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Header 1


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Procurement Type: Central Master Agreement

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Solicitation Description: Addendum #1 PVTA Consulting Services

Responded By User ID: rsaries 

Total of Header Attachments: 1

First Name: Robbie

Total of All Attachments: 1

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 Post Office Box 50130
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**State of West Virginia
 Solicitation Response**

Proc Folder: 972579
Solicitation Description: Addendum #1 PVT A Consulting Services
Proc Type: Central Master Agreement

Solicitation Closes	Solicitation Response	Version
2021-12-22 13:30	SR 0805 ESR12222100000003889	1

VENDOR
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 RLS & ASSOCIATES INC

Solicitation Number: CRFQ 0805 PTR2200000004
Total Bid: 0
Response Date: 2021-12-22
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Comments:

FOR INFORMATION CONTACT THE BUYER

Jessica L Hovanec
 304-558-2314
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Vendor Signature X **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	Consultant Services for PVTA	0.00000	EA	52025.000000	0.00

Comm Code	Manufacturer	Specification	Model #
94131504			

Commodity Line Comments: The unit price for each task is listed on the price page. The total labor cost is \$46,733, indirect costs \$5,292, for a total bid of \$52,025.

Extended Description:

Consultant Services for PVTA to establish an open ended contract to determine the facility requirements and needs, as well as, the route and passenger requirements.



Request for Quote: PVRTA Consulting Services

December 22, 2021

Prepared for the West Virginia Department of
Transportation, Division of Public Transit



Submitted by: RLS & Associates, Inc. &
LSC Transportation Consultants



Moving Public Transportation Into the Future

December 20, 2021

Public Transit Division
Building 5 Room 633
1900 Kanawha Blvd. E
Charleston, WV 25305

Dear Ms. Hovanec:

RE: REQUEST FOR QUALIFICATIONS PTR22-02

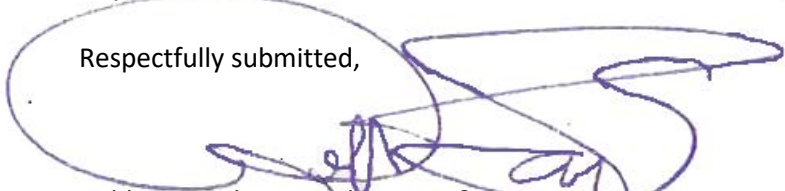
RLS & Associates, Inc. (RLS) is pleased to submit to the West Virginia Division of Public Transit (WVDPT) its proposal to determine the facility, route, and passenger requirements and needs for the Potomac Valley Transit Authority (PVTA). The scope of work includes an exploration of service trends, ridership, costs, and performance measures. Ultimately the scope of work will result in a five-year plan for service alternatives, staffing, and facilities.

Throughout the firm's 34-year history, RLS has focused on providing invaluable transit planning and evaluations nationwide and has a complete appreciation for the efforts that must be made after the transit plan is complete. Usually, the most challenging part of service planning is the actual implementation of the plan. Securing the appropriate revenue, hiring the appropriate staffing levels, bringing in the right community partners, and building trust among all partners and riders requires diligence and focus. The RLS team includes former transit system managers as well as transit planning experts. We believe that this team bridges real-world perspectives and data driven analysis for the development of sustainable plans so that we can equip PVTA with the tools it needs to successfully implement the plan.

RLS will subcontract with LSC Transportation Consultants, bringing additional national expertise in rural transit performance measures and facility planning to the team. RLS and LSC have a history of successful transit planning partnerships. Over time, we have developed a fluid working relationship that will be seamless to WVDPT and PVTA.

RLS is a woman-owned and operated business, registered as a Disadvantaged Business Enterprise (DBE) in West Virginia. As President of RLS, I am the individual authorized to negotiate this offer. You may contact me at (937) 299-5007, email me at rlsasc@rlsandassoc.com, or mail at 3131 South Dixie Highway, Suite 545, Dayton, Ohio 45439.

Respectfully submitted,



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

Enclosure



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INTRODUCING THE PROPOSED PROJECT TEAM

TEAM OVERVIEW AND MISSION

The RLS team is comprised of RLS & Associates, Inc. (RLS) as prime, with support from LSC Transportation Consultants, Inc. (LSC). The two firms have joined together to expand our expertise for the tasks that focus on facility needs and potential revenues tasks included in the request for qualifications (RFQ). The team will provide data-driven analysis and recommendations for facility and service improvements.



RLS & Associates, Inc. (RLS) is a nationally respected transportation consulting firm specializing and working **exclusively in the transit industry** where it provides assistance to rural, small and large urban communities, and private and public transit systems, as well as federal and state departments of transportation (DOTs), other local, state and federal government agencies, and paratransit operators. Headquartered in Dayton, Ohio, RLS has offices in seven states and Canada. For nearly four decades, RLS has been recognized for providing insightful, practical, and value-added technical assistance in a diverse number of areas including but not limited to short- and long-range planning and operations, state and Federal regulatory compliance, service and performance assessments, interpretation and implementation of rules and regulations, Federal Transit Administration (FTA) drug and alcohol compliance, transit asset management, safety and security, data collection and analysis, state DOT technical assistance, and training.

Since its inception, RLS' mission has been to "assist the transit community in identifying, facing, and meeting current and future challenges in an affordable, practical, and high-quality manner while maintaining the highest standard of integrity and professionalism."

Philosophy

Understanding and Meeting the Client's Needs

RLS' philosophy 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 nearly four 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. Next, RLS works to assemble a team with the requisite collective experience and expertise in the applicable topic areas to successfully conduct the project. RLS' senior staff represent over two hundred years of combined experience in the transit field. Finally, RLS employs several project management and monitoring tools to ensure that the project not only meets, but exceeds the client's expectations.

Cost-Effective Consulting Services

RLS has continuously strived to maintain a reasonable pricing and overhead rate structure throughout its corporate history. Located in the Midwest affords RLS the ability to be just a reasonable drive or short flight away from many locations in the United States, allowing for quick response to a client’s needs. RLS also, within reason, coordinates the travel of RLS Project Managers and team members with other projects in an area. Coordination of travel is only suggested, however, in instances when the timing is appropriate. In addition, RLS’ secure FTP website allows for the confidential and secure transfer of documents and materials to and from its clients.

Quality Assurance

Quality assurance and control are important in every project. An RLS editor reads every document for consistency and clarity, grammar, punctuation, typographical errors, and ensures that all review aspects have been documented. The RLS editor ensures that each report is written clearly, consistently, and professionally.

Disadvantaged Business Enterprise (DBE) Certification/Equal Opportunity Employer (EEO)

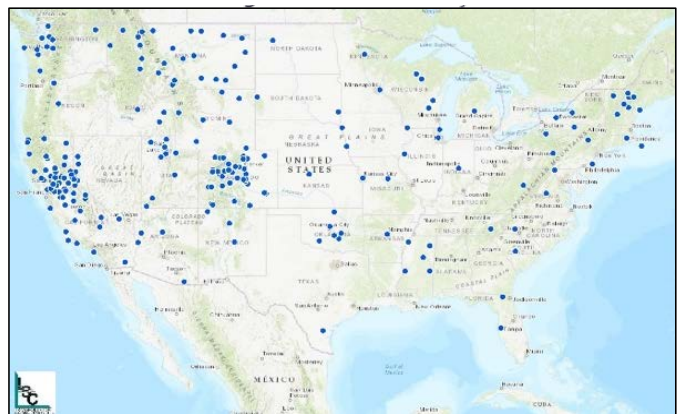
RLS is a certified DBE in 35 states, including West Virginia, and is an Equal Opportunity Employer; RLS’ Affirmative Action Policy/EEO plan is available upon request.



LSC Transportation Consultants, Inc. provides consulting services in all phases of multimodal transportation planning, facilities, transit planning and operations, traffic engineering, parking analysis, traffic impact studies, access planning and design, and bicycle/pedestrian circulation. LSC specializes in transit planning for small to medium-sized urban areas and has over forty years of firm experience and longevity.

The firm’s strength lies in delivering a personal, innovative, and client-oriented approach that offers sensitivity to local needs, flexibility of approach based on these needs, and innovative perspective on solutions and service delivery. LSC brings:

- ◆ Over 40 years of transit planning experience in small to medium-sized urban areas, as shown on the map to the right, with particular experience developing rural transportation plans.
- ◆ Expertise in completing hundreds of transit planning projects and staff with a depth of experience in transit demand and financial analysis.
- ◆ A reputation for quality plans that result in implementation, are completed on schedule, and have a high degree of flexibility to the client’s needs.



- ◆ National transit leadership from a team that is regularly called upon to participate in developing industry best practices, such as through the Transit Cooperative Research Program (TCRP) and the Community Transportation Association of America (CTAA).
- ◆ A team that is optimal for a project of this scope and complexity – large enough to provide the staff and backup necessary to successfully complete the study on schedule and small enough to ensure that the project is given the highest priority within our office.

RLS and LSC have considerable experience completing projects similar to the work required to prepare the services required by the West Virginia Division of Public Transit (WVDPT) and Potomac Valley Transit Authority (PVTA).

ORGANIZATION OF THE PROPOSED TEAM

In developing a response to this Request for Proposals, RLS has assembled a project team with unparalleled skills and expertise in creating a feasible fixed route, demand response, coordinated, and on-demand service designs based upon data-driven needs assessments and performance monitoring and financial analysis. Proposed members of the project team fully understand the fundamental principles of transit services planning, are thoroughly versed in public transportation requirements and regulations of funding programs under the Federal Transit Administration, U.S. Departments of Health and Human Services, Labor, and Education. Select members of the proposed team are also knowledgeable of the transportation funding and reporting requirements established by the West Virginia Division of Public Transit (WVDPT).

The proposed Project Manager is Ms. Christy Campoll. She brings more than 10 years of experience and consulting project experience with service redesigns. Ms. Campoll works from RLS’ Dayton, Ohio office and is within driving distance to PVTA. She has assisted WVDPT on prior transportation planning efforts including rural regional coordinated transportation plans throughout the state and route planning assistance to Bluefield Area Transit. Other RLS team members will support Ms. Campoll with their technical expertise. Ms. Brown will assist Ms. Campoll. She has a strong planning background for regional and local public transit services and financial planning. Ms. Brown has prior experience working with WVDPT and PVTA through regional coordinated transportation plans. Mr. Ray Boylston has considerable experience as a former fixed and demand-response transit administrator with GoCary, NC, and as a technical expert in system analysis, fixed or flex route planning, contract management, Federal compliance, and paratransit services. Mr. Nathan Bubash provides data analysis, transit rider surveying, and GIS expertise to support the project. Ms. Julie Black will be dedicated to editing each deliverable for quality and content. She will ensure consistent design quality across the deliverables. Finally, Ms. Sarles is the President of RLS and the proposed Principal-in-Charge of the project. She will be responsible for ensuring that the project is on schedule and delivered within budget. Furthermore, Ms. Sarles and the Project Manager will be responsible for guaranteeing that the work completed meets the parameters outlined in the approved final Work Plan. All of the RLS team members work with State DOTs and rural transit systems on an ongoing basis.

Three experienced staff from LSC will join the team to focus primarily on Tasks 4.1.5 and 4.1.8 and offer expertise as needed throughout other tasks. RLS and LSC have a long history of working together on transportation planning efforts, and the team has established an efficient and seamless work approach that is responsive to client needs.

STAFF QUALIFICATIONS

The following paragraphs provide a brief summary of the qualifications for each team member assigned to the proposed plan. Resumes are provided in the appendix.

Robbie L. Sarles, President, Principal-in-Charge

Ms. Sarles' career in the public transportation field spans 40+ years in both the public and private sectors in progressively responsible positions. Since founding RLS & Associates, Inc. in 1987, she has focused on providing 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 transit systems of all sizes, all over the country. She has built a well-respected reputation for developing sound, practical solutions that are realistic and implementable.

Ms. Sarles provided start-up technical assistance to the newly formed Section 5307 provider in Beckley, West Virginia, New River Transit Authority. In this capacity, she developed a short-term operating plan, operating budgets, reviewed the vehicle inventory, operating contracts, and coordinated training and technical assistance for the New River General Manager and all operating staff. 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.

Ms. Sarles completed an M.S., Transportation Engineering and M.S., City and Regional Planning, from The Ohio State University and a B.S., Geography and Psychology, Western Kentucky University.

Christy Campoll, Senior Associate, Project Manager

Ms. Campoll currently serves in assignments as Project Manager, Lead Planner, and Researcher for RLS' planning team, as well as Reviewer for compliance engagements. A former transportation vice president, Ms. Campoll managed a successful demand response public transit system in central Indiana that demonstrably increased efficiency and productivity under her leadership. A strong project manager, Ms. Campoll is experienced in overall grants and transit management and operations. At RLS, she provides leadership and support on projects to improve mobility through innovative and experimental approaches to longstanding challenges of interagency coordination and transit service delivery. Her projects have included local, regional, and statewide coordination plans, service evaluations, transit development plans, comprehensive operational assessments, literature reviews, policy research, and compliance monitoring.

Ms. Campoll's recent engagements as Project Manager include the statewide Indiana Coordinated Transportation Plan Updates, the Sunset Empire Transportation District Coordinated Plan, and the Sections 5307 and 5311 Allocation Analysis for the Indianapolis Metropolitan Planning Organization. She serves as Planner/Researcher for Mobility Ohio, a statewide initiative to align the elements of policy, funding, planning, and technology into a coordinated and enhanced mobility platform among state agencies funding human service transportation, including the implementation of pilot projects in a nine-county region of southeast Ohio. She is Deputy Project Manager for the "Bus of the Future" Operator Compartment Redesign, a project funded by the FTA Safety and Research Demonstration Program, which will address problematic aspects of current bus operator compartments and interrelated aspects of bus design. Ms. Campoll was Co-Project Manager for the statewide West Virginia Coordinated Transportation Updates and the Monroe County, Indiana Rural Transit Optimization Study. She was a lead planner for the Tiffin, Ohio, transit expansion project to develop the city's first-ever fixed route bus system and has served as lead planner for the Plainfield/Guilford Township and Northern Johnson County (Indiana) Transit Plans to determine the feasibility of new transit service in two growing Indianapolis suburbs.

Ms. Campoll conducts transit needs assessments for numerous RLS projects, including leading public input meetings, interviewing stakeholders, and conducting surveys; past efforts have included the Tennessee Office of Mobility and Accessibility Strategic Plan, Stark Area Regional Transportation Authority (SARTA) Coordinated Transportation Plan, Nevada Coordinated Transportation Plan Update, and Miami Valley Regional Planning Commission (MVRPC) Human Services Coordinated Transportation Plan Update.

Ms. Campoll completed a Master of Public Affairs, Indiana University – Bloomington, December 2006 and a Bachelor of Arts, Indiana University – Bloomington, August 2001. She is completing doctoral coursework in Organizational Studies at Wright State University – Dayton, OH.

Laura Brown, Director of Planning Initiatives, Planner

Ms. Brown has an extensive and diverse background in transit planning supplemented with financial management experience. Ms. Brown's specialties are short- and long-range planning, service evaluations, needs assessments, financial and fare analyses, transit organizational structure studies, and coordinated transportation. An experienced Project Manager, Ms. Brown has personally led and/or contributed to 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. Ms. Brown's forte is in public involvement, consensus building, and the development of implementable plans with practical solutions.

Ms. Brown recently completed the Lawrence County Transit Service Study in Lawrence County, Ohio. The study involved interviews with key stakeholders and a survey of drivers. It also involved a stop-by-stop analysis of the current fixed routes. Based on data collected, RLS redesigned the route network to increase ridership and service area coverage to include key trip generators that were not easily accessible through the existing services. Ms. Brown also successfully assisted LCT with a grant application to fund the new route. Her other projects at RLS have included planning assistance for Chicago RTA, UTA in Salt Lake City, and Tulsa Transit (Oklahoma).

Ms. Brown was also a contributor to the Stark Area Regional Transit Authority (SARTA) Transportation Development Plan, encompassing service improvement recommendations and projected expenses and revenue sources. The SARTA TDP included analysis of route productivity and built upon the rider survey and community needs assessment activities the RLS team provided during the preceding SARTA Coordinated Plan. Finally, Ms. Brown is the Project Manager for the Bangor (ME) Area Community Connector Structural Analysis. Currently, the City of Bangor is the designated recipient and operator of the regional public transit service. The study recommends governance and administrative redesign to balance responsibilities across all communities in the Metropolitan Planning Area.

Ms. Brown completed her Master's in Public Administration at Wright State University and received a B. A. in Sociology from The Ohio State University.

Ray S. Boylston, Senior Associate

Mr. Ray Boylston has over 30 years of experience in transit planning, management, operations, and finance at the Federal, state, county, and municipal levels, in both the public and private sectors. His special emphasis is on fixed or flex route planning, contract management, Federal compliance, and paratransit services. A former transit administrator for GoCary, a fixed route and demand response transit system in Cary, North Carolina, Mr. Boylston and GoCary were frequently recognized with Outstanding Safety Awards by the state transit association. In 2016, GoCary received the highest ratings in satisfaction surveys among all transit providers in Wake County.

Mr. Boylston's recent and current RLS projects include technical assistance and support to Wake County, North Carolina's Wake Coordinated Transportation Services (WCTS) to prepare a new RFP and vendor selection process that resulted in more streamlined contract management. He also served as lead planner on the Regional Coordinated Area Transportation System (RCATS) Five-Year Transit Plan to increase transit system capacity. Recommendations included service design and a capital and operating plan to implement a new route in the core service area with connections to regional demand response services and transfers to neighboring regional public transit routes.

Mr. Boylston is also assisting with the Concord Area Transit, Concord, NH, Transit Service Plan and Boarding/Alighting Study; and was the lead planner to finalize a Fixed Route Operations Implementation Plan for Rock Hill, SC's first-ever fixed route system. Mr. Boylston was the transit expert for Cary, NC Downtown Multimodal Center Conceptual Plan and project manager for a Tiffin, OH Flex Service Implementation Plan. In addition, Mr. Boylston served as the lead reviewer on the completion of eight Federal compliance reviews for community transportation systems in eastern North Carolina.

Mr. Boylston earned a Master of Public Administration degree with Honors from the University of Oklahoma (1990) and a Bachelor of Arts degree in History from North Carolina State University (1982).

Nathan Bubash, Associate

Mr. Bubash joined the RLS staff in 2018 and completed a Master's degree in Public Administration and Geographic Information Science Certificate at Wright State University in Dayton, Ohio, in 2020. He

specializes in the use of GIS to create maps and provide spatial analysis using U.S. Census data. Some of Mr. Bubash's recent projects include producing demographics maps for the Miami Valley Regional Human Services Transportation Plan Update and West Virginia Coordination Plan Updates, fixed route system maps for the Tiffin, Ohio and Concord Area Transit, New Hampshire, transit expansion projects, transportation provider data collection for the West Virginia Coordination Plan Updates and survey data analysis for the aforementioned projects. He is currently providing data collection and analysis support for RLS' public transit safety plan contracts and technical support for e-learning modules as part of multiple state RTAP contracts. Mr. Bubash completed a Bachelor of Arts in Public Administration and Urban and Regional Planning at Miami University, Oxford, Ohio, in May 2018.

Bethany Renner, Associate

Ms. Bethany Renner works from the Dayton, OH Headquarters, having joined RLS & Associates, Inc. after years of work in charitable giving, community outreach, and project management. Bethany is a seasoned event manager, having coordinated events and outreach initiatives for a marketing firm, a public charter school, and an environmental advocacy organization. Since joining RLS, Ms. Renner provides compliance assessments for Title VI of the Civil Rights Act for Section 5311 systems, and conducts Section 5310 compliance assessments. Ms. Renner also supported Butler County RTA (Ohio) with an assessment of its staffing and labor categories.

Julie Black, Associate

Ms. Julie Black is an experienced project planner, focusing on data visualization, including agency resource data, Census data, Tableau Public, regional profiles, and report layout and design. Ms. Black is part of RLS' Administration and Planning Divisions and is working in data presentation and report/proposal formatting and production through Adobe's Creative Suite (InDesign, Photoshop, Acrobat). She is currently working with the RLS Training team to develop several eLearning modules.

Albert T. Stoddard, Ph. D., P.E., LSC Senior Advisor

Mr. Stoddard is a transit industry expert with over 40 years of experience in transportation planning, emphasizing transit system design, transit demand analysis, financial planning, and multimodal transportation planning. A.T. currently serves as a Senior Advisor of the firm. Until recently, he served as a Principal of the firm managing all of the transit and transportation planning projects out of the Colorado Springs office. A.T. has successfully led over 200 transit planning efforts in communities throughout the United States. He was the Project Manager for the Boulder Transit Service Delivery Study completed for the City of Boulder in 2018.

Gordon Shaw, P.E., AICP, LSC Principal

Mr. Shaw serves as the principal for LSC in the firm's Tahoe office. His duties range from large-scale urban and rural transit and transportation planning to site-specific, preliminary engineering design and traffic analysis. He has conducted over 300 transportation studies for public and private clients, including transit facility designs.

Rebecca Martin, LSC Transportation Planner

Ms. Martin holds a Master of Urban Planning and a Master of Science in Agricultural and Applied Economics. She is a dedicated and knowledgeable planning professional with plentiful experience in research, writing, and data analysis. Ms. Martin’s recent projects include assistance with the Lawrence, Kansas Route Redesign Study and the City of Alexandria, Virginia Fare-Free Study.

PROJECT QUALIFICATIONS AND REFERENCES

If selected, the RLS team will be responsible for contract and task execution, staff assignments, project management, quality assurance, invoicing, and reporting.

The RLS team has worked on numerous projects with tasks and objectives similar to those indicated in the RFQ. The team has also conducted rural transit studies and provided technical and planning assistance for rural transit systems, including but not limited to the South East Area Transit (SEAT) Service Evaluation, Asheville (North Carolina) Community Connectivity Plan, Marion County (Ohio) Transit Service Feasibility Study, Preble County (Ohio) Transit Feasibility Study, Bluefield Area Transit (West Virginia) Transit Route Plan, and Lawrence County/Ironton (Ohio) Transit Route Analysis.

RLS has included with this proposal summaries of projects completed for two State Departments of Transportation (DOTs) and select examples of similar planning assistance provided directly for Section 5311 Rural Transit systems.



New Hampshire Rural Transit Assistance Program

2021

client

NHRTAP

project team

RLS & Associates, Inc.

New Hampshire Department of Transportation
state DOT assistance

The New Hampshire Department of Transportation (NHDOT) hired RLS & Associates, Inc. to manage and provide services for the administration of the NHDOT’s Rural Transit Assistance Program (RTAP). RLS is responsible for the following tasks: Project Planning & Coordination; Development & Promotion of Training Program; Transit Related Special Events; Scholarship Program; NHRTAP Information Center; Financial Management, Project Management, and Administration; Technical Assistance; and Supplemental Services.

Beyond the initial tasks, RLS has also been asked to provide drug and alcohol compliance review for Section 5311 subrecipients, develop a cost allocation plan and financial review for Section 5311 systems, review the state’s DBE plan, evaluate Concord Area Transit’s service, and update Section 5310 and 5311 subrecipients Title VI plans , conduct Section 5311 compliance reviews, develop vehicle specifications for the state purchasing contract, assist with the development of an RFP for scheduling, dispatch and other transit technologies, assistance to Southwest Community Service for procurement and renovation of a transit facility funded by Section 5339, and a transit driver salary study.

Concord Area Transit

fixed routes • routes and service enhancements

This task order will assist the New Hampshire Department of Transportation (DOT) and Concord Area Transit (CAT) define and finalize fixed route service changes and develop a detailed and achievable implementation plan as described in the three subtasks listed below. Two value-added optional subtasks are also included should the Director and DOT choose to include them in the task order. Optional subtasks are based on prior discussions with CAT staff. This task is a follow-up to a Fixed Route Boarding and Alighting study RLS conducted in 2018.

FRED BUTLER
NHDOT PUBLIC TRANSPORTATION
ADMINISTRATOR
(603) 271-2565
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Ohio Technical Assistance Project

2021

Ohio Department of Transportation

state DOT assistance

client

Ohio Department of Transportation

project team

RLS & Associates, Inc.

RLS & Associates, Inc. has been the prime contractor and primary contributor to the Ohio Department of Transportation's Ohio Technical Assistance Project (OTAP, formerly OTEC) since the program's inception in 1988. For this project, RLS provides **technical expertise** necessary to ensure the efficient, cost-effective operation of the small urban and rural transportation systems. Emphasis is placed on topics that are technical in nature with "hands on" solutions rather than large research studies. A task-based contract, RLS conducts anywhere from 10 to 30 projects each year, depending upon the needs of ODOT and its grantees. Each project is customized to reflect the unique needs of the state and its transit providers. RLS also provides on-site staff support to ODOT via up to two full-time employees who performed a variety of duties.

Initial tasks for FY21 include: Contract Administration, ODOT General Program Support, Agency Safety Plan Support, 5310 Manual Update, GRF **Transit Investment** Analysis, RTC **Facility Renovation** Procurement System Review Assistance and Project Management, Technical Assistance Review Support, Section 5311 Rural Circuit Rider, D&A Technical Assistance Reviews, Training, Rural and Urban Transition Plan, State Management Plan Update, 5311 and 5339 Program Manual Update, **Vehicle Shortage** Whitepaper, and Capital Facility Project Technical Assistance and Project Management.

South East Area Transit

fixed routes • rural transit planning

ODOT contracted with RLS & Associates, Inc. to conduct a **service/route evaluation** for South East Area Transit (SEAT) located in Zanesville, Ohio. RLS completed the work in four phases: evaluation of the transit service and current conditions, **data collection** and analysis to include **surveys and community engagement**, draft and submission of a final technical memorandum, and a final plan and recommendations.

DAVE SEECH

ODOT PUBLIC TRANSIT MANAGER

(614) 644-7362

DAVE.SEECH@DOT.OHIO.GOV

Ohio Technical Assistance Project, cont.



client

Ohio Department of Transportation

project team

RLS & Associates, Inc.

Marion County Public Transit Service Feasibility Study fixed routes • rural transit planning

Marion County, Ohio has a population of 65,359; its county seat, Marion, is 35,999. The City of Marion is served by Marion Area Transit, a public transit system offering demand response service. Areas of the county outside of city limits do not have public transit. The purpose of this task is to generate a **feasibility** study for **public transit** in the county. The scope of work will be focused on identifying the transportation needs of the general public in **rural** Marion County, and determining the most efficient and effective manner of meeting these needs. Primary tasks for the Marion County Feasibility Study include 1) evaluate and document the existing public and human service transportation services Marion County and adjacent counties; 2) develop and conduct a **public and passenger survey**; 3) conduct **community stakeholder meetings**; 4) analyze unmet needs and transportation demand; 5) develop feasible strategies to meet current and future needs; 6) create financial projections of expenditures and revenues; and 7) **design service alternatives**, and develop and refine the plan and recommendations after gathering key stakeholder input.

Crawford County Comprehensive Assessment and Service Evaluation, 2016 to 2017

fixed routes • rural transit planning • on demand

Phase One: The Ohio Department of transportation contracted with RLS to conduct a **comprehensive assessment** of the Crawford County Public Transit (CCPT) System in Bucyrus, Ohio. RLS evaluated and documented the existing transit service in Crawford County including a review of the current transit provider; conducted a **passenger and general public survey** and stakeholder meetings; **analyzed unmet needs** and the demand for service; and developed feasible strategies for CCPT to meet current and future needs, including the opportunities to coordinate with other local transportation providers and a **redesign** of the service.

Phase Two: RLS & Associates, Inc. completed the service evaluation that was initiated in the 2016 OTAP program to determine the feasibility of expanding service to meet current and future demands. In Phase 1, RLS evaluated and documented the existing transit service in Crawford County; developed and conducted a public and passenger survey; conducted community stakeholder meetings; and analyzed unmet needs and transportation demand.



client

West Virginia Department
of Transportation

project team

RLS & Associates, Inc.

Bluefield Area Transit Route Planning

2021

West Virginia Department of Transportation

planning assistance to 5311 systems
fixed routes • routes and service enhancements

RLS conducted an evaluation of Bluefield Area Transit's deviated fixed routes as the agency constructed a new passenger facility in downtown Bluefield, WV. The move to the new facility required that some of the systems' routes be altered. RLS conducted a productivity evaluation of routes serving Bluefield based on on/off counts, a customer survey, and stakeholder interviews to inform the redesign of the Bluefield-based route network. Bluefield Area Transit is a Section 5311-funded rural transit system serving Mercer and McDowell Counties, West Virginia. West Virginia DOT contracted with RLS to provide this planning study to the transit agency.

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Bus Route Feasibility Study

2020



client

City of Kinston, North Carolina

project team

RLS & Associates, Inc.

City of Kinston, North Carolina

planning assistance to 5311 systems fixed routes • routes and service enhancements

The City of Kinston hired RLS & Associates, Inc. to design a new **fixed route bus service** including up to four routes that will serve the growing community's employment, educational, shopping, residential, and entertainment locations. RLS conducted a **public transportation needs assessment survey** and **demographic analysis**. A route structure design, including mapping the route and estimating travel time for the runs, was prepared along with an estimated annual capital, operating and administrative budget. Following preparation of a draft route design, RLS facilitated a **public meeting** to receive input on the proposed routes. Following the meeting, RLS **incorporated public feedback** and provided the final route design to the client. The feasibility study was conducted in anticipation of a Federal Build Grant.

STEVE MILLER

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PUBLIC SERVICES DIRECTOR
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City of Tiffin and Surrounding Area Bus Transit Development Plan

2018-2019



client

City of Tiffin, OH & Seneca Rural Planning Commission

project team

RLS & Associates, Inc.

City of Tiffin, OH & Seneca Rural Planning Commission

planning assistance to 5311 systems
fixed routes • routes and service enhancements

RLS & Associates, Inc. conducted a comprehensive analysis of the effectiveness of the current SCAT program in meeting the range of mobility needs for the City of Tiffin and surrounding areas of Seneca County. Most importantly, RLS provided an operations and implementation plan for the funding, design, and implementation of a new overlay of service designed to increase the efficiency and effectiveness of the SCAT system. RLS continues to work with the City of Tiffin and SCAT to increase mobility options for residents in the City of Tiffin and the surrounding areas.

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client

Monroe County Commissioners

project team

RLS & Associates, Inc.

Monroe County Rural Transit Optimization Study

2018–2019

Monroe County Commissioners

planning assistance to 5311 systems • fixed routes
routes and service enhancements • on demand

RLS conducted public, stakeholder and transit agency staff engagement activities to solicit input on Rural Transit’s services in Monroe County, including three input surveys. The extensive **community engagement** phase of the study included three public input meetings, approximately twenty one-on-one and small group interviews with community stakeholders, a survey of the general public, a **survey of paratransit riders** conducted through mail, and an on-board survey of **point deviation route** customers. RLS also performed **demographic analysis** and a **service performance evaluation** in order to generate recommendations for Rural Transit to increase ridership and improve cost-effectiveness. The final report included ten recommendations for service enhancements and a five-year financial and operations plan for implementation.

ANGIE PURDIE

MONROE COUNTY
COMMISSIONERS’ ADMINISTRATOR
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Regional Transportation System Feasibility Study

2019



client

City of Gloversville, New York

project team

RLS & Associates, Inc.

City of Gloversville, New York

planning assistance to 5311 systems • fixed routes
routes and service enhancements • on demand

RLS & Associates, Inc. performed 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 was funded through NYSDOT and managed by the City of Gloversville on behalf of the two counties.

The alternatives included examining the potential for improved coordination between existing transportation providers, consolidation of existing public transportation providers into a two county regional system, or working with the Capital District Transportation Authority (CDTA) in development of a transit delivery system as part of the four-county CDTA system serving metropolitan Albany, New York. The plan development included a review of existing services and demographic indicators, a review of existing services in contiguous counties, conduct of public meetings and a community survey of residents in both counties, and the analysis of the relative benefits of the aforementioned alternative approaches to addressing mobility needs in Fulton and Montgomery Counties.

BRENT WARREN

CITY OF GLOVERSVILLE

MOBILITY MANAGER

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Wasatch County Transit Study

Wasatch County, UT



Client

Mountainland Association of Governments

Completion Date

2020

Project Team

LSC Transportation, Consultants, Inc (Lead)
Fehr & Peers

Contact

Shauna Mecham
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Mountainland Association of Governments (MAG) serves as the Rural Planning Organization for Wasatch County and served as lead agency in this study effort for Wasatch County. Other partners included Wasatch County, Heber City, Midway City, the Utah Department of Transportation (UDOT), the Utah Transit Authority (UTA), and Park City.

The focus of this study was to determine the level of unmet transportation needs in Wasatch County and develop a vision for public transportation to meet those needs. This required a high level of community and stakeholder involvement. Online techniques were used to engage the greatest number of local residents along with presentations and participation in other community meetings. A rigorous approach to quantifying the potential demand for public transportation was essential to evaluate potential service options.

The outcome of this study was an implementation plan to guide MAG and Wasatch County for moving forward, with the goal of implementing the public transportation vision developed in this study. The implementation plan identifies specific actions which must be completed to implement public transportation service in the county.



- Community Input



- Financial Analysis/Funding Options



- Implementation Plan



- Regional Planning



- Resort Area Planning



- Transit Governance



- Transit Needs and Demand Assessment



- Transit Service Planning

Boulder Transit Service Delivery Study

Boulder, CO



Client

City of Boulder

Completion Date

2018

Project Team

LSC Transportation Consultants, Inc. (Lead)
Charlier and Associates

Contact

Jean Sanson, SansonJ@bouldercolorado.gov
Natalie Stiffler, StifflerN@bouldercolorado.gov

The City of Boulder contracted with LSC to complete an analysis of transit service delivery options for the City of Boulder and Boulder County. The LSC team included Charlier and Associates. LSC developed and analyzed eight governance models ranging from continuation of the current relationship with the Regional Transit District (RTD) to formation of a new Regional Transportation Authority and separation from RTD. Service scenarios were identified for each of the governance models based on the Boulder Transportation Master Plan and the Renewed Vision for Transit. For each transit service scenario, the entity which would fund the service and the operating entity were identified. The governance models and service scenarios were then evaluated using criteria to determine the feasibility of each and how well each could achieve the goals of the Renewed Vision for Transit.

The study included an analysis of funding sources available under each governance model and the potential level of funding that could be achieved. The potential funding levels were compared with the estimated capital and operating costs of each service scenario.

LSC worked closely with City of Boulder staff, a Technical Advisory Committee, and a Policy Technical Committee to develop recommendations based on the evaluation of the governance models and transit service delivery scenarios. The findings and recommendations will be used by Boulder and Boulder County for an upcoming revenue study and the update of the City and County Transportation Master Plans.

 - Financial Analysis/Funding Options

 - Transit Governance

 - Transit Service Planning

Alice, Texas Multimodal Facility

Alice, TX



Client

CTAA

Completion Date

2017

Project Team

LSC Transportation Consultants, Inc.

Contact

Charles Rutkowski

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The Community Transportation Association of America (CTAA) contracted with LSC to complete a facility needs analysis and feasibility study. As is occurring in rural communities throughout the nation, the need for public transportation services in The Coastal Bend Region is growing. REAL, the Rural Economic Assistance League, provides demand-response service in Aransas, Bee, Brooks, Duval, Jim Hogg, Jim Wells, Live Oak, Refugio and San Patricio Counties. REAL has outgrown its facility in Alice and is determining the feasibility of providing a multipurpose transportation center for the region. This is an important next step in the expansion of public transportation services. In addition to the passenger facility, the project would include administrative and operations functions for REAL Transit, as well as a maintenance facility.

A previous study was completed September 25, 2015 by LSC looking at the needs and requirements for a new facility. This project identified users for the facility, determined facility requirements, the feasibility of developing the facility, and recommendations for appropriate sites. This second study updated the requirements for the facility as service has been growing faster than anticipated. Criteria were identified for site selection and multiple sites were evaluated for the facility. A recommendation was provided for a preferred site based on environmental, operational, and land use factors. REAL is moving forward with grant applications to acquire the property and develop the facility.

 - Transit Service Planning

 - Transit Facility Planning

 - Inventory of Existing Facilities/Data Collection

WORK PLAN – SCOPE OF SERVICES

PROJECT UNDERSTANDING

The RLS team understands that the West Virginia Division of Public Transit (WVDPT) seeks to assess the current and projected services, financial projections, and facility needs assessment and recommendations for Potomac Valley Transit Authority (PVTA).

PVTA is a well-established rural public transit system with a strong history of productive transit service to meet the needs of its local community. PVTA creatively developed fixed route and demand response transportation services to meet the unique needs of its rural, multi-county community, the local employers, and residents of all ages and abilities.

As with many communities and transit systems across America today, funding from Federal, state, and local sources for PVTA requires careful planning. Therefore, the planning process must take careful steps to understand the community needs and place those strategically alongside the fiscal realities for PVTA.

Primary activities for the proposed effort include:

- 1) Review comprehensive plans for Hampshire, Hardy, Grant, Mineral, and Pendleton Counties to consider the impact of economic development, demographic changes, and land use planning are having or will have on the travel patterns and transit demands. Projections for future years will be based on trends and projected changes.
- 2) Service Analysis and Recommendations
 - a. Analyze existing PVTA routes and recommend service improvements based on research and data analysis collected.
 - b. Collect data on ridership by route and location.
 - c. Use ridership data and demographic and economic development data to project ridership changes by route and location over the next five years.
- 3) Staffing and Infrastructure Analysis
 - a. Project PVTA's staffing and infrastructure needs based on the results of previous tasks.
- 4) Financial Planning
 - a. Prepare a five-year projection of expenses and revenues based on a scenario without fare increases.
 - b. Propose fare structure options based on service recommendations and results of trusted fare elasticity models.
 - c. Identify additional, sustainable revenue sources from government sources to eliminate budget deficits.
- 5) Strategic Planning
 - a. Perform a SWOT analysis for recommended service and fare changes.
- 6) Demand Analysis
 - a. Analyze the post-COVID-19 ridership demand and potential financial impacts.
- 7) Needs Assessment

- a. Survey and interview residents about transportation needs emphasizing compliance with Title VI of the Civil Rights Act.

The following scope of work outlines the methodology necessary to accomplish these primary activities. If selected, the RLS team will assess and evaluate the existing services, identify the transportation needs and goals of PVTA, and propose reasonable solutions for demand within the fiscal realities of the transportation program.

PROJECT APPROACH

The RLS team's primary goal is to ensure that the final product reflects the expectations of WVDPT and PVTA. Therefore, the scope of work is subject to refinement and should be viewed as a basis for further discussion between PVTA, WVDPT, and the RLS team.

Meetings and Monthly Progress Reports

Immediately following notice to proceed, senior members of the RLS team will schedule an in-person meeting with WVDPT and PVTA to discuss the development of the project scope and a task-by-task schedule to complete the project within 12 months. The initial meeting will take place in Charleston.

At least two additional project meetings will be facilitated, in person, in Petersburg, and monthly telephone/video project meetings will be scheduled for the project duration. Members of the RLS team will attend based on the agenda of each call. WVDPT will be involved and may provide direct input into engagement tasks and deliverables. Meetings will be scheduled to correspond with other relevant meetings, as appropriate for the client, such as the West Virginia Coordination Council semi-annual meeting or a Division workshop or conference.

In addition to monthly meetings, RLS will provide a monthly progress report by the 15th of each month.

PROPOSED PROJECT TASKS

The following task descriptions provide a general description and will be refined with input from PVTA and WVDPT during contract negotiations and development.

Task 4.1.1 Review Recent Comprehensive Plans

The RLS team will conduct a desk review of all available and relevant public transportation and other planning county plans and studies recently completed in each county served by PVTA. Previous relevant studies and plans will lay the foundation for understanding the constraints working for and against PVTA operations, financial, or facility planning opportunities. The RLS team will review the County Plans and other transportation-related studies conducted within the PVTA service area. A summary will be prepared that identifies issues that will affect transit service.

Deliverable: The summary of County Plans would be incorporated into a brief technical memorandum deliverable.

Task 4.1.2 Analyze Existing Routes and Demographic Characteristics

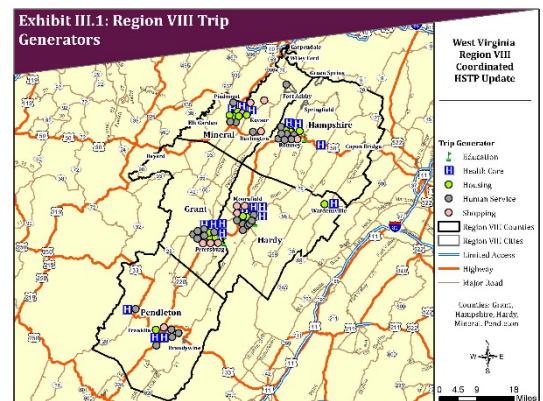
Create a System Profile

Experienced RLS team members will conduct in-depth interviews with PVTA's Director and other staff as designated to document existing characteristics, levels, and modes of transportation service. The data collected will build an accurate inventory of existing services, issues, and opportunities.

The inventory and cost data collected from PVTA and/or WVPTD and the interview process will provide a basis for the System Profile. Comparing the current route structure and support infrastructure will set the stage for analyzing various alternative arrangements. Determination of operating costs and revenue sources may reveal opportunities for public-private partnerships. The inventory process may identify ways to maximize the effective utilization of vehicles to address latent transportation demand. Analysis of ADA scheduling and past fare collection provides useful information in making technology, fare structure, and other recommendations that maximize service.

Depict Trip Generators

Using data collected through the U.S. Census, County Plans, and gathered in interviews, the RLS team will create an inventory of trip generators. Some trip generators will be outside of the current PVTA fixed route service area but will provide relevant information about destinations that might be desirable if service expansions are recommended. Both fixed route and demand response trip origins and destinations will be useful in this task. Trip generators and development patterns will affect travel demand and future growth for the transit system. A map and description of the types of generators will be assembled to visually assess gaps and opportunities in the current and alternative service options.



System Overview and Demographic Characteristics

By analyzing demographic and socio-economic data compared with actual PVTA fixed route and demand response trips, predictions can be made about latent demand and propensity for future transit use related to specific population segments.

Various socio-economic data will be compiled on a block group basis. This information will be utilized in defining potential transit demand and the subsequent development of recommendations. Journey-to-work data available from the U.S. Census also will be collected.

Demographic populations have general characteristics related to their overall potential to become transit riders. These characteristics vary by geographic location depending upon the attractiveness of transit versus other modes, most often the automobile. For areas comparable to the proposed study area where

automobile parking is accessible and inexpensive, commuters often travel 30 minutes or more to work. The primary transit-dependent characteristics are zero car households, households with low incomes, and the age distribution of the population.

Socio-economic variables related to transit demand will be compiled and their densities computed for each census block group. These data will be compiled from the most current census data. The variables will include, at minimum:

- ◆ Household Size by Number of Vehicles Available;
- ◆ Total Population;
- ◆ Persons Age 5 to 20 (school age);
- ◆ Persons Age 21 to 60 (working age);
- ◆ Persons Age 18 to 21 (college/working age);
- ◆ Persons 60 and Older;
- ◆ English Proficiency; and
- ◆ Poverty Status in the Past 12 Months by Age.

Field observations and interviews conducted in this task will identify reasons why certain block groups exhibit a high (or low) transit propensity. Of course, designing services for these areas would be done in concert with the overall comprehensive PVRTA service analysis.

Deliverable: The written deliverable for this task will be combined with the deliverable for Task 4.1.4.

Task 4.1.3 Collect Data on the Past Three Years' Passenger Counts

RLS will request that PVRTA and WVDPT provide historical operating statistics, including ridership counts by route and service area (i.e., county), annual operating hours and miles (by mode and service area), staffing levels, contracts and other partnerships for transportation services, and fleet needs. A system overview will be compiled to establish performance trends, current system use, and a clear understanding of current needs and gaps in service. If data is available, at minimum, the RLS team will collect ridership trend data by fare category, trip purpose, mode of service, and requirement for a wheelchair-accessible vehicle.

Deliverable: The written deliverable for this task will be combined with the deliverable for Task 4.1.4.

Task 4.1.4 Develop Five-Year Ridership Projections

Rural transit ridership is impacted by different factors compared to more urban areas. In rural areas, ridership is significantly impacted by the demand for service (considering the factors analyzed in Task 4.1.2), level of service, and affordability. In rural areas, transit demand is usually greater in areas with large populations of older adults, individuals with disabilities, and people without access to a personal vehicle. Likewise, the productivity of transit service may be lower in areas where population densities are low because of the time it takes to travel from pick-up to drop-off for each rider. The days of the week and hours of the day when service is provided and the fare level also influence an individual's decision to ride rural transit. Because PVRTA offers fixed route and demand response service, demand may likely be

lower for demand-response services than it would be if fixed routes were not available. This is one of the questions RLS will explore with PVTA.

The RLS team will apply a ridership model appropriate for rural transit service, including demand response and fixed route modes. The model uses demographic data collected during Task 4.1.2, data provided by PVTA during Task 4.1.3, and transit capacity and quality of service characteristics developed by the RLS team. Quality of service characteristics will be refined with input from PVTA and WVDPT and will likely include geographic service coverage, operating hours/days, on-time performance, and passenger fares compared to other travel options in the area.

Deliverable: RLS will provide a technical memorandum detailing the data collection and analysis results from Tasks 4.1.2 through 4.1.4. RLS will present the findings of the analysis to PVTA and WVDPT at the monthly meeting or another designated meeting.

Task 4.1.5 Analyze PVTA Staffing and Infrastructure Needs to Support Future Service

Potential route or demand response service changes (expansion or reduction) will be analyzed to determine the impact on staffing needs. We will identify changes in the number of vehicle operators needed and potential administrative, supervisory, and maintenance staff changes. Consideration will be given to any changes in the span of service which could impact the number of operations and supervisory personnel. Staffing needs will be analyzed for potential service changes over the next five years.

Service changes that may be implemented could change the requirements for facilities. This may include bus stops, transfer points, satellite operating locations, and the central facility. We will assess the potential changes in the vehicle fleet and staffing to determine the adequacy of existing facilities. Recommendations will be provided for facility programs to meet the requirements. If facility expansions are needed, existing sites will be evaluated to determine if the location can meet the required facility expansion. The facility and infrastructure needs will be used to develop a five-year capital plan with capital cost estimates to be incorporated in the five-year financial plan in Task 4.1.6.

Deliverable: Summary of projected staffing and infrastructure needs to support potential service adjustments and future projected growth/decline in ridership.

Task 4.1.6 Prepare Five-Year Operating and Capital Expenses and Revenues

RLS will conduct a financial analysis for each mode of service. This financial analysis shall include detailed operating and capital cost requirements for a five-year planning period. The operating budgets will be prepared using previously projected service units and base budgeting techniques that are standard in the transit industry.

After the expenses are projected for operating and capital, the RLS team will identify available revenue and new potential revenue sources that could be applied to address shortfalls in funding. Revenue projections will be based upon a no-fare-increase scenario. Funding sources will involve potential Federal, state, and local government resources that offer sustainable support. Generally speaking, suggested

revenues for the transportation strategies are likely to be driven by the funding cycles for these local, state, and Federal sources. And, the funding cycles will therefore impact the implementation schedule for service enhancements.

Deliverable: RLS will prepare a five-year capital and operating plan. The plan will include fleet needs over five years. The capital costs and potential funding sources will be itemized yearly. The minimum and maximum local, state (if applicable), and Federal grant funds necessary for all capital and operating items will be computed. The capital plan will take into consideration elements such as the following:

1. Grant funding cycles
2. Time required to prepare specifications
3. Time needed to advertise for bids, review bids, and make awards
4. Time needed to produce capital items (e.g., vehicle production, etc.)

Task 4.1.7 Propose Fare and Service Adjustment Options

The RLS team will work with PVTA and WVDPT to create a range of service adjustment options. Each option will include projected impacts on ridership and fare revenue. Optimizing the fare revenue for future service adjustments will help PVTA achieve its five-year revenue objectives. Optimization may involve fare structure changes, but this is not a foregone conclusion. The RLS team will work with PVTA to understand how the fare options are utilized today (ridership by fare type). RLS will also consider demographic conditions of current and future riders to maximize demand and minimize (or avoid) changes that might make service unaffordable compared to other choices.

The steps to be included in this task will also involve investigating and clarifying transit fare technology options in which PVTA and WVDPT might be interested. The introduction of ticketing systems, for example, offers different opportunities for fare structures.

The RLS team will apply standard transit industry fare elasticity models and then consider the impacts of potential service adjustments on ridership, such as changes to route travel time, hours of service, or service availability and convenience.

A range of service and fare adjustment options will be developed and analyzed in terms of an elasticity model that considers price, demand, and choice.

Deliverable: The deliverable will be combined with Task 4.1.8.

Task 4.1.8 Project Sources of Increased Revenues

A five-year financial plan will be developed in Task 4.1.7 based on current levels of operating revenue. In this task, we will identify potential new or increased sources of revenue to eliminate the unfunded operating deficit. Multiple Federal programs may be used to fund transportation services. While there are more than 100 Federal programs, many are not likely options locally. We will assess which funding programs may be available and could be used to fund public transit services. In many cases, these must be tapped through contracts with agencies administering the programs as part of a coordinated

transportation program. Some Federal programs may be used to match funding from the Federal Transportation Administration, and others may be used only as revenue. The potential new funding sources will be incorporated into the five-year financial plan, identifying phases of enhancements that may be implemented depending on the levels of additional funding.

Deliverable: Five-Year Financial Plan including operating and capital expenses and revenues by source.

Task 4.1.9 Perform a S.W.O.T. Analysis

The RLS team will conduct a SWOT analysis of PVTA’s transportation system through a collaborative work session with PVTA transportation staff. One of the most important aspects of conducting a comprehensive SWOT analysis is developing a model or framework that communicates all essential elements of the transit system, including the nature of labor, funding sources, demographic conditions, the customer experience, and other factors. The RLS team will lead PVTA through developing a logic model for the transit system. Developing a logic model ensures a “no stone unturned” approach to SWOT analysis.



The work session will include a discussion of all factors, including current PVTA service modes and productivity metrics, all grants and other funding sources, and all operational and administrative processes supporting every service mode.

Task 4.1.10 Consider Rider Needs and Post-COVID-19 Impacts on Transportation Demand and Funding Levels

Among the many lessons learned in America because of the COVID-19 pandemic, one is that public transit is a vital part of our community. People who do not drive cannot access vital services and community resources without the service of public transit agencies. This fact is especially evident in rural areas.

As travel needs have changed, so must transit services. The RLS team will analyze changes in ridership patterns since 2019 to understand the changes in the trip purpose and frequency of trips in the PVTA service area. Ridership has declined and may not return quickly to pre-COVID levels due to changes in employment options, some of which allow work-from-home. However, it is likely that ridership for medical and wellness appointments and factory-type employment that cannot be done remotely will return to normal levels.

The RLS team will work with PVTA to analyze transportation demand post-COVID and assist PVTA with maximizing the use of available Federal funding for short- and long-term sustainability and/or growth.

Task 4.1.11 Survey and Interview Residents About Needs with Emphasis on Service Equality

The RLS team has extensive expertise in conducting transit surveys. RLS is also a leading transit industry expert in Federal Transit Administration service equity requirements according to the Civil Rights Act. The RLS team will work with PVTA to develop a survey instrument for PVTA passengers. The purpose of this

survey will be to obtain information from a representative sample of PVTA passengers, minority and non-minority, and individuals with low incomes regarding their travel patterns, usage, characteristics, and demographics.

The survey instrument will be customized with input from PVTA to address specific issues. The survey instrument will include, at a minimum, the following information:

- ◆ Demographics of riders (including age, race, color, national origin, gender, income range, household size, employment status, driver's license, and zip code (home and work))
- ◆ English proficiency of riders
- ◆ Household Income
- ◆ Auto Availability
- ◆ Trip Purpose
- ◆ Trip Start Time
- ◆ Trip Origin and Destination (demand response)
- ◆ Method of Payment
- ◆ Frequency of Use
- ◆ Duration of Transit Use
- ◆ If Transit Not Available, How Would Rider Make Trip
- ◆ Perception of Cost of Passes/Fares
- ◆ Service Satisfaction (1 to 5 scale)
- ◆ Electronic Devices Available
- ◆ Social Media Platforms Used
- ◆ Preferred Contact Method

Conduct of Survey

RLS has a long history and experience conducting surveys of this type and in this manner. Surveys will be distributed for one week, sampling all routes, days, and hours of service. RLS proposes to request that drivers distribute the survey on-board vehicles and collect completed surveys.

RLS will compile survey results and provide PVTA with detailed results of the analysis and a spreadsheet with survey data.

If PVTA and WVDPT wish for RLS to distribute and collect surveys, an alternative price structure will be provided.



Conduct of Interviews

RLS will also prepare a standardized interview process for employers in major business districts throughout the study area. The purpose of the interview will be to determine the transportation needs of those businesses. The interview will attempt to quantify the number of employees at each employer, shift start/end times, and potential demand for transit service. RLS will also ask employers to provide as much detail as possible about where most employees travel from. These factors will help the RLS team and PVTA plan for potential service level changes or expansions.

Deliverable: RLS will provide a report summarizing the rider survey's systemwide and route level results. The analysis will include service utilization and access analysis based on minority and non-minority rider demographic characteristics. Survey and interview results will also support operations and fare structure recommendations developed in prior tasks.

DELIVERABLES

The RLS team will provide the deliverables outlined above and, at minimum, those outlined in the RFQ Section 5.

PRICE PROPOSAL

Exhibit A Pricing Page is provided on the following page. It corresponds to the technical scope of work presented in the RFQ. The cost proposal outlined on the following page presents the projected costs associated with each task.

Unit costs (Pricing Page) are based upon the combination of hours dedicated by each team member. The unit costs vary depending upon the mixture of experience levels required for the tasks. In other words, tasks that require more expertise will involve more time from senior staff which results in a higher unit cost compared to tasks that are more research focused and can be supported with more assistance from junior-level staff. In this way, RLS has designed the most cost-effective approach for PVTA and WVDPT. Associated expenses are also included.

Our proposed Grand Total Bid to complete the project, including estimated not to exceed indirect and labor costs is \$52,025. The proposed budget is negotiable.

Exhibit 1: Price Proposal Summary

Indirect Costs	
Airfare	\$ 600.00
Rental Car	\$ 1,024.00
Fuel	\$ 500.00
Lodging	\$ 1,920.00
Meals & Incedentals	\$ 928.00
Printing	\$ 200.00
GoToMeeting	\$ 120.00
Indirect Costs Total	\$ 5,292
Direct Costs (Labor)	\$ 46,733
Total Proposed Costs	\$ 52,025

EXHIBIT A - PRICING PAGE
PVTA Facility and Service Needs and Requirements
CRFQ PTR22*02

RLS & Associates, Inc.

Company Name

<i>Task Number</i>	<i>Description</i>	<i>Unit of measure</i>	<i>Unit Price</i>	<i># of Units</i>	<i>Extended Price</i>
4.1.1	Review County Plans. Currently operates in five counties.	Per Review	\$431.84	5	\$2,159.20
4.1.2	Analyze current routes and suggest potential changes. Up to 20 routes.	Hour	\$86.13	40	\$3,445.20
4.1.3	Collect passenger counts for past three years by route and location.	Hour	\$69.28	40	\$2,771.20
4.1.4	Project ridership growth or decline.	Hour	\$96.24	40	\$3,849.60
4.1.5	Analyze staffing and infrastructure needs.	Hour	\$126.66	40	\$5,066.40
4.1.6	costs, capital expenses, and operating revenues	Hour	\$102.82	40	\$4,112.80
4.1.7	Propose fare and service adjustments	Hour	\$113.49	40	\$4,539.60
4.1.8	Project sources of revenues	Hour	\$122.58	40	\$4,903.20
4.1.9	SWOT Analysis	Hour	\$350.15	10	\$3,501.50
4.1.10	Post COVID-19 ridership analysis	Hour	\$123.32	20	\$2,466.40
4.1.11	Survey/Interview Residents	Hour	\$68.05	40	\$2,722.00
4.2	Progress Meetings	Per Task	\$1,613.55	3	\$4,840.65
4.2	Monthly Progress Reports	Per Task	\$196.24	12	\$2,354.88
TOTAL COST:					\$46,732.63

APPENDIX: RESUMES





Ms. Robbie Sarles is the Founder and President of RLS & Associates, Inc. (RLS), a transit consulting firm in Dayton, Ohio specializing in the provision of technical assistance to rural and urban transit systems, Federal agencies, and State DOTs. She has over 40 years of experience in transit operations, management, training, and consulting. Ms. Sarles is a national expert for FTA's Drug and Alcohol Testing Regulations and a highly regarded and sought after trainer on a variety of topic areas, including Drug and Alcohol Regulations and Reasonable Suspicion Training, Civil Rights, ADA, diversity, and workplace harassment. She currently leads the Ohio Mobility Transformation project, a vision to align the elements of policies, funding, planning, and technology into Statewide coordinated service transportation. This project has attracted the attention of Federal Transit Administration leadership. Ms. Sarles is currently leading the efforts to test this alignment vision in two pilot areas in the state. Finally, Ms. Sarles is the Project Manager for the FTA Comprehensive Oversight Review and Technical Assistance Program (CORTAP).

ROBBIE L. SARLES

President

EDUCATION

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

YEARS OF TRANSPORTATION EXPERIENCE

40

AFFILIATIONS

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

PUBLICATIONS

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

PROFESSIONAL EXPERIENCE

President, RLS & Associates, Inc., 1987 — Present – Ms. Sarles is highly regarded in the transit industry for her development of sound, practical solutions that are both realistic and implementable. During her career, Ms. Sarles has conducted hundreds of projects in the areas of service analysis, route and schedule design, transit plan development, regulatory compliance, mobility management, marketing, human service coordination, maintenance recordkeeping, drug and alcohol testing programs, Americans with Disabilities Act regulatory compliance, Title VI, safety and risk management, innovative services, and all aspects of operations. She has personally developed dozens of feasibility plans and customer surveys, coordination plans, and transit development and service plans to both implement new and enhance and expand existing transit service. Recently, she was the Project Manager and lead for the CTAA E-Learning project to develop an on-line module to assist mobility managers in being more effective in facilitating meetings among community partners and negotiating differences that arise. In addition to overseeing RLS' 19 Drug and Alcohol technical assistance and training contracts, 12 on-call assistance contracts, and RLS' compliance and planning contracts.

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

Finally, Ms. Sarles is directing the Ohio Mobility Transformation project for the Ohio DOT, which has significant importance and potential impact for not only the state, but nationally, regarding how human service transportation is funded and provided. The project is entering the implementation phase, where project successes to date will be carried forth in a policy alignment initiative that will be realized through the development of necessary policy, tools, technical assistance and procedures to meet the needs of agencies, service providers, drivers, customers and ODOT. The goal is to improve the quality and safety of human service transportation services within Ohio to create a simpler, level playing field for service providers while reducing the administrative burden on state agencies.

PROFESSIONAL EXPERIENCE (Continued)

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

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

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

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

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

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



Ms. Christy Campoll is an experienced and strong Project Manager as well as Lead Planner and Researcher for RLS' planning team; lead reviewer for the RLS compliance team; and a former transit manager and transportation vice president for a successful rural, demand response public transit system in central Indiana. In this latter role, she was directly responsible for the system's demonstrably increased efficiency and productivity. As an RLS Senior Associate, she provides leadership and support on projects to improve mobility through innovative and experimental approaches to longstanding challenges of interagency coordination and transit service delivery. Her projects have included local, regional, and statewide coordination plans, service evaluations, transit development plans, and comprehensive operational assessments., where her strengths in overall grants management, transit service delivery, literature reviews, policy research, and compliance monitoring are an invaluable resource.

CHRISTINA R. CAMPOLL

Senior Associate

EDUCATION

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

YEARS OF TRANSPORTATION EXPERIENCE

11

PROFESSIONAL EXPERIENCE

Senior Associate, RLS & Associates, Inc. – January 2018 to Present –

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

- Planner/Researcher for the Mobility Ohio project, to align the elements of policy, funding, planning, and technology into a coordinated and enhanced mobility platform among state agencies funding human service transportation, including the implementation of pilot initiatives in a nine-county region of southeast Ohio (2018-Ongoing)
- Project Manager, IndyGo Section 5307 Consultant Services, providing oversight program start-up and technical assistance for a large urban bus system incorporating four new suburban FTA funding subrecipients (2021-Ongoing)
- Deputy Project Manager, "Bus of the Future" Operator Compartment Redesign, a FTA-funded research project to address problematic aspects of current bus operator compartments and interrelated aspects of bus design (2020-Ongoing)
- Project Manager for the Indianapolis Metropolitan Planning Organization Sections 5307/5311 Allocation Analysis, to recommend an approach to funding suballocation and organizational structure among six transit providers (2020-21)
- Project Manager for 11 Indiana Regional Coordination Plan Updates and 5 Indiana MPO Coordination Plan Updates (2020-Ongoing)
- Project Manager for the Sunset Empire Transportation District (Clatsop County, OR) Coordinated Plan (2020)
- Co-Project Manager for 11 West Virginia Regional Coordination Plan Updates (2018-19)
- Lead Planner for the Plainfield/Guilford Township, IN Transit Plan (2019-20) and the Northern Johnson County, IN Transit Plan (2021-Ongoing) to develop the suburban communities' transit expansion plans
- Community input support, including conducting public meetings, stakeholder interviews, and surveys, for multiple projects including the Tennessee Office of Mobility and Accessibility Strategic Plan (2020-21), Central Midlands Council of Governments Coordinated Plan (Columbia, SC—2019), Stark Area Regional Transportation Authority Coordinated Transportation Plan Update (Stark County, OH—2018-19), Nevada Coordinated Transportation Plan Updates (2018), and the Miami Valley Regional Planning Commission Human Services Coordinated Transportation Plan Update (Dayton, OH—2018-19)
- Assistant reviewer for the Oregon DOT compliance review and technical assistance project (2018-19)
- Co-Project Manager for the Monroe County, IN Route Optimization Study, a service analysis effort to redesign a rural fixed route (2018-19)
- Lead Planner for the Tiffin, OH transit expansion project (2018-19)

PROFESSIONAL EXPERIENCE (Continued)

- Researcher for the Colorado Association of Transit Agencies Non-Emergency Medical Transportation (NEMT) Study, examining the impact of recent NEMT legislation on public transit systems (2019)
- Researcher for the rabbitransit Regionalization Effectiveness Study, conducting an evaluation of regionalized transit services (2018)
- Project Manager, Hancock Co., IN Transportation Needs Survey (2018)
- Project Manager, Kokomo-Howard County, IN Coordinated Plan (2018)

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

- Hired as Director of Transportation; promoted to Vice President in January 2017
- Lead transportation department of human services agency
- Implement operational changes to demand-responsive public transportation program resulting in increase in annual ridership from 50,579 (2015) to 66,208 (2017), representing a 31% increase in ridership with only 12% increase in costs
- Launch and manage non-emergency medical transportation program serving patients of Riverview Health providing over 12,000 trips per year
- Report program activities to funders, elected officials and external stakeholders
- Supervise two managers, five schedule/dispatch staff and 29 drivers
- Manage departmental budget of \$1.9 million
- Collaborate with other agency departments and community organizations on new transportation services

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

- Manage intercity bus, commuter express bus and suburban circulator transportation services of private motorcoach company
- Develop and implement procedure for reconciliation of ticket sales by agents in two states
- Develop and implement policies and procedures for scheduled bus service operations
- Coordinate scheduling and dispatch of drivers and vehicles for scheduled bus service
- Train and supervise bus drivers in scheduled service operation
- Resolve service issues in cooperation with drivers, bus terminal agents, mechanical staff and management
- Assist clients (transit agencies and nonprofit organizations) in development of transportation services

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

- Engage transit providers in Central Indiana region in coordination of services
- Develop grant proposals to fund public transit programs with budgets of up to \$1.2 million
- Develop and manage commuter express bus and reverse commute circulator services
- Manage web development vendor in creation of online transportation resource directory
- Promote reverse commute transportation services to employers and service agencies
- Manage agency compliance with USDOT requirements for recipients of federal funding
- Serve on project selection committees for USDOT grant awards
- Write and distribute monthly agency electronic newsletter
- Coordinate online agency communication including website and social media
- Assist Central Indiana residents in identifying public transit options
- Assist Executive Director in transportation policy advocacy activities
- Evaluate transportation programs and recommend strategies to Executive Director and Board of Directors

Indiana University**Grant Program Administrator, Executive Secretary, Research Assistant, September 2006—December 2009**

- Assist project director in implementing grant-funded programs addressing minority representation in science, mathematics and technology (STEM) disciplines
- Provide grant-related assistance to administrators, faculty, staff and students
- Monitor program budgets; purchase supplies and contract services
- Assist in publication of scholarly journal and conduct of longitudinal survey on tobacco use



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 regional, rural and urban transit systems. 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. Ms. Brown completed National Environmental Policy Act Training and Categorical Exclusions Training, in 2009.

LAURA BROWN

Director of Planning Initiatives

EDUCATION

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

B.A., Sociology, The Ohio State University

YEARS OF TRANSPORTATION EXPERIENCE

18

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 Metro Ride Wausau, WI Transportation Development Plan
- Project Manager for the SARTA Transportation Development Plan (2019-2020) and Coordinated Transportation Plan (2019).
- Project Manager for the Utah Transit Authority Comprehensive Specialized Transportation Plan.
- Project Manager for Tulsa Transit On-Call Technical Assistance with Planning, Grant Writing, Fare Analysis, Title VI evaluation and compliance
- Project Manager for the Chicago area Coordinated Transportation Plan Update
- Georgia DOT subrecipient Title VI Policy Development and Compliance Assessments
- Lead researcher for the Lake County, IL Paratransit Market Study responsible for developing a range of demand response and shared-ride transportation options.
- Project Manager for the Randolph/Montgomery Cos, NC, Community Connectivity Plan. Evaluating current services and developing new services (fixed routes and demand response) and organizational structure recommendations for the local area and region.
- Project Manager for the rabbitransit Regionalization Effectiveness Study—conducting a productivity and financial analysis of transit services to determine if measures implemented for cost efficiency were successful.
- Project Manager for the Gloversville Transportation Plan—analysis of existing fixed route, intercity, and human services transportation productivity and development of recommendations to expand services and streamline the organizational structure.
- Project Manager for the Central Midlands Council of Governments Human Services-Public Transportation Plan which included special tasks to enhance public transportation services in rural portions of the study area to improve regional connectivity.
- Project Manager for the City of Valparaiso Route Study, Indiana. The tasks included (1) Interviews with staff, local officials, and other community stakeholders; (2) Public meetings; (3) Onboard passenger surveys; (4) Evaluation of latent transit demand; (5) Detailed route evaluations, realignment, and mapping; (6) Major service feature recommendations based on the findings of previous tasks; and (6) A cost analysis with a 5, 10, and 15-year financial plan.

PROFESSIONAL EXPERIENCE (Continued)

- Project Manager for the Gwinnett County Transit (GCT) Plan Task to evaluate Human Services Transportation coordination opportunities that would create efficiencies for the GCT paratransit program.
- Ann Arbor Area Transportation Authority technical assistance to develop and execute an RFP for a third party service provider for paratransit services.
- Lead Researcher for the Interior Alaska Transit Corridor Project to connect multiple tribal communities with Fairbanks and other large trip generators.

- Project Manager for a study to assist the Lowcountry Regional Transportation Authority (LRTA) in expanding the availability of coordinated public transportation services throughout a multi-county portion of its service area, specifically Beaufort, Colleton, Hampton, and Jasper Counties. Ms. Brown led the advisory committee through the detailed process of developing a hybrid-brokerage model and service/route design that would streamline services.
- Project Manager for the Seminole Nation of Oklahoma (SNO) project to assist in the development of a transit plan complete with recommendations for service strategies that will address increased ridership. The plan included forecasts for new and replacement vehicles and equipment, analysis of the maintenance program, and evaluation of scheduling/dispatching procedures complete with forecasts for additional personnel.
- Project Manager for the Niles Michigan Transportation Development Plan. The TDP includes a complete analysis of the small urban area system's existing services, revenues, and expenses. The study resulted in development of a deviated fixed route and amended customer service policies that will improve efficiency and effectiveness of Niles Dial-A-Ride.
- Project Manager for the Central Indiana Regional Transportation Authority (CIRTA) Rural/On-Demand Transit Study. The study included nine counties of Central Indiana with a mixture of rural, suburban, and urban characteristics. The study resulted in a comprehensive action plan for implementing a seamless regional and inter-county transportation network in Central Indiana to supplement the existing public transportation structures within each county and in Indianapolis.
- Project manager for the JATA Market Research Study. JATA implemented this study to measure the level of satisfaction and unmet needs/gaps in services for individuals who live outside the millage district where JATA hours of operation and service area are more limited. The project involved a multi-faceted approach to public survey which included mail, phone, and email outreach opportunities to 160,000 households and businesses. The project also included an evaluation of passenger satisfaction through an on-board passenger survey effort. Finally, RLS facilitated a Community Event to present the findings of the research and discuss the future of JATA service with the general public.
- 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 all 50 State Departments of Transportation regarding state practices for the continued replacement of Section 5310, 5311, and 5311(f) purchased vehicles. The second project involves the study of State DOT administration practices of FTA funded programs (Sections 5310, 5311, and 5311(f)).
- Lead researcher for the Wichita Transit Paratransit Assessment.
- Lead reviewer for the New Jersey Title VI reviews.
- Project Manager and lead consultant for the West Virginia Regional Coordinated Human Service Transportation Plans (2008; 2011; 2015)
- Project Manager and lead consultant for the Union County, OH and Yankton, SD, respectively, MAP-21 Coordinated Public Transportation-Human Services Plan.
- Lead contributor for the Interior Alaska Transit Corridor Project.
- Project Manager and lead contributor to the Fairbanks North Star Borough Mobility Management Plan.

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

RLS & ASSOCIATES, INC.



Mr. Boylston is a former Transit Administrator with over 30 years of experience in transit planning, management, operations, and finance. He has worked in public transit at the Federal, state, county, and municipal levels, in both the public and private sectors, with a special emphasis in fixed route system design, contract management, and paratransit services. He is currently a Project Manager and Lead Planner for RLS' Planning Division and a Lead Reviewer for RLS' Compliance Team.

RAY BOYLSTON

Senior Associate

EDUCATION

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

YEARS OF TRANSPORTATION EXPERIENCE

30

AFFILIATIONS

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

PUBLICATIONS

PROFESSIONAL EXPERIENCE

RLS & Associates, Inc. – November 2016 – Present – Mr. Boylston is a Lead Senior Associate for planning and compliance projects, including:

- Project Manager, Rolesville-Wake Forest, NC Transit Alternatives Study
- Project Manager, Kinston, NC Transit Study
- Project Manager, Wake County, NC Development of RFP for Microtransit Service Operations
- Project Manager, Rowan Transit System Policies & Procedures Manual
- Lead FTA CORTAP Reviewer for Tier 4 transit systems.
- Lead FTA Compliance Reviewer, Oregon, North Carolina, Illinois, and Georgia Compliance Monitoring Plans.
- Project Manager, Tiffin, OH Fixed Route Implementation Plan.
- Lead Planner, Five-year Community Connectivity Plan for Randolph and Montgomery Counties.
- Project Manager, technical assistance and support to Wake County and the Wake Coordinated Transportation Services (WCTS). Tasks include: SWOT assessment of the current WCTS RFP/contract; RFP preparation to meet NCDOT and FTA requirements; assisting in the implementation of a business change which will bring trip verifications in line with the new policy; recommendations for areas to strengthen the management and operation of WCTS; and technical assistance as needed.
- Lead Planner, Fixed Route Operations Implementation Plan for Rock Hill, SC's first ever fixed route system.
- Planner, Concord, NH Transit Service Plan and Boarding/Alighting Study to redesign the CAT fixed route system.
- Bus transit expert for Cary, NC Downtown Multimodal Center Conceptual Plan.

Transit Services Administrator – Town of Cary - July 2003 – March 2017 - As Transit Services Administrator, Mr. Boylston oversaw the town of Cary's GoCary, a fixed route and demand response system that provides approximately 300,000 passenger trips per year. Mr. Boylston was staff lead on the development of a Bus Operations and Maintenance Facility Feasibility Study and Conceptual Plan that resulted in the purchase of land for this facility on Towerview Court in Cary. In addition, future fleet needs, space allocation, and maintenance needs for GoCary were identified in this study. He was responsible for the successful completion of numerous information technology projects for the system (electronic fareboxes, automated passenger counters, real-time bus information, etc.). Mr. Boylston was the Town staff lead on securing over \$50M in transit operations and capital funding over the next ten years through his participation in the development and ultimate adoption of the Wake Transit Plan.

