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Header 1

List View

General Information | Contact | Default Values | Discount | Document Information | Clarification Request

Procurement Folder: 1109916

SO Doc Code: CRFQ

Procurement Type: Central Master Agreement

SO Dept: 0810

Vendor ID: 000000172976

SO Doc ID: DMT2300000007

Legal Name: RLS & ASSOCIATES INC

Published Date: 10/7/22

Alias/DBA:

Close Date: 10/13/22

Total Bid: \$3,382.38

Close Time: 13:30

Response Date: 10/13/2022

Status: Closed

Response Time: 11:22

Solicitation Description: On Call Consultant Services

Responded By User ID: rsaries

Total of Header Attachments: 1

First Name: Robbie

Total of All Attachments: 1

Last Name: Saries

Email: risasc@risandassoc.com

Phone: 937-299-5007



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

**State of West Virginia  
 Solicitation Response**

**Proc Folder:** 1109916  
**Solicitation Description:** On Call Consultant Services  
**Proc Type:** Central Master Agreement

Solicitation Closes	Solicitation Response	Version
2022-10-13 13:30	SR 0810 ESR10132200000001880	1

**VENDOR**  
 000000172976  
 RLS & ASSOCIATES INC

**Solicitation Number:** CRFQ 0810 DMT2300000007  
**Total Bid:** 3382.380000000000109139364212 **Response Date:** 2022-10-13 **Response Time:** 11:22:18  
**Comments:**

**FOR INFORMATION CONTACT THE BUYER**  
 David H Pauline  
 304-558-0067  
 david.h.pauline@wv.gov

**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	On-Call Consultant Services				3382.38

Comm Code	Manufacturer	Specification	Model #
94131504			

**Commodity Line Comments:** This is the total if each task took one hour to complete. The Per Hour rates for each task are included in the pricing page.

**Extended Description:**

on-call consultant services for transit studies and technical planning assistance to transit providers.



# Request for Quote: On Call Consultant Services

October 13, 2022

Prepared for the State of West Virginia, Public Transit Division



Submitted by: RLS & Associates, Inc. & Michael Baker International



## Moving Public Transportation Into the Future

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

October 12, 2022

Dear Bid Clerk,

RFP CRFQ 0810 DMT23\*7 On Call Consultant Services

RLS & Associates, Inc. (RLS) is pleased to submit to the West Virginia Department of Transportation (WVDOT) its proposal to assist in tasks concerning the development of transit-related initiatives and goals in response to emerging trends in West Virginia. RLS has enjoyed a long, positive relationship with WVDOT over the last two decades, providing technical assistance, program reviews, evaluations, and service plans to the WVDOT Division of Public Transit staff and its grantees. RLS looks forward to the opportunity to continue in this role.

RLS, recognizing the need to expand capacity in addressing your needs, is joined in this proposal by subcontractor Michael Baker International. Michael Baker has extensive environmental analysis and NEPA credentials and years of experience working in West Virginia. We believe their services will enhance the deliverables expected through this contract.

RLS is a woman-owned and operated business, founded as a sole proprietorship in 1987 and incorporated in 1990. RLS is a certified DBE in the State of West Virginia. The primary focus of RLS for over 35 years has been assisting Federal and state departments of transportation (DOTs), rural and urban public transit systems, and local communities in responding to the identified needs and unique characteristics of each individual entity and area. RLS is nationally known for its innovative, customer-focused, and implementable solutions on a wide range of issues and topics.

RLS has assembled an exemplary team of senior transit professionals that are highly regarded in the transit industry for not only their knowledge and expertise but also their ability to convey complex issues in easy-to-understand terms. Indeed, RLS has become a leader in providing excellent technical and planning support to State DOTs, having current or recent multi-year contracts with State DOTs in Indiana, North Carolina, Ohio, Tennessee, New Jersey, Massachusetts, Georgia, Illinois, Wisconsin, Maine, and

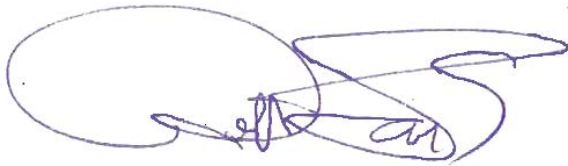
New Hampshire. RLS prides itself on providing a high level of technical assistance to strengthen and improve local transit services and State DOTs. RLS does not doubt that WVDOT staff and grantees will enjoy working with this highly motivated team that consists of former state DOT program managers and transit managers, as well as experienced and nationally recognized trainers and regulatory specialists that can uniquely and quickly respond to rural transit needs.

