
- ◆ Planner, Ohio DOT, Geauga County Transit Development Plan (2022)

Deputy Director, Cape Fear Public Transportation Authority, 2017 – 2022

Wave Transit is the public transportation provider for the Cape Fear region offering fixed-route bus, UNCW Seahawk Shuttle, Port City Trolley, ADA accessible van services, and Microtransit services.

- ◆ Administered the Federal Transit Administration's (FTA) public transit program for the Wilmington urbanized area.
- ◆ Managed the organization's Civil Rights Programs and serves as the Americans with Disabilities Act (ADA) compliance officer
- ◆ Planned, directed and performed oversight of daily operations under fixed route bus, ADA paratransit, vehicle maintenance and facility maintenance departments

PROFESSIONAL EXPERIENCE (Continued)

- ◆ Worked with management contractor and vendors to ensure sufficient goods and services are available to maintain fleet of rolling stock to FTA state of good repair standards
- ◆ Established and implemented department goals, objectives, procedures and service standards
- ◆ Maintained departmental standards for safety and ensures adherence with policies, guidance, regulations and schedules
- ◆ Prepared short and long-range planning functions in accordance with adopted plans
- ◆ Managed the Making Waves Foundation, an independent 501(c)3, established by the Authority
- ◆ Responsible for direct and indirect oversight of 130 personnel members
- ◆ Worked with key staff to identify and resolve problems

Director of Planning and Development, Cape Fear Public Transportation Authority, 2014 – 2017

- ◆ Management and oversight of short-range planning initiatives resulting in operational efficiencies within the transportation service network
- ◆ Securement and effective management of federal and state grants to ensure services provided within adopted budget
- ◆ Responsible for contract oversight with the University of North Carolina Wilmington for transportation services administered under the UNCW Seahawk Shuttle Program
- ◆ Creation and implementation of capital improvement plans resulting in standard operating procedure with city and state agencies for enhancement of passenger amenities at transit stops
- ◆ Managed the Making Waves Foundation, an independent 501(c)3, established by the Authority in 2011

Paratransit Manager, Cape Fear Public Transportation Authority, 2011 – 2014

- ◆ Administration of ADA complementary transportation services under the organization's Paratransit Department in accordance with federal regulations
- ◆ Responsible for management of contracts with county jurisdictions and community non-profits for performance of 500,000 annual non-emergency medical and other transportation services
- ◆ Direct management of a 27-member team and a fleet of 24 vehicles



Ms. Perales' diverse legal, higher education administration and transit planning background bring a unique perspective to her work in transit planning and transit-related compliance. In her role at VIA, Michelle served on several procurement committees to evaluate bidders' compliance with federal guidelines. During law school, she served as a Truancy Diversion Judge in the Family Court of Clark County, NV, where she evaluated and monitored compliance with district attendance policy. She also interned with Board Member Brittanie Watkins of the Nevada Gaming Control Board, where she conducted research around gaming regulation and enforcement of Nevada gaming law. Additionally, Michelle worked in support of the Alamo Colleges' Board of Trustees in her role as Deputy to the Chancellor. Michelle's prior experience as a manager of direct reports, facilitator of the 7 Habits of Highly Effective People and mediator have also prepared her to effectively communicate with teams and train audiences with varying levels of subject matter knowledge.

MICHELLE CHARISMA PERALES

Associate

EDUCATION

- ◆ Juris Doctor, William S. Boyd School of Law, University of Nevada Las Vegas, *magna cum laude*, 2020
- ◆ Master of Arts, Public Policy and Administration, Northwestern University, 2012
- ◆ Bachelor of Science, Urban and Regional Studies, Cornell University, 2000

CERTIFICATIONS

- ◆ Certified Change Management Practitioner, Prosci
- ◆ Certified in the 7 Habits of Highly Effective People, Franklin Covey
- ◆ Certified in the Four Disciplines of Execution, Franklin Covey
- ◆ Certified Mediator, Texas, St. Mary's University
- ◆ Certified Performance Excellence Examiner, Quality Texas

YEARS OF TRANSPORTATION EXPERIENCE

11

PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc., June 2023 — Present — Ms. Perales supports transit planning, stakeholder engagement, research, data analysis, and State DOT and FTA compliance review projects. Her representative experience includes:

- ◆ **Coordinated Transportation and Transit Development Planning**
Served as Lead Planner for the KYOVA Coordinated Human Services–Public Transit Transportation Plan and as Lead Planner and Outreach Specialist for the Coshocton County, Ohio Transit Development Plan. She also supported transit development planning and public outreach efforts in Knox County, Ohio, and Midland County, Michigan.
- ◆ **Transit Feasibility, Research, and Data Analysis**
Provided planning and stakeholder outreach support for fixed-route feasibility studies in Dixon and Rochelle, Illinois. She also conducted research, data collection, and analysis for a Fairfield County, Ohio transit initiative and researched change management strategies for the Wilmington, Ohio transit system.
- ◆ **State DOT Subrecipient Compliance Reviews**
Served as Lead Reviewer for Arizona DOT and Nevada DOT subrecipient compliance reviews and as a Secondary Reviewer for Oregon DOT and Minnesota DOT reviews. Responsibilities included review preparation, document analysis, participation in remote and on-site reviews, findings development, and report support.
- ◆ **FTA Triennial Reviews and Technical Assistance**
Served as both a Lead and Secondary Reviewer for FTA Triennial Reviews and presented workshops through the Comprehensive Oversight Review and Technical Assistance Program.

Law Clerk, Nevada Legal Services, June 2019 – November 2019

- ◆ Represented tenants in eviction court and assisted clients with the denial or termination of their public benefits.
- ◆ Attended administrative and judicial hearings, and interviewed clients and conducted in-depth legal research.
- ◆ Assisted the Tenants' Rights Center, and participated in community outreach, trainings and legal workshops.

Deputy to the Chancellor, Alamo Colleges District - Office of the Chancellor, February 2015—May 2019

- ◆ Was directly responsible for managing strategic, operational and logistics planning and execution, handling multifaceted administrative issues, and overseeing high-performing personnel.
- ◆ Worked closely with the Board of Trustees to support governance and op-

PROFESSIONAL EXPERIENCE (Continued)

erational functions of the district. Also worked with the Board to ensure district compliance with legal and regulatory requirements.

Director of Community Partnerships, Alamo Colleges District - Office of the Chancellor, September 2012—February 2015

- ◆ Initiated and managed summits and meetings on integration between the Alamo Colleges and the Independent School Districts (ISDs) and the charter districts in the Alamo Colleges' service area.
- ◆ Provided guidance to the district and colleges on effective communication and public engagement strategies designed to strengthen the Alamo Colleges' relationship with internal stakeholders and surrounding communities.

VIA Primo Public Information Officer, VIA Metropolitan Transit Authority, February 2012—September 2012

- ◆ Was selected to serve in a temporary capacity as the BRT project's Public Information Officer (PIO).
- ◆ Developed, implemented, and evaluated a comprehensive public education and outreach plan for the introduction, construction, and service launch of VIA's and Bexar County's first high capacity BRT line.
- ◆ Kept public informed of construction progress of in-line stations and affiliated South Texas Medical Center Transit Center (STMCTC) project throughout the year-long construction process through the use of social media, a Primo project hotline and grassroots community outreach.
- ◆ Served as liaison between VIA's Strategic Planning and Project Development team, private contractors, elected officials and neighborhood and community associations.
- ◆ Effectively delivered informational presentations about the Primo project and the larger benefits of public transit to neighborhood and community associations and other citizens groups in a variety of formats.
- ◆ Worked with elected officials at all levels of government (local, state, and federal) to resolve concerns about the Primo project addressed by their constituents in a transparent and responsive manner.
- ◆ Developed and distributed in-house a variety of marketing and community outreach materials.
- ◆ Organized and facilitated large-scale public engagement forums.

Community Planner, VIA Metropolitan Transit Authority, May 2005 - September 2012

- ◆ Worked to improve citizen quality of life through the use and expansion of public transit services and the development of walkable communities in the City of San Antonio.
- ◆ Collaborated with Metropolitan and Regional Planning Organizations (MPO, RPO), federal, state and city governments, neighborhood and community-based associations, business and industry leaders and other key stakeholder groups to make communities more livable by co-designing plans to organize mass transit services.
- ◆ Worked with environmental and disability advocacy groups to promote sustainable, environmentally sensitive and accessible transit development and operations in the San Antonio community.
- ◆ Connected community stakeholders with the transit agency's programs, policies and resources. Facilitated interactions between government officials and constituencies and VIA leadership.
- ◆ Effectively responded to and resolved citizen inquiries and complaints. Provided VIA briefings and community relations at state and local town halls and neighborhood and community association meetings.

Community Outreach Coordinator, VIA Metropolitan Transit Authority, July 2004 - November 2004

- ◆ Managed an educational outreach campaign for the Advanced Transportation District (ATD) referendum which called for a

AFFILIATIONS

- | | |
|---|---|
| <ul style="list-style-type: none"> ◆ William S. Boyd School of Law Public Interest Law Association – Fundraising Volunteer ◆ William S. Boyd School of Law Dispute Resolution Society, Student Member ◆ Criminal & Eviction Record Sealing Workshops, Nevada Legal Services – Student Attorney ◆ Tenants' Rights Center, Nevada Legal Services – Student Attorney ◆ American Bar Association – Student Member ◆ Clark County Bar Association – Student Member ◆ Southern Nevada Association of Women Attorneys – Student | <p>Member</p> <ul style="list-style-type: none"> ◆ Truancy Diversion Program Judge, Clark County Family Court ◆ Cornell Alumni Ambassadors Admissions Network (CAAAN) San Antonio – Chair ◆ Cornell Alumni Student Mentoring Program (CASMP) – Mentor ◆ People Active in Community Effort (PACE) San Antonio – President ◆ Long Term Care Council of San Antonio/Bexar County – Events Committee Chair ◆ Conference of Minority Transportation Officials (COMTO) San Antonio Chapter – Vice President |
|---|---|

RLS & Associates, Inc.



Mr. Roper is Change Leader with 19 years of leadership experience. Proficient in identifying deficiencies and opportunities for improvement in operational systems, processes, and procedures. Managed the implementation of operational changes by effectively supervising and growing personnel talent, analyzing operations and administrative needs with an attentive, caring, and collaborative approach.

Mr. Roper spent 19 years a Public School Administrator and Transit Director. As a Public School Administrator, he successfully implemented a student academic intervention program called Eagle Acceleration that increased student End of Grade test scores by 41% resulting in a NCDPI school report card grade (B), a first for the school. During his tenure as a Transit Director, he successfully lead the transportation department through federal, state, and local compliance reviews expanding the department's understanding of compliance requirements resulting in methodologies and operating procedures for successful adherence to these requirements.

JEFF ROPER

Associate

EDUCATION

- ◆ Educational Leadership, (Ed.S) Western Carolina University
- ◆ Master of Arts (M.A.) East Tennessee State University
- ◆ Bachelor of Arts (B.A.) Mars Hill College

YEARS OF TRANSPORTATION EXPERIENCE 10

PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc., July 2024—Present

- Assistant Reviewer for Oregon Department of Transportation Section 5311, 5310, and 5307 reviews.

Director of Transportation and Operations Manager, WNCSource, June 2016—April 2024

- Certified Drug and Alcohol Program Manager (DAPM).
- Created annual staff training schedule and documentation logs.
- Improved systems for vehicle preventative maintenance monitoring.
- Updated operator's manual.
- Overhaul of the Safety and Security Plan.
- Redesign of the operator's evaluation ride check tool.
- Revamped cash management procedures and policy.
- Drafted and implemented new Transportation Advisory Board (TAB) Member Manual, TAB training Power Point, TAB Strategic Plan, Transit Suspension Policy, and updated agencies Title VI policy and Drug and Alcohol Testing policy to ensure outdated documents were improved and applicable for the entities they were designed for.

Implemented new technologies and software systems to optimize transportation processes with the following results:

- Reversed annual financial double-digit losses in paratransit services in FY 2023 to projected double-digit surpluses in FY 2024.
- Increased transportation services for aging adults 80% from FY 2021 to FY 2024.
- Increases in community transportation trips from 12,713 FY 2021 to 15,965 in FY 2023,
- Awarded the Public Transit Contract in 2021 and negotiated higher paratransit billing hours in 2023 partially contributing to financial surpluses in paratransit services.
- Winner of the NCPTA Safety Award for Small Urban Fixed Route in 2021, 2022, 2023.
- Maintained an average compliance rate of 98.5 on fleets preventative maintenance as measured in the NC Asset Management System 2017-2024.

PROFESSIONAL EXPERIENCE (Continued)

Administrator/ Teacher, Henderson County Public Schools, August 1988—March 2016

- Implemented operational systems and best practices for students, teachers and support staff that contributed to enhanced instructional practices for student learning.
- Successfully Implemented a student academic intervention program called Eagle Acceleration that increased student End of Grade test scores by 41% resulting in a NCDPI school report card grade (B), a first for the school.
- Created and implemented a student lunch program and intramural program designed around student accountability that dropped student discipline issues by 32%.
- Cultivated a positive school culture and work environment resulting in consistent top tier ratings on the NC Teacher Working Condition Annual Surveys.
- Supervised exceptional children's personal development plan meetings to ensure compliance with ADA.
- Guided school through the Schools to Watch recertification process.



Mr. Ray Boylston is a former Transit Administrator with over 34 years of experience in transit planning, management, operations, and finance. He has worked in public transit at the Federal, state, county, and municipal levels, in both the public and private sectors, with a special emphasis in fixed route system design, contract management, and paratransit services. He is currently a Project Manager and Lead Planner for RLS' Planning Division and a Lead Reviewer for RLS' Compliance Team.

RAY BOYLSTON

Senior Associate

EDUCATION

- ◆ Masters in Public Administration, with Honors, University of Oklahoma, 1990
- ◆ BA, History, North Carolina State University, 1982

YEARS OF TRANSPORTATION EXPERIENCE

34

AFFILIATIONS

- ◆ Chair, Capital Area Metropolitan Planning Organization's (CAMPO) Technical Coordinating Committee (TCC)— January 2012 to 2014
- ◆ Vice-Chair, Capital Area Metropolitan Planning Organization's (CAMPO) Technical Coordinating Committee (January 2007 to 2012)
- ◆ Member, Town of Wendell, NC Planning Board (2003 to June 2004)
- ◆ Chair, Town of Wendell, NC Planning Board (July 2005 to July 2006)
- ◆ Co-Chair, Town of Wendell Economic Development Committee (July 2005 to July 2006)
- ◆ Chairman, Wake County Transportation Advisory Board (July 2005 to 2007)

PROFESSIONAL EXPERIENCE

Senior Associate, RLS & Associates, Inc., November 2016 – Present

Mr. Boylston's projects include:

- ◆ Lead Compliance Reviewer for over 80+ Oregon, North Carolina, Illinois, Ohio, and Georgia Compliance Reports for rural and small urban transit systems (Section 5307, 5310, and 5311)
- ◆ Project Manager, Rowan Transit System Policies & Procedures Manual
- ◆ Lead Planner, Rock Hill, SC, Title VI Equity Analysis for Land Purchase
- ◆ Project Manager, technical assistance and support to Wake County's GoWake Access
- ◆ Lead Planner, Fixed Route Implementation Plan for Rock Hill, SC's first ever fixed route system
- ◆ Project Manager, Rolesville-Wake Forest, NC Transit Alternatives Study
- ◆ Project Manager, Kinston, NC Transit Study
- ◆ Project Manager, Wake County, NC Development of RFP for Microtransit Service Operations
- ◆ Project Manager, Tiffin, OH Fixed Route Implementation Plan
- ◆ Planner, City of Raleigh, NC, Development of ADA Policies and Procedures Manual
- ◆ Lead Planner, Five-year Community Connectivity Plan for Randolph and Montgomery Counties
- ◆ Lead Planner, Concord, NH Transit Service Plan and Boarding/Alighting Study
- ◆ Project Manager, Western Carolina Community Action, NC, Technical Assistance for Proposal to Henderson County, NC
- ◆ Planner, Wausau, WI, Metro Ride Transit Development Plan

Transit Services Administrator, Town of Cary, July 2003 – March 2017

As Transit Services Administrator, Mr. Boylston oversaw the town of Cary's GoCary, a fixed route and demand response system that provides approximately 300,000 passenger trips per year. Mr. Boylston was staff lead on the development of a Bus Operations and Maintenance Facility Feasibility Study and Conceptual Plan that resulted in the purchase of land for this facility on Towerview Court in Cary. In addition, future fleet needs, space allocation, and maintenance needs for GoCary were identified in this study. He was responsible for the successful completion of numerous information technology projects for the system (electronic fareboxes, automated passenger counters, real-time bus information, etc.). Mr. Boylston was the Town staff lead on securing over \$50M in transit operations and capital funding over the next ten years through his participation in the development and ultimate adoption of the Wake Transit Plan. Mr. Boylston was responsible for ensuring the safe, reliable, effective, and efficient transit for visitors and the citizens of Cary and, as such, reported direct-

PROFESSIONAL EXPERIENCE (Continued)

ly to the Cary Town Council. Mr. Boylston's efforts were recognized in this regard when in 2004, 2010, and 2016, C-Tran/GoCary was awarded Outstanding Safety Awards in the urban demand response and fixed route system category from the North Carolina Public Transportation Association.

Transit Planning Consultant (Independent Contractor), April 2003 –July 2003

Under contract with Urbitran Associates, Mr. Boylston completed a Community Transportation Association of America (CTAA) Transit Planning Study in Southeastern Arizona. He conducted all interviews with human service and transit systems in the study corridor and developed Technical Memorandum #1, which documented the efforts and steps necessary to provide new inter-community transit services for individuals in southeast Arizona.

Vice President, Southeast U.S., Transit Services, Urbitran Associates, Inc. Southeast Operations, Raleigh, NC, September 2002 – March 2003

Mr. Boylston was Vice President of Transit Services and responsible for project proposal writing, development and implementation of a marketing plan, and project work which included surveying of numerous transit passengers utilizing the Capital Area Transit (CAT) system in Raleigh, NC, and completion of in-depth Management Performance Review of the Human Resources, Financial Management, Claims, and Management Information Systems Departments for Milwaukee County Transit System that employed over 1,500 employees.

Transportation Program Consultant III, NCDOT, PTD, Rural Section, Raleigh, NC, July 2000 – August 2003

As a Transportation Program Consultant III, Mr. Boylston provided oversight and served as program manager of the \$1.5 million Community Transportation Planning Program and designed the biennial Federal Compliance Program, System Management Plan Review Handbook, and Training Modules. Mr. Boylston also developed the conceptual design for the Organization Improvement Plan used by eighty-four transit systems statewide and provided technical support to local staff. He served as program manager for all Community Transportation Improvement Plans and special studies work, and had final review responsibilities for all technical memorandums and draft plans. As senior transportation program consultant for the Community Transportation Section, Mr. Boylston was involved with assisting other program consultants in troubleshooting system capacity, including all aspects of management and operations. He served as project manager for the design of a Fully Allocated Rate Model software program used by transit systems across the State. Finally, Mr. Boylston developed the scope of work and acted as project manager of conceptual designs for community transportation system facilities.

Director of Administration (Business Officer), NC Museum of Natural Sciences, Raleigh, NC, April 1996 – July 2000

Transportation Program Consultant II, NCDOT PTD, Rural Section, Raleigh, NC, August 1991 – April 1996

Transportation Coordinator, County of Wake, Raleigh , NC, August 1989 – August 1991



Mr. Reckley joined RLS & Associates, Inc. in 2025 after nearly a decade working in the transportation and commercial real estate industries. Will has leveraged his cross-sector experience at RLS to deliver state and regional coordinated plans, transit program funding analyses, and development and service plans for transit systems across the country. Will brings experience managing Federal discretionary grant programs at the Federal Railroad Administration, playing central role in stakeholder engagement during application periods. Will also brings experience working directly with communities large and small as a senior program analyst for the Community Transportation Association of America (CTAA). In this role, Will brought transit, planning, and human service agencies together to design and pilot unique transportation solutions to community issues. Will has also worked in the commercial real estate industry, providing technical assistance to communities on zoning and other regulatory burdens to development, and creating extensive real estate development pipelines in major cities across the country, including northern Virginia.

WILL RECKLEY

Associate

EDUCATION

B.A. in International Development from American University

Currently pursuing a Master's Degree in Real Estate Development from the University of Maryland

LICENSES AND CERTIFICATIONS

Design Thinking for Innovation Certificate from the University of Virginia

YEARS OF TRANSPORTATION EXPERIENCE

10

PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc., May 2025—Present

Served as lead planner for the Virginia Department of Rail and Public Transit (DRPT) Statewide Coordinated Transportation Plan

Analyzed demographic conditions and estimated transit demand in metropolitan regions across the country for Coordinated Plan updates, including Chicago and San Antonio

Conducted an analysis of Small Transit Intensive Cities (STIC) funding for a potential new Regional Transit Authority in Bowling Green, KY.

Engaged and interviewed community stakeholders for transit development plan in West Virginia

Transportation Industry Analyst, Federal Railroad Administration, April 2024—May 2025

Led internal business process improvement efforts for grant application and projects selection processes across the six major FRA grant programs responsible for distributing of over \$6 billion of IIJA grant funding

Performed regular program management, providing technical assistance to applicants, presenting on program specifics, and drafting Notice of Funding language and other program guidance

Represented FRA and USDOT on working groups, at conferences, and in stakeholder meetings to gather feedback on needed policy changes for surface transportation reauthorization

Senior Program Associate & Program Associate, CTAA, Nov 2019—Jan 2024

Administered mobility planning, design, and pilot grants to communities across the country to create innovative transportation solutions to meet the needs of specific populations

Provided direct, in-depth technical assistance on mobility policy and program implementation to transit providers, state and local governments, human service providers, and individuals

Performed mobility needs assessments with communities, researched local transportation systems and other government needs, and created recommendations for communities

New York Market Manager & Launch Associate, Recity, Jan 2017—May 2019

Managed daily operations and product expansion to new cities, creating a database of thousands of commercial real estate developments and analyzing trends in the real estate market

Built and expanded systems to gather information from zoning documents and other public sources to build and analyze commercial development pipelines in four major US cities

Technical Assistance Fellow, Smart Growth America, Aug 2016—Dec 2016

Organized fifteen workshops focused on land use policy, real estate development, and economic revitalization of small downtown economies



Ms. Warner has over 33 years of experience in the transit industry, beginning her career at Developmental Services Inc. as a Transportation Coordinator and quickly moving into the Transportation Manager's role. In this capacity, Ms. Warner operated a sixteen route system in seven counties and supervised seventeen staff, including a mechanic and maintenance facilities. After five years at DSI, Ms. Warner was instrumental in the creation of the drug and alcohol oversight program and the establishment of the third-party administered consortium for the Indiana Rural Transportation Assistance Program.

Ms. Warner manages the training programs for RLS' Indiana, Wisconsin, and Tennessee RTAP contracts, providing technical assistance, scheduling and conducting training, as needed. She is a Certified Community Transit Manager with CTAA and a CTAA PASS Master Trainer.

VICKY WARNER

Senior Associate

EDUCATION

- ◆ Certified Community Transit Manager (CCTM)
- ◆ Certified Passenger Assistance Techniques Instructor
- ◆ CTAA PASS Master Trainer
- ◆ CTAA Certified Safety and Security Officer Training

YEARS OF TRANSPORTATION EXPERIENCE

33

AFFILIATIONS

- ◆ Certified Community Transit Manager

PROFESSIONAL EXPERIENCE

Senior Associate, RLS & Associates, Inc., 2005 — Present

Ms. Warner manages the RLS Columbus, Indiana office and the Indiana Rural Transportation Assistance Program. This program has been recognized by the Federal Transit Administration as an Outstanding State RTAP Program. As RTAP Coordinator, Ms. Warner provides consultation and technical assistance to Indiana's transit systems and special transportation providers, identifying needs, conducting research, coordinating training programs and serving as a liaison with local, state and federal agencies. Ms. Warner coordinates all substance abuse management oversight activities for Indiana's Section 5311 properties; assures compliance with the USDOT and FTA Drug and Alcohol program regulations (49 CFR Parts 40 and 655); and, provides technical assistance as required. In addition, she administers the training fellowship program, identifying available training resources; disseminating information, and soliciting and evaluating fellowship applications; coordinates travel, registration, and reimbursement arrangements; facilitates peer-to-peer exchanges following trainings; and, publishes a quarterly newsletter. Ms. Warner provides management oversight and training support to the Wisconsin, New Hampshire, and Tennessee RTAP Programs; conducts Passenger Assistance Training; and, conducts Section 5310 system reviews, including vehicle inspections, for Indiana DOT.

Safety and Security Program Manager, Indiana University, 1997 — 2004

Because of Ms. Warner's expertise in the safety and security areas of transportation, she coordinated all substance abuse management oversight activities for Indiana's Section 5311 properties and assured compliance with program regulations and provides technical assistance, as needed, and maintained the drug and alcohol files associated with reviews on behalf of INDOT. She also provided substance abuse awareness and reasonable suspicion supervisor training for transit systems, as needed. She also served as RTAP Coordinator. In this role, she:

- ◆ Planned project activities and developed work strategies. Monitored project level budgets and allocated resources to meet established objectives.
- ◆ Performed various activities to provide management assistance to operators of Indiana transit systems and social service transportation providers, primarily through on-site, phone, mail and electronic methods.
- ◆ Served as liaison between IUT, Indiana Department of Transportation (INDOT), and Indiana transit systems to exchange information and coordinate activities. Attended policy meetings and issued progress reports.
- ◆ Coordinated all substance abuse management oversight activities for Indiana's 5311 properties. Assured compliance with program regulations and provided technical assistance as required.

PROFESSIONAL EXPERIENCE (Continued)

- ◆ Administered the training fellowship program. Identified available training resources, disseminated information, and solicited and evaluated fellowship applications. Coordinated travel, registration and reimbursement arrangements and facilitated information exchange with peers following training.
- ◆ Published a quarterly newsletter.
- ◆ Surveyed transit providers to determine their training and technical assistance needs. Conducted informational research. Directed, coordinated, and implemented education and training programs to disseminate relevant research results and resolve transportation management problems.
- ◆ Administered training networks as established in Indiana. Coordinated trainer meetings, monitored training schedules, and ordered new supplies, as needed.
- ◆ Delivered presentations to transit association boards, project training programs, and other agencies or prospective clients.
- ◆ Served as first contact with counties and cities investigating transportation options. Provided technical assistance as required.
- ◆ Functioned as INDOT adjunct staff, as necessary.

Transportation Manager, Developmental Services, Inc., Columbus, IN, 1993—1997



Mr. Troy White was formerly employed by Janus Developmental Services' public transit service, Hamilton County Express. He brings 17 years of transportation service and training skills to the table and will provide the knowledge and expertise required to be a quality consultant trainer that participants can rely on. Mr. White was the lead trainer for Hamilton County Express for approximately eight years. He has provided the training and technical assistance required to successfully navigate many new public transit operators into the rural and urban paratransit environment. Further, he delivers expertise in passenger assistance techniques, defensive driving, pre-trip and post-trip inspections, emergency procedures and evacuations and proper securement of mobility aids and assistive devices.

TROY WHITE

Associate

EDUCATION

- ◆ Bachelors of Science in Christian Ministries, Cincinnati Christian University

YEARS OF TRANSPORTATION EXPERIENCE

17

CERTIFICATIONS

- ◆ Master Driver Award
- ◆ Passenger Assistance Techniques
- ◆ Defensive Driving
- ◆ Pre-Trip Inspections
- ◆ Driver Stress and Fatigue
- ◆ CPR/ FIRST AID
- ◆ Wheelchair Securement
- ◆ Emergency Evacuation Procedures
- ◆ Problem Passengers
- ◆ American Disabilities Act
- ◆ Diversity and Sensitivity for Frontline Staff
- ◆ Bloodborne Pathogens
- ◆ Conflict De-escalation
- ◆ Disability Awareness

PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc., October 2021 — Present — Mr. White is providing training and technical assistance to the Indiana Department of Transportation, Ohio Department of Transportation, New Hampshire Department of Transportation, Tennessee Department of Transportation, Massachusetts Department of Transportation, North Carolina Department of Transportation and Wisconsin Department of Transportation through the Rural Transit Assistance Program. As an RTAP trainer, Mr. White is certified to teach 13 driver training courses, including, but not limited to passenger assistance techniques, disability awareness, defensive driving, emergency procedures, pre-trip inspection, and diversity and sensitivity. In addition, Mr. White serves as the Indiana RTAP Coordinator, his responsibilities include:

- ◆ Lead trainer for the Indiana RTAP program. In this capacity, Mr. White plans, coordinates, and conducts training for Indiana's Sections 5311 and 5310 transit programs as part of the state's comprehensive training program, with a focus on Passenger Assistance Techniques.
- ◆ Overseeing and coordinating Indiana's Section 5311's Preventative Maintenance Plans.
- ◆ Oversees the RTAP Master & Elite Master Driver Programs.
- ◆ Conference speaker at North Carolina Public Transportation Association Conference presenting on Conflict De-escalation (2023).
- ◆ Conference speaker at North Carolina Public Transportation Association Conference presenting on Conflict De-escalation (2026).
- ◆ Conference speaker at the Kentucky Transit Association Conference presenting on Diversity and Sensitivity (2023).
- ◆ Conference speaker at the Kentucky Transit Association Conference presenting on Difficult People (2023).
- ◆ Serves as an advisor to the Indiana Council on Specialized Transportation (INCOST); organizes/assists with their annual conference and statewide Roadeo.
- ◆ Authoring technical assistance articles on behalf of INDOT biannually through the statewide RTAP Indiana Dispatch Newsletter. Professional publication articles include: Reasonable Accommodation Requests in a Winter Wonderland, Transit Seatbelt Securements: Life or Death?, Operator Assault: The Best Fight is the One You Do Not Have to Have!, Operators, Power Wheelchairs, and Joysticks: Setting the Record Straight, What? 15 Shopping Bags?, Drivers Trained to Proficiency Requirement: Should Passengers Expect Anything less?, Drivers Pushing Power Chairs: Do or Don't?
- ◆ Conducts training webinars including, but not limited to, Disability

PROFESSIONAL EXPERIENCE (Continued)

Awareness, Customer Service, Lift Operations & Wheelchair Securement, Defensive Driving, Pre-Trip, Emergency Evacuation Procedures, Bloodborne Pathogens, Conflict De-escalation and Diversity/ Sensitivity for the states of Indiana, Tennessee, Ohio, Wisconsin, Massachusetts, and North Carolina.

- ◆ Assists in the update and review of all RTAP training modules.
- ◆ Developed a new training webinar entitled, "Conflict De-escalation Strategies For Transit Operators."
- ◆ Updated INDOT Bloodborne Pathogens template for 5311 transit systems.
- ◆ Updated script for INDOT Bloodborne Pathogens webinar training.
- ◆ Updated script for RTAP Conflict De-escalation webinar 2025.
- ◆ Conducts 5310 and 5311 compliance review inspections on system's vehicle fleet inventory ensuring federal assets meet program requirements.
- ◆ Assists RLS Planning Team with community outreach and input-gathering activities.
- ◆ Project lead on conducting 2022 INDOT Wage Survey for 5311 transit systems addressing driver retention shortages. Results published in Fall 2022 INRTAP statewide newsletter.

Driver/Training Instructor, Janus Corporation., Noblesville, IN, June 2010 — December 2021

- ◆ Company Training instructor at Hamilton County Express Transit for eight years.
- ◆ Currently trained 53 transit drivers to meet INDOT requirements.
- ◆ Total 12 years transit driving experience at HCE
- ◆ CDL-licensed.
- ◆ Earned 3rd Place in Indiana Para-Transit ROADEO 2019.
- ◆ Served the autistic, disabled, elderly, and incarcerated in Hamilton County.



Ms. Vargas is an accounting professional with expertise in transit grant management, financial reporting, and public sector compliance. She holds a Bachelor of Science in Business Administration in Accounting from The Ohio State University and supports transit and human services clients through her work with RLS & Associates, Inc. providing financial oversight for federally funded transportation programs. Prior to joining RLS, she served as a Grants Accountant at the Central Ohio Transit Authority, where she managed federal transit grants, oversaw reimbursement requests and reporting, and led National Transit Database reporting and fixed asset coordination. Earlier in her career, she worked in public accounting managing audit engagements for state and local agencies, building a strong foundation in financial accountability and regulatory compliance.

LYNETTE VARGAS

Associate

EDUCATION

- ◆ B.S. in Accounting, The Ohio State University, Fisher College of Business, Columbus, OH

YEARS OF TRANSPORTATION EXPERIENCE

12 years

PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc., December 2025—Present

Ms. Vargas recently joined RLS. She provides financial management and grant compliance support as part of RLS' planning and technical assistance engagements for transit and human services agencies. Ms. Vargas supports projects involving federal transit funding, financial oversight, reporting requirements, and grant administration.

Grants Accountant, Central Ohio Transit Authority, 2019—2025

- ◆ Managed a large portfolio of federal transit grants totaling hundreds of millions of dollars.
- ◆ Oversaw grant submissions and reimbursement requests through federal systems.
- ◆ Completed quarterly and annual federal financial and milestone reporting.
- ◆ Led National Transit Database (NTD) reporting and maintained fixed asset inventory coordination with operations staff.
- ◆ Conducted monthly capital budget analysis and reviewed project costs for grant allowability and compliance.

Staff Accountant, Central Ohio Transit Authority, 2018—2019

- ◆ Supported grant administration and financial reporting activities.
- ◆ Prepared monthly and quarterly fuel tax filings.
- ◆ Performed month-end close activities, including general ledger review and adjusting entries.
- ◆ Developed financial reports for management and board review and supported the Comprehensive Annual Financial Report process.

Senior Audit Manager, Kennedy Cottrell Richards, 2014—2018

- ◆ Managed financial statement audits for state and local government agencies.
- ◆ Supervised audit teams and coordinated audit activities from client engagement through final report issuance.
- ◆ Oversaw a portfolio of agreed-upon procedures engagements related to the Medicaid School Program.

Staff Auditor, Kennedy Cottrell Richards, 2012—2014

- ◆ Conducted financial statement audits for public sector clients across Ohio.
- ◆ Performed agreed-upon procedures engagements and supported audit fieldwork and documentation.

TAMARA N. NICHOLSON, PgMP, PMP

Principal Consultant | Unicorn Consulting Solutions, LLC



PROFESSIONAL SUMMARY

Tamara N. Nicholson, PgMP, PMP, is a program and project management professional with more than 19 years of experience supporting state Departments of Transportation (DOTs), transit agencies, and the Federal Transit Administration (FTA) in the planning, procurement, implementation, and oversight of federally funded transit capital programs. She specializes in on-call program management, FTA compliance, procurement, project management, environmental review process (NEPA/Categorical Exclusions), and the delivery of complex transit facility projects. Throughout her career, Ms. Nicholson has partnered with state DOTs, transit subrecipients, consultants, and FTA regional offices to help agencies successfully deliver projects while maintaining compliance with federal regulations and guidance.

STATE DOT ON-CALL EXPERIENCE

Ohio Department of Transportation (ODOT) **Program Management Consultant | 2022–Present**

Ms. Nicholson provides on-call program management and technical assistance for ODOT's Transit Facilities Program, supporting federally funded rural transit capital projects. She develops and reviews Requests for Qualifications (RFQs), procurement documents, and evaluation procedures to ensure compliance with FTA third-party procurement requirements. She advises ODOT staff and rural transit subrecipients on Qualifications-Based Selection (QBS), procurement strategy, project implementation, and federal compliance requirements. Her responsibilities also include coordinating environmental review documentation and supporting project delivery through design and construction.

New Hampshire Department of Transportation (NHDOT) **Project Management Consultant | 2022–Present**

Ms. Nicholson provides project management support for federally funded rural transit facility projects. She develops procurement documents and Project Management Plans (PMPs) and advises NHDOT and its transit subrecipient on project controls, procurement strategy, staffing, and implementation of FTA requirements. She also reviews project documentation to promote compliance with applicable federal regulations and agency guidance.

GRANT COMPLIANCE & SUBRECIPIENT SUPPORT

Throughout her career, Ms. Nicholson has assisted state DOTs and transit agencies with implementing federally funded transit capital projects by providing technical guidance on procurement, project management, environmental review, Buy America/BABA, ADA, and third-party contracting requirements. She routinely reviews procurement documentation, identifies compliance risks, and recommends practical solutions that support successful project delivery. Her experience includes working directly with transit subrecipients to strengthen procurement processes, mitigate project risks, and maintain compliance with FTA requirements.

FEDERAL TRANSIT ADMINISTRATION (FTA) EXPERIENCE

Prior to founding Unicorn Consulting Solutions, Ms. Nicholson served as a Project Management Oversight Consultant supporting the Federal Transit Administration for more than fourteen years. During that time, she participated in the oversight of more than 30 federally funded transit capital projects throughout the United States. She monitored project scope, schedule, budget, quality, and regulatory compliance; conducted site visits and risk assessments; prepared executive reports for FTA leadership; and collaborated with transit agencies, consultants, and contractors to resolve complex project issues and improve performance.

CORE COMPETENCIES

FTA Transit Program Administration • State DOT On-Call Program Support • Transit Capital Project Management • FTA Section 5311 Rural Areas Formula Program • FTA Section 5339 Bus and Bus Facilities Program • Working Knowledge of FTA Section 5311(f) Intercity Bus Program • Working Knowledge of FTA TRAMS • Federal Procurement & Third-Party Contracting • Grant Compliance & Subrecipient Oversight • Environmental Review (NEPA) • Buy America/BABA Compliance • ADA Compliance • Risk Management • Stakeholder Coordination • Transit Facility Development.



Who We Are

Unicorn Consulting Solutions, LLC provides transit program administration, project and program management, and federal compliance services to state Departments of Transportation (DOTs), transit agencies, and other public-sector organizations. We partner with our clients as an owner's representative and trusted advisor throughout the full project lifecycle, from planning and funding through procurement, design, construction, and closeout. **Our mission** is to deliver practical, senior-level solutions that strengthen program delivery, support regulatory compliance, and help clients successfully implement federally funded transportation programs.

Leadership

Unicorn Consulting Solutions is led by Tamara N. Nicholson, PgMP, PMP, an experienced project and program management professional with more than 19 years of experience delivering transportation infrastructure projects and federal compliance services. Ms. Nicholson has supported more than 60 complex engineering and construction projects and programs representing over \$2 billion in capital investments. She previously served as a Federal Transit Administration (FTA) Project Management Oversight Consultant (PMOC), providing independent oversight of more than 30 federally funded transit capital projects nationwide. Her proactive approach has contributed to more than \$5 million in cost efficiencies by identifying risks early and recommending practical solutions before they become costly issues.

Firm Experience

Unicorn provides project and program management support for federally funded transportation initiatives, including capital programs, bus and paratransit maintenance facilities, rail infrastructure, passenger stations, and signal systems. Current assignments with the Ohio Department of Transportation (ODOT) and the New Hampshire Department of Transportation (NHDOT) include technical assistance for FTA-funded rural transit facility programs supported through FTA Sections 5311 and 5339. Services include grant implementation, procurement support, subrecipient technical assistance, environmental review coordination, project management, and FTA compliance.

Representative Clients

Massachusetts Bay Transportation Authority (MBTA) • Southeastern Pennsylvania Transportation Authority (SEPTA) • Delaware River Port Authority (DRPA) • Ohio Department of Transportation (ODOT) • New Hampshire Department of Transportation (NHDOT) • Wyoming Department of Transportation (WYDOT) • Other public agencies supporting federally funded transportation programs.

Our Approach

Unicorn combines senior-level leadership with practical experience across planning, design, procurement, construction, project controls, and project closeout. We work collaboratively with owners, project teams, consultants, and stakeholders to identify risks early, solve complex challenges, strengthen regulatory compliance, and successfully deliver capital programs.



Why Unicorn Consulting Solutions

Our clients receive direct access to experienced leadership throughout every assignment. Every engagement is led by a senior consultant who provides responsive service, practical recommendations, and hands-on support. By combining project delivery experience with independent federal oversight experience, Unicorn helps agencies navigate complex FTA requirements, support transit subrecipients, mitigate risk, and successfully deliver federally funded transportation programs.

Core Capabilities

- Transit Program Administration
- FTA Grant Administration & Compliance
- State DOT Program Support
- Technical Assistance to Transit Agencies & Subrecipients
- FTA Sections 5311 & 5339 Programs
- Federal Procurement & Third-Party Contracting
- Owner's Representative Services
- Project & Program Management
- Project Controls
- Environmental Review (NEPA)
- Buy America & BABA Compliance
- CPM Scheduling
- Construction Management Support
- Capital Program Oversight
- Cost Estimating & Independent Cost Estimates (ICE)
- Risk Management
- Stakeholder Coordination
- Quality Assurance Reviews



TITLE AND LOCATION Transit Facility Project, Sullivan County, New Hampshire		Service	
		Begin April 2022	End Ongoing
PROJECT REFERENCE INFORMATION			
ORGANIZATION/RELATIONSHIP TO PROJECT New Hampshire Department of Transportation (NHDOT)	POINT OF CONTACT NAME/TITLE Cathy Cormier/Transit Compliance Specialist	POINT OF CONTACT TELEPHONE NUMBER (603) 271-4860	
BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT <i>(Include scope, size, and cost)</i> Unicorn Consulting Solutions provides grant oversight, program management, and technical assistance services to the New Hampshire Department of Transportation (NHDOT) and its transit subrecipient for a federally funded rural transit facility rehabilitation project supported through FTA Sections 5311 (Rural Areas) and 5339 (Bus and Bus Facilities). Services focus on procurement, project management, subrecipient support, and implementation of FTA requirements throughout the project lifecycle. Key responsibilities and accomplishments include: • Coordinated with NHDOT and the transit subrecipient to develop a Qualifications-Based Selection (QBS) procurement, including the Request for Qualifications (RFQ) and supporting procurement documentation in accordance with FTA third-party procurement requirements. • Assisted in developing the Project Management Plan (PMP) and supporting management procedures to strengthen project controls and promote compliance with federal grant requirements. • Evaluated the subrecipient's organizational readiness, staffing, and internal processes; identified gaps and provided recommendations to improve project delivery and long-term implementation capacity. • Currently provides ongoing technical assistance to NHDOT and the transit subrecipient regarding procurement, grant implementation, project management best practices, and compliance with FTA requirements. • Reviews project documentation and advises the owner and subrecipient on risk mitigation, regulatory compliance, and successful delivery of the federally funded transit facility project. Relevance to this contract: FTA Sections 5311 & 5339 Programs • State DOT Program Management • Grant Administration & Compliance • Technical Assistance to Transit Subrecipients • Qualifications-Based Procurement (QBS) • Project Management Planning • Environmental Review Coordination • FTA Compliance.			



TITLE AND LOCATION Transit Facilities Program, Various locations, OH		Service	
		Begin March 2022	End Ongoing
PROJECT REFERENCE INFORMATION			
ORGANIZATION/RELATIONSHIP TO PROJECT Ohio Department of Transportation (ODOT)	POINT OF CONTACT NAME/TITLE Crystal Brewer Special Project Manager	POINT OF CONTACT TELEPHONE NUMBER (614) 387-2291	
BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT <i>(Include scope, size, and cost)</i>			
Unicorn Consulting Solutions provides on-call grant management, program management, and technical assistance services to the Ohio Department of Transportation (ODOT) in support of its FTA Section 5311 Rural Areas Formula Program. The Transit Facilities Program includes nine federally funded transit facility projects ranging from \$1.5 million to \$9 million, with a combined value of approximately \$27 million. Services support ODOT and its subrecipients throughout project planning, grant implementation, funding analysis, environmental compliance, and coordination with the Federal Transit Administration (FTA) to advance projects from concept through delivery. Key responsibilities and accomplishments include: • Reviewed grant applications submitted by nine transit subrecipients, evaluating project scope, schedule, budget, readiness, and compliance with grant requirements; recommended a scoring methodology to prioritize projects for funding. • Provided funding analyses, including evaluation of project budgets, local match requirements, and the financial impacts of escalating construction costs to support informed funding decisions. • Researched complex federal requirements affecting property acquisition prior to completion of the NEPA process; prepared briefing materials outlining regulatory options and recommended compliance strategies. • Conducted outreach with affected subrecipients, developed project-specific justifications, and coordinated directly with FTA, resulting in funding approval for three projects that were at risk of losing federal funding. • Coordinated with ODOT, transit subrecipients, and FTA to gather documentation, prepare environmental review packages, and submit applications for FTA environmental clearance. • Currently provides ongoing technical assistance to ODOT and its subrecipients regarding grant implementation, federal compliance, project management, and risk mitigation. Relevance to this contract: FTA Section 5311 Rural Areas Formula Program • State DOT Program Management • Grant Administration & Compliance • Technical Assistance to Transit Subrecipients • Project Prioritization & Funding Analysis • Environmental Review Coordination • FTA Coordination • Risk Mitigation.			

Appendix G - Organizational Certifications

Certification / Documentation
Unicorn Consulting Solutions
Woman-Owned Business Documentation



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_2 Bid Opening Moves to 07/15/2026
Doc Description: Administration of Public Transit			
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

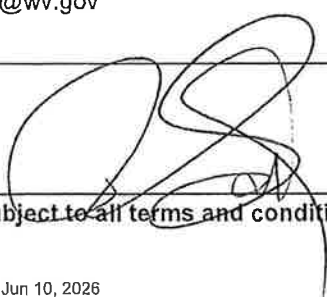
BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Customer Code: 000000172976
Vendor Name : RLS & Associates, Inc.
Address : 3131 South Dixie Dr., Suite 545
Street :
City : Dayton
State : Ohio
Country : USA
Zip : 45439
Principal Contact : Robbie L. Sarles
Vendor Contact Phone: (937) 299-5007
Extension: NA

FOR INFORMATION CONTACT THE BUYER

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

Vendor Signature X  **FEIN#** 31-1287821 **DATE** 6-15-2026

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

	Document Phase	Document Description	Page 3
DMT2600000003	Final	Administration of Public Transit	

ADDITIONAL TERMS AND CONDITIONS

See attached document(s) for additional Terms and Conditions



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_3
Bid Opening Moves to 07/30/2026

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:

Vendor Name :

Address :

Street :

City :

State :

Country :

Zip :

Principal Contact :

Vendor Contact Phone:

Extension:

FOR INFORMATION CONTACT THE BUYER

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

Vendor
Signature X

FEIN# 31-1287821

DATE 7/15/2024

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 DIVIISON, 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

	Document Phase	Document Description	Page 3
DMT2600000003	Final	Administration of Public Transit	

ADDITIONAL TERMS AND CONDITIONS

See attached document(s) for additional Terms and Conditions



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: 000000172976

Vendor Name : RLS & Associates, Inc.

Address : 3131 South Dixie Drive, Suite 545

Street :

City : Dayton

State : OH

Country : USA

Zip : 45439

Principal Contact : Robbie L. Sarles

Vendor Contact Phone: (937) 299-5007

Extension:

FOR INFORMATION CONTACT THE BUYER

John W Estep

304-558-2566

john.w.estep@wv.gov

Vendor
Signature X

FEIN# 31-1287821

DATE 7/15/2020

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.

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

	Document Phase	Document Description	Page 3
DMT2600000003	Final	Administration of Public Translt	

ADDITIONAL TERMS AND CONDITIONS

See attached document(s) for additional Terms and Conditions



U.S. Small Business
Administration

WOSB CERTIFIED