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Header 1

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Procurement Folder: 442322

SO Doc Code: CRFQ

Procurement Type: Central Master Agreement

SO Dept: 0805

Vendor ID: 

SO Doc ID: PTR1800000004

Legal Name: RLS & ASSOCIATES INC

Published Date: 6/11/18

Alias/DBA:

Close Date: 6/13/18

Total Bid: \$267,825.27

Close Time: 13:30

Response Date: 

Status: Closed

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

**State of West Virginia
 Solicitation Response**

Proc Folder : 442322

Solicitation Description : Open End Contract for Coordination Plan Development

Proc Type : Central Master Agreement

| Date issued | Solicitation Closes | Solicitation Response | Version |
|-------------|------------------------|------------------------------|---------|
| | 2018-06-13 13:30:00 | SR 0805 ESR06131800000005871 | 1 |

VENDOR

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RLS & ASSOCIATES INC

Solicitation Number: CRFQ 0805 PTR1800000004

Total Bid : \$267,825.27

Response Date: 2018-06-13

Response Time: 10:34:25

Comments:

FOR INFORMATION CONTACT THE BUYER

Melissa Pettrey
 (304) 558-0094
 melissa.k.pettrey@wv.gov

Signature on File

FEIN #

DATE

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

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Ln Total Or Contract Amount |
|------|-------------------------------|-----|------------|------------|-----------------------------|
| 1 | Coordination Plan Development | | | | \$267,825.27 |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 94131503 | | | |

Extended Description : See Exhibit A Pricing Sheet.



**RFQ: West Virginia Division of Public Transit
Coordination Plans and Updates
PTR18-4**

June 12, 2018





Moving Public Transportation Into the Future

June 12, 2018

Melissa Pettrey
Department of Administration, Purchasing Division
2019 Washington Street East
Charleston, WV 25305-0130

Dear Ms. Pettrey:

RLS & Associates, Inc. (RLS) is pleased to submit to the West Virginia Department of Transportation, Division of Public Transit (WVDOT/DPT) its proposal to update coordination plans that meet the requirements of the Federal Transit Administration's (FTA) Section 5310 grant program for West Virginia's eleven (11) planning and development regions; to assist FTA Section 5311 and 5307 subrecipients in their efforts to coordinate to the maximum extent feasible; to assist Metropolitan Planning Organizations with coordination efforts, if requested; and to provide technical assistance in the area of coordinated transportation to local entities, WVDOT/DPT, and the West Virginia Transportation Coordinating Council.

RLS is elated for the opportunity to assist WVDOT/DPT and its Section 5310, 5311, and 5307 subrecipients as well as other private, inter-city and human service agencies to enhance and adapt services to meet unmet service needs, increase ridership, and identify current and future capital and operational needs. Assistance through a coordinated planning effort involves input from public, private and human service agencies and organizations with interests in transportation of older adults, individuals with disabilities, and the general public. Each locally-developed plan will address local and regional mobility needs by developing sustainable and realistic public and human service agency transportation connectivity and collaboration strategies. RLS has assisted State DOTs and regional and local communities with this specific type of work effort for more than two decades and considers it a privilege to have this opportunity to again work with WVDOT/DPT and its subrecipients.

RLS is a woman-owned, certified DBE in the State of West Virginia. The primary focus of RLS since its inception has been assisting rural and small, urban communities with public and human services transportation. The RLS Senior Associates on the proposed project team have a combined total of more than 100 years' experience in the transit industry, with a focus on rural, regional, and small-urban areas, during which time they have become widely regarded and respected for their successful, innovative, sustainable, and realistic methods of designing all aspects of transportation service and organizational structures, with a specialty in coordinated transportation planning.

RLS has assembled a team of transportation experts for this project that have the depth and capacity to ensure all plans will be completed accurately, thoughtfully and on time. Many of the RLS team members were involved with the original development of West Virginia's coordinated human services-public transportation plans and updates. Past experience developing the plans will create efficiencies in the planning and outreach efforts. As an enhancement, RLS has added new team

members to this proposed approach to ensure that fresh perspectives are included as well as to provide the depth of availability from experienced staff that will enable RLS to meet all project deliverable deadlines in a top-quality manner.

The RLS team is committed to providing fresh and progressive coordinated transportation plans that are built upon the input of local stakeholders and the general public and decades of professional transportation planning experience. As Project Principal for this project, I will provide oversight to ensure that the project remains on schedule; and planning assistance is provided in a way that includes the application of creative and appropriate transportation concepts that are grounded in proven cost and service principles. The proposed project team's experience and credentials are more fully described in the qualifications descriptions within the proposal.

As President of RLS & Associates, Inc., I am the individual authorized to negotiate this offer. You may contact me by telephone at (937) 299-5007, email at rls@rlsandassoc.com or mail at 3131 South Dixie Highway, Suite 545, Dayton, Ohio 45439.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Robbie L. Sarles", written over a faint, circular stamp or watermark.

Robbie L. Sarles, President
RLS & Associates, Inc.



Moving Public Transportation Into the Future

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I. KEY STAFF

RLS prides itself on an experienced and professional staff that is proficient in a wide variety of disciplines, poised to quickly and effectively respond to its clients' needs. It is this combination of staff and a tried and proven system of project management and customer service that places RLS ahead of many of its competitors. RLS has put together a team for the West Virginia Coordination Plans and Updates that continues RLS' history of success; individual team members are presented below along with their areas of expertise. Table 1 provides a matrix to summarize relevant areas of expertise by team member. The paragraphs that follow offer additional clarification.

Table 1: Areas of Expertise by Proposed Team Member

| RLS Project Team Member | Area of Expertise Relevant to the Project | | | | | | | | | | |
|-------------------------|---|-------------------------------------|-------------------------------|----------|----------------|---------------------------------|--------------|-----------------------|-----------------------|--------------------|--------------------------------|
| | Project Area of Responsibility | Coordinated Transportation Planning | Public Outreach & Involvement | FAST ACT | Inter-city Bus | Americans with Disabilities Act | Section 5310 | (former) Section 5316 | (former) Section 5317 | Section 5311, 5307 | Regional Coordination Planning |
| Robbie Sarles | Principal-in-Charge | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| Laura Brown | Co-Project Manager/Lead Planner | √ | √ | √ | | | √ | √ | √ | √ | √ |
| Christy Campoll | Co-Project Manager/Lead Planner | √ | √ | √ | √ | | √ | √ | √ | √ | √ |
| Julie Schafer | Lead Planner | √ | √ | √ | | √ | √ | √ | √ | √ | √ |
| Kelly Shawn | Lead Planner | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| Charles Glover | Subject Matter Expert | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| Richard Garrity | Subject Matter Expert | √ | √ | √ | | | √ | √ | √ | √ | √ |
| Zach Kincade | Research, GIS, Public/Stakeholder | √ | √ | √ | | | √ | √ | √ | √ | √ |
| Claire Oswald | Public/Stakeholder Outreach | √ | √ | √ | | | √ | √ | √ | √ | √ |
| Greg Harnett | Public/Stakeholder Outreach | | √ | √ | | | √ | √ | √ | √ | √ |
| Molly Benson | Assistant | | √ | | | | | | | | |
| Sheelah Jackson | Editor, Research and Meeting Assistant | | √ | | | | | | | | |

RLS & Associates, Inc. (RLS) is prepared to dedicate the necessary staff and time to the project to ensure that all work is conducted responsively and responsibly. Because of the diverse expertise of the RLS staff, and their close proximity to West Virginia, we are confident that we can address all needs and requests presented by the DPT or its subrecipients in a timely and cost-efficient manner with excellent quality.

Ms. Robbie Sarles will be responsible for project oversight, quality assurance, adherence to the timeline and budget, and client satisfaction. She will be available to meet with the DPT to discuss project status, whenever required or requested. Ms. Sarles will be dedicated at a level of 10% availability to perform project work.

Ms. Laura Brown and Ms. Christy Campoll will serve as Co-Project Managers and will be coordinating the public outreach activities and schedule of Human Service Coordination Plans and Updates, reviewing the opportunities for and actual level of local input at each step in the planning process for completeness, and compliance with FTA, FAST Act, and DPT requirements. Ms. Brown

and Ms. Campoll will also be the primary leads in preparing the Executive Summary. Ms. Campoll will be the RLS primary point of contact for the DPT Project Manager to communicate status updates, provide and discuss deliverables, and address questions that may arise throughout the planning process.

In addition, RLS will assign Lead Planners for each of the regions, and Ms. Brown and Ms. Campoll will also be the Lead Planners for three regions each; Mr. Kelly Shawn will be the Lead Planner for four regions; and Ms. Julie Schafer will be the Lead Planner for one region. In addition, Mr. Charles Glover and Mr. Richard Garrity will serve as subject matter experts for various areas of implementation plan development, projects that may include intercity and non-emergency management transportation components, and they will also serve as advisors to the DPT and WV TCC, as needed; Ms. Claire Oswald and Mr. Greg Harnett will provide support for research and public/stakeholder outreach; Mr. Zach Kincade, RLS' GIS technician, will provide support to the Lead Planners in each task and provide expertise pertaining to creative, appropriate, and successful project outcomes; he will also provide research and public outreach support, particular with the on-line surveys. Finally, Ms. Molly Benson and Ms. Sheelagh Jackson will serve as research and meeting assistants, and Ms. Jackson will also serve as the Quality Assurance Editor.

A Lead Planner will facilitate each of the regional meetings, guiding local stakeholders through development of the needs assessment and prioritized coordinated transportation strategies. In this capacity, the Lead Planners will assist local stakeholders to identify goals and gaps in service by county and by region, and in the identification of best practices in local coordination activities. They will also be available for progress meetings and presentations to the DPT and West Virginia Transportation Coordinating Council, upon request of the DPT.

On-going technical assistance and support will be available from the entire team, as needed in both supportive and advisory roles in the development and review of the plan updates, including the development of goals, objectives, and strategies for meeting identified transportation needs and service gaps. The cross-training that exists within the RLS team will ensure that WV DPT has access to the appropriate and most qualified individual for each task.

All team members have the expertise and time commitment required to make this plan a priority. Table 2 illustrates each team member's level of availability and, in preparation for the required scope of work, RLS has also projected the specific tasks on which each RLS team member will focus his or her efforts.

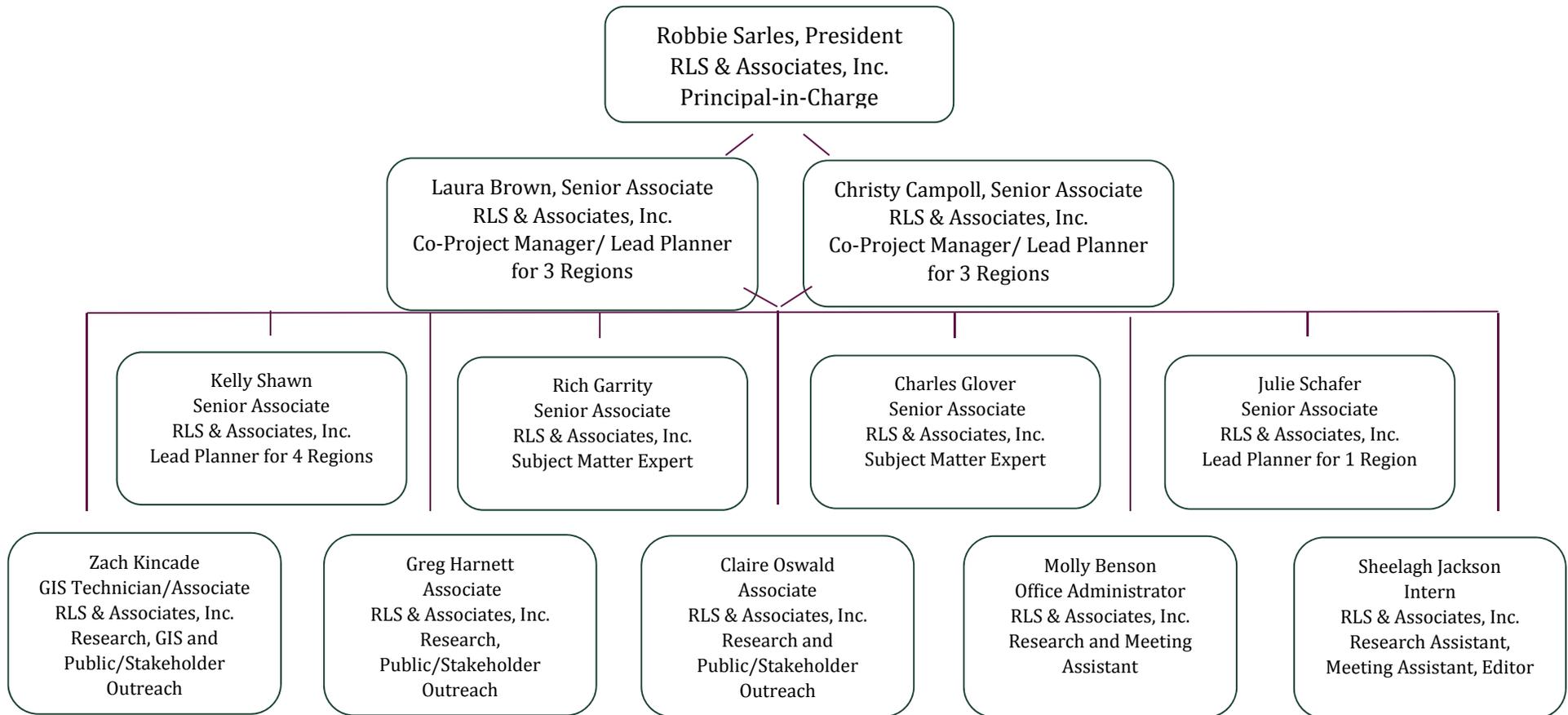
Table 2: Level of Availability and Staff by Task

| RLS Project Team Member | Availability Devoted to the Project | Tasks (Task Numbers Correspond with Price Proposal) | | | | | | | | | | |
|-------------------------|-------------------------------------|---|---------|---------|---------|---------|---------|---------|-------|---------|---------|-----|
| | | 4.1.1 | 4.1.6.4 | 4.1.6.4 | 4.1.6.1 | 4.1.4.2 | 4.1.4.2 | 4.1.6.1 | 4.1.2 | 4.1.7.4 | 4.1.7.5 | 4.2 |
| Robbie Sarles | 10% | • | • | • | • | | | | | • | • | • |
| Laura Brown | 85% | • | • | • | • | • | • | • | • | • | • | • |
| Christy Campoll | 85% | • | • | • | • | • | • | • | • | • | | • |
| Julie Schafer | 15% | • | • | • | • | | | | • | • | • | • |
| Kelly Shawn | 80% | • | • | • | | | | | • | • | • | • |
| Charles Glover | 35% | • | | | | | | | • | • | • | |
| Richard Garrity | 50% | | | | | | | | | | • | |
| Zach Kincade | 40% | • | • | • | • | • | • | • | | • | | |
| Claire Oswald | 85% | • | • | • | • | • | | | | • | | |
| Greg Harnett | 85% | • | • | • | | | | | | • | | |
| Molly Benson | 50% | | • | • | | | | • | | | | |
| Sheelagh Jackson | 50% | • | • | • | | | • | • | | | | |

STAFF QUALIFICATIONS

RLS & Associates, Inc. (RLS) is aware that a well-organized, clearly defined project management plan is critical to conducting the proposed work effort in an efficient, cost-effective manner. As such, RLS has assembled a project team made up of individuals that offer the depth, creativity, and experience necessary to meet project needs. The following is a brief description of the RLS Team’s experience and qualifications relevant to the proposed scope of work. Staff professional biographies are provided subsequent to the project team organizational chart. Complete resumes are provided after the RLS firm qualifications overview.

RLS Project Team Organization Chart



Robbie L. Sarles, President

For over 37 years, Ms. Sarles has worked in the public transportation field in both the public and private sectors in progressively responsible positions, culminating in the founding of RLS & Associates, Inc. in 1987. For much of that time, she has provided transportation management consulting services to public transit systems, paratransit systems, government agencies, and the private sector, working directly with senior level DOT staff, legislators, local elected officials to discuss complex issues. Ms. Sarles has personally developed dozens of transit development and service plans, and conducted hundreds of compliance reviews, both general and topic-specific for organizations and projects of all sizes, all over the country. Ms. Sarles' recent projects have included technical assistance to the New River Transit Authority, in Beckley, WV; the Trumbull County, Ohio Coordination Plan; the TCRP F-25 national research project, *Improving the Safety, Health, and Productivity of Transit Operators Through Adequate Restroom Access*; and the Ohio Transformation Mobility project, a project that will radically change how human service transportation is provided and funded in Ohio. Ms. Sarles has built a well-respected reputation for developing sound, practical solutions that are both realistic and implementable.

Under Ms. Sarles' direction, RLS has grown into a widely respected consultant company which provides transportation management and operations consulting services to transportation providers and communities throughout the United States, Canada, and the Virgin Islands. This woman-owned business enterprise works exclusively in the transit industry and specializes in providing consulting assistance to small, medium, and large public transit systems, federal and state departments of transportation, government agencies, and paratransit operators. Ms. Sarles and the RLS staff are unequaled in their experience and knowledge of Federal Transit Administration (FTA) programs and regulations, including Sections 5310, 5311, Charter, Intercity, current FAST Act (and prior Federal authorization) coordination requirements, cost allocation and community transportation, including non-emergency medical transportation (NEMT). RLS also has a documented, successful history of over 30 years in assisting and supporting State Departments of Transportation as these often understaffed, overworked agencies work to support and assist their local public transit systems.

As RLS President, Ms. Sarles is the Principal-in-Charge of all RLS projects and, as such, is responsible for the projects from proposal inception and development to contract award and completion of the work. In the initial proposal phase, Ms. Sarles works closely with the assigned project manager, reviewing and approving all budgets and staffing assignments, and providing input into the proposal scopes of work. As projects are awarded, Ms. Sarles continues to work closely with the project manager, monitoring expenditures and the overall progress of the work to ensure that the clients' goals are met or exceeded. In addition to her Principal-in-Charge role, Ms. Sarles also serves as the project manager for several projects.

Ms. Sarles is the Principal-in-Charge for several State DOT technical assistance engagements, including those for the Indiana, Ohio, Massachusetts, New Hampshire, Tennessee, and Wisconsin Departments of Transportation as well as contracts for specified technical assistance for Georgia, Illinois, Nevada, and Oregon. Ms. Sarles has also provided technical assistance and training for

several other Departments of Transportation including California, West Virginia, Alabama, New York, Michigan, Tennessee, and Virginia. Additionally, Ms. Sarles has conducted dozens of transportation development plans, compliance and/or management performance reviews, needs assessments, and marketing plans directly for a large number of transit systems. She is familiar with all aspects of public transportation services, including operations, management, personnel, budgets, administration, financial management, planning, recordkeeping, and service monitoring. She has been consulted on several high profile projects that involve regulatory compliance. And, she is a recognized expert in the field of substance abuse management and the FTA's Drug and Alcohol Regulations. She was the primary contributor to FTA's Drug and Alcohol Regulations Implementation Guidelines, the FTA Prescription and Over-the-Counter (RX/OTC) Medications Toolkit.

Ms. Sarles has also served as an instructor at over 1,000 workshops. Her success is attributed to her ability to communicate complex concepts in an understandable manner. Her training also reflects her understanding of the small urban and rural transit environment and extensive knowledge of the subject matter. Training programs topics have ranged from drug and alcohol, ADA, Civil Rights, and Title VI to safety and security, service planning, and risk management. Ms. Sarles received a Master's of Science in Civil Engineering and a Masters of City and Regional Planning from the Ohio State University in 1981. Her Bachelor of Science was received from Western Kentucky University.

As the Principal-in-Charge of this effort, Ms. Sarles will be tasked with the oversight of the work effort, including budget compliance and staff assignments. Ms. Sarles will meet with DPT staff as appropriate to discuss project progress and provide technical advice.

Laura Brown, Senior Associate

Ms. Brown is the proposed Co-Project Manager for this project. She brings a diverse background of over 11 years of transit planning experience supplemented with financial management experience. Ms. Brown currently directs RLS' Coordinated Planning Division and in the past 10 years has managed, and/or contributed to several high-profile projects, with a focus on State, regional, and local coordinated transportation planning efforts. Ms. Brown is an experienced and highly regarded project manager, evidenced by these current and past successfully completed projects: Statewide and Regional Coordinated Transportation Plan Updates for Nevada, West Virginia, Indiana, and New Hampshire; the KYOVA TMA Coordinated Transportation Plan; Coordinated Public Transit Human Services Transportation Plan Update for the Indianapolis region; Union County Ohio Coordinated Human Services Transportation Plan Update (2013); the Randolph/Montgomery Counties (North Carolina) Community Connectivity Plan; Stark Area Regional Transportation Authority Coordinated Plan Update (2018); Lake County, IL Paratransit Market Research Study; Gloversville Transportation Plan for analysis of existing fixed route, intercity, and human services transportation productivity and development of recommendations to expand services and streamline the organizational structure; a Study to assist the Lowcountry RTA in expanding the availability of coordinated transportation; and, the Central Indiana Regional Transportation Authority (CIRTA) regional On-Demand/Rural Transportation Plan.

For this project, Ms. Brown will be the Co-Project Manager for preparing and updating regional Coordinated Public Transit Human Services Transportation Plans and ensuring that all aspects of the plans are compliant with FTA regulations and meet the requirements set forth by the FAST Act regulations and the West Virginia DPT. Ms. Brown will also be available to provide technical assistance to the Division and local/regional coordination partners, as appropriate.

Christy Campoll, Associate

Ms. Campoll is the proposed Co-Project Manager for this project. A former transit manager, and transportation vice president, Ms. Campoll managed a successful rural, demand response transit system in central Indiana. As a strong project manager, Ms. Campoll is experienced in overall grants and transit management and operations. Ms. Campoll's responsibilities for RLS include providing input and support for local, regional, and statewide coordination plans, service evaluations, transit development plans, and comprehensive operational assessments. Some of Ms. Campoll's current projects include providing mobility management expertise and mentoring ODOT staff on how to oversee mobility managers throughout the State as part of the Ohio Statewide and Regional Coordination Study. She also drafted an Executive Summary for the Ohio Mobility Transformation Report; is a lead researcher for the rabbittransit Regionalization Effectiveness Study—conducting a productivity analysis of transit services to determine if measures implemented for cost efficiency were successful; and is the Project Manager for the Hancock County, Indiana Transportation Needs Survey where she will be conducting focus groups to determine transportation needs in the County.

As Co-Project Manager for this project, Ms. Campoll will work with Ms. Brown to prepare updated coordination plans that fully comply with FTA requirements. Additionally, Ms. Campoll will offer technical assistance when needed to the Division and local/regional coordination partners. Ms. Campoll will be the primary point of contact for the Division to discuss the plan approach and deliverables. She will be supported by Ms. Brown in this function to ensure that the Division always has access to one of the Project Managers.

Kelly Shawn, Senior Associate

Mr. Shawn has 31 years of experience in the transportation industry. Prior to joining RLS, Mr. Shawn worked as Assistant Director of Technical Assistance Programs with the Community Transportation Association of America (CTAA). An experienced trainer, facilitator, and project manager, Mr. Shawn has worked with dozens of diverse community and tribal transit systems. His technical assistance, project management, and training experience, combined with his strong knowledge and background in rural and tribal transit make him a valuable addition to the RLS team. Mr. Shawn concentrates on service and operations planning projects for RLS and has served as the Project Manager on several projects including the Yankton Transit, South Dakota, Coordinated Transportation Plan Update; the Wichita Transit Paratransit Service Evaluation; and the National RTAP Project in Sullivan County, New Hampshire. He served as lead investigator for the Bloomington Transit, Indiana, Title VI Policy and LEP Plan development and the lead reviewer for the Jacksonville Safety and Security Project.

Mr. Shawn will serve as a Lead Planner for four of the eleven regions. As lead planner, he will be responsible for administering and providing oversight to the outreach process, development of the needs assessment, facilitating local meetings and interviews, prioritizing coordinated transportation strategies, and writing the draft and final coordinated plan update. He will be the lead on the development of goals to address identified unmet needs.

Julie Schafer, Senior Associate

Ms. Schafer will be the Lead Planner for one region. Ms. Schafer joined RLS & Associates, Inc. after a successful career with an area agency on aging in southeast Indiana whose mission was to provide service to help individuals maintain independence. In addition to the Adult Guardianship Program, Senior Nutrition, the 2-1-1 information program, and a variety of other programs, Ms. Schafer managed a seven-county public transit system. Added to her strong management skills, Ms. Schafer brings considerable expertise in state and federal compliance, grant writing, resource development, data analysis, and policies and procedures.

Ms. Schafer recently completed the Trumbull County, Ohio Coordinated Transportation Plan, the Crawford, Marion, Morrow County Ohio Regional Coordinated Transportation Plan, and was a Lead Researcher for the New Hampshire Statewide Coordination Plan and Indiana Regional Coordinated Plan updates. Past planning and coordination projects that Ms. Schafer has either managed or been a lead contributor to include; new system planning assistance for New River Transit, Tri-River Transit, Transportation for Logan County, Beaufort Area Transit, Chillicothe Transit System, Washington County Transit, and Southwestern Community Services. Other recent projects include plan updates for Pickaway and Scioto Counties, Ohio; a planning study for Fayette County, Ohio; the Erie County, Ohio feasibility study for co-produced (coordinated) services; coordination plans for West Virginia Regions 10 and 11; a coordinated transit plan for the Seminole Nation of Oklahoma Transit Plan; and the Toledo, Ohio Metropolitan Council of Governments coordination plan. Ms. Schafer is experienced in all aspects of transit operations and is a Certified Community Transit Manager through CTAA.

Richard Garrity, Senior Associate

Mr. Garrity will act as one of two Subject Matter Experts on this project. He brings 40 years of progressive experience in transit and paratransit planning, operations and management evaluation, policy development, and state DOT program management of Federal Transit Administration (FTA) programs. Mr. Garrity specializes in transit system planning and operations; Federal regulatory issues, including charter, interstate transportation, and ADA/paratransit operations issues; and is a highly regarded trainer for community transportation programs in a number of areas, including financial management and cost allocation. Mr. Garrity's combination of State DOT experience combined with his many years of consulting work with the Federal Government as well as state and local governments and all sizes of transit systems make him uniquely qualified on a number of subjects and sought out for his expertise and guidance on complex, high profile projects that require in-depth analysis, investigation, and research.

Mr. Garrity's projects with RLS include the Compliance Monitoring Programs for the states of Oregon, Tennessee, and Illinois; West Virginia DOT Development of Performance Measures and Workshops, including budgeting, financial forecasting, and data collection for Section 5311 subrecipients; Georgia RTA RHST Reporting Services, updating the current state of coordination, MAP-21, FAST, Affordable Care Act, and other changes in Federal laws and regulations. He also identified State and Federal barriers to increase coordination and make recommendations to reduce the impact of the barriers.

Prior to entering the consulting field in 1984, Mr. Garrity administered the Section 5311 and Section 5310 programs for the North Carolina Department of Transportation. While at NCDOT he was an original and founding member of the National Transportation Accounting Consortium. He authored the Department's first State Management Plan for the Section 5311 program and completely re-organized the Department's procedures for administering the Section 5310 program, including centralized state procurement and requisition processes. Under his tenure, the Department was recognized as a national leader in rural public transportation, and he was frequently called upon by both FHWA and FTA to provide technical assistance to other state departments of transportation.

In his role as Subject Matter Expert, he will provide technical assistance to the WV DPT, WVTCC, or MPO, as directed and appropriate within the scope of the project on a variety of topics, including but not limited to non-emergency medical transportation and cost allocation.

Charles Glover, Senior Associate

Mr. Glover will serve as the second Subject Matter Expert for this project. He offers over 37 years of public transportation experience, with extensive expertise in the planning and development of coordinated transportation services and administration of federal and state public transportation programs. He joined RLS following his retirement from the North Carolina Department of Transportation's (NCDOT) Public Transportation Division in 2006. Since joining RLS, Mr. Glover has worked extensively with several State DOTs and local transit systems and communities on a variety of projects, including local, regional, and statewide coordinated transportation plans, Intercity transportation needs studies, needs assessments and analyses. A few project examples include the Cumberland County Consolidated Transportation Development Plan; Illinois Department of Transportation (IDOT) Downstate Illinois Operating Needs Assessment; alternatives analyses for the Delaware County, New York Coordinated Human Services-Public Transit Transportation Plan; and coordination plans for the Chicago Regional Transportation Authority, Indiana Department of Transportation, Piedmont Authority for Regional Transportation, JAUNT, and Holmes-Wayne-Tuscarawas Transportation System (Ohio).

In his role as Subject Matter Expert, Mr. Glover will provide expertise related to intercity bus service or other coordinated planning related initiatives, as directed by the Division.

Claire Oswald, Associate

Ms. Oswald will work on research and public/stakeholder outreach. She is a strong project manager, experienced in coordinating and conducting outreach and public involvement for state and local coordination plans. Ms. Oswald's strengths also include regulatory compliance, grants, and financial management coupled with rural transit program accounting, invoicing, and application procedures. She is an accomplished consensus builder and excellent communicator, highly regarded for her ability to explain complex concepts in a clear and easy to understand manner.

Ms. Oswald was a lead planner for public involvement for the Trumbull County, Ohio Coordination Plan and the Crawford County, Ohio service evaluation. In addition, she was the lead researcher for the Hancock-Hardin-Wyandot-Putnam Community Action, four-county coordinated transportation plan and the Comprehensive Needs Assessment for the same four-county area. She has previously provided technical assistance and support in the conduct of the public outreach and data collection efforts for the Ohio Mobility Study, a statewide research study of health and human service transportation; the TARTA Urbanized Area Coordinated Plan Update; the GDRTA Market Expansion Survey; and community transportation service plans for Greene and Randolph Counties, North Carolina. She was previously the Project Manager for the New Hampshire Statewide Coordination Plan and is currently providing outreach support for the Illinois Statewide Plan. In addition, she is a lead reviewer on the Compliance Review Team for the States of Indiana, Illinois, and Oregon, and was a major contributor to the development of the Indiana Section 5310 Program manual.

As part of her research and outreach duties, Ms. Oswald will update the provider inventories, assist with public and stakeholder meetings, and assist lead planners with drafting plan updates.

Greg Harnett, Esq., Associate

Mr. Harnett will also work on research and public/stakeholder outreach. He is the Lead Reviewer on the RLS Compliance Monitoring Team and serves as RLS' legal expert for all project and company matters. As a former FTA Lead Reviewer, Mr. Harnett conducted over 20 Triennial Reviews, serving as a subject matter expert in procurement, Title VI, and DBE compliance. Throughout law school, he served as a Legal Intern at the Massachusetts Bay Transportation Authority (MBTA) and played key roles in a number of large procurement projects.

Mr. Harnett's RLS projects include conducting comprehensive on-site compliance reviews in Oregon and North Carolina. He is a member of the RLS Proposal Team and also provides research and support for a number of RLS engagements, including but not limited to: Indiana on-site compliance reviews; Ohio Revised Code (ORC) issues impacting the Ohio Mobility Transformation project; reporting requirements for FTA urban subrecipients serving rural areas; micro transit project research; and contributions to the National RTAP Rural Financial Management Manual update in the areas of FTA cost classifications, eligible expenses, and Federal participation rates.

As part of his research duties, Mr. Harnett will update the provider inventories, assist with public and stakeholder meetings, and assist lead planners with drafting plan updates.

Zach Kincade, GIS Technician/Associate

Mr. Kincade will provide GIS technical support in addition to research and public/stakeholder outreach. Mr. Kincade is an experienced project manager and lead analyst for survey analysis and supervises on-off ridership counts as part of service evaluations and transit development plans. Mr. Kincade is proficient in Microsoft Access and uses this database management application to organize RLS projects. In addition, Mr. Kincade provides technical support to RLS senior staff in the conduct of service evaluations and transit development plans, comprehensive operational analyses, coordinated human service and public transit plans, including public involvement activities and map development using ArcGIS to represent pockets of targeted populations in a specific study.

A sampling of Mr. Kincade's projects includes Project Manager, Greater Dayton RTA Performance Evaluations; Lead Supervisor, Jackson Area Transportation Authority, passenger survey; Project Manager, Greater Dayton RTA Title VI Analysis Update; Project Manager, Hancock, Hardin, Wyandot, and Putnam Community Action Commission Community Needs Assessment; Lead researcher, Greater Dayton RTA Title VI Study; Data Collection Administrator, Toledo Area RTA Title VI update; major contributor to the Lextran Title VI Study and Greater Dayton RTA U-Pass Feasibility Study; Project Manager, complete on-off count for Bloomington Transit; and Data Collection Manager for a ridership assessment/rider survey for Stark Area Regional Transit Authority (SARTA) in Canton, OH.

Mr. Kincade will be conducting all GIS-related tasks and providing survey assistance.

Sheelagh Jackson, Intern

This is Ms. Jackson's second summer interning at RLS where she primarily serves as an Editor for quality assurance, reviewing and editing RLS products for consistency and conformity. She is now also taking a larger role in RLS projects. She studies business and English with a focus in professional writing as a senior at John Carroll University.

As Editor and Research and Meeting Assistant, Ms. Jackson will help with research and ensure the quality of the updated coordination plans.

Molly Benson, Office Administrator

Ms. Benson is the newest addition to RLS after spending time as a property manager for Turner Property Services Group. At RLS, Ms. Benson is responsible for the daily operation of the Dayton Headquarters office, providing administration, organization, secretarial, accounting, and personnel services and general support for RLS operations. She also offers support and assistance to the Indiana, North Carolina, and Virginia offices as well as to all remote employees. Ms. Benson assists with RLS projects on an as-needed basis.

For this project, Ms. Benson will provide research support to the Lead Planners, as needed, as well as assistance for the regional meetings.



Ms. Robbie Sarles is the Founder and President of RLS & Associates, Inc., (RLS) a transit consulting firm specializing in the provision of technical assistance to rural and urban transit systems, Federal agencies, and State Departments of Transportation (DOTs). Ms. Sarles has over 37 years of experience in transit operations, management, training, and consulting and is highly regarded in the transit industry for her development of sound, practical solutions that are both realistic and implementable. Ms. Sarles has led various local, regional, and statewide coordination efforts and led the development of coordination tool-kits for Ohio, Minnesota, and West Virginia. She was the lead on-site consultant for New River Transit Authority as it started operations in 2015.

ROBBIE L. SARLES

President

EDUCATION

M.S., Transportation Engineering, The Ohio State University

M.S., City and Regional Planning, The Ohio State University

B.S., Geography and Psychology, Western Kentucky University

YEARS OF TRANSPORTATION EXPERIENCE

37

AFFILIATIONS

Transportation Safety Institute, Instructor
Wright State University, Adjunct Professor
AASHTO Financial Management Curriculum, 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 to Present - 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. Ms. Sarles is the Project Manager for RLS' current Ohio DOT task order contract, and the RTAP Contracts for Indiana, New Hampshire, Tennessee, Massachusetts, and Wisconsin. In addition, Ms. Sarles provided start-up technical assistance to the newly formed Section 5307 provider in Beckley, West Virginia, New River Transit Authority. She also provided input and oversight for the Crawford County, Ohio Transit Development Plan and Trumbull County five-year coordinated transportation plan for the Niles, Ohio area. She is also providing technical assistance for a Governor's initiative in Ohio to review and re-structure the way human service transportation dollars are managed within the state and increase the coordination between existing human services, public transit, and all transportation providers. Ms. Sarles is facilitating the work of 14 state agencies in this project with a goal of standardizing the fragmented delivery of human service transportation, including Medicaid-sponsored transportation, in established regions throughout the state.

Ms. Sarles is also the Principal-in-Charge and/or Project Manager for several on-going State DOT engagements including the Compliance Monitoring Systems for Oregon, Tennessee, Illinois, and Wisconsin, New Jersey Task Order Contract, North Carolina Safety and Training Project, WV Safety and Training project, as well as 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 others.

Transportation Management Services, Inc., a Division of Multisystems; Manager, Support Services, June 1986 - Sept. 1987
National Transit Services, Inc.; Director, East Coast Consulting Services, June 1983 - May 1986
-Central Ohio Transit Authority; Senior Service Analyst, December 1980 - May 1983



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, with a focus on development of coordinated community transportation. Ms. Brown is an experienced Project Manager having lead dozens of projects across the country resulting in the development of transportation plans, service evaluations, locally developed coordination plans, service assessments, and public outreach activities, including passenger on/off counts and surveys. Her forte is working with local stakeholders to develop realistic plans that meet the identified needs. Ms. Brown completed National Environmental Policy Act Training and Categorical Exclusions Training, in 2009.

LAURA BROWN

Senior Associate

EDUCATION

M.P.A., Masters of Public Administration,
Wright State University

B.A., Sociology, The Ohio State University

YEARS OF TRANSPORTATION EXPERIENCE

16

AFFILIATIONS

PUBLICATIONS

- CTAA Transit Fare Pass Toolkit
- FTA Prescription and Over-the-Counter Toolkit

PROFESSIONAL EXPERIENCE

Senior Associate, 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. A few examples include:

- Project Manager for the Randolph/Montgomery Cos, NC, Community Connectivity Plan.
- Project Manager for the Indiana DOT Regional Coordinated Public Transit-Human Services Transportation Plan Updates. The project involves completion of 11 multi-county rural regional plan updates as well as the Indianapolis Metropolitan Planning Area Regional Coordinated Transportation Plan Update.
- Project Manager for the WV DOT/DPT Statewide Coordinated Human Services Transportation Plan and MAP-21 Update.
- Project Manager for the Nevada Statewide Coordinated Human Services Transportation Plan FAST Act Update.
- Co-Project Manager for the New Hampshire DOT Statewide Coordination of Community Services Plan Update which examines the effectiveness of the current state and regional coordinated transportation structure.
- Ms. Brown is a lead researcher for two national research projects for the National Cooperative for Highway Research Program. The first project is to gather and analyze data from State DOT's regarding state practices for the replacement of Section 5310, 5311, and 5311(f) purchased vehicles. The second project involves the study of State DOT administration practices of FTA funded programs (Sections 5310, 5311, and 5311(f)).
- Project Manager for Valley Transit Title VI Rider Survey in Appleton, WI and the Valparaiso Route Study, Valparaiso, IN, and lead researcher for the Wichita Transit Paratransit Assessment.
- Lead reviewer for New Jersey Title VI reviews.
- Project Manager and lead consultant for the Union County, Ohio and Yankton, SD, respectively, MAP-21 Coordinated Public Transportation-Human Services Plan.
- Lead contributor for the Interior Alaska Transit Corridor Project.
- Project Manager for the Sitka, Alaska 5-Year Plan for Coordination of Human Services Transportation Needs and Services.
- Project Manager for the North Central Wisconsin Workforce Development Board and Stevens Point Transit expansion plan; and Transportation Development Plans (TDPs) for Niles, MI and Newark, OH.
- Project Manager for the Erie County (Ohio) Board of Developmental Disabilities feasibility study, Toledo Area RTA Title VI and Environmental Justice Survey, and Analysis and 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**



A former transit manager, and transportation vice president, Ms. Campoll managed a successful rural, demand response transit system in central Indiana. This \$1.5 million, 22-bus system provided approximately 60,000 one-way trips in 2016, a 16% increase over 2015, while fare revenue increased 21% and the subsidy per trip decreased by 7%. A strong project manager, Ms. Campoll is experienced in overall grants and transit management and operations.

CHRISTINA R. CAMPOLL

Associate

EDUCATION

Master of Public Affairs, Indiana University –
Bloomington, December 2006
Bachelor of Arts, Indiana University –
Bloomington, August 2001

YEARS OF TRANSPORTATION EXPERIENCE

7

AFFILIATIONS

PUBLICATIONS

PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc. – January 2018 to Present – Ms. Campoll is providing input and support for local, regional, and statewide coordination plans, service evaluations, transit development plans, and comprehensive operational assessments. Some of her current projects include:

- Ms. Campoll is providing mobility management expertise on the Ohio Statewide and Regional Coordination. As part of the project, ODOT is creating mobility managers in each of the created regions. She is mentoring ODOT staff on how to oversee mobility managers throughout the State. Ms. Campoll also drafted an Executive Summary for the Ohio Mobility Transformation Report.
- Lead researcher for the rabbitransit Regionalization Effectiveness Study—conducting a productivity analysis of transit services to determine if measures implemented for cost efficiency were successful.
- Project Manager for the Hancock County, Indiana Transportation Needs Survey (hard copy and online). Ms. Campoll will also be conducting focus group to determine transportation needs in the County.
- Researcher for the CTAA eLearning module on mobility management.

Vice President of Transportation, Janus Developmental Services

June 2015 – December 2017— Ms. Campoll was initially hired as the Director of Transportation, but was promoted to Vice President in January 2017. In this position, she supervised two managers, five schedule/dispatch staff and 29 drivers and managed a departmental budget of \$1.9 million. She implemented operational changes to demand-responsive public transportation program resulting in increase in annual ridership. She also launched and managed a non-emergency medical transportation program serving patients of Riverview Health providing over 10,000 trips per year.

Scheduled Service Manager, Miller Transportation—September 2013 –

April 2015— As the Scheduled Service Manager, Ms. Campoll managed intercity bus, commuter express bus and suburban circulator transportation services of a private motorcoach company. She developed and implemented policies and procedures for scheduled bus service operations as well as procedures for reconciliation of ticket sales by agents in two states.

Mobility Manager & Program Liaison, Central Indiana Regional

Transportation Authority—June 2010 – September 2013— As Mobility Manager, Ms. Campoll engaged transit providers in the Central Indiana region in coordination of services, developed and managed commuter express bus and reverse commute circulator services, and managed web development vendors in creation of an online transportation resource directory.



Mr. Kelly Shawn has 31 years of experience in the transportation industry, including ten years with the Community Transportation Association of America (CTAA). An experienced planner, trainer, facilitator, and project manager, Mr. Shawn has worked with dozens of diverse community and tribal transit systems during his career, developing local, regional, and coordinated and transit development plans to meet the unique needs and characteristics of each individual study area. His experience with transit asset management, Medicaid and non-emergency medical transportation (NEMT), privately contracted, and intercity transportation services add to his impressive background and professional understanding of the transportation industry.

KELLY SHAWN

Senior Associate

EDUCATION

Bachelors of Science, Business Administration,
Lynchburg College, Lynchburg, VA

YEARS OF TRANSPORTATION EXPERIENCE

31

AFFILIATIONS

Certified Community Transit Manager & Master Trainer – CTAA
Professional Dispatch and Scheduling (PDS) & Certified Trainer – CTAA
Passenger Service and Safety (PASS) & Certified Master Trainer – CTAA

PUBLICATIONS

- ◆ North Carolina DOT Training Toolkit
- ◆ American Indian Transportation Issues and Best Practices, RTAP, Technical Assistance Brief, 1994 revised 2005
- ◆ How to Write an FTA Drug and Alcohol Policy, RTAP, Technical Assistance Brief, 1994
- ◆ Transportation in Indian Country: Getting Started, CTAP Brief, 1995
- ◆ Belt Tightening: How to Survive in Lean Times, RTAP, Technical Assistance Brief, 1996
- ◆ Assisting Passengers Traveling with Service Animals, Project ACTION report, 1997
- ◆ Pocket Guide to ADA for Fixed Route Drivers, Easter Seals, Project Action, 2004
- ◆ TCRP Synthesis 71, Paratransit Managers Skills, Qualifications and Needs, 2006
- ◆ TCRP F-14, 2008
- ◆ TCRP A-33, 2011
- ◆ TCRP A-36, 2012
- ◆ TCRP A-37, 2012
- ◆ NCHRP 20-59 (32) A Transportation Guide For All Hazards Emergency Evacuation, 2012

PROFESSIONAL EXPERIENCE

Senior Associate, RLS & Associates, Inc., September 2013 to Present – Mr. Shawn was Project Manager for the Wichita Transit Paratransit Service Evaluation, the Wayne County, West Virginia Service Evaluation and TDP, the Yankton Transit, South Dakota, Coordinated Transportation Plan Update, the Wichita Safety and Security Assessment, Wichita Mobility Management Project, Fairbanks North Star Borough Security Consulting project, the National RTAP Project for the Sullivan County, New Hampshire service expansion evaluation and plan, the North Carolina Transit Training Toolkit, and North Carolina Safety and Security project. He served as lead reviewer for the Jacksonville Safety and Security Project; and lead investigator for the Bloomington Transit, Indiana, Title VI Policy and LEP Plan development; He is also a lead reviewer for the Oregon and Tennessee DOTs Compliance Monitoring Programs. Mr. Shawn has completed the CTAA Safety and Security Officer program training.

Assistant Director of Technical Assistance Programs, Community Transportation Association of America, 1998 – September 2013—Mr. Shawn provided on-site technical assistance to urban, rural and tribal communities and human service agencies nationwide assisting in the development of coordinated accessible transit and facility service plans for over 50 projects. He also worked with Federal agencies on transit solutions for economic development, employment transportation, and general public transit; and developed and provided training to transit professionals, state transit associations and national audiences on Federal regulations, transit management, driver training and customer service. Mr. Shawn was part of the local, state and Federal team that developed transportation solutions for persons with disabilities and displaced residents in the aftermath of Hurricanes Katrina and Rita.

Contract Manager, Metro Access of Maryland, 1996 – 1998 - Mr. Shawn managed a \$2 million paratransit provider contract for Washington Metropolitan Area Transit Authority, working with WMATA and contractor staff to achieve performance standards and the highest level of customer service for persons with disabilities to meet ADA compliance. He also managed a Medicaid Transportation contract with Prince Georges County, MD and private pay transportation services, which provided over 200,000 trips annually.

Information Specialist, Community Transportation Association of America, 1993 – 1996 - Mr. Shawn was responsible for providing transit resources, technical assistance and peer assistance and worked with transit professionals across the country to develop policies and procedures related to the Americans With Disabilities Act and Drug and Alcohol Testing.
Manager of Operations, American Coach Lines, Inc. 1987 to 1993
General Manager Ground Transportation, Washington Flyer 1986 to 1987

RLS & ASSOCIATES, INC.



A former transit manager, Ms. Schafer is highly experienced in evaluating and critically assessing transit system needs and operating capabilities and developing implementation plans to address identified deficiencies. Currently, she provides these services in Ohio, North Carolina, West Virginia, and New Hampshire. In addition, Ms. Schafer provides support for the Wisconsin, Indiana, Massachusetts, and New Hampshire Rural Transit Assistance Programs (RTAP) and is the lead reviewer for the Indiana DOT compliance monitoring program.

JULIE SCHAFFER

Senior Associate

EDUCATION

Attended Miami University-Hamilton

YEARS OF TRANSPORTATION EXPERIENCE

18

AFFILIATIONS

Certified Community Transit Manager
Registered Guardian Certification

PUBLICATIONS

PROFESSIONAL EXPERIENCE

Senior Associate, RLS & Associates, Inc. – June 2011 to Present - An experienced Project Manager, a sample of Ms. Schafer’s recent projects have included the Crawford County Service Evaluation; Trumbull County Coordination Plan; and a National RTAP Project in Wabash, Indiana. The purpose of the National RTAP study was to analyze the efficiency and effectiveness of the existing service and determine potential needs and demands, and to provide management with solutions to meet the community’s needs. This project also served as a training opportunity for National RTAP staff.

As the Ohio Rural Circuit Rider, Ms. Schafer provides on-site training and technical assistance for ODOT’s Section 5311 transit systems. In this role, she served as the interim transit manager for the Chillicothe Transit System; coordinated the transition of the Logan Transit System to a new provider, including coordinating all training and hiring of personnel; provided on-site management assistance to Marion Area Transit, and several other interim assignments. She has conducted critical assessments and provided on-site assistance to transit systems in West Virginia, North Carolina, and New Hampshire.

Added to her strong management skills, Ms. Schafer brings considerable expertise in state and Federal compliance, including Section 5311, 5317, and FMCSA, grant writing, resource development, policies and procedures, and vehicle maintenance. In this regard, Ms. Schafer is the lead compliance reviewer for the Indiana DOT Compliance Monitoring System, coordinating and conducting regulatory reviews of Indiana’s Section 5311 systems in nineteen compliance areas. She has also conducted the compliance review for the Athens County, Ohio Section 5311(f) contractor as well as compliance reviews in Oregon.

Ms. Schafer also conducted locally developed coordination plan updates for Pickaway and Scioto Counties, and a planning study for Fayette County, Ohio; and assisted with the Erie County, Ohio feasibility study. Past projects have included lead consultant for the West Virginia Regions 10 and 11 Regional Planning and Development Council coordination plan; and the Seminole Nation of Oklahoma Transit Plan; update of the Toledo, Ohio Metropolitan Council of Governments coordination plan; on-site technical assistance to Marion Area Transit; and lead researcher for an FTA prescription and over-the-counter post-accident survey.

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

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



With more than 40 years progressive experience in transit and paratransit planning, operations and management evaluation, policy development, and state DOT program management, Mr. Garrity's 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, and contracting for services. He was also a major contributor and certified instructor of the nationally accepted MTAP Financial Management Guidelines training course.

RICHARD GARRITY

Senior Associate

EDUCATION

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

YEARS OF TRANSPORTATION EXPERIENCE

40

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

Senior Associate, RLS & Associates, Inc., 1997 to Present - Mr. Garrity is a nationally recognized expert in the area of Federal Transit Administration regulatory compliance and has served as a Litigation Consultant to the U.S. Department of Justice, Disability Rights Section, providing, technical assistance on ADA compliance and remedy. He is a nationally recognized trainer 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. Mr. Garrity was the Project Manager for the soon to be published TCRP Report "Impact of Non-Emergency Medical Transportation on Transit Agencies," and 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, developed the typology of human services transportation, and prepared the project's transportation cost allocation model.

Mr. Garrity has been 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." Current and past projects include: TCRP "Impact of Non-Emergency Medical Transportation (NEMT): Assessment for Transit Agencies;" NC Transit Association's "An Examination of the Effectiveness of the Organizational Model in Today's NEMT Brokerage Environment;" Wichita Transit Paratransit Assessment and Comprehensive Financial Analysis; DART Mobility Management Implementation Plan; Georgia RTA RHST Reporting Services; Kosciusko Co. Feasibility Study; Ohio Mobility Improvement Study; Compliance Monitoring Programs for DOTs in OR, TN, and IL; Corridor Study, CTAA/Tanana Chiefs Conference; INDOT and IDOT Economic Stimulus Program Development and Implementation projects; and the Fairbanks NSB Mobility Management Plan; City of Fayetteville-Cumberland County Coordinated Transportation Development Plan; NY Metropolitan Transportation Council Co-ordinated Public Transit-Human Services Transportation Plan; and the RPTA/Valley Metro Regional Paratransit Study. Mr. Garrity has also developed compliance monitoring tools for Indiana, Illinois, Oregon, Tennessee, and Wisconsin, a comprehensive system of compliance checks for conducting the desk, on-site, and follow-up of compliance reviews in as many as 19 topic areas.

**CGA Consulting Services, Inc., Senior Associate,
May 1984 - September 1997**



Mr. Glover is an experienced Project Manager, bringing over 39 years of public transportation experience to RLS, with extensive expertise in the planning and development of coordinated transportation services. He is a former State Program Manager for the Rural and Small Urban and Intercity Programs for the North Carolina DOT. Since joining RLS in 2007, Mr. Glover has conducted three statewide Intercity bus studies and assisted a fourth state with the development of its Intercity Program application package and conducting the application process. In addition, he is the Project Manager and Lead Reviewer for the Wisconsin Compliance Monitoring Program and Lead Reviewer for Compliance Monitoring Programs in Oregon and Illinois.

CHARLES GLOVER

Senior Associate

EDUCATION

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

YEARS OF TRANSPORTATION EXPERIENCE

39

AFFILIATIONS

PUBLICATIONS

PROFESSIONAL EXPERIENCE

RLS & Associates, Inc., 2007—Present – Mr. Glover’s experience with RLS & Associates, Inc. includes:

- ◆ Project Manager for the Indiana DOT Intercity Bus Study that evaluated the status of the intercity bus industry in Indiana, with particular emphasis on assessing the need for intercity bus service across the state and providing recommendations for Indiana’s Section 5311(f) intercity bus program. The study also evaluated the utilization of Indiana’s Amtrak service and the possibility of using state funds to support passenger rail service in the future.
- ◆ Project Manager for the South Carolina Intercity Bus Study, a comprehensive assessment of South Carolina’s intercity bus services including its Section 5311(f) rural intercity program. Mr. Glover was responsible for all aspects of this program including the development of recommendations and strategies for modifying the State’s current intercity bus program.
- ◆ Project Manager and lead reviewer for the Wisconsin DOT compliance monitoring program.
- ◆ Lead reviewer for the Illinois, Tennessee, and Oregon Compliance Monitoring Projects.
- ◆ Project Manager for the Davidson County Paratransit Plan to evaluate the systems deviated route services to determine if a complementary paratransit plan was needed. Mr. Glover conducted a compliance audit and policy review and update.
- ◆ Mr. Glover was Project Manager and the lead consultant for the Jacksonville, NC Transit Triennial Review Assistance project. Mr. Glover worked one-on-one with the Transit Manager and staff to prepare for its FTA Triennial Review. In addition, Mr. Glover assisted the Transit System in the development of a Financial Plan.
- ◆ For the Illinois Department of Transportation (IDOT), Mr. Glover completed the Downstate Illinois Operating Needs Assessment which quantified transit needs and determined the volume of operating assistance needed to sustain the current service level as well as expanding service into unserved areas.
- ◆ Mr. Glover also performed an alternatives analysis for the Delaware County, New York Coordinated Human Services-Public Transit Transportation Plan. He also performed similar analyses for the Chicago Regional Transportation Authority; Indiana DOT, Piedmont Authority for Regional Transportation, JAUNT in Virginia, and the Holmes-Wayne-Tuscarawas Transportation System in Ohio.

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



Ms. Oswald is a strong project manager, experienced in coordinating and conducting outreach and public input for state and local coordination plans. Ms. Oswald's strengths also include grants and financial management and regulatory compliance, coupled with rural transit program accounting, invoicing, and application procedures. She is an accomplished consensus builder and excellent communicator, highly regarded for her ability to explain complex concepts in a clear and easy to understand manner.

CLAIRE OSWALD

Associate

EDUCATION

Bachelors of Science, Political Science,
University of Pittsburgh

YEARS OF TRANSPORTATION EXPERIENCE

6

AFFILIATIONS

PUBLICATIONS

PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc. June 2011 to Present – Ms. Oswald's projects include:

- Project Manager for the New Hampshire Statewide Coordination Plan.
- Public Input and Outreach Lead, Crawford County TDP.
- Project Manager & major contributor, HHWP Community Action Agency Comprehensive Needs Assessment for the four-county area. The plan documented all community needs for programs administered by the CAA, including transportation.
- RTAP Coordinator for both the New Hampshire and Massachusetts RTAP programs.
- Major Contributor, HHWP Community Action Agency and Union County Coordinated Transportation Plan Updates. Ms. Oswald led public forums as well as public outreach and survey analysis, and helped formulate goals and objectives for the final report.
- Lead reviewer for Illinois, Indiana, and Oregon Compliance Monitoring Projects, conducting on-site reviews, producing detailed compliance reports, and providing technical assistance and follow-up.
- Assisting with outreach activities for the Illinois Statewide Plan.
- Major contributor to the INDOT Section 5310 Program Manual.
- Grants management support for the Marion Area Transit System, Marion, Ohio. Ms. Oswald was responsible for monthly ridership and financial data and preparation of ODOT quarterly invoices.
- Grants management support and regulatory compliance for the Ohio DOT Office of Transit. Ms. Oswald processed invoices (quarterly, capital, and ARRA) and annual grant applications; and provided guidance in accounting, invoicing, and application procedures. Ms. Oswald also assisted with the planning, scheduling, and implementing training and special events.
- TAR and D&A Compliance follow-up. Ms. Oswald conducted site visits for Ohio Section 5311 grantees, providing assistance/ follow-up to general program compliance and drug and alcohol findings.
- Community transportation plans for Greene and Randolph/ Montgomery Counties, North Carolina. Ms. Oswald assisted with the public outreach portion of these plans.
- Ohio Statewide Mobility Improvement Study. Ms. Oswald assisted with the public outreach portion of this project.
- Indiana Statewide Coordination Plan Updates. Ms. Oswald conducted research and provided outreach support.

Special Events Associate, University of Pittsburgh, Office of Student Employment and Placement Assistance – August 2010 to June 2011



A former FTA Lead Reviewer, Mr. Greg Harnett has conducted more than 20 Triennial Reviews, serving as a subject matter expert for procurement, Title VI, and DBE compliance. He also provided assistance to the Massachusetts DOT in the development of the DOT's multi-year capital plan, and legal consultation and input to the Massachusetts Bay Transportation Authority's procurement process. Mr. Harnett joins RLS' compliance team and serve as RLS' legal counsel for all project and company matters.

GREG HARNETT, ESQ.

Associate

EDUCATION

Juris Doctor—Suffolk University Law School, 2015

BA Government and History, Minor Business—Skidmore College, 2006

YEARS OF TRANSPORTATION EXPERIENCE

4

AFFILIATIONS

- ◆ Member of the Massachusetts Bar Association; New York State Unified Court System
- ◆ Trained Mediator; Recipient of Boy Scouts of America Eagle Scout award.

PUBLICATIONS

PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc. January 2018 to Present – Mr. Harnett joins RLS' Compliance Review Division as part of the Oregon and North Carolina Compliance Monitoring teams. A former Lead Reviewer, Mr. Harnett has conducted more than 20 Triennial Reviews. He also provided assistance to the Massachusetts DOT in the development of the DOT's multi-year capital plan, and legal consultation and input to the Massachusetts Bay Transportation Authority's procurement process. Currently, Mr. Harnett's RLS projects include conducting on-site compliance reviews in Oregon and North Carolina. He is a member of the RLS proposal team and also provides research and support for a number of RLS projects, including but not limited to Indiana on-site compliance reviews; Ohio Revised Code (ORC) issues impacting the Ohio Mobility Transformation project; reporting requirements for FTA urban subrecipients serving rural areas; micro transit project research; and contributions to the National RTAP Rural Financial Management Manual update in the areas of FTA cost classifications, eligible expenses, and Federal participation rates.

Analyst, Calyptus Consulting Group, Inc.—September 2016—August 2017— As an analyst, Mr. Harnett conducted more than twenty Triennial Reviews of Federal Transit Administration (FTA) grantees, including the Washington Metropolitan Area Transit Authority, and delivered technical assistance to FTA grantees in the areas of procurement, Title VI, and Disadvantaged Business Enterprise compliance. In addition to reviews, Mr. Harnett collaborated with the Michigan Department of Transportation to implement best practice training processes for transit agencies throughout the state, and provided an ongoing review of the Court Services and Offender Supervision Agency's procurement function, including the implementation of advance acquisition planning.

Government Services Consultant, Bronner Group LLC—November 2015—August 2016— In this position, Mr. Harnett collaborated with Massachusetts Department of Transportation leadership and management consultants to build the agency's fiscally constrained, multi-year capital plan. Mr. Harnett also developed a process improvement guide for future capital planning cycles and syndicated the resource among participants and stakeholders.

Law School Intern, Massachusetts Bay Transportation Authority June 2013—May 2015— As an intern, Mr. Harnett collaborated with MBTA staff, engineering consultants, and outside legal counsel to address procedural and substantive legal matters surrounding MBTA and statutory procurement requirements. He also provided substantive legal support to the Procurement Management Team during the solicitation, evaluation, and selection processes of a contract to furnish and deliver 284 new Orange and Red Line vehicles, as well as a contract for the management, operation and maintenance of the MBTA's commuter rail system.



Mr. Kincaide is an experienced project manager and is lead associate for RLS' passenger surveys, data collection projects, and outreach efforts for transit and coordination plans and Title VI Program updates and analysis. He is also highly experienced with map development using ArcGIS. Along with his knowledge of ArcGIS, Mr. Kincaide also works with U.S. Census data to write demographic information for study areas. He is also the RLS web manager and is production supervisor for all RLS proposals and client products, RTAP newsletters for the Indiana and New Hampshire DOTs, and a bi-annual safety newsletter for the West Virginia DOT.

ZACH KINCADE

Associate

EDUCATION

B.S., Geography (Minor in Urban Affairs),
Wright State University
Public and Social Services Transportation Certificate, Wright State University
National Environmental Policy Act Training, 2009
Categorical Exclusions Training, 2009

YEARS OF TRANSPORTATION EXPERIENCE

10

AFFILIATIONS

PUBLICATIONS

PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc. – June 2007 to Present – Past and current projects include:

- ◆ Project Manager, Greater Dayton RTA Performance Evaluations, working with RTA operations to evaluate drivers, ambassadors, and customer service staff performance levels.
- ◆ Lead Supervisor, Jackson Area Transportation Authority, passenger survey.
- ◆ Project Manager, Greater Dayton RTA Title VI Analysis Update, overseeing data collection, survey distribution and analysis, mapping, demographic Analysis, policy and procedure development, final report production).
- ◆ Project Manager, Hancock, Hardin, Wyandot, and Putnam Community Action Commission Community Needs Assessment, analyzed survey and community needs for low to moderate income families in the service area.
- ◆ Major contributor, Bloomington Transit Title VI Program.
- ◆ Project Manager, Bloomington Transit 100% on/off count.
- ◆ Lead researcher, Greater Dayton RTA Title VI Study; data collection administrator, Toledo Area RTA Title VI update.
- ◆ Major contributor to the Lextran Title VI Study (Lead Supervisor, passenger survey) and Greater Dayton RTA U-Pass Feasibility Study.
- ◆ Team member, Westchester County and surrounding area for the Bee-Line Bus System on board surveys.
- ◆ Team member, SORTA/METRO on board surveys.
- ◆ Collected system information, demographic information, and creating maps for all 11 rural regions in Indiana for Indiana's regional coordination plans;
- ◆ Data collection manager for ridership assessment for Stark Area Regional Transit Authority (SARTA) in Canton, OH.
- ◆ Created a database of maps for the Matanuska-Susitna Borough Short Range Transit
- ◆ Major contributor to New Hampshire FTA Section 5311 and 5310 Title VI Plan Updates (Demographics, Limited English Proficiency, Maps).
- ◆ Analyzed survey responses in the Lower Hudson Valley for New York Metropolitan Transportation Council, and created origins and destinations maps for out of county trips in the Central Indiana Regional Transportation Authority service area.
- ◆ GEO coded origins and destinations of transit trips in Naperville, NC, and created a database of maps for the Tri-County Transportation Development Plan in Lansing, MI.

Greater Dayton Regional Transit Authority

Intern, March 2007 – April 2008

Wright State University & Clark County, Ohio

Field Technician, July 2006 – December 2006



Ms. Jackson is in her second year of interning at RLS as a project assistant and company editor. Since coming to RLS in June 2017, Ms. Jackson has been part of RLS' quality assurance team, reviewing proposals and deliverables. Additionally, she has helped managed the redesign and update of the company website. As a returning intern she will take an even more active role in RLS' projects.

SHEELAGH JACKSON

Intern

EDUCATION

Bachelor of Liberal Arts
John Carroll University

YEARS OF TRANSPORTATION EXPERIENCE

1

PROFESSIONAL EXPERIENCE

Intern, RLS & Associates, Inc. —June 2017 to Present

Past Projects Include:

- ◆ Indiana DOT Regional Coordinated Public Transit-Human Services Transportation Plan Updates
- ◆ Oregon DOT Compliance Monitoring Program
- ◆ Kokomo Coordination Plan
- ◆ Salem Area Mass Transit District Ride Check

Writing Consultant, John Carroll Writing Center— Sept 2016 to Present

- ◆ Reviews written assignments with students .
- ◆ Edits and posts blogs written by fellow consultants to WordPress.
- ◆ Advertises and promotes the Writing Center in person and through social media.
- ◆ Organized consultant visits to non-English classrooms to directly promote the Center .

Audience Engagement Intern, Cox Media Group Ohio— May 2016 to Aug. 2016

- ◆ Developed and implemented a sustainable training program for the Street, Kiosk, and Crew teams. The purpose of the program was to increase customer registration and engagement. The team members had to be knowledgeable of the company's digital products and sales techniques .

Human Performance Augmentation Intern, Wright State University— June 2015 to Aug. 2015

- ◆ Assisted the Human Performance research division at Wright Patterson Air Force Base.



Ms. Benson is the newest face at RLS. She has taken over as Office Administrator, ensuring the RLS offices continue to run smoothly and efficiently. She brings extensive office management experience and energy to RLS that is clearly shone through her work.

MOLLY BENSON

Office Administrator

EDUCATION

Bachelor of Arts in Political Science, Miami University

YEARS OF TRANSPORTATION EXPERIENCE

3 months

AFFILIATIONS

PUBLICATIONS

PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc.— April 2018 to Present

- ◆ Responsible for the day to day operation of the Dayton Headquarters office, providing administration, organization, secretarial, accounting, and personnel services and general support for RLS operations.
- ◆ Provides support and assistance to the Florida, Indiana, North Carolina, Pennsylvania, and Virginia offices as well as to all remote employees.
- ◆ Assists with RLS projects as needed.

Property Administrator, Turner Property Services Group (TPSG)— 2014-2017

- ◆ Assisted in managing six commercial properties – Performance Place, The Mound, Newmarks, Pavilions, Interstate Executive Center and Creekside.
- ◆ Assisted in developing and implementing comprehensive management plans, including financials reports and budgets for each property.

Receptionist, Turner Law Office— 2011-2012

- ◆ Scheduled court hearings; file organization; legal document preparation.

Intern, Congressman Mike Turner— 2010

II. FORMS

REQUEST FOR QUOTATION
West Virginia Division of Public Transit Coordination Plan

BID FORM #1
CERTIFICATION OF PRIMARY PARTICIPANT REGARDING
DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS

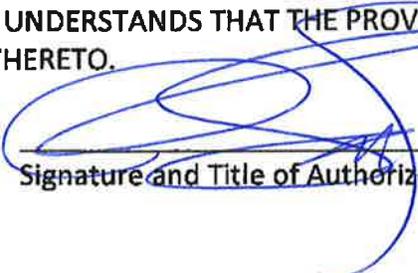
The Primary Participant (applicant for an FTA grant or cooperative agreement, or potential contractor for a major third party contract),

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

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

THE PRIMARY PARTICIPANT (APPLICANT FOR AN FTA GRANT OR COOPERATIVE AGREEMENT, OR POTENTIAL CONTRACTOR FOR A MAJOR THIRD-PARTY CONTRACT),
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 QUOTATION
West Virginia Division of Public Transit Coordination Plan

BID FORM #2
CERTIFICATION OF RESTRICTIONS ON LOBBYING

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

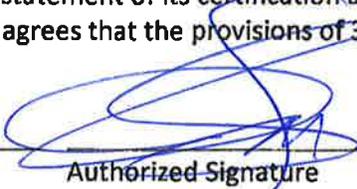
1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. [as amended by "Government Wide Guidance for New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, et seq.)]
3. The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients 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.

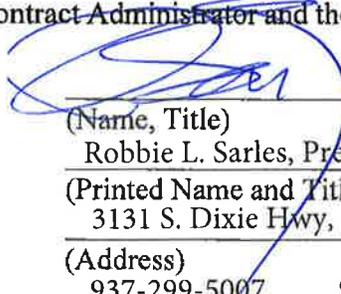
6/6/2018

Date


Authorized Signature

Revised 12/12/2017

DESIGNATED CONTACT: Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.



(Name, Title)

Robbie L. Sarles, President

(Printed Name and Title)

3131 S. Dixie Hwy, Suite 545, Dayton, OH 45439

(Address)

937-299-5007 937-299-1055

(Phone Number) / (Fax Number)

rls@rlsandassoc.com

(email address)

CERTIFICATION AND SIGNATURE: By signing below, or submitting documentation through wvOASIS, I certify that I have reviewed this Solicitation in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

RLS & Associates, Inc.



(Company)

(Authorized Signature) (Representative Name, Title)

Robbie L. Sarles, President

(Printed Name and Title of Authorized Representative)

6/6/2018

(Date)

937-299-5007 937-299-1055

(Phone Number) (Fax Number)

REQUEST FOR QUOTATION
West Virginia Division of Public Transit Coordination Plan

10. VENDOR DEFAULT:

10.1 The following shall be considered a vendor default under this Contract.

10.1.1 Failure to perform Contract Services in accordance with the requirements contained herein.

10.1.2 Failure to comply with other specifications and requirements contained herein.

10.1.3 Failure to comply with any laws, rules, and ordinances applicable to the Contract Services provided under this Contract.

10.1.4 Failure to remedy deficient performance upon request.

10.2 The following remedies shall be available to Agency upon default.

10.2.1 Immediate cancellation of the Contract.

10.2.2 Immediate cancellation of one or more release orders issued under this Contract.

10.2.3 Any other remedies available in law or equity.

11. MISCELLANEOUS:

11.1 Contract Manager: During its performance of this Contract, Vendor must designate and maintain a primary contract manager responsible for overseeing Vendor's responsibilities under this Contract. The Contract manager must be available during normal business hours to address any customer service or other issues related to this Contract. Vendor should list its Contract manager and his or her contact information below.

Contract Manager: Robbie L. Sarles

Telephone Number: 937-299-5007

Fax Number: 937-299-1055

Email Address: rls@rlsandassoc.com

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

CONSTRUCTION CONTRACTS: Under W. Va. Code § 5-22-1(i), the contracting public entity shall not award a construction contract to any bidder that is known to be in default on any monetary obligation owed to the state or a political subdivision of the state, including, but not limited to, obligations related to payroll taxes, property taxes, sales and use taxes, fire service fees, or other fines or fees.

ALL CONTRACTS: Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

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

DEFINITIONS:

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

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §81-5-3) that: (1) for construction contracts, the vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:

Vendor's Name: RLS & Associates, Inc.

Authorized Signature: [Signature] Date: 6/6/2018

State of Ohio

County of Montgomery, to-wit:

Taken, subscribed, and sworn to before me this 6 day of June, 2018.

My Commission Expires AUGUST 31, 2021.



ZACH KINCADE, Notary Public
In and for the State of Ohio
My Commission Expires Aug. 31, 2021

NOTARY PUBLIC [Signature]



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

State of West Virginia
 Request for Quotation
 10 – Consulting

Proc Folder: 442322

Doc Description: Open End Contract for Coordination Plan Development

Proc Type: Central Master Agreement

| Date Issued | Solicitation Closes | Solicitation No | Version |
|-------------|------------------------|-------------------------|---------|
| 2018-06-11 | 2018-06-13 13:30:00 | CRFQ 0805 PTR1800000004 | 2 |

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

Vendor
 Vendor Name, Address and Telephone Number:

RLS & Associates, Inc.
 3131 S. Dixie Hwy, Suite 545
 Dayton, OH 45439
 (937) 299-5007

FOR INFORMATION CONTACT THE BUYER

Melissa Pettrey
 (304) 558-0094
 melissa.k.pettrey@wv.gov

| | | |
|--|------------|---------|
|  | 31-1287821 | 6/12/18 |
| Signature X | FEIN # | DATE |

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

Addendum No. 1 is issued to publish and distribute the attached information to the vendor community.

The West Virginia Purchasing Division is soliciting bids on behalf of the Agency, the West Virginia Department of Transportation, Division of Public Transit to establish an Open-End contract to update coordination plans that meet the requirements of the Federal Transit Administration's (FTA) Section 5310 grant program for the State's eleven (11) planning and development regions; to assist FTA Section 5311 and 5307 recipients to coordinate to maximum extent feasible; to assist Metropolitan Planning Organizations with coordination efforts, if requested; and to provide technical assistance to organizations in the area of coordination per the attached bid Specifications, Terms and Conditions, and the Pricing information as attached.

| | |
|--|--|
| ACCOUNTS PAYABLE PUBLIC TRANSIT DIVISION OF BLDG 5 RM 650 1900 KANAWHA BLVD E CHARLESTON WV25305-0432 US | AUTHORIZED RECEIVER PUBLIC TRANSIT DIVISION OF BLDG 5 RM 650 1900 KANAWHA BLVD E CHARLESTON WV 25305-0432 US |
|--|--|

| Line | Comm Ln Desc | Qty | Unit Issue | Unit Price | Total Price |
|------|-------------------------------|-----|------------|------------|-------------|
| 1 | Coordination Plan Development | | | | |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 94131503 | | | |

Extended Description :
 See Exhibit A Pricing Sheet.

SOLICITATION NUMBER: PTR1800000004

Addendum Number: 1

The purpose of this addendum is to modify the solicitation identified as PTR1800000004 ("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

Description of Modification to Solicitation:

1. To publish Vendor questions and Agency responses.
2. Bid opening remains 06/13/2018 @ 1:30 P.M. EST

Additional Documentation: Documentation related to this Addendum (if any) has been included herewith as Attachment A and is specifically incorporated herein by reference.

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.

DIVISION OF PUBLIC TRANSIT RESPONSES TO SPECIFICATION QUESTIONS

Solicitation PTR18*4

Request: Could the numbers beginning with 4.1.6.6 be renumbered to match the scope of work?

Response: The Division has changed the Pricing Page to correspond with the scope of work.

**Exhibit A Pricing Page
Coordination Plan CRQS PTR 18*4**

| Task | Description | Unit of Measure | Unit Price | # of Units | Extended Price |
|-------------|--|---|-------------------|-------------------|-----------------------|
| 4.1.1 | Develop 11 Regional Public Transit Human Service Plans / Updates | One Plan | | 11 | |
| 4.1.6.4 | Conduct Public Outreach Meetings / Activities in 11 Regions One Initial Meeting | One Outreach Meeting / Advertisement (ex. Radio, Newspaper , Web) | | 11 | |
| 4.1.6.4 | Conduct Public Outreach Meetings / Activities on 11 Regions, Follow Up Meeting | One Follow-up Meeting / Advertisement (ex. Radio, Newspaper, Web) | | 11 | |
| 4.1.6.1 | Produce 11 Regional Reports | Cost of 1 Regional Report | | 11 | |
| 4.1.4.2 | 55 Copies of the Regional Report (5 Copies of Each Report for the 11 Regions) | One Copy of A Report | | 55 | |
| 4.1.4.2 | Produce an Executive Summary of the 11 Regional Reports | Executive Summary | | 1 | |
| 4.1.6.1 | 30 Copies of the Executive Summary | One Copy of Executive Summary | | 30 | |
| 4.1.2 | Make a Presentation Before the WV Transportation Coordinating Council | Presentation | | 1 | |
| 4.1.7.4 | Technical Assistance to Two Regional Coordination Efforts | 1 Hour | | 50 | |
| 4.1.7.5 | Technical Assistance to Division of WVTC or MPO Coordination Project and / or Activities | Cost Per 1 hour | | 50 | |
| 4.2 | Initial Meeting and Progress Meetings (3 Meetings) | Cost Per one Meeting | | 3 | |
| | Grant Total Bid | | | | |

Please note: These are only estimated quantities and do not reflect any guarantee of purchase. The Agency may purchase more or less as needed.

III. COST PROPOSAL

Enclosed in this document is the cost proposal on Exhibit A Pricing Page that corresponds to the technical scope of work presented in the RFQ. The cost proposal as outlined on the following page presents the projected costs associated with each task. Associated expenses are also included.

Our proposed Grand Total Bid to complete the project is \$267,825.27.

Exhibit A Pricing Page
Coordination Plan CRQS PTR 18*4 Revised 06/11/2018

| Task | Description | Unit of Measure | Unit Price | # of Units | Extended Price |
|---------|--|---|-------------|------------|---------------------|
| 4.1.1 | Develop 11 Regional Public Transit Human Service Plans / Updates | One Plan | \$15,270.30 | 11 | \$167,973.30 |
| 4.1.6.4 | Conduct Public Outreach Meetings / Activities in 11 Regions One Initial Meeting | One Outreach Meeting / Advertisement (ex. Radio, Newspaper , Web) | \$3,130.43 | 11 | \$34,434.73 |
| 4.1.6.4 | Conduct Public Outreach Meetings / Activities on 11 Regions, Follow Up Meeting | One Follow-up Meeting / Advertisement (ex. Radio, Newspaper, Web) | \$2,710.99 | 11 | \$29,820.89 |
| 4.1.6.1 | Produce 11 Regional Reports | Cost of 1 Regional Report | \$108.33 | 11 | \$1,191.63 |
| 4.1.4.2 | 55 Copies of the Regional Report (5 Copies of Each Report for the 11 Regions) | One Copy of A Report | \$108.33 | 55 | \$5,958.15 |
| 4.1.4.2 | Produce an Executive Summary of the 11 Regional Reports | Executive Summary | \$3,163.67 | 1 | \$3,163.67 |
| 4.1.6.1 | 30 Copies of the Executive Summary | One Copy of Executive Summary | \$21.50 | 30 | \$645.00 |
| 4.1.2 | Make a Presentation Before the WV Transportation Coordinating Council | Presentation | \$2,441.80 | 1 | \$2,441.80 |
| 4.1.7.4 | Technical Assistance to Two Regional Coordination Efforts | 1 Hour | \$135.00 | 50 | \$6,750.00 |
| 4.1.7.5 | Technical Assistance to Division of WVTC or MPO Coordination Project and / or Activities | Cost Per 1 hour | \$148.50 | 50 | \$7,425.00 |
| 4.2 | Initial Meeting and Progress Meetings (3 Meetings) | Cost Per one Meeting | \$2,673.70 | 3 | \$8,021.10 |
| | Grant Total Bid | | | | \$267,825.27 |

Please note: These are only estimated quantities and do not reflect any guarantee of purchase. The Agency may purchase more or less as needed.

IV. RLS EXPERIENCE AND TECHNICAL QUALIFICATIONS

RLS & Associates, Inc. (RLS), founded in 1987, has grown into a widely respected consulting company which provides transportation management and operations consulting services to transportation providers and communities throughout the United States, Canada, and the Virgin Islands. This woman-owned business enterprise works exclusively in the transit industry and specializes in providing consulting assistance to small, medium, and large public transit systems, federal and state departments of transportation, government agencies, and paratransit operators. Ms. Sarles and the RLS staff are unequalled in their experience and knowledge of Federal Transit Administration (FTA) programs and regulations, including Sections 5310, 5311, 5307, Charter, Intercity, and FAST Act coordination requirements.

Further, RLS has a long history and respected reputation in meeting and exceeding client's expectations. RLS' mission in all projects is to first, fully understand the client's needs; second, to produce a product that is *uniquely designed to meet those needs*; third, to not only meet the intent of the project, but to produce a product that is both *realistic and implementable*, and fourth and finally, perform the work *on time and within the established budget*. RLS has a documented record of success in meeting all of these goals. To accomplish this, RLS first draws from its corporate experience from more than two decades of assisting transportation organizations with diverse and challenging issues to develop a well-organized, clearly defined project management plan which will be critical to the conduct of the proposed work effort in the most effective, cost-efficient manner possible. As such, the RLS team that has been assembled has a collective experience in the transit industry and possesses expertise in the areas of developing coordinated and public transportation services. Leading members of the project team fully understand the fundamental principles of the project, and are thoroughly versed in transportation fare structure evaluation and planning. The following paragraphs offer samples of similar projects on which members of the proposed RLS team worked.

A. WORK EXPERIENCE WITH STATE DEPARTMENTS OF TRANSPORTATION WEST VIRGINIA

Coordinated Public Transit-Human Services Transportation Plan MAP-21 Updates West Virginia Department of Transportation

The West Virginia Department of Transportation, Division of Public Transit secured the services of RLS to update Coordinated Public Transit-Human Services Transportation Plans for 11 multi-county regions across the state. The plans meet requirements of the Federal Transit Administration's (FTA) Section 5310 grant program for the State's 11 planning and development regions which are to: assist FTA Section 5311 and 5307 recipients to coordinate to the maximum extent feasible; to assist Metropolitan Planning Organizations with coordination efforts; and to provide technical assistance to organizations in the area of coordination; and document and prioritize over a specific period all potential Section 5310 projects. The planning process involved extensive public outreach efforts, statewide. It also



involved multiple local public and stakeholder meetings and public surveys in each region to gain an assessment of current unmet transportation needs and gaps in services, especially for older adults, individuals with disabilities, and people with low incomes, but also for the general public. In addition, RLS conducted an in-depth analysis of existing public, private, and human service agency transportation resources. All identified needs/gaps in transportation and existing transportation resources were summarized in a draft report. Next, local stakeholders identified coordinated transportation planning priorities to be implemented over the next four years. RLS documented the goals, priorities, and strategies into a final, locally developed plan. All plans were adopted at the local level.

Timeframe: 2014 – 2015

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Satisfactorily Completed on Time.

Wayne County Service Evaluation

West Virginia DOT/Division of Public Transit

RLS conducted a Needs Assessment and Feasibility Study of Wayne County Community Services Organization, Inc. to determine the need and financial feasibility for transportation in Prichard, WV provided by a Wayne X-Press and TTA coordinated public transportation service effort. The project evaluated and documented the existing transportation resources for Prichard, WV. RLS prepared a forecast of unmet needs and transportation demand, and conducted a passenger and general public survey and local stakeholder meetings. It also involved application of a model to project transportation demand. RLS designed an approach to implementing the coordinated public transportation effort and included service as well as administrative recommendations, as desired. A financial plan was developed for the service with annual projections for five years, with potential revenue sources identified as well as the gap between projected expenses and available revenue.

Timeframe: 2015

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Satisfactorily Completed on Time.

Tri-River Transit Transition Assistance

West Virginia Department of Transportation (WVDOT)

RLS & Associates, Inc. provided technical assistance to Tri-River Transit for the regional coordination of services now provided separately by Wayne Xpress and Tri-River Transit. The DOT requested this assistance to ensure the cost effective and efficient transition of service and

expansion of available service within the three-county region. RLS coordinated with the DPT, Tri-River Transit, and Wayne Xpress to document the existing transportation services provided by Wayne Xpress and develop a list of tasks to be completed for the transition of services to Tri-River. Next, RLS worked directly with Tri-River Transit on-site to develop a transition plan and schedule for the transition of services. RLS continued to participate in meetings as needed, for example, Board Meetings for Tri-River and Wayne Xpress, meetings with the Secretary of State, Aging Services, etc. to prepare for the coordination and transition of services. Finally, RLS developed new and/or updated policies and an incremental and comprehensive service budget; assessed staff needs and assisted with completing the new hire process, including the development of job descriptions; coordinated with Aging Services for the transfer of vehicles, including the conduct of a vehicle inventory and inspections; prepared media releases for Wayne Xpress, Tri-River, and the DPT; participated in meetings and assist in the renegotiation of contracts for Medicaid, Developmental Disabilities, and Autism contract services; and other activities and tasks, as needed and/or directed by the DPT.

Timeframe: 2016

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Satisfactorily Completed on Time.

Section 5311 and 5310 Asset Management Plans and Template West Virginia Department of Transportation (WVDOT)

The West Virginia DOT contracted with RLS & Associates, Inc. for the development of a template for the development of assess management plans for West Virginia's Sections 5311 and 5310 systems as well as a template for capturing and monitoring State of Good Repair performance measures. RLS is also providing training to the transit providers on using the templates and plan development.

Timeframe: 2015 – 2016

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Satisfactorily Completed on Time.

Development of Performance Measures and Workshops West Virginia Department of Transportation (WVDOT)

RLS & Associates, Inc. assisted the WVDOT with the development, implementation, funding recommendations, and monitoring of performance measures. Specific tasks included:

- ◆ Consistent data collection and technical assistance for the Section 5311 rural transit program in West Virginia.

- ◆ Workshops on budgeting, financial forecasting, and data collection for Section 5311 subrecipients.
- ◆ Assistance with the development of a five year operating budget and capital plan for each of the eleven subrecipients and new subrecipients that may be added during the project.

Timeframe: 2012 – 2015

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Satisfactorily Completed on Time.

West Virginia Coordinated Human Service Transportation Assistance and Other Studies
West Virginia Department of Transportation (WVDOT)



RLS & Associates, Inc. conducted a statewide planning effort for the West Virginia DOT’s Division of Public Transit (DPT) to update regional coordination plans to meet the requirements of the Federal Transit Administration’s (FTA) Section 5310, 5316, and 5317 grant programs for the DPT and its 11 planning and development regions; assisting Section 5311 and 5307 recipients to coordinate to the maximum extent feasible; providing assistance to Metropolitan Planning Organizations with their plans, if requested; and providing general technical assistance to organizations in the area of coordination. RLS also quantified the feasibility of expanding the DPT’s Section 5311 program and developing several financial scenarios to support this endeavor. This study built on a previous project conducted by RLS for the DPT where RLS conducted a separate statewide study to assess current statewide transportation and coordination efforts, document best practices in a transportation coordination toolkit, and develop a standard template for use in the 11 regions for the development of local coordinated transportation plans.

Highlights from this statewide study included:

- ◆ Multi-county/regional coordination in rural and small urban areas;
- ◆ Basic computation of the actual fully allocated cost per trip for each participating human service agency, senior program, and public transit provider;
- ◆ Development of a range of coordinated transportation strategies including but not limited to the following:
 - Public-human service agency trip sharing;
 - Joint use of vehicles;
 - Joint procurement;
 - Bulk fuel purchasing agreements;
 - Coordinated trips with local universities and major employers;
 - Regional/multi-county mobility management programs;
 - Carpools/Vanpools;
 - Taxi-voucher programs;
 - Coordinated training programs;

- Centralized call centers and scheduling centers;
- Coordination with private sector providers (i.e., voucher programs).

In addition to preparation of coordinated regional transportation plan updates, the RLS team also evaluated the 5310 Pilot Project that provided operating dollars for three human service agencies in West Virginia and six Combination Food and Passenger Vehicle program evaluations. The Combination Food and Passenger Vehicle program is a coordinated project between the DPT and West Virginia Senior Services to provide vehicles that transport passengers as well as meals in a hot/cold compartment. Evaluations included a cost benefit analysis and recommendations for the future of each program.

Timeframe: 2010 – 2013

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Satisfactorily Completed on Time.

Development of a Coordination Toolkit and Coordination Plan Template

West Virginia Department of Transportation (WVDOT)

RLS & Associates, Inc. developed "It's Time to Coordinate," a user friendly guide to coordination and compilation of best practices for the West Virginia DOT/Division of Public Transit. The toolkit was not developed to duplicate or present existing information in a new way, rather the Toolkit's sections on "Frequently Asked Questions" and "Getting Started" together with a list of websites and reference materials were compiled to present the best of information available on transportation coordination that has been developed over the past thirty years in such a way that transportation systems, planning agencies, human service organizations and virtually anyone with an interest in coordination can use the Toolkit as a guide to implement transportation coordination.

In addition, RLS developed instructions and a template for a Coordinated Public Transit-Human Services Transportation Plan. This document, along with several accompanying forms and tables which have been provided, will assist communities in meeting the SAFETEA-LU requirements for a locally developed coordination plan that is now a condition of funding under the Federal Transit Administration's Elderly Individuals and Individuals with Disabilities (Section 5310), Job Access and Reverse Commute (JARC) (Section 5316), and New Freedom Initiative (Section 5317) grant programs. A template was also developed to assist communities with providing periodic updates of their plans.

Timeframe: 2006

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Satisfactorily Completed on Time.

Safety and Training Program Development
West Virginia Department of Transportation



RLS provided technical assistance and training to West Virginia DOT/DPT for the development of a safety and training program for a variety of tasks, including but not limited to the development of a transit agency safety plan template that reflects all components of the FTA National Safety Program, including the National Public Transportation Plan (Transit Agency Safety Plan), 49 U.S.C. 5329(d), the Public Transportation Safety Certification Training Program (Safety Certification Training Program), 49 U.S.C. 5329(b)(1)(D) and 5329(c), and the State Safety Oversight (SSO) 29 U.S.C. 5329(e). RLS guided WV subrecipients in the development of a Transit Asset Management (TAM) Plan that addressed asset inventory, life cycle costs, condition evaluation of transit assets, and ranking of equipment replacement. Further, RLS developed a template customized for Section 5310 subrecipients for development and maintenance of a FTA-compliant program. Subrecipients were then instructed on the use and completion of a TAM using the TAM Plan template and SGR requirements, including how to establish the required performance targets. Additional tasks included the development of a record/filing system to document all required DPT and/or FTA training by each subrecipient, by employee; on-site training consisting of twelve on-site trainings at 5311 project sites; statewide training including DPT-sponsored conferences/workshops; and update of the existing WVDPT SPIDER Safety Manual. As a companion document, RLS produced an updated version of the Emergency Procedures Handbook, a quick reference guide is available in a standard printed format, 5.5 X 8.5 that will fit in a three ring binder. Following development of the new SPIDER Handbook and Emergency Procedures Handbook, RLS conducted two workshops including the review of the information contained in both Handbooks as well as instructions as to how to use it correctly and efficiently in the event of an emergency.

Timeframe: 2013 – 2016

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Satisfactorily Completed on Time.

OTHER STATE DEPARTMENT OF TRANSPORTATION WORK EXPERIENCE
(MINIMUM REQUIREMENT: TWO OTHER STATE DEPARTMENTS)

Statewide and Regional Coordinated Public Transit-Human Services Coordinated Plans
Ohio Department of Transportation

The Ohio Department of Transportation has contracted with RLS to conduct this two-part project which includes: 1) development of public transit regions for all of Ohio, and 2) developing and piloting the regionally developed coordinated plans for identified regions, to become the framework for the remaining regions. The framework will standardize the structure

and content of these plans, facilitating regional and statewide coordination efforts. Project tasks include the following:

Part 1:

- 1) Human Service Transportation Agency Inventory and Regional Mapping Demonstration
- 2) Review of Regulations and Policies Affecting Statewide Coordination
- 3) Stakeholder and Public Outreach
- 4) Development of a Regional Coordination Steering Committee
- 5) Analysis of Findings and Recommended Regions
- 6) Presentation of Findings

Part 2:

- 1) Implement the Regional Framework
- 2) Create a Regionally Coordinated Plan and Template
- 3) Develop a Guide for the Creation and Implementation of a Regional Coordinated Plan
- 4) Recommendations for Regional Use of Technology

As part of the Statewide and Regional Coordination project underway in Ohio, RLS is providing technical assistance for an initiative in Ohio to review and restructure the way human service transportation dollars are managed within the state and increase the coordination between existing human services, public transit, and all transportation providers. RLS is helping to facilitate the work of fourteen state agencies in this project with a goal of standardizing the fragmented delivery of human service transportation, including Medicaid-sponsored transportation, in established regions throughout the state.

Timeframe: 2016 – On-going

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Indiana Regional Coordination Plans and Updates

Indiana Department of Transportation (INDOT)

RLS created the original and later updated 11 Indiana Regional Coordinated Transportation Plans within the state in compliance with the updated coordination requirements for funding as part of FAST-Act. The final plans provided documentation for Section 5310 (Enhanced Mobility of Seniors and Individuals with Disabilities), and other human service agency and public transportation services. Each Regional Plan reflected all transportation services within the region, even those funded by agencies other than FTA, and reflected public participation at the local level. RLS conducted outreach activities - to include surveys, meetings and interviews - to ensure that adequate input is solicited from each county within each region and from a diverse list of participants and area stakeholders. Focus groups



were conducted and facilitated by RLS to guide participants through a strategic planning process that will identify existing resources, service gaps, and alternatives for meeting these gaps. From the resource assessment, public input, outreach efforts, and focus groups, the RLS team developed a list of prioritized goals and objectives from which an implementation plan was designed, the identifying for each the lead agency, funding resources, timeline, and performance measures.

Timeframe: November 2012 – March 2014

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Satisfactorily Completed on Time.

Statewide Coordination of Community Transportation Services

New Hampshire Department of Transportation

RLS worked with the New Hampshire Department of Transportation (NHDOT) Bureau of Rail and Transit to revise and rewrite a Statewide Coordination of Community Transportation Services Plan for New Hampshire. The State of New Hampshire developed its original plan, the 2006 Statewide Coordination of Community Services Plan, to implement statewide coordination of human service and community transportation. A resulting Executive Order created a Statewide Coordinating Council (SCC) that represents diverse groups in the transportation field. Members of the SCC represent state agencies, providers, consumers, planners and advocates. Significant portions of the 2006 statewide plan were implemented, including the formation of the SCC and nine Regional Coordination Councils (RCC), development of regional coordination plans, and implementation of new services and coordination efforts at the regional level using funding committed by the NHDOT. Other elements of the statewide plan were not implemented due to current fiscal and policy environments. RLS was hired in 2016 to work with the SCC and RCC to develop a new statewide coordination plan and evaluate and recommend a strategy for the State to further implement the plan. The Scope of Work involved an assessment of existing conditions; suggestions to improve and enhance transportation coordination; and stakeholder feedback.

Timeframe: 2016 – 2017

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Satisfactorily Completed on Time.

Nevada Statewide Coordination Plan

Nevada Department of Transportation

RLS & Associates, Inc. was hired by the Nevada Department of Transportation to update the 2011 Coordinated Human Services Transportation Plan (CHSTP) purpose, objectives, and goals. The planning process and final document will comply with the requirements set forth in Moving Ahead for Progress in the 21st Century (MAP-21) and the FAST Act and relevant NDOT policies and procedures. The steps RLS will take to update the plan include: determining the plan's purpose, demographic analysis, assessment of existing transportation services and coordination, assessment of needs, developing an implementation plan, and finalizing the plan.

Timeframe: April 2018 – On-going

Contact: Matt Bradley

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Consulting Services for FTA Subrecipients

Nevada Department of Transportation

RLS provided task order compliance and technical assistance to NDOT on a variety of tasks, including:

- ◆ Conduct of an on-site assessment of NDOT's transit staff, its policies, and procedures.
- ◆ Review and update NDOT State Management Plans.
- ◆ Development of a statewide Preventive Maintenance Program.
- ◆ Conduct a baseline review of the department's subrecipient Drug and Alcohol Program and making recommendations to correct areas of non-compliance and establish best practice procedures.
- ◆ Conduct a baseline review of the department's subrecipient Title VI Compliance with recommendations for corrections.
- ◆ Develop a Section 5311 Program manual for NDOT staff and subrecipients.
- ◆ Provide passenger assistance training for the department's subrecipients.
- ◆ Provide training to department transit staff for compliance with FTA 5311 and 5310 programs.
- ◆ Conduct program compliance reviews.
- ◆ Revise the grant application for the FTA 5311 program.
- ◆ Provide procurement training to NDOT staff.
- ◆ Provide grant management support.
- ◆ Update and/or developing vehicle specifications.
- ◆ Transit Asset Management (TAM) planning.

Timeframe: 2015 – On-going

Contact: Michelle Houston, Transportation Planner II, Nevada Department of Transportation

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Human Service Transportation Regionalization Effects Study
Pennsylvania Department of Transportation

In 2017, RLS was hired to examine if regionalization that occurred in a six-county case study area would be workable in other portions of the state. Foremost among the items to be determined:

- ◆ Has the regionalization demonstration project generated cost savings?
- ◆ Has regionalization resulted in the administrative efficiencies cited in the human services transportation study?
- ◆ Has trip-making increased?
- ◆ Have the operational efficiencies associated with regionalization been realized?
- ◆ Are their unique characteristics about the original six-county study area that hinder or promote expansion of this concept to other areas?

To answer these questions, a post-implementation analysis of key staffing, financial data, and performance data must be examined. Fortunately, the 2009 study created an excellent baseline dataset. However, a number of additional, external factors will need to be taken into account in order for any meaningful analysis to be performed. Among these external factors:

- ◆ Funding dedicated to human service programs have undergone reductions over the last several years; any such reductions must be taken into account as they will impact three areas of measurement: staffing levels, staffing efficiency, and operational efficiency.
- ◆ The number and percentage of trips among human service agencies must be examined. Analyses conducted by the research team has concluded that the cost profile for NEMT trips (MATP trips) means that such trips should not be treated, from a cost perspective, like other human service agency trips.
- ◆ Implementation of expanded Medicaid services under the Affordable Care Act will have to be taken into account.
- ◆ It will be necessary to document what policies and procedures may have changed during the period and assess what impacts may have been created from such changes.

The RLS research team will address the tangible and intangible factors that may have some influence on the comparative “before and after” quantitative analysis. RLS provided a financial analysis to determine if projected cost savings in the regionalization project were realized. Second, the research team documented before and after costs using NTD function codes to gain better insights into expenditure patterns. Third, fully allocated cost analysis was conducted to understand potential variations in fixed and variable costs in the regionalization scenario. Fourth, various cost-based performance metrics were calculated to assist in the subsequent assessment task. Based on the financial analysis, the RLS team will analyze all factors and determine what elements were instrumental in the success of the program and whether these elements can be transferred to other regions in Pennsylvania.

Timeframe: 2017 – On-going

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South Carolina Intercity Bus Study

South Carolina Department of Transportation (SCDOT)

RLS is reviewing the 2012 SCDOT Intercity Bus Study, and updating it taking into consideration Federal funding that was made available to Greyhound Lines and Southeastern Stages during the past four years. SCDOT/OPT followed the recommendations of the study and implemented a ICB program that has utilized 100% of the 15% ICB set aside, which has resulted in spending approximately \$11 million on Section 5311(f) funds to purchase 20 over-the-road coaches for these two carriers. The study will also determine any gaps in ICB service across the State and evaluate if the current level of service is sufficient to meet the level of demand. If gaps exist, the study will determine the contributing factors and address if these factors can be addressed through the ICB program or are beyond the scope of the program. The level of investment will be determined to meet any lack of ICB coverage across the state.

Timeframe: 2017 – On-going

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INDOT Intercity Bus Study

Indiana Department of Transportation

The assessment of intercity bus needs may be made relative to other rural transportation needs in the State. The Indiana Department of Transportation (INDOT) contracted with RLS to assess the State's intercity bus needs, serving as an update to the 2009 Indiana Intercity Bus Study, while also evaluating the routes currently operated with Section 5311(f) funding. INDOT utilizes all of its 15 percent on intercity bus operations and plans to continue this practice. This study documented that assessment and route evaluation.

Timeframe: 2016 – 2017

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Satisfactorily Completed on Time.

Statewide Public Transportation Strategic Plan

North Carolina Department of Transportation (NCDOT)

The purpose of this project is to develop a comprehensive, long-range (2018-2035) public transportation strategic plan for the State of North Carolina. The plan must be consistent with the Fixing America's Surface Transportation Act (FAST), NCDOT's 2040 plan, and the public transportation-related goals in Governor McCrory's 25-Year Vision for North Carolina. While development of the plan will be spearheaded by NCDOT, it must be developed cooperatively with other state and local entities so as to serve as a blueprint for the concentration of state and

local efforts with respect to public transportation planning and operations. It will influence decision making and build a work plan to achieve this vision.

Timeframe: 2017 – On-going
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IDOT Statewide Transit Plan (Long Range Plan)

Illinois Department of Transportation (IDOT) Urban Program Planning

RLS is part of a team to prepare the first Illinois Department of Transportation (IDOT) Statewide Transportation Plan. IDOT developed the plan to implement policies designed to increase resident and visitor mobility through greater transportation choices and improved connectivity among transportation modes. The plan has a comprehensive vision for public transportation throughout Illinois and identifies goals, objectives and strategies covering short-term (5 years), mid-term (10 years), and long-term (20 years) planning timeframes. Performance measures are included and consistent with IDOT and the MPO's established measures. The project also involves an assessment of IDOT's current oversight structure and evaluation and recommendations for oversight options. Tasks include: (1) Data collection; (2) identification of existing conditions and trends, (3) analysis of unmet needs and meaningful engagement with the general public and public transportation stakeholders. Scenario planning will be implemented to examine a range of approaches for public transportation in the future. The plan will conform to all state and Federal planning laws and regulations and will be consistent with the State Transportation Plan developed in 2012 as well as integrating components of other studies affecting the public transportation network in Illinois.

Timeframe: 2015 – On-going
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Ohio Mobility Improvement Study

Ohio Department of Transportation (ODOT)

RLS & Associates, Inc. conducted the Ohio Statewide Mobility research project for the Ohio Department of Transportation to determine if Ohio could embrace a statewide approach that integrates health and human services transportation (HHST) so that individuals served by these agencies, including the elderly, people with low incomes and individuals with disabilities, can meet basic mobility needs in an efficient and effective manner. Nelson/Nygaard Consulting Associates also



participated in the conduct of this project. Project objectives included summarizing state-level best practices; assessing and evaluating state level approaches; documenting administrative and procedural linkages between state departments that have resulted in successful program coordination; identifying specific quantifiable benefits associated with a state's program; developing Ohio specific recommendations that will result in better integration of HHST at the state and local levels, documenting current ODOT funding practices, resources and utilization/leverage of other funding; and developing coordination options and an accompanying implementation plan. RLS conducted a detailed literature research; summarized coordination legislation used by other states; conducted an extensive statewide outreach effort; documented baseline conditions of coordination in Ohio; identified key federal programs and state administrative agencies/delivery networks; assessed the state level involvement in the funding or sponsorship of health and human services transportation; and summarized the current status of public transportation in Ohio. Nine recommendations were offered in four categories: Immediate; Short Term; Mid Term; and To Be Considered. Recommendations ranged from fostering regional service delivery approaches and providing one on one technical assistance and outreach to developing cost sharing approaches, recommending legislative changes to consolidate grants management and vehicle purchases to a long range recommendation of pursuing dedicated transit funding.

Timeframe: 2012 – 2013

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Satisfactorily Completed on Time.

STATE DOT TECHNICAL ASSISTANCE PROJECTS



Ohio Technical Assistance Project (OTAP)

Ohio Department of Transportation (ODOT)

RLS & Associates, Inc. is a prime contractor and primary contributor to the Ohio Department of Transportation's "Ohio Technical Assistance Project (OTAP)." The purpose of this project is to provide the technical expertise necessary to ensure the efficient, cost-effective operation of the new and existing small urban and rural transportation systems within the state. The topics defined as part of the project include those that are beneficial to many systems as well as those that are specific to particular sites. The emphasis is placed on topics that are technical in nature with "hands on" solutions rather than large research studies. Types of assistance range from assisting new transit managers and systems, existing managers and assistance, and on-site troubleshooting, problem solving, and compliance to drug and alcohol program compliance and oversight, state program review, Charter and FMCSA assistance, coordination, and more. RLS also staffs the ODOT Rural Circuit Rider services, providing on-site, technical and problem-solving assistance for administrative and operational issues.

Timeframe: 1988 – On-going

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Various Tasks Satisfactorily Completed on Time Throughout the Contract.

Indiana Rural Transit Assistance Program (INRTAP)

Indiana Department of Transportation (INDOT)

RLS & Associates, Inc. provides technical assistance and program management services on behalf of the Indiana Department of Transportation in the administration of the Indiana Rural Transit Assistance Program.



The scope of services includes the following services:

Providing technical assistance to agencies that provide public and specialized transportation including (but not limited to):

- ◆ Writing and distributing the Indiana Dispatch newsletter;
- ◆ Maintaining the RTAP website;
- ◆ Maintaining the RTAP 1-800 hot line for technical assistance;
- ◆ Preparing and maintaining information packets regarding public & specialized transportation;
- ◆ Providing timely, informative responses to technical assistance request; and
- ◆ Reviewing Section 5310 and Section 5311 grant applications.
- ◆ Providing oversight and monitoring of Indiana's Medical Qualification Program.

Providing technical assistance to agencies regarding the Indiana drug and alcohol program including (but not limited to):

- ◆ Providing grantees with technical assistance with the drug & alcohol program;
- ◆ Collecting, reviewing, and submitting reports, as necessary, to satisfy all FTA regulations;
- ◆ Conducting drug and alcohol compliance reviews for Section 5311 grantees;
- ◆ Monitoring testing facilities; and
- ◆ Submitting state reports to FTA.

Providing training to agencies that provide public and specialized transportation including (but not limited to):

- ◆ Developing and maintaining brochures and training resource list;
- ◆ Maintaining a transportation resource library and training videos;
- ◆ Providing scholarships to transit professionals to attend trainings; and
- ◆ Providing on-site training courses which include but are not limited to:
 - Indiana Driver Training;
 - Passenger Assistance Techniques;
 - Defense Driving;
 - Emergency Procedures;
 - Fire Safety;
 - Vehicle Evacuation;

- Dealing w/difficult people;
- Drivers in De-Stress;
- Preventative Maintenance; and,
- Scheduling and Dispatching.

Timeframe: 2006 – On-going

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Various Tasks Satisfactorily Completed on Time Throughout the Contract.

New Hampshire Rural Transit Assistance Program (RTAP)

New Hampshire Department of Transportation

RLS & Associates, Inc. was hired by the New Hampshire Department of Transportation to run the Rural Transit Assistance Program (RTAP). As a part of the contract RLS will provide: Compliance Reviews; Project Planning and Coordination; Development and Promotion of Training Program; Special Events; Administration of the Scholarship Program; NHRTAP Information Center; Financial Management, Project Management, and Administration; and other technical services as needed.

Timeframe: 2012 – On-going

Contact: Fred Butler, Public Transportation Administrator

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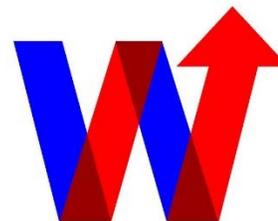
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Various Tasks Satisfactorily Completed on Time Throughout the Contract.

Wisconsin RTAP

Wisconsin Department of Transportation (WisDOT)

The Wisconsin Department of Transportation awarded RLS & Associates, Inc. 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, including the RTAP newsletter, website, and electronic resource center, and the RTAP Scholarship/Peer-to-Peer Network. One of the major work efforts for this project was to conduct a comprehensive needs assessment to survey the various transit providers about their specific training and technical needs. As a result, RLS has provided training on a variety of topics including, Defensive Driving, Passenger Assistance Techniques, Customer Service, Cost Allocation, and Volunteers, In addition, RLS staff has provided presentations at the Annual WURTA Conferences and assisted with the annual Rodeo.



Timeframe: 2011 – On-going

Contact: Steve Hirshfeld

Address: 4802 Sheboygan Avenue, Rm 951

City/State/Zip: Madison, WI 53707

Phone: (608) 267-7335

Email: shirshfeld@dot.wi.gov

Various Tasks Satisfactorily Completed on Time Throughout the Contract.

RTAP Training and Technical Assistance

Massachusetts Department of Transportation

RLS & Associates, Inc. provides training classes for the Massachusetts Rural Transit Assistance Program (MARTAP) throughout the state for drivers of RTA operating companies and their paratransit contractors, private, non-profit transportation agencies, recipients of Mobility Assistance Program funds, and Federal Sections 5310 and 5311 program funds, as well as city and town councils on aging. RLS also provides a series of supervisor training sessions focused on providing new driver orientation training and on-going driver oversight along with FTA compliant Drug and Alcohol Reasonable Suspicion Referral training. RLS created a statewide, regionally-based training schedule for MARTAP and maintained an on-line interactive training calendar.

Timeframe: 2014 – On-going

Contact: Tom Stein, Federal Procurement Officer or Abril Novoa-Camino

Address: 10 Park Plaza, Rm 4160

City/State/Zip: Boston, MA 02116

Phone: (857) 368-9141

Email: tom.stein@state.ma.us ; abril.novoa-camino@state.ma.us

Various Tasks Satisfactorily Completed on Time Throughout the Contract.

RTAP Training and Technical Assistance; Compliance Monitoring

Tennessee Department of Transportation

As a subcontractor to TranSystem, RLS & Associates, Inc. has developed and begun managing the following elements of the TNRTAP program: RTAP Advisory Committee composed of transit leaders and advocates, quarterly RTAP Advisory Committee meetings, all aspects of RTAP training including course development, securing training locations, course scheduling, course registration, training facilitation, course competency testing, certificates, and maintaining electronic training records for each system.

Timeframe: 2017 – On-going

Contact: Byron Head

Street Address: James K. Polk Building, Suite 1800, 505 Deaderick Street

City/State/Zip: Nashville, TN 37243

Phone: (615) 837-5463

Email: Byron.c.head@tn.gov

Various Tasks Satisfactorily Completed on Time Throughout the Contract.

**Compliance Monitoring and RTAP Technical Assistance
Tennessee Department of Transportation**

RLS is a subcontractor to TranSystems to provide on-call technical services to TDOT. RLS developed a comprehensive compliance monitoring program and evaluation tool for the assessment of Tennessee's Section 5310, 5311, 5316, and 5317 systems. The compliance program addressed the areas of financial management, procurement, and Civil Rights compliance including Title VI, LEP, EEO, and ADA. A comprehensive, electronic checklist was developed for use by reviewers conducting the Section 5311 assessments, which, in addition to a thorough desk review, included an onsite evaluation and one-on-one interviews with various transit staff. At the end of each review, a comprehensive report was produced, documenting the review, citing any findings and recommendations for improvement, and providing an easy to follow checklist for follow-up.

Timeframe: 2011 – 2016

Contact: Byron Head, Tennessee Department of Transportation

Address: James K. Polk Building, Suite 1800, 505 Deaderick Street

City/State/Zip: Nashville, TN 37243

Phone: (615) 837-5463

Email: byron.c.head@tn.gov

Satisfactorily Completed on Time.

**B. LOCAL AND REGIONAL COORDINATION AND MOBILITY MANAGEMENT
PLANNING FOR SECTION 5311, 5307, AND 5310 RECIPIENTS (MINIMUM
REQUIREMENT: THREE YEARS EXPERIENCE)**

**Human Services/Public Transit Coordinated Transportation Plan & Survey
Stark Area Regional Transit Authority (SARTA)**

RLS & Associates, Inc. along with CJI Research Corporation will help the Stark Area Regional Transit Authority (SARTA) design and conduct an onboard Transportation Needs survey and update the Human Services/Public Transit Coordinated Transportation Plan. Ultimately, this project will result in an analysis of community transportation needs and an updated coordinated public transit-human services transportation plan for the SARTA service area. The planning process and final document will satisfy the requirements of the Ohio Department of Transportation and comply with the Fixing America's Surface Transportation (FAST) Act.

Timeframe: 2018 – On-going

Contact: Latrice Virola

Address: 1600 Gateway Blvd. SE

City/State/Zip: Canton, OH 44707

Phone: (330) 477-2782

Email: lvirola@sartaonline.com

**Coordinated Public Transit-Human Services Transportation Plan Update
Trumbull County Transit Board, Ohio**

This plan update presented unique challenges because of the county's make up of both rural and urban communities and its location and interaction with a mid-size urbanized area. RLS developed this Coordinated Public Transit-Human Services Transportation Plan (HSTP) update

by building on past efforts and revisiting the initial evaluation of County and local community characteristics, including a stakeholder assessment and inventory of existing transportation services in the County meetings and workshops to gain community input. The combined actions of the Project Steering Committee, extensive outreach efforts, demographic analysis, and transportation inventory were the basis for documenting the unmet transportation needs in the County, ultimately becoming the foundation for a series of approaches to address the current and projected unmet transportation needs of people with low incomes, older adults, individuals with disabilities, and the general public in Trumbull County. Next, a list of goals and priorities were developed, as well as an implementation/action plan. The primary intent for the resulting plan was to create a usable, implementable, and sustainable guide for local decision-makers as they consider the coordination of transportation resources to meet the transportation needs in Trumbull County.

Timeframe: 2016 – 2017

Contact: Mark Hess, Transit Administrator

Address: 160 High St., NW, 5th Floor, PO Box 240

City/State/Zip: Warren, OH 44481

Phone: (330) 675-7938

Email: eahess@co.trumbull.oh.us

Satisfactorily Completed on Time.

Coordinated Transportation Plan Update

Hancock Hardin Wyandot Putnam Community Action Commission, Ohio

RLS developed the Coordinated Public Transit-Human Services Transportation Plan Update building on past efforts and revisiting the initial evaluation of county and local community characteristics, including a stakeholder assessment and inventory of existing transportation services in each county, updating both of these items as required. Further, RLS conducted a Comprehensive Needs Assessment (CNA). The purpose of the CNA was to conduct a demographic analysis, surveys of both the Low-Moderate Income population and social service agencies, research on current trends in economic and political factors affecting the Low-Moderate Income (LMI) population, and conduct an analysis of existing studies done by other community organizations, and ultimately, identification of gaps in services provided to the LMI population in Hancock, Hardin, Wyandot, and Putnam Counties.

Timeframe: 2017

Contact: Erin Rodabaugh-Gallegos

Address: 122 Jefferson St., PO Box 179

City/State/Zip: Findlay, OH 45839

Phone: (419) 423-3755

Email: erodabaughgallegos@hhwpcac.com

Satisfactorily Completed on Time.

2013 Indianapolis Coordination Plan
Indiana Department of Transportation (INDOT)

RLS & Associates, Inc. worked with the Indiana Department of Transportation, Public Transit Section (INDOT) and the Indianapolis Public Transportation Corporation, IndyGo, (Section 5307) to update the regional coordinated public transit and human service agency transportation plan for the Indianapolis region. The final plan satisfies the MAP-21 requirements for Marion County (Indianapolis) and seven surrounding counties to have a locally developed plan in place to support applications for Section 5310 (Elderly Individuals and Individuals with Disabilities), Section 5316 (Job Access/Reverse Commute), and Section 5317 (New Freedom). Planning activities involved extensive public outreach, local stakeholder workshops throughout the region, a service assessment of transportation providers in the eight-county region, determination of unmet transportation needs and gaps in service, and establishing goals and strategies to effectively meet those needs through coordination. The plan was developed with extensive participation from the Indianapolis region's numerous public and private transportation providers as well as the Central Indiana Regional Transit Authority (CIRTA) and Central Indiana Commuter Services (CICS) program.

Timeframe: November 2012 – May 2013

Contact: Todd Jennings

Address: 100 North Senate Ave, Room N955

City/State/Zip: Indianapolis, IN 46204

Phone: (317) 232-1483

Email: TJennings@indot.in.gov

Satisfactorily Completed on Time.

Yankton Transit Coordinated Public Transit-Human Services Transportation Plan
Yankton Transit (Section 5311 Recipient)

The Coordinated Public Transit-Human Services Transportation Plan replaces a previous incomplete plan and includes all aspects required of a Coordination Plan. The work plan included an assessment of all human service and transportation providers within the city and adjacent communities, and identifies gaps in service by determining needs of persons with disabilities, older adults, and low income persons. Through public surveys and stakeholder interviews, RLS determined strategies for coordination, system structure and methods of creating greater efficiencies. Extensive outreach efforts and demographic analysis were the basis for a detailed transportation needs assessment. Outreach efforts included public surveys, stakeholder interviews, local public meetings and workshops to gain community input. The plan will serve as a tool for educating and informing Yankton Transit stakeholders and leaders about the transportation needs and resources of the City and neighboring communities. And, by identifying these needs and resources, the plan provided a guide for the City to successfully address these needs in the future. Finally, the project resulted in strategies, ranked by priority, for applications to the Federal Transit Administration (FTA) for MAP-21 project funds.

Timeframe: July 2013 – December 2013

Contact: Ron Baumgart

Address: 901 East 7th Street

City/State/Zip: Yankton, SD 57078

Phone: (605) 945-2360

Email: ron.rct@midconetwork.com

Satisfactorily Completed on Time.

Coordinated Public Transit-Human Services Transportation Plan
Pickaway County Community Action Organization (Section 5311 & 5310 Recipient)

RLS & Associates, Inc. conducted all aspects of preparing a Coordinated Public Transit-Human Services Transportation Plan, according to requirements of MAP-21. Actively working with the Pickaway County Community Action Organization and the Pickaway Area Transit system. Goals and Strategies included a range of options from a call center for transportation, to technology, and coordinated training opportunities.

Timeframe: 2012

Contact: Mark Mills

Address: 469 E. Ohio Street

City/State/Zip: Circleville, OH 43113

Phone: (740) 474-8835

Email: mmills@picca.com

Satisfactorily Completed on Time.

Union County Coordinated Public Transit-Human Services Transportation Plan Update
Union County Senior Services (Section 5310 Recipient)

RLS is updating the Coordinated Public Transit-Human Services Transportation Plan building on past efforts in Union County, Ohio and revisiting the initial evaluation of county and local community characteristics, including a stakeholder assessment and inventory of existing transportation services.

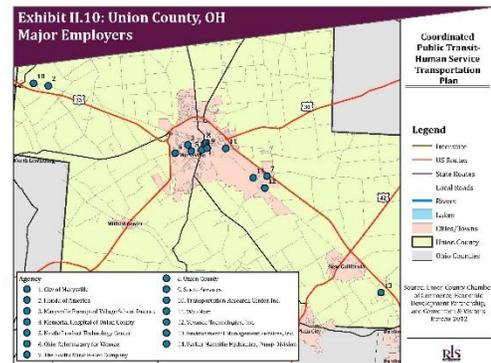
Extensive outreach efforts and demographic analysis are the basis for a detailed transportation needs assessment. Outreach efforts include a public survey, transportation provider and local stakeholder interviews, and local public meetings and workshops to gain community input. The planning process, and ultimately the plan, will serve as a tool for educating and informing Union County stakeholders and leaders about the transportation needs and resources of the County. And, by identifying these needs and resources, it will provide a guide for the County to successfully address these needs in the future. Finally, the project will result in strategies, ranked by priority, for applications to the Federal Transit Administration (FTA) for MAP-21 project funds.

Timeframe: 2013

Contact: Dick Douglass

Address: 18000 SR 4, Suite D128

City/State/Zip: Marysville, OH 43040



human service agencies and transit providers in Erie County and the contiguous areas as well as surveys of employers, agency consumers, and public transportation passengers. Tasks for the plan involved the following: (1) Develop forecasts of unmet transportation demand in Erie County; (2) Develop forecasts of unmet transportation demand for travel by Erie County residents to contiguous counties and the more distant large urban areas; (3) Develop service and organizational alternatives for expansion of co-produced transportation services in Erie County and into adjacent counties; (4) Determine the costs/benefits (or Return on Investment) for each potential co-produced transportation alternative; and (5) Refine the preferred alternatives including a 5-year sequence of implementation activities and detailed operating budget and capital plan.

Timeframe: 2012

Contact: Tom Schwan

Address: 222 Meigs Street

City/State/Zip: Sandusky, OH 44870

Phone: (419) 627-8462

Email: Thomas.schwan@ci.sandusky.oh.us

Satisfactorily Completed on Time.

Scioto County Locally Developed Coordinated Public Transit-Human Services Transportation Plan

Scioto County Board of Developmental Disabilities (Section 5310 and 5311 Recipients)

RLS & Associates, Inc. conducted all aspects of a Coordinated Public Transit-Human Services Transportation Plan, according to requirements of MAP-21. Activities included working closely with the Scioto County Board of Developmental Disabilities and the local rural public transportation system. Goals and strategies included a range of options from a coordinated call center for transportation, to technology and coordinated training opportunities.

Timeframe: 2012

Contact: Matt Purcell

Address: 2619 Gallia Street

City/State/Zip: Portsmouth, OH 45662

Phone: (740) 354-3938

Email: mpurcell@scdd.k12.oh.us

Satisfactorily Completed on Time.

TARTA Coordinated Public Transit Human Service

Transportation Plan Update

Toledo Area Regional Transit Authority (TARTA) (Section 5307 and 5310 Recipients)

The Toledo Area Transit Authority (TARTA) hired RLS & Associates, Inc. to update the Coordinated Public Transit Human Services Transportation Plan. The planning process involved comprehensive outreach efforts for all organizations in the Toledo area that serve individuals with disabilities, people with low incomes, older adults, and the general public. Focus group sessions and public meetings



were conducted at various times and locations convenient for the stakeholders. Following the updated needs assessment and gaps analysis, the study team developed and prioritized realistic coordinated transportation strategies for the area. The goal of the effort was to assist the local stakeholders in their efforts to move beyond planning and to facilitate new actions toward implementation of goals and strategies. Specific coordinated strategies that were explored involve paratransit and commuter services.

Timeframe: 2012

Contact: Jim Gee, General Manager

Address: 1127 West Central Avenue, PO Box 792

City/State/Zip: Toledo, OH 43697

Phone: (419) 243-7433

Email: jgee@tarta.com

Satisfactorily Completed on Time.

**Randolph/Montgomery Counties Community Connectivity Plan (CCP)
Regional Coordinated Area Transportation System (RCATS)**

RLS & Associates, Inc. (RLS) is developing a Community Connectivity Plan (CCP) for the Regional Coordinated Area Transportation System (RCATS). An issue that will be important to address within the five-year plan is to increase the transit system capacity to reach more people and destinations throughout the region in the most efficient and effective way. There is an immediate need now to serve additional people. The current and projected regional mobility needs and changes are analyzed and addressed in the conclusions and recommendations. The Final Plan will include recommended strategies to address the goal of increased ridership, a 5-Year Capital and Operating Plan, and recommended performance measures. This plan is an update to the 2011 Plan previously conducted by RLS.

Timeframe: 2017 – 2018

Contact: Roger King, Transportation Director

Address: 347-B West Salisbury Street

City/State/Zip: Asheboro, NC 27203

Phone: (336) 629-7433

Email: rcats@triad.rr.com

C. OTHER TRANSIT AND COMPREHENSIVE PLANNING

**Rock Hill Fixed Route Implementation Study
City of Rock Hill, SC**

The City of Rock Hill is preparing to implement a fixed route public transit system. The regional Metropolitan Planning Organization recently completed an Urbanized Area Transit Implementation Study that identified needs and opportunities for transit services. As a result of the study, the City of Rock Hill was identified as one of the areas that currently meets the necessary characteristics to support public transit services. RLS will assist Rock Hill with implementation of its fixed route public transit system by completing the following tasks:

1. Evaluating the existing and future conditions including needs and potential barriers for implementing and operating public transit and providing recommendations for addressing the identified barriers.
2. Developing a vision, goals, and objectives for implementing and operating transit services in the City. The focus is on the City of Rock Hill and it includes objectives for maximizing opportunities for regional and inter-city bus service as well as local service structures.
3. Developing a Public Transit Implementation and Financial Plan.
4. Develop a detailed service plan of proposed operations.

In addition to the above noted tasks, RLS provides technical assistance to the City as it moves through the implementation phases of new public transit service.

Timeframe: 2018 – On-going
Contact: Tracy Smith
Address: PO Box 11706
City/State/Zip: Rock Hill, SC 29731-1706
Phone: (803) 329-5551
Email: tracy.smith@cityofrockhill.com

Crawford County Public Transit Service Evaluation **Ohio Department of Transportation (ODOT)**

RLS & Associates, Inc. conducted a service evaluation of the county's Section 5311 transit service to determine the feasibility of expanding service to meet current and future demands. RLS 1) Evaluated and documented the existing transit service in Crawford County; 2) Developed and conducted a public and passenger survey; 3) Conducted community stakeholder meetings; 4) Analyzed unmet needs and transportation demand; 5) Developed feasible strategies to meet current and future needs; 6) Reviewed current financial projections of expenditures and revenues; and 7) Developed service alternatives, developed and refine the plan, and made recommendations after gathering key stakeholder input.

Timeframe: 2016 – 2017
Contact: Dave Seech
Address: 1980 West Broad St., Mail Stop 3110
City/State/Zip: Columbus, OH 43223
Phone: (614) 644-7362
Email: dave.seech@dot.state.oh.us
Satisfactorily Completed on Time.

Regional Transportation System Feasibility Study **City of Gloversville, NY**

RLS is performing an evaluation of the current public transit and human service transportation services with the goal of examining alternative approaches to improving local and regional transportation in Fulton and Montgomery Counties. The contract is funded through NYSDOT and managed by the City of Gloversville on behalf of the two counties. The alternatives include,

steering committee. Additionally, RLS is developing a Mobility Manager Guide to allow a smooth information transition for the soon to be hired position.

Timeframe: 2013 – 2014

Contact: Lesa Lank, Program Coordinator-Mobility Manager

Address: 777 E. Waterman

City/State/Zip: Wichita, KS 67202

Phone: (316) 352-4805

Email: LLank@wichita.gov

Satisfactorily Completed on Time.

Niles Michigan Transit Development Plan

City of Niles

Faced with declining revenues, the City of Niles was forced to reduce its hours of operation and staff. Unfortunately, they found that ridership also declined. The City of Niles hired RLS & Associates, Inc. to assist the City with making systematic improvements to their valuable Dial-A-Ride service. RLS completed a comprehensive analysis of the Dial-A-Ride service and made recommendations to improve the effectiveness of the system while ensuring its sustainability. Public and stakeholder participation were key components of the study process as RLS gained an understanding of the transportation needs of the local community and compared those needs to the existing resources. RLS also conducted a complete financial and performance analysis of the existing fixed route, policies, staffing levels, and demand response services. Ultimately, RLS provided short- and long-term recommendations for the City of Niles Dial-A-Ride service. Recommendations have been approved by the City Council and implementation started immediately following the plan.

Timeframe: 2012

Contact: Kelly Getman-Dissette, General Manager

Address: 623 North 2nd Street

City/State/Zip: Niles, MI 49120

Phone: (269) 684-5150

Email: esmith@nilesmi.org

Satisfactorily Completed on Time.

Seminole Nation of Oklahoma Transit Plan

Seminole Nation of Oklahoma

RLS & Associates, Inc. (RLS) prepared a transit plan for the Seminole Nation of Oklahoma to incorporate service strategies for addressing increased ridership, forecasts of new and replacement vehicle and equipment needs, forecasts of additional personnel requirements, plans for procurement and use of mobile data units (MDU's) and an automated notification system (ANS), and development of cost projections and identification of potential funding sources. In addition to evaluating the overall service and making recommendations for increasing ridership, RLS assessed the Nation's call intake and scheduling procedures and capacities and made recommendations for improvement, and well as recommendations for developing and monitoring performance measures and use of technology.

Timeframe: 2011 – 2012
Contact: Stephanie Lambert
Address: 12555 NS 3540
City/State/Zip: Seminole, OK 74868
Phone: (405) 303-2683
Email: slambert@seminolenation.com
Satisfactorily Completed on Time.

D. STATE DEPARTMENT OF TRANSPORTATION TRANSIT RECIPIENT AND SUB-RECIPIENT COMPLIANCE REVIEWS

Proficiency (Compliance) Reviews and Training North Carolina Department of Transportation

The NCDOT Public Transportation Division (PTD) contracted with RLS and KFH to provide assistance in planning and conducting comprehensive proficiency (compliance) reviews of its FTA 5311 and 5307 subrecipients. Under this task, the two-person RLS team assigned to a subrecipient reviewed all background materials provided by NCDOT and the subrecipients prior to conducting the on-site visit. The RLS team spent one day on-site for each subrecipient to review each compliance topic area, visit the facility and inspect records. At the conclusion of the on-site review, the team conducted an exit interview with the subrecipient manager. Following the on-site visits and issuance of draft reports, the RLS team provided a final report to the NCDOT and subrecipient. In addition to the reviews, the RLS team provided an inventory of all best practices reviewed by the teams throughout the state. This project represented a successful collaboration between RLS and KFH, which assumed project management responsibilities.

Timeframe: 2017 – On-going
Contact: Debbie Collins
Address: 1550 Mail Service Center
City/State/Zip: Raleigh, NC 27699-1550
Phone: (919) 707-4684
Email: dgcollins@ncdot.gov

IDOT Federal Compliance Reviews for Rural Grantees Illinois Department of Transportation (IDOT)

As part of its grants management responsibilities to the Federal Transit Administration, the Division of Public and Intermodal Transportation (DPIT) performs periodic, on-site program reviews to assess how well the system meets Federal compliance requirement. RLS was retained to conduct compliance assistance reviews of all 26 of the state's Section 5311 projects in 2009. Additionally, RLS provided recommendations for modifications to state procurement procedures that minimized administrative burden for both IDOT and the local grantees. In 2012, RLS has again been retained to conduct compliance reviews and provide technical assistance to assist the sub-recipient correct any compliance deficiencies. In this multi-year, multi-faceted agreement, RLS will conduct a background review of IDOT practices and develop a field guide for conducting

compliance assessments; review safety and security plans; conduct staff and grantee training; develop a methodology for expending increased Section 5311 funding authorized under MAP-21; and provide on-going general technical assistance and monitoring to ensure system compliance. This engagement will begin in early 2013 and will continue through 2017.

Timeframe: 2013 – On-going

Contact: John Marrella, Bureau Chief Transit Operations

Address: 100 W Randolph, Suite 600

City/State/Zip: Chicago, IL 60601

Phone: (312) 793-2116

Email: john.marrella@illinois.gov

Wisconsin Compliance Monitoring Program

Wisconsin Department of Transportation (WisDOT)

RLS & Associates, Inc. conducts Compliance Site Reviews (CSRs) on each selected Wisconsin subrecipient's financial, administrative, operational and other related areas. Each CSR conducted conforms to the requirements defined by WisDOT in the adopted State Management Plan (SMP) and associated state and Federal requirements.

Timeframe: 2014 – On-going

Contact: Judy Egnor, Program & Policy Analyst

Address: 4802 Sheboygan Ave., Room 951

City/State/Zip: Madison, WI 53707

Phone: (608) 266-8165

Email: judy.egnor@dot.wi.gov

Oregon Compliance Monitoring System

Oregon Department of Transportation (ODOT)

RLS is conducting a multi-year project to develop and implement a Compliance Monitoring Program (CMP) for the Oregon Department of Transportation of state-administered FTA programs (49 U.S.C. § 5310, 5311, 5316, and 5317) and the program financed by the Oregon Special Transportation Fund (STF). This CMP will assist ODOT, in part, in fulfilling its administrative responsibilities in the management of these Federal programs. One of the primary goals of the program will be to “ensure compliance with Federal requirements by all subrecipients” in a variety of compliance areas, including business management procedures; Personnel policies and procedures, including training; Procurement policies and procedures; Property records and inventory; Capital maintenance procedures; General operations and management procedures, e.g., service design, marketing, scheduling and dispatch, safety, record keeping, data collection, planning; Civil rights compliance, e.g., title VI, LEP, EEO, DBE as appropriate; ADA compliance pertaining to service delivery; Grant records, e.g., grant reports, data collection; and other program-related compliance areas pertaining to §5310, §5311, §5316 and §5317, plus state laws pertaining to STF. The compliance and monitoring tool has been developed and is currently being used in the conduct of the site reviews.

Timeframe: 2011 – On-Going

Contact: David Schwert
Address: 555 13th St. NE, Ste. 3
City/State/Zip: Salem, OR 97301
Phone: (503) 986-4179
Email: david.j.schwert@odot.state.or.us

Compliance Reviews

Indiana Department of Transportation (INDOT)

Beginning in 1999 and continuing to date, RLS has conducted an average of 10-12 compliance reviews per year Indiana's Section 5311 transit providers. This statewide project was designed to assist the Indiana Department of Transportation (INDOT) ensure that its Section 5311 grantees were in compliance with all applicable Federal and state requirements. This encompassed several aspects, including the preparation of a two-volume Section 5311 Program Manual. The first volume contained regulatory guidance organized around eight functional grant management areas. An electronic version of the manual was also prepared that contained hyperlinks to Volume II, which contained the complete text, in Microsoft Word format, of all applicable Federal circulars, regulations, and Federal Register publications that applied to the Section 5311 program. The second component of this project was the development of a comprehensive field compliance review guide to ensure that all topical areas were covered consistently. This also guaranteed that consistent reports were produced, saving production time and expediting the reviews for DOT staff. The Indiana Field Guide originally addressed 19 compliance areas, with a special ARRA supplement. This Field Guide, updated in 2012 to reflect ADA changes and requirements specific to the Indiana program, was recently updated in 2013. This latest update condensed the compliance areas to 9 to better coordinate with the Federal Transit Administration's State Management Review guide. An electronic version of the Field Guide was also updated to facilitate the onsite review and generation of the final report. RLS' current engagement with Indiana for the conduct of these reviews (approximately 12 per year) is through 2021.

Timeframe: 1999 – On-going
Contact: Todd Jennings
Address: 100 North Senate Avenue, Room N955
City/State/Zip: Indianapolis, IN 46204
Phone: (317) 232-1483
Email: TJennings@indot.in.gov

NH RTAP - Compliance Reviews for Section 5311 Subrecipients

New Hampshire Department of Transportation

For the compliance reviews for Section 5311 subrecipients, RLS developed the process, prepared the field guide, conducted a training session in concert with the conduct of the first review, and provided a template for report preparation.

Timeframe: 2013
Contact: Fred Butler, Public Transportation Administrator
Address: 7 Haven Dr., PO Box 483

City/State/Zip: Concord, NH 03302
Phone: (603) 271-2565
Email: Frederick.butler@dot.nh.gov
Satisfactorily Completed on Time.

V. PROJECT UNDERSTANDING, APPROACH, AND SCOPE

On December 4, 2015, the Fixing America's Surface Transportation (FAST) Act was signed into law as a reauthorization of surface transportation programs through Fiscal Year 2020. The FAST Act applies new program rules to all Fiscal Year 2016 funds and authorizes transit programs for five years. Aside from fulfilling Federal compliance requirements, this plan is an important step in the process of bringing communities together to discuss and identify the range of unmet needs and gaps in services with the existing transportation resources. Regardless of how services are provided, transportation providers and human service agencies are all searching for ways to economize, connect, increase productivity and provide user-friendly access to critical services and community amenities. In an era of increasing need and demand for shared-ride transportation and stable or declining revenue, organizational partnerships must be explored and cost-saving measures must be made to best serve the State's changing transportation demands. Interactive coordinated transportation planning that involves state and local stakeholders provides the best opportunity to accomplish this goal.

UNDERSTANDING

RLS understands that the West Virginia Department of Transportation (WVDOT), Division of Public Transit (DPT) has initiated this work effort to update coordination plans that meet the requirements of the FAST Act, and Federal Transit Administration's (FTA) Section 5310 grant program. This will be accomplished by conducting extensive planning efforts for 11 West Virginia planning and development regions. The goal of each plan is to identify the transportation needs of individuals with disabilities, older adults, and people with low incomes, provide strategies for meeting these needs, and prioritize transportation services for funding and implementation. In addition, the successful proposer will be expected to assist FTA Sections 5311 and 5307 recipients to coordinate to the maximum extent feasible; to assist Metropolitan Planning Organizations (MPOs) with coordination efforts, as requested; and to provide technical assistance to organizations in the area of coordination, including but not limited to the WVDOT/DPT and the West Virginia Transportation Coordinating Council (TCC). The ultimate project goal is to encourage and facilitate the coordination of transportation services to the maximum extent practicable. The proposed approach below will satisfy those requirements.

APPROACH

The tasks included in the project approach are primarily focused on the development of coordination plans for the State's 11 Planning and Development (P&D) Regions. If selected for this project, RLS will coordinate the steps involved in each plan with the WVDPT project manager, and, in areas near or including Metropolitan Planning Organizations (MPOs), RLS will also coordinate schedules and activities with the plans and schedules of the respective MPOs. Each of the 11 regional planning efforts will consist of two public and stakeholder meetings as well as stakeholder surveys and interviews. Draft and final coordinated plan updates for each will be developed for each region and summarized in an Executive Summary. RLS' approach is more fully described in the following Scope of Work.

SCOPE OF WORK

Task A. Develop Coordination Plan Updates for 11 Planning and Development (P&D)

Regions (Corresponds to Pricing Page, 4.1.1). RLS will conduct planning efforts and update existing coordinated plans for 11 P&D regions. Planning efforts will include two meetings in each region— one initial meeting to kick-off the planning effort and one follow-up meeting— stakeholder interviews and on-line survey to conduct a thorough assessment and analysis of existing transportation services; demographics analysis, and documentation of identified needs and prioritized strategies to meet those needs. Draft plans will be submitted to the DPT and distributed to regional stakeholders for review and input. Final plans will be provided to each P&D region for approval and adoption by the appropriate entity. RLS will provide sample processes for approval and adoption of the final plans and for future plan updates. Each of the following subtasks describes the major steps required for completion of the plan update.

Subtask A.1. Assessment of Transportation Needs and Existing Transportation Services and Coordination (Corresponds to Pricing Page, 4.1.1). The RLS proposes to conduct two on-line surveys to assess 1) regional transportation needs, and 2) current regional services and coordination.

Subtask A.1.2. On-line Survey (Corresponds to Pricing Page, 4.1.1). With DPT's input, RLS will prepare a general **public transportation needs survey** specifically for West Virginia and its subrecipients. Surveys will be distributed on-line and in printed paper formats. Employing a combination of the following strategies will make survey distribution in rural areas most effective:

- ◆ Advertising in newspapers and newsletters.
- ◆ Making printed, paper-surveys available at public places such as libraries, coffee shops, and post offices.
- ◆ Making printed, paper surveys available in human service agency waiting rooms and asking case managers to distribute the surveys to consumers.
- ◆ Placing a link to the on-line survey on agency and local government websites, social media pages of local organizations, in organizational or church/faith-based organization newsletters, and in utility bills.
- ◆ Distributing the survey link by email to consumers, students, peer agencies, and/or staff of stakeholders.
- ◆ Each of the above noted approaches to distributing the survey will be included in each plan update. RLS will begin distribution of the survey during the stakeholder workshops (Task A.2).
- ◆ Given approval, RLS would include a small incentive for completing the survey, such as a raffle entry.



Subtask A.1.3. Assessment of Existing Transportation Services and Coordination (Corresponds to Pricing Page 4.1.1).

Next, the RLS team will create an on-line survey and distribute it to existing public, private, and human service transportation providers to update the operational profile of their services. RLS will collect detailed data on a variety of topics, including but not necessarily limited to: inventory of the existing vehicle fleet for all identified services; vehicle use information,

operating hours, miles, and passenger trips; operating and capital expenses and revenues—by funding source and program; support services, such as maintenance and dispatching/scheduling; organizational structures of the services; passenger trip origins and destinations (or the major trip origins/destinations); and scheduling and dispatching procedures. RLS will follow-up with providers to clarify survey responses and/or collect additional data.

Maps of the service areas for various transportation providers will be overlaid on the **employment/job centers**. Maps will be supported by tables that identify the passenger eligibility requirements and hours/days of operation for the service providers. These maps and tables will identify the **spatial and temporal gaps** for analysis between existing transportation resources and employment/job centers.

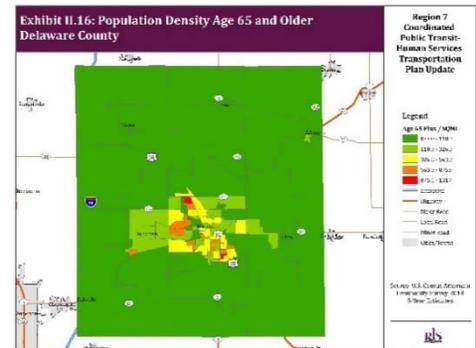
Subtask A.2. Conduct One Initial and One Following Public Outreach Meeting in All 11 Regions (Corresponds to Pricing Page 4.1.6.4).

Four two-person teams led by experienced RLS senior team members will facilitate and document a total of two public outreach meetings per region. Key stakeholders to be invited from each county include, but are not limited to Mobility Managers; representatives from State agencies that use State or Federal funds to support transportation; individuals with disabilities; older adults; local directors and program managers from agencies that serve older adults and/or individuals with disabilities; DPT representatives; public, private, and non-profit transportation programs; school districts; health care; and local government representatives. Provided below are possible public outreach methods to draw awareness of the meetings:

- ◆ E-Fliers
 - Distributed by local community organizations to their email lists and/or social media accounts
 - Distributed by local media groups to their subscribers via email and/or social media accounts
 - Shared as a Facebook ad
- ◆ Fliers
 - Placed in high traffic locations (locations may vary with the season)
 - Included in newspapers
- ◆ Vocal Announcements
 - Shared on the radio
 - Given by community organizations to their members
 - Announced at City Council and City Planning Commission meetings

Discussions at the meeting will include topics about the identified spatial and temporal gaps in services, opportunities, and priorities for addressing the identified gaps through coordinated transportation. Furthermore, the stakeholders will be asked to share their concerns about the challenges to coordinating services. Challenges may range from funding limitation to local agency policy or insurance restrictions. RLS will research the challenges and provide resources for peer communities that have also overcome similar challenges. All issues will be discussed during the second round of meetings. A summary of these meetings will be included in the draft and final plans.

Subtask A.3. Demographic Analysis (Corresponds with Pricing Page, 4.1.1). The demographic and socio-economic variables related to transit demand will be compiled and their densities computed for each county, census tract, and/or block group. The data will be displayed using graphs, tables, and maps that will have accompanying descriptions to understand the profiles of each county as well as the State as a whole. The data will be compiled from the most current census data, including the American Community Survey.



Variables will include:

- ◆ Persons 65 and over.
- ◆ Individuals with disabilities.
- ◆ Zero vehicles households.
- ◆ Race.
- ◆ Households below the poverty level.

Working cooperatively with existing transportation service providers, a sample of completed trips will be collected for purposes of identifying major trip generators served by all the local public, private, and non-profit transportation providers, even if those destinations are outside of the provider service areas.

It is crucial to complete an accurate listing and maps of major trip origins and destinations for participating transportation providers. Common destinations, such as major employers, veteran’s services locations, military installations, and medical facilities will also be included in the analysis even if they are not currently served by the participating agencies.

At the conclusion of the public involvement process, RLS will prepare and present a draft report for the DPT. The report will identify needs that could be addressed through Mobility Management strategies and strategies that are developed based on resources from multiple program sources. Examples of Mobility Management strategies include, but are not limited to, hiring or designating a Mobility Manger or implementing service changes such as shared trips, changes in service area boundaries, shared grant or program management, coordinated or consolidated scheduling, or shared maintenance. Challenges with inter-agency coordination will be addressed.

Subtask A.4. Develop an Implementation Plan (Corresponds with Pricing Page, 4.1.1).

Realizing that coordination can offer better resource management strategies to improve the performance of diverse individual transportation services, as well as overall mobility throughout the State, a complete range of potential and realistic solutions to gaps in services, unmet needs, and major challenges identified in the

| 2016-2017 Need/Gap | 2016-2017 Priority Level | Corresponding Goal (Chapter V) |
|--|--------------------------|--------------------------------|
| Lack of transportation is one of the most common challenges for the Community Mental Health to serve its consumers. | High | #1, #4, #6 |
| Parke County needs public transportation services for the general public. | High | #1, #4 |
| The Amish community needs transportation options. Currently, individuals transport the Amish, but the fee for a ride is high. | Moderate | #1, #2 |
| Vermillion County may need more transportation, but the geography and lack of trip generators makes it difficult to provide affordable and productive service. | Moderate to Low | #1 |
| Burnett Manor is an apartment complex in Parke County. It is likely that WEIDC and the complex could coordinate efforts to improve transportation options there. But, to date, there has been no response from Manor staff or residents when WEIDC attempts to assess trip demand. | Moderate to Low | #3, #5 |

previous subtasks will be explored for feasibility and effectiveness. The strategies will include a description of the identified transportation gaps and needs that are addressed; the service improvement opportunities, by provider; prioritization and feasibility of implementation; responsibility for implementation; potential costs and funding resources; suggested implementation timeframe; maps of potential projects/improvements; and, performance measures. Also, RLS will provide a summary table to match each identified goal with its corresponding need that it will address and the level of priority should receive. The implementation timeframe may be different from the priority level where funding limitations or other preliminary steps are required before implementation can occur.

Subtask A.5. Finalization of the Plan (Corresponds with Pricing Page, 4.1.1). Once all tasks, goals, and objectives have been met and agreed upon by the DPT, RLS will finalize the overall written plan that addresses structures for current and projected needs and includes performance measures. The plan will be provided in a format that can be used for future funding, planning coordination, and implementation efforts. RLS will develop a standard adoption and approval form with instructions for use. Securing commitment from a diverse group of state, Federal, and local programs and funding options for coordinated transportation is not only critical but essential to the future and success of transportation in West Virginia and throughout the United States. The formal adoption and approval process will be the important final step marking the end of the planning process and the beginning of implementation. Organizations that adopt the plan will also agree to actively participate in implementation of coordinated transportation strategies.

Task A Deliverables: Twenty-two meetings for 11 regions; all meeting materials including fliers, agendas, etc.; demographic and gap analyses; draft and final implementation plans.

Task B. Produce 11 Regional Reports (Corresponds to Pricing Page, 4.1.6.1). After completion of Task A and the formal adoption and approval process has been completed, RLS will produce five (5) copies of each regional report, for a total of fifty-five (55) copies, each with a full-color cover.

Task B Deliverables: Five (5) copies of each regional report, total of fifty-five (55) copies, each with a full-color cover.

Task C. Executive Summary (Corresponds to Pricing Page, 4.1.4.2). RLS will develop an Executive Summary that includes at a minimum, the recommended projects and goals for each of the 11 regions. The Executive Summary cover will be produced in full color. Thirty (30) copies of the Executive Summary will be provided to the Division.

Task C Deliverables: Thirty (30) copies of the Executive Summary with full-color cover.

Task D. Prepare a Report and Make Presentation Before the WV Transportation Coordinating Council (Corresponds to Pricing Page, 4.1.2). Following completion of the 11 regional updates, RLS will prepare a report that includes recommendations, an assessment of the progress of coordination in each region, and identified best coordination practices by region. This report will be presented to the DPT and the West Virginia Transportation Coordinating Council in Charleston, WV, either in January or July of each year that the contract is in effect.

Task D Deliverables: Report and PowerPoint for the West Virginia Transportation Coordinating Council meeting.

Task E. Provide Technical Assistance to Up to Two Regions That Wish to Advance Coordination Activities in Their Area (Corresponds to Pricing Page, 4.1.7.4). RLS will, at DPT's request, provide coordination assistance to up to two P&D regions. Activities included in this assistance might consist of assisting in the development of a local transportation coordinating committee, assisting with and attending an initial coordination meeting, etc. Assistance will potentially be conducted via e-mail, telephone, or video conference. In addition, up to three (3) on-site meetings per region will be included in the assistance.

Task E Deliverables: Up to 50 hours of technical assistance; email and other correspondence; telephone and video conferences.

Task F. Provide Technical Assistance to the Division of Public Transit (DPT), the West Virginia Transportation Coordinating Council (WVTCC), and or Metropolitan Planning Organization (MPO) Coordination Activity; Serve as Resource to Local Agencies (Corresponds to Pricing Page, 4.1.7.5). RLS will, at DPT's request, provide coordination assistance to the DPT, WVTCC, and or as part of an MPO coordination activity. RLS will also provide technical assistance to local agencies in the update of a coordination plan during the interim period. Assistance will potentially be conducted via e-mail, telephone, or video conference. In addition, up to three on-site meetings per region will be included in the assistance.

Task F Deliverables: Up to 50 hours of technical assistance; email and other correspondence; telephone and video conferences.

Task G. DPT Meetings and Monthly Progress Reports (Corresponds with Pricing Page, 4.2). Following Notice to Proceed, RLS will participate in the project kick-off meeting at the DPT headquarters located in Building 5, Room 650, 1900 Kanawha Boulevard, E., in Charleston, WV. In addition, RLS will attend a minimum of two additional progress meetings (three meetings

total) at DPT offices; dates for all meetings are to be set by the mutual agreement of the DPT and RLS. RLS understands that these meetings can also be combined with other local meetings, e.g., the WVTCC semi-annual meeting or a DPT workshop, training, or conference. For the duration of the contract, RLS will provide monthly progress reports to the DPT by the 15th of each month describing, at minimum, the principal project activities performed the preceding month.

Task G Deliverables: Attendance at the kick-off meeting and two progress meetings; monthly written reports.

All task materials developed by RLS for this project will be provided to the WV DPT in PDF format.

VI. PROJECT TIMELINE

The proposed project timeline is presented on the following page. The timeline delineates the time and level of work effort to complete the activities as described. Each activity in the timeline can be negotiated to meet DPT’s schedule, workload, or deadlines as set by the Federal Transit Administration, the state of West Virginia, or other entities. We propose to complete all tasks within one-year of notice to proceed.

Due to RLS’ location in close proximity to West Virginia and the depth of experience and knowledge of the RLS team, many of the tasks encompassed in this project will be completed simultaneously.

Table 2: Project Timeline

| No. | Scope of Work Activities | NTP | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 | Month 9 | Month 10 | Month 11 | Month 12 | |
|--------|---|-----|----------------------------------|---------|---------|---------|---------|---------|----------------------------------|----------------------------------|---------|-----------------------------------|-----------------------------------|----------|--|
| 4.2 | Kick Off Meeting | # | X | | | | | | | | | | | | |
| 4.1.1 | Develop 11 Regional Public Transit Human Service Plans/Updates | | [Green bar spanning Months 1-10] | | | | | | | | | | | | |
| 4.1.6. | Conduct Public Outreach Meetings/Activities in 11 Regions, Initial Meeting | | [Green bar spanning Months 1-5] | | | | | | | | | | | | |
| 4.1.6. | Conduct Public Outreach Meetings/Activities in 11 regions, Follow-up Meetings | | | | | | | | [Green bar spanning Months 7-11] | | | | | | |
| 4.1.6. | Produce 11 Regional Reports | | | | | | | | | [Green bar spanning Months 8-12] | | | | | |
| 4.1.4. | 55 Copies of Regional Reports | | | | | | | | | | | | [Green bar spanning Months 11-12] | | |
| 4.1.4. | Produce an Executive Summary of the 11 Regional Reports | | | | | | | | | | | [Green bar spanning Months 10-12] | | | |
| 4.1.6. | 30 Copies of the Executive Summary | | | | | | | | | | | | [Green bar spanning Months 11-12] | | |
| 4.1.2 | Make a Presentation before the WVTCC | | | | | | | | | | | | | | |
| 4.1.7. | TA to Two Regional Coordination Efforts | | [Green bar spanning Months 1-12] | | | | | | | | | | | | |
| 4.1.7. | TA to Division, WVTCC or MPO Coordination Project and Activity | | [Green bar spanning Months 1-12] | | | | | | | | | | | | |
| 4.2 | Progress Meetings (3 Meetings) & Monthly Progress Reports | | * | * | X * | * | * | * | * | X * | * | * | * | * X | |

- This symbol designates the tentative date for the presentation to the DPT and West Virginia Transportation Coordinating Council
- * This symbol designates the monthly status or progress reports submitted to the DPT
- X This symbol designates a tentative meeting date with DPT