RLS President Robbie L. Sarles will be the Principal-in-Charge and will oversee the entire contract, ensuring that all tasks are conducted on time and within or under budget. Ms. Sarles will coordinate the efforts of the RLS Project Managers. The management process will ensure that WVDOT is kept completely up-to-date on the status and progress of all work activity. The RLS Project Managers will hold regular meetings with WVDOT/DPT staff to discuss project status, oversee monthly progress reporting, and ensure that timely and accurate status and financial reports are submitted to WVDOT.

RLS is in receipt of Addendum #1.

I attest that all information presented herein is true and correct. You may contact me by telephone at (937) 299-5007, email at [rlsasc@rlsandassoc.com](mailto:rlsasc@rlsandassoc.com), or mail at 3131 South Dixie Highway, Suite 545, Dayton, Ohio 45439.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Robbie L. Sarles', is written over a large, faint, oval-shaped stamp or watermark.

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

Enclosures





*Moving Public Transportation Into the Future*

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## I. KEY STAFF

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

Ms. Robbie Sarles will be responsible for project oversight, quality assurance, adherence to the timeline and budget, and client satisfaction. She will be available to meet with the WVDPT to discuss project status, whenever required or requested. Ms. Sarles will be dedicated at a level of 5% availability to perform project work.

Ms. Laura Brown and Ms. Christy Campoll will serve as Co-Project Managers and will be the primary points of contact for the WVDPT Project Manager to communicate status updates, provide and discuss deliverables, and address questions that may arise throughout the planning process. Ms. Campoll and Ms. Brown will each manage individual tasks as appropriate given the subject matter.

In addition, RLS will assign Lead Planners to tasks as appropriate based on their areas of expertise. For example, Mr. Kelly Shawn will be the lead planner on all tasks related to Transit Asset Management or Safety. Ms. Brown, Ms. Campoll, or Ms. Matheny will lead transit planning tasks, Title VI analysis, or financial assessments and analysis. Mr. Garrity and Ms. Sarles will provide subject matter expertise. The Michael Baker team will lead all tasks involving Environmental or NEPA assessments and they will be directly involved in facility planning.

On-going technical assistance and support will be available from the entire team, as needed in technical, supportive, and advisory roles. The cross-training that exists within the RLS team will ensure that WVDPT has access to the appropriate and most qualified individual for each task.

RLS Project Team Member	Area of Expertise	Area of Expertise Relevant to the Project											
		Service Analysis & Recommendations	Financial Studies & Analysis	Facilities & Staffing	Environmental Analysis	Stakeholder Meetings & SWOT	Surveys & Interviews	GIS	Needs Assessment & Title VI	Data Collection & Analysis	Fleet	Trend Analysis	Safety, TAM, SGR
Robbie Sarles	Principal-in-Charge	•	•	•		•	•	•	•	•	•	•	•
Laura Brown	Co-Manager/Lead	•	•	•		•	•		•	•		•	
Christy Campoll	Co-Manager/Lead	•	•	•		•	•		•	•	•	•	
Megan Matheny	Lead Planner	•	•	•		•	•		•	•	•	•	•
Kelly Shawn	SGR, Safety, TAM	•		•		•			•	•	•	•	•
Richard Garrity	Subject Matter Expert	•	•	•				•	•			•	
Zach Kincade	Research, GIS					•	•	•	•	•	•	•	•
Bethany Renner	Analyst, Outreach	•				•	•		•	•			
Robin Lovins	Data Collection						•		•	•	•	•	•
Michael Baker Team	Facilities, NEPA, Environmental		•	•	•			•					