PROFESSIONAL EXPERIENCE (Continued)

Transit Planning Consultant (Independent Contractor) – April 2003 –July 2003 — Under contract with Urbitran Associates, Mr. Boylston completed a Community Transportation Association of America (CTAA) Transit Planning Study in South-eastern Arizona. He conducted all interviews with human service and transit systems in the study corridor and developed Technical Memorandum #1, which documented the efforts and steps necessary to provide new inter-community transit services for individuals in southeast Arizona.

Vice President for Southeast U.S., Transit Services – Urbitran Associates, Inc. Southeast Operations; Raleigh, NC – September 2002 – March 2003—Mr. Boylston was Vice President of Transit Services and responsible for project proposal writing, development and implementation of a marketing plan, and project work which included surveying of numerous transit passengers utilizing the Capital Area Transit (CAT) system in Raleigh, NC, and completion of in-depth Management Performance Review of the Human Resources, Financial Management, Claims, and Management Information Systems Departments for Milwaukee County Transit System that employed over 1,500 employees.

Transportation Program Consultant III – NCDOT, PTD, Rural Section; Raleigh, NC - July 2000 – August 2003—As a Transportation Program Consultant III, Mr. Boylston provided oversight and served as program manager of the \$1.5 million Community Transportation Planning Program and designed the biennial Federal Compliance Program, System Management Plan Review Handbook, and Training Modules. Mr. Boylston also developed the conceptual design for the Organization Improvement Plan used by eighty-four transit systems statewide and provided technical support to local staff. He served as program manager for all Community Transportation Improvement Plans and special studies work, and had final review responsibilities for all technical memorandums and draft plans. As senior transportation program consultant for the Community Transportation Section, Mr. Boylston was involved with assisting other program consultants in troubleshooting system capacity, including all aspects of management and operations. He served as project manager for the design of a Fully Allocated Rate Model software program used by transit systems across the State. Finally, Mr. Boylston developed the scope of work and acted as project manager of conceptual designs for community transportation system facilities.

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

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

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



Mr. Bubash is an integral member of RLS' planning team, providing data and outreach support in the conduct of detailed short- and long-range transit plans, transit system evaluations, and local, regional, and Statewide coordinated transit plans. In this regard, he is experienced with map development using ESRI's ArcGIS. Along with his knowledge of ArcGIS, Mr. Bubash also works with U.S. Census data to analyze and write demographic information on study areas. As a graduate student, Mr. Bubash conducted research for a study of transit operator access to restrooms for eventual submittal to the Transportation Research Board. A valued member of the RLS training team, he has assisted in the development of several eLearning modules and is helping to develop detailed databases to track RLS trainings.

Mr. Bubash graduated from Miami University with a major in Public Administration and Urban and Regional Planning. He recently completed his Master's Degree at Wright State University in Public Administration with a Geographic Information Science Certificate.

NATHAN BUBASH

Associate

EDUCATION

- Bachelor of Arts and Science, Public Administration, Urban & Regional Planning, Miami University, 2018
- Master of Liberal Arts, Public Administration, Wright State University, 2020
- Geographic Information Science Certificate, Wright State University, 2020

YEARS OF TRANSPORTATION EXPERIENCE

3

AFFILIATIONS

PUBLICATIONS

PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc., September 2018 — Present –

Mr. Bubash supports RLS' Planning Division by providing map and demographic information in easy and understandable formats, assisting and/or conducting rider surveys and other activities as required. He is also a member of the Training team, providing technical assistance and technology support as part of RLS' RTAP projects as well as assisting on other projects. His past and current projects include:

- ◆ Current Ohio DOT Mobility Manager Representative, helping manage the program's invoicing, contracts, and assisting Mobility Managers.
- ◆ Provides support to RLS Senior Associates in the conduct of coordination plans, comprehensive operational and alternative analyses, short- and long-term transit plans and more.
- ◆ Developed maps and demographic information, including public meeting informational displays, for Miami Valley Regional Planning Commission Human Services Coordinated Transportation Plan Update.
- ◆ Developed fixed route network maps for the Tiffin, Ohio transit expansion and Concord, New Hampshire fixed route system projects.
- ◆ Completed demographic analysis for the West Virginia and Nevada Coordination Plan updates.
- ◆ Created user-friendly Transit Asset Management (TAM) program for New Hampshire Department of Transportation to assist in grant data management and asset replacement analysis.
- ◆ Created e-learning courses for transit drivers and managers using Triantis' Lectora software for Indiana, New Hampshire, and Wisconsin Rural Transit Assistance Programs.
- ◆ Created demographic maps and fixed route maps for Kinston, North Carolina, Rolesville, North Carolina, and Rock Hill, South Carolina.
- ◆ Aided in the creation of new fixed transit routes for Lawrence County Transit in Lawrence County, Ohio. Mr. Bubash's work included creating demographic maps and route maps for the county.
- ◆ Utilized origin/destination data from the seven counties within the Indianapolis MPO to create maps of each county's demand response trips by geocoding the origin and destination addresses.
- ◆ Assisted with on-site reviews of Safety Management Systems (SMS) review of Rock Hill, SC and PeeDee RTA in SC and created the SMS Development Plan for PeeDee RTA.
- ◆ Lead contributed for the Greater Dayton RTA Title VI Survey including surveying RTA passengers, creating demographic maps of the RTA service area, and writing the final report that was provided to GDRTA.

West Chester Township

Administrative Intern, May 2017 – August 2017

- ◆ Created guidelines and collected data and information for independent projects that aided in administration decisions.
- ◆ Worked with the Community Development Department providing Geographic Information Systems assistance, creating maps and providing spatial analysis using U.S. Census data.

Cincinnati Mayor's Office

Legislative Intern, May 2016 – August 2016

- ◆ Independently handled constituent affairs through answering phone calls and letters by navigating internal administration and outside agencies.
- ◆ Conducted legislative research for the Mayor by analyzing past motions and ordinances by City Council
- ◆ Helped conduct interviews of potential interns.



Ms. Bethany Renner works from the Dayton, OH Headquarters, having joined RLS & Associates, Inc. after years of work in charitable giving, community outreach, and project management. Her initial assignment has been as an Associate for the Illinois Department of Transportation (IDOT), where she is providing IDOT staff and subrecipient support, processing invoices, and responding to requests for technical assistance. Ms. Renner is also providing support to the planning team for coordinated plans, feasibility studies, and Title VI Plan reviews and serving as a staff resource to the Butler County, Ohio RTA (BCRTA) Short Range Planning and Funding Analysis project.

Ms. Renner is an experienced project manager and excels in community outreach, public participation, and consensus building.

BETHANY RENNER

Associate

EDUCATION

- ◆ Masters of Public Administration: Non-profit and Community Leadership, University of Dayton, 2014
- ◆ B.S. Early Childhood Education, Pre-Kindergarten Special Needs, University of Dayton, 2012

LICENSES AND CERTIFICATIONS

YEARS OF TRANSPORTATION EXPERIENCE

1

AFFILIATIONS

- ◆ Dayton YMCA Childcare Services Branch, Board Member
- ◆ Women's Leadership Collaborative of Greater Dayton, Cohort Member

PUBLICATIONS

PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc., January 2021 — Present – Past and current projects include:

- ◆ For the INDOT regional coordination plan updates, utilized survey data to create charts related to the public's access and thoughts on public transit availability and analyzed data for the regional needs assessments.
- ◆ For the Lapeer County, MI Feasibility Study, gathered community input from the County's townships, and encouraged participation in the public participation meetings and on-line survey.
- ◆ Provided technical assistance, compliance review support, data and BlackCat system management and funding application review for IDOT.
- ◆ As part of the short range planning assistance to the BCRTA, collected and analyzed survey data from local residents to create charts related to the public's access and thoughts on public transit; conducted BCRTA staff interviews; updated job descriptions; and conducted peer transit system research, among other assignments.
- ◆ Conducted Title VI Plan reviews and technical assistance for the Georgia Department of Transportation (GDOT), providing feedback and education to GDOT subrecipients regarding U.S. Census data for completion of the Plan.
- ◆ Created materials and enhanced the process for the review of Section 5310 Program and Pandemic-Related Funding for the Indiana Department of Transportation.
- ◆ Developed a Facility Construction Funding Application for the Ohio DOT utilizing best practices and regulations.
- ◆ Researched and contributed to the update of the State Management Plan and Rural Transit Manual for the Ohio DOT.

Event Manager, One10 LLC, September 2018 – January 2021

Ms. Renner provided end-to-end planning and operation of incentive travel programs for automotive clients, including:

- ◆ Ownership of all project delivery elements, utilizing standard processes and procedures to achieve client satisfaction.
- ◆ Managed budget and timelines, food and beverage, function space, themed events, audio visual and production, merchandise, activity planning and sourcing, registration, and program communications.
- ◆ Added creativity and vision to programs.
- ◆ Managed supplier partners and internal support areas to ensure quality and timely delivery.
- ◆ Proactively escalated potential client/project issues for timely resolution.
- ◆ Financial accountability for assigned projects following standard pro-

PROFESSIONAL EXPERIENCE (Continued)

cesses and procedures including adherence to standard or client deposit terms, reviewing conditions of client and vendor contracts, billing turnover requirements and cash management guidelines.

- ◆ Provide project feedback to all stakeholders through summary and distribution project debrief notes for inclusion in account review.

Director of School Development, Dayton Early College Academy (DECA), January 2014 – September 2018

Manage fundraising and growth initiatives for DECA, a mission-driven, K-12 public charter school; Provide daily administrative support to Superintendent

- ◆ Planned and implemented events and opportunities focused on raising capital to develop and sustain relationships with stakeholders (donors, volunteers, alumni, families):
 - Executed all planning, logistics and program elements for multiple fundraising luncheons that each hosted 200 people and generated over \$175,000 in revenue.
 - Provided ongoing information to and devise opportunities for stakeholders on ways to stay engaged with or impact the organization.
 - Maintained budgets and track revenue from large and small events.
 - Recorded all donor or constituent information, track donations and create contact timelines for each relationship.
 - Collaborated on production of all fundraising materials including annual reports, donor solicitations and other reports including input into data management software.
- ◆ Researched and authored grant applications for program expansion and enhancement:
 - Evaluated programs and budgets associated with any program receiving grant funds and write reports.
- ◆ Provided daily support to DECA's Superintendent/CEO including correspondence, scheduling, maintaining budget reports, tracking data, and attending meetings for Superintendent, as needed.

Graduate Assistant, University of Dayton Rivers Institute, May 2012 – December 2013

Strengthened the presence of the Rivers Institute and Fitz Center in its mission to raise awareness of our watershed as a strategic natural resource in Dayton, the region, and the world

- ◆ Leveraged University and community assets to build opportunities and resources for the campus and greater Dayton community
- ◆ Served as project leader in planning and implementation of an immersive, mobile museum called the RiverMobile.
 - Wrote and scripted exhibits and trained tour guides to execute an experiential learning opportunity.
- ◆ Organized and facilitated the River Leadership Curriculum, an Arts and Sciences college course .
 - Supported student learning by facilitating and coordinating professional presenters, field trips and excursions.
 - Initiated and executed a formal evaluation plan for the course .
- ◆ Provided administrative support to the University of Dayton Rivers Stewards leadership program.
 - Planned events focused around kayak excursions, nature-based leadership training and informational sessions on campus and in the community, acted as facilitator and safety guide for events.
 - Maintained program budgets and expense reports for all associated programs.
 - Envisioned learning outcomes and objectives for each unique experience.



Ms. Black joined RLS part-time in its Dayton headquarters after 12 years in transportation planning. She has been AICP certified since 2010. Before joining RLS, Ms. Black was a Senior Planner for a Metropolitan Planning Organization in southwest Ohio where she was responsible for agency resource data, Census data, Tableau Public, regional profiles, and report layout and design.

Ms. Black is part of RLS' Administration and Planning Divisions and is working in the areas of data presentation and report/proposal proofreading, formatting, and production through the use of Adobe's Creative Suite (InDesign, Photoshop, Acrobat). Ms. Black assisted in the development of several RLS eLearning modules, using her background in design, layout, and presentations. She created for RLS a complex database in Microsoft Access. She is proficient in Microsoft Office, ArcGIS, Adobe Creative Suite, Tableau Public, among other software.

JULIE R. BLACK, AICP

Associate

EDUCATION

- Masters, Urban Planning, University of Louisville, 2006
- Bachelors, Philosophy, pre-veterinary medicine, University of Kentucky, 2001

LICENSES AND CERTIFICATIONS

- American Planning Association
- American Institute of Certified Planners
- Association of Public Data Users

YEARS OF TRANSPORTATION EXPERIENCE

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PROFESSIONAL EXPERIENCE

Associate, RLS & Associates, Inc. October 2019 – Present

Past and current projects include:

- Indiana Annual Report design
- Wisconsin RTAP eLearning Modules
- Ohio Mobility Manager Training Modules
- Creation and maintenance of complex Access database for states to track employee training
- Collect provider information and report design for Utah Transit Authority Comprehensive Specialized Transportation Plan
- Report design for US DOT SBIR: Cost Allocation Technology for Non-Emergency Medical Transportation
- Collection provider information, set up meeting times and locations, and report design for Chicago RTA Coordinated Public Transit-Human Service Agency Transportation Plan Update
- Indianapolis Division of Metropolitan Planning Organization (IMPO) Section 5307/5311 Allocation Analysis Services
- Multiple public transportation agency safety plans and SMS development plans

Miami Valley Regional Planning Commission

Senior Planner, October 2008 – August 2018

- Agency resource for research, data visualization, and all things data, with specialty in Census data
- Women in Analytics Conference, 2018 Data Viz competition: top ten
- Independently researched and learned Tableau Public
- Project manager for four regional profiles, digital and paper versions
- Project lead and co-creator of Miami Valley Employment, 2014
 - Featuring dot density map enhanced with dasymetric technique; awarded second place in the Digital Map category at the 2016 Ohio GIS Conference
- Co-presenter, "Census Data: Which, When, and How," 2014 Miami Valley Planning & Zoning Workshop
 - Team member for the Going Places initiative, assisted with research, mapping, analysis, and report production

LJB Inc.

Transportation and Environmental Planner, September 2006 – July 2008

- Assisted in researching, writing, and production of environmental clearances for engineering projects across the state of Ohio



Albert T. Stoddard III, Ph.D., P.E.
Senior Advisor



Transit Planning/Transit Operations Plans

Lafayette Transit Service for Low Demand Areas (IN)

Served as project manager for analysis of routes with low ridership and potential expansion into unserved areas. Developed recommendations including new routes and implementation of microtransit.

CATA Alternate Service Models (PA)

Served as project manager for a comprehensive evaluation of alternative transportation service models for the Centre Area Transportation Authority (CATA). This project focused on CATA's commuter routes, which operate across longer distances and connect the lower density, more rural areas of Centre County with State College and Penn State University. Researched and evaluated the implications to CATA of creative transportation service models that could optimize service performance and cost to the best possible extent and can be applied to future growth.

Cache Valley Short-Range Transit Plan (UT)

As Project Manager, created a five-year working plan to guide Cache Valley Transit District in meeting the needs of residents and visitors to Cache Valley.

Grand Valley Transit Operations Plan (CO)

Served as Principal-in-charge for the GVT Operations Plan projects in 2011 and 2015. The project included an onboard survey, detailed evaluation of the existing service, and evaluation of service changes. The 2011 recommendations included significant changes to several routes and changes from fixed-route service to demand-response service in areas of low demand.

State College Area Universal Transportation Access Study (PA)

The Centre Area Transportation Authority (CATA) contracted with a team led by LSC Transportation Consultants to complete a study of Universal Transit Access for the regional transit service. LSC completed an analysis of the existing revenue and fare structure and evaluated alternate structures for contracts, fares, and local revenue. Recommendations were made for changes to implement Universal Transit Access.

San Luis Obispo Joint Short-Range Transit Plans (CA)

Responsible for analysis of the Runabout complementary paratransit service. The analysis included the policies and procedures for eligibility determination and certification, paratransit service policies, and scheduling procedures. Recommendations were provided to improve the certification process and to increase efficiency through improved scheduling or paratransit trips.

Experience

- Over 40 years of experience in civil and transportation engineering
- Former Principal of the firm's Colorado Springs office
- Assistant Professor of Transportation Engineering at the University of Alaska at Anchorage (1984-1987)
- Five years of active duty as a civil engineer with the U.S. Air Force

Education

- Doctor of Philosophy in Civil and Environmental Engineering (Transportation), Cornell University (1984)
- Master of Science in Civil Engineering, University of Alaska at Anchorage (1980)
- Bachelor of Science in Civil Engineering, U.S. Air Force Academy (1975)

Presentations and Seminars

- CTAA Expo: Transit Performance Monitoring
- CTAA Expo: Workshop on Cost Allocation
- CTAA Expo: Transit Service Planning, Financial Management, Cost Allocation, and Performance Evaluation for Transit Managers (multiple seminars held in 10 states)
- CTAA Institute for Transportation Coordination: Service Design and Financial Planning
- Oregon Transit Association Conference: Transit Performance Measures
- Alaska Transit Association Annual Conference: Transit Performance Measures and Transit Service Design

Boulder Transit Service Delivery Study (CO)

Directed project which evaluated governance models and transit service scenarios for the City of Boulder and Boulder County. Governance models ranged from maintaining the current relationship with the Regional Transit District (RTD) to creating a new Regional Transit Authority to serve Boulder County. The governance models were evaluated using criteria related to implementation of the Renewed Vision for Transit and recommendations provided for implementation.

Casper Route and Schedule Analysis (WY)

The Casper Area Metropolitan Planning Organization contracted with LSC Transportation Consultants, Inc. to complete a route and schedule analysis and develop new routes and schedules for Casper and the surrounding area. Casper completed a Transit Development Plan (TDP) for transit service and was impacted with a reduction in funding for the upcoming fiscal year. The primary objectives of the study were to develop a multiyear implementation plan to increase ridership and fare box revenue, improve efficiency of service delivery, and effectively meet the transit needs of the community.

Billings MET Route and Schedule Analysis (MT)

Conducted thorough evaluations of the MET system including route productivity, costs, and on-time performance. Developed changes to routes and schedules to improve the efficiency and effectiveness of service. The changes resulted in an increase in ridership of eight percent.

Rochester-Genesee Regional Operational Service Efficiency Plan (NY)

As part of a plan to integrate seven rural systems, LSC analyzed the existing regional connections, potential transit demand for regional connections, and identified service recommendations. The plan included routes, annual operating cost and estimated ridership for each of the identified service recommendations. Existing and new transfer points to support the service recommendations were identified.

Jefferson County Coordinated Transit Plan (MO)

Prepared the Coordinated Public Transit-Human Services Transportation Plan for Jefferson County and a Transit Service Plan for JeffCo Express. The plans provided for coordination and consolidation of human services transportation programs and improved service delivery by JeffCo Express.

Transit Facility Planning

Alice Transit Operations Facility (TX)

Completed an assessment of facility requirements and evaluated multiple possible sites for a new transit operations facility to provide adequate parking for buses, passenger waiting area, and operations by intercity bus services.

Eagle County Transit Hub and Park-and-Ride Study (CO)

Completed a study to identify appropriate locations for transfer hubs, passenger facilities, and park-and-ride lots to connect the local feeder systems to the central spine.

Glenwood Springs Multimodal Facility (CO)

Completed a site selection process for a proposed multimodal center in Glenwood Springs. The planned center will incorporate Amtrak, Greyhound, local bus service, Bus Rapid Transit, and parking.

Grand Junction Transit Center (CO)

Conducted a site evaluation and selection process for a new transfer center for Grand Valley Transit. Sites were evaluated and documentation prepared for the Environmental Review process and approval by the Federal Transit Administration.



Gordon Shaw, P.E., AICP

Principal



Professional Experience

In his capacity as Principal with LSC, Gordon's duties range from large-scale urban and rural transit and transportation planning to site-specific, preliminary engineering design and traffic analysis. He has conducted over 300 transportation studies for both public and private clients, including traffic engineering studies, traffic model and simulation analyses, transit planning studies, parking analyses, transit facility designs, and bicycle/pedestrian studies. He generally serves as the Project Manager for studies conducted out of the office in Tahoe City, California.

Mr. Shaw is the firm's Team Leader on transit facility design projects. Transit passenger facilities that he has helped design and develop include the following:

- Aspen (Colorado) Rubey Park Transit Center
- Baker County (Florida) Transit Facility
- Clearlake (California) Transit Facility
- Grass Valley (California) Tinloy Transit Center
- Jackson (Wyoming) Stilson Ranch Transit/Park-and-Ride Facility
- Ketchum (Idaho) Transit Hub
- Logan (Utah) Transit Plaza
- Lompoc (California) Transit Center
- Napa (California) Transit / Wine Train Passenger Center
- Ogden (Utah) Multimodal Center
- Oroville (California) Transit Passenger Facility
- Paradise (California) Transit Center
- Park City (Utah) Old Town Transit Center
- Port Townsend (Washington) Transportation Center
- San Luis Obispo (California) Downtown Transit Center
- Tahoe City (California) Transit Center
- Sutter Creek (California) Transit Center
- Vail (Colorado) Lionshead Transit Center

Transit operations facility plans have been prepared by Mr. Shaw for the following communities:

- Alice, Texas
- Bradford, Vermont
- El Dorado County, California
- Logan, Utah
- Maui, Hawaii
- Nixon, Nevada
- Sitka, Alaska

In addition, Gordon has developed Transit Facility Design Guidelines for the transit programs serving Amador County California, El Dorado County California and Napa County California.

Experience

- Serves as Principal in the firm's Tahoe office (1993 – present)
- Senior Transportation Engineer LSC (1989-1993)
- Transportation Engineer LSC (1983-1989)

Education

- Engineer's Degree in Civil Engineering, Stanford University (1982)
- Master of Science in Infrastructure Planning Stanford University (1981)
- Bachelor of Science in Civil Engineering, Purdue University (1980)

Registrations and Affiliations

- Registered Professional Engineer in CA, CO, NV, and UT
- American Institute of Certified Planners (AICP)
- American Planning Association
- Institute of Transportation Engineers (ITE)



Rebecca Martin

Transportation Planner



Rebecca recently joined the LSC team and is a dedicated and knowledgeable planning professional with plentiful experience in research, writing, and data analysis.

Work Experience

Transportation Planner & Data Scientist, Foursquare Integrated Transportation Planning (ITP)

- Process and clean data using R, Excel, or GIS, creating high-quality visualizations using R, GIS, or Tableau.
- Review existing and relevant literature and write reports and summaries.
- Conduct public outreach, analyze survey results, and summarize focus group discussions.
- Communicate with a variety of project managers, task leads, and coworkers with different work styles and preferences about deadlines and tasks.

Research Assistant, Construction of Pedestrian Infrastructure Along Transit Corridors, University of Illinois at Urbana-Champaign, IL

- Interviewed 25 municipal planners, county representatives, and Illinois Department of Transportation staff to understand policies and programs.
- Wrote and implemented two surveys using Qualtrics for over 250 municipal planners and 150 representatives of peer agencies in 10 regions across the country.
- Researched federal, state, and local funding sources for pedestrian infrastructure.
- Wrote two task reports and compiled the final report.

Prior Project Experience

Lawrence, Kansas Route Redesign Study, Foursquare ITP

- Created survey materials using InDesign and processed survey results, creating graphs and visualizations.
- Wrote report summarizing public outreach efforts and findings.
- Processed data to create visualizations to show each route's performance.
- Presented public outreach findings to a stakeholder committee group.

City of Alexandria Fare-Free Study, Foursquare ITP, Spring 2020

- Review existing and relevant literature about fare-free systems and studies and wrote parts of our team's final report for a client that ultimately decided to go fare-free in the fall of 2021.
- Created an Excel calculator to project ridership and operational costs for the next five years for three different fare scenarios.
- Helped to prepare a report documenting three fare scenarios.

Education

- Bachelor of Arts, Economics and Applied Sociology, Eastern Mennonite University
- Master of Urban Planning and Master of Science in Agricultural and Applied Economics, University of Illinois at Urbana-Champaign

Publications

- Braun, L., Barajas, J., Lee, B., Martin, R., Mashraky, R., Rathor, S., Shrivastava, M. (2021). Construction of Pedestrian Infrastructure along Transit Corridors. Illinois Center for Transportation, <https://doi.org/10.36501/0197-9191/21-004>.