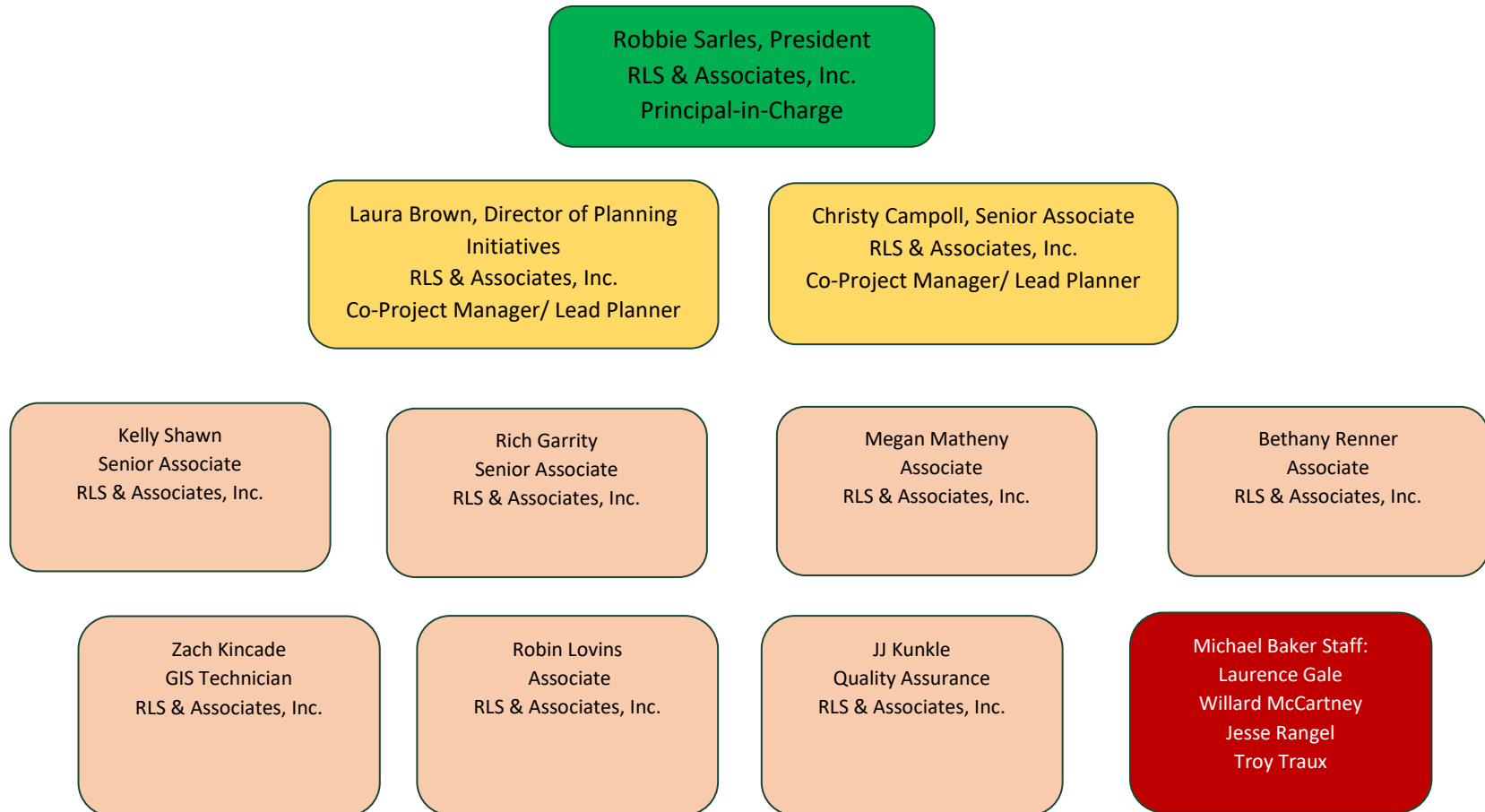
RLS Project Team Member	Availability Devoted to the Contract
Robbie Sarles	5%
Laura Brown	50%
Christy Campoll	50%
Megan Matheny	60%
Kelly Shawn	15%
Richard Garrity	5%
Zach Kincade	50%
Bethany Renner	60%
Robin Lovins	50%
Michael Baker Team	20%

All team members have the expertise and time commitment required to make this plan a priority. RLS has structured the team to ensure that WVDPT has access to the most qualified staff throughout the duration of the contract. RLS administers more than 12 State DOT contracts that are Task Based. As such, the firm has established strong project management tools and systems to assign tasks and manage workloads to maximize our ability to meet client needs.

## STAFF QUALIFICATIONS

RLS & Associates, Inc. (RLS) is aware that a well-organized, clearly defined project management plan is critical to conducting the proposed work effort in an efficient, cost-effective manner. As such, RLS has assembled a project team made up of individuals that offer the depth, creativity, and experience necessary to meet project needs. Complete resumes for the team members are provided in the appendix.

### RLS Project Team Organization Chart



## II. FORMS

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

State of West Virginia  
 Centralized Request for Quote

<b>Proc Folder:</b> 1109916		<b>Reason for Modification:</b>	
<b>Doc Description:</b> On Call Consultant Services			
<b>Proc Type:</b> Central Master Agreement			
<b>Date Issued</b>	<b>Solicitation Closes</b>	<b>Solicitation No</b>	<b>Version</b>
2022-09-29	2022-10-13 13:30	CRFQ 0810 DMT2300000007	1

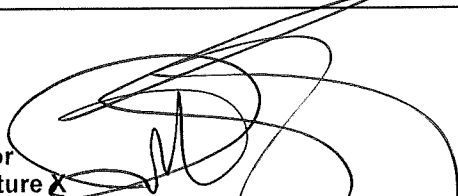
**BID RECEIVING LOCATION**

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

**VENDOR**

**Vendor Customer Code:** 172976  
**Vendor Name :** RLS & Associates, Inc.  
**Address :** 3131 S. Dixie Hwy, Suite 545  
**Street :**  
**City :** Dayton  
**State :** OH **Country :** USA **Zip :** 45439  
**Principal Contact :** Robbie Sarles  
**Vendor Contact Phone:** 937-299-5007 **Extension:**

**FOR INFORMATION CONTACT THE BUYER**  
 David H Pauline  
 304-558-0067  
 david.h.pauline@wv.gov

**Vendor Signature**  **FEIN#** 31-1287821 **DATE** 10/3/2022

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

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

(Printed Name and Title) Robbie Sarles, President

(Address) 3131 S. Dixie Hwy, Suite 545, Dayton, OH 45439

(Phone Number) / (Fax Number) 937-299-5007

(email address) rlsasc@rlsandassoc.com

**CERTIFICATION AND SIGNATURE:** By signing below, or submitting documentation through wvOASIS, I certify that: I have reviewed this Solicitation/Contract in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation/Contract for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that this bid or offer was made without prior understanding, agreement, or connection with any entity submitting a bid or offer for the same material, supplies, equipment or services; that this bid or offer is in all respects fair and without collusion or fraud; that this Contract is accepted or entered into without any prior understanding, agreement, or connection to any other entity that could be considered a violation of law; that I am authorized by the Vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on Vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

By signing below, I further certify that I understand this Contract is subject to the provisions of West Virginia Code § 5A-3-62, which automatically voids certain contract clauses that violate State law; and that pursuant to W. Va. Code 5A-3-63, the entity entering into this contract is prohibited from engaging in a boycott against Israel.

RLS & Associates, Inc.  
(Company) \_\_\_\_\_

(Signature of Authorized Representative)

Robbie Sarles, President 10/3/2022

(Printed Name and Title of Authorized Representative) (Date)

937-299-5007

(Phone Number) (Fax Number)

rlsasc@rlsandassoc.com

(Email Address)

REQUEST FOR QUOTATION – CRFQ DMT23\*07  
**Consultant Services**

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16.5 Failure to remedy deficient performance upon request.

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

16.6.1 Immediate cancellation of the Contract.

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

16.6.3 Any other remedies available in law or equity.

**17 MISCELLANEOUS:**

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

**Contract Manager:** Robbie Sarles

**Telephone Number:** 937-299-5007

**Fax Number:** \_\_\_\_\_

**Email Address:** rlsasc@rlsandassoc.com



REQUEST FOR QUOTATION – CRFQ DMT23\*07  
Consultant Services

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

The Primary Participant (applicant for an FTA grant or cooperative agreement, or potential contractor for a major third party contract),  
RLS & Associates, Inc. (COMPANY NAME) certifies to the best of its knowledge and belief, that it and its principals:

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

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

THE PRIMARY PARTICIPANT (APPLICANT FOR AN FTA GRANT OR COOPERATIVE AGREEMENT, OR POTENTIAL CONTRACTOR FOR A MAJOR THIRD-PARTY CONTRACT),  
RLS & Associates, Inc. CERTIFIES OR AFFIRMS THE TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. SECTIONS 3801 ET SEQ. ARE APPLICABLE THERETO.

  
\_\_\_\_\_  
Signature and Title of Authorized Official      President

REQUEST FOR QUOTATION – CRFQ DMT23\*07  
Consultant Services

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**BID FORM #2**  
**CERTIFICATION OF RESTRICTIONS ON LOBBYING**

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

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. [as amended by "Government Wide Guidance for New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, et seq.)]

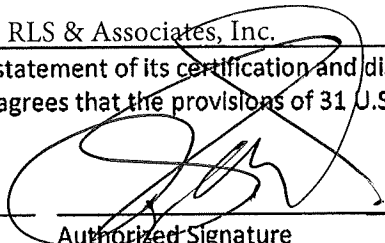
3. The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, sub grants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure. [Note: Pursuant to 31 U.S.C. § 1352(c)(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure.]

The Vendor, RLS & Associates, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Vendor understands and agrees that the provisions of 31 U.S.C. § 3801, et seq., apply to this certification and disclosure, if any.

10/3/2022

Date

  
Authorized Signature

**ADDENDUM ACKNOWLEDGEMENT FORM**  
**SOLICITATION NO.: CRFQ DMT23\*07**

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

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

**Addendum Numbers Received:**

(Check the box next to each addendum received)

- |                                     |                |                          |                 |
|-------------------------------------|----------------|--------------------------|-----------------|
| <input checked="" type="checkbox"/> | Addendum No. 1 | <input type="checkbox"/> | Addendum No. 6  |
| <input type="checkbox"/>            | Addendum No. 2 | <input type="checkbox"/> | Addendum No. 7  |
| <input type="checkbox"/>            | Addendum No. 3 | <input type="checkbox"/> | Addendum No. 8  |
| <input type="checkbox"/>            | Addendum No. 4 | <input type="checkbox"/> | Addendum No. 9  |
| <input type="checkbox"/>            | Addendum No. 5 | <input type="checkbox"/> | Addendum No. 10 |

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

RLS & Associates, Inc.

\_\_\_\_\_  
Company

  
\_\_\_\_\_  
Authorized Signature

10/12/2022

\_\_\_\_\_  
Date

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

### III. COST PROPOSAL

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

RLS & Associates, Inc. has continuously strived to maintain a reasonable pricing and overhead rate structure throughout its corporate history. Because of RLS' in-depth knowledge and experience, the Scope of Work can be streamlined. This added efficiency will allow RLS to provide a unique and cost-effective service to WVDPT, with unparalleled results.

Furthermore, RLS maintains one of the lowest corporate overhead rates among all transportation planning and management consulting firms in the United States. Our headquarters location in Dayton, Ohio also places the majority of our staff within driving distance of anywhere in West Virginia. The location improves our ability to respond promptly to WVDPT needs and to provide on-site services within reasonable costs.

**EXHIBIT A - CRFQ DMT23\*07**  
**CRQS FOR ON-CALL CONSULTING SERVICES**

Task	Description	Unit of Measure	Extended Price
4.1.1	Review Existing or Proposed Routes for Efficiency and Viability with Suggestions for Expansion/ Retraction	Per Hour	\$160.91
4.1.2	Cost Benefit Studies on Existing and Proposed Routes	Per Hour	\$132.81
4.1.3	Organizational/Management Structure analysis	Per Hour	\$160.70
4.1.4	Safety and Planning Processes/Requirements of Transit Agencies	Per Hour	\$155.66
4.1.5	Transit Asset Management Planning and Execution	Per Hour	\$155.66
4.1.6	Environmental Processes Especially NEPA Studies	Per Hour	\$225.00
4.1.7	Accumulating Information and Data for Transit Purposes	Per Hour	\$112.25
4.1.8	Recommendations of Suitable Types of Transit Services and Vehicles	Per Hour	\$123.79
4.1.9	Public Meetings	Per Hour	\$143.77
4.1.10	Deliver White Paper/All-Inclusive Reports on Specified Subject Matter	Per Hour	\$123.41
4.1.11	Meetings with the Division/Individuals/Organizations/Stakeholders	Per Hour	\$158.79
4.1.12	Rate Analysis with Proposed Revisions or Setting Rates	Per Hour	\$132.81
4.1.13	Study Coordination	Per Hour	\$123.79
4.1.14	Final Report Documentation	Per Hour	\$105.02
4.1.15	Recommendations for Increased Revenue Sources	Per Hour	\$118.79
4.1.16	Analysis on Facility and Staffing Growth/Needs	Per Hour	\$164.06
4.1.17	Projections of Operating Expenses, Capital Expenses, and Operating Revenues	Per Hour	\$123.28
4.1.18	Collecting/Compiling Data	Per Hour	\$96.27
4.1.19	Project Growth/Decline by Route and Location	Per Hour	\$120.91
4.1.20	Propose Fare and Service Adjustments	Per Hour	\$120.91
4.1.21	Project Sources of Increased Revenues from Government Sources	Per Hour	\$111.41
4.1.22	Perform SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis	Per Hour	\$157.36
4.1.23	Look at ridership needs and details in relation to a post-Covid-19 transit agency and potential financial constraints	Per Hour	\$112.66
4.1.24	Survey and Interview Residents About Need with Particular Emphasis on Title VI Requirements	Per Hour	\$142.90
4.1.25	GIS Mapping and Analysis Especially for General Transit Feed System	Per Hour	\$99.48
	<b>Grand Total</b>		<b>\$3,382.38</b>

Please note: These are only Estimates Quantities and do not reflect any guarantees of purchase.  
The Agency may purchase more or less as needed.  
Please fill out this form in it's entirety and do not alter pricing page

## IV. RLS TEAM EXPERIENCE AND TECHNICAL QUALIFICATIONS

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The RLS team is pleased to submit to the WVDPT its qualifications and summary of technical experience. RLS has assembled a team with a proven record of accomplishment in the transit industry. The firm and staff qualifications of RLS and Michael Baker International are detailed in this section of the proposal. Additional information is available upon request.



For over 35 years, RLS has worked exclusively in the transit industry. 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." Within this mission, RLS has concentrated on improving public transportation system operations and administration through the use of sound financial management practices, the responsible use of capital resources, and quality customer service – believing that these are the core areas where the greatest contributions can be made and where the talents and resources of the firm can provide the greatest benefit. As a result, the RLS professional staff conducts projects across the country in a number of areas, including:

- ◆ Conducting dozens of transportation development and strategic plans for rural, urban, and regional transportation providers
- ◆ Providing technical assistance to State Departments of Transportation on planning, policy development, mobility management, grants management, safety, Transit Asset Management, financial planning, fare studies, toolkit and other guidance, training programs, and more
- ◆ Developing performance evaluation metrics and tools utilizing operating and administrative data
- ◆ Developing policies, procedures, and resources based on current FTA requirements, including topics such as grant management, procurement, Title VI, drug and alcohol testing, and safety and security
- ◆ Providing expertise on best practices, acting as a resource in a multitude of subject areas, and fostering collaboration and connections from across the transportation sector and related industries.

Important to this project is RLS' vast experience supporting State Departments of Transportation (DOTs), mostly through task order contracts. Since 1987, RLS has provided technical assistance and training to over 40 State DOTs, including WVDPT, and has major contracts with 24 State DOTs for work ranging from regulatory compliance to planning, grants administration, and training. Additionally, RLS manages Rural Transit Assistance Programs (RTAP) and/or task order contracts for Georgia, Indiana, Massachusetts, New Hampshire, Wisconsin, and Tennessee, and has provided various RTAP services, including the conduct of management and compliance reviews, for Ohio for over 30 years. These relationships have provided RLS with unique insights into the issues State DOTs

face as well as an understanding of the tools and resources that are best able to meet these challenges.

RLS' corporate office is located in Dayton, Ohio and all principal business activities of the corporation are managed from this office. Ms. Robbie L. Sarles, who possesses sole ownership of the firm and is the sole Director and shareholder, is authorized to enter into a contract on behalf of the proposal team. RLS is certified as a Disadvantaged Business Enterprise in West Virginia.

# Michael Baker INTERNATIONAL

well as information technology and communications services and solutions. Michael Baker provides its comprehensive range of services and solutions in support of U.S. federal, state, and municipal governments, foreign allied governments, and a wide range of commercial clients. The company has extensive experience working in West Virginia including the Corridor H project.

Michael Baker, [www.mbakerial.com](http://www.mbakerial.com), is a leading global provider of engineering and consulting services which includes planning, architectural, environmental, construction, program management, and full life cycle support services as

With more than 3,000 employees in over 100 offices across the United States and internationally, Michael Baker is consistently ranked by Engineering News-Record among the top 10% of the 500 largest U.S. design firms. Michael Baker has the qualifications, capabilities, and capacity to complete all aspects of this project.

## A. RELEVANT WORK EXPERIENCE WITH FEDERAL TRANSIT ADMINISTRATION GRANT PROGRAMS AND STATE DEPARTMENTS OF TRANSPORTATION

### Ohio Technical Assistance Program (OTAP) Ohio Department of Transportation (ODOT) 1988 - Current

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 provided technical expertise necessary to ensure the efficient, cost-effective operation of the new and existing small urban and rural FTA Section 5311 transportation systems within the State. The topics defined as part of the project included those that were beneficial to many systems as well as those that are specific to particular sites. Emphasis was placed on topics that were technical in nature with "hands on" solutions rather than large research studies. A task-based contract, RLS conducted anywhere from 10-30 projects each year, depending upon the needs of ODOT and its grantees. Each project was customized to reflect the unique needs of the state and its transit providers. RLS also provided on-site staff support to ODOT via up to two full time employees who performed a variety of duties to assist ODOT in the implementation and oversight of its state and federal transit programs. In addition to the on-site staff, RLS also provided staff support





in the form of a Rural Circuit Rider, an individual who traveled statewide and provides on-site support to transit systems, as requested by ODOT. Additionally, RLS inspected vehicles purchased via ODOT's cooperative procurement program to ensure that they meet all State and Federal requirements including Buy America. In addition, RLS performed maintenance compliance reviews for Section 5310 Specialized Transportation providers in the State of Ohio, upon ODOT request.

**Client:** Ohio Department of Transportation, Office of Transit

**Point of Contact:** Macie Moore, Public Transit Manager

**Phone:** (614) 728-9609

**Duration of Work:** The contract has been periodically renewed through competitive bid process since initial award in 1988.

**Satisfactory and On-Time Completion:** Several tasks are ongoing under the current multi-year contract. All assigned tasks have been satisfactorily completed and delivered on-time.

### **Bus Safety Oversight Management System**

#### **North Carolina Department of Transportation (NCDOT)**

##### **2015 - Present**

NCDOT contracted with RLS to develop a comprehensive review process for assessing the safety and security plans of each of its 82 subrecipients. As a first step in this process, RLS is reviewing and updating NCDOT/IMD's current System Safety Program Plan and updating NCDOT/IMD's current workbook to produce an updated version which is MAP-21/FAST Act compliant and covers all Federal regulations for system safety program planning of rural transit systems operating in North Carolina. The final review tool will include all Federal MAP-21/FAST Act Bus System Oversight Safety Management System (SMS) requirements, following their final issuance. A thorough Review Report Database for identifying and monitoring all safety and security findings, deficiencies, and recommendations for resources and training, where possible, that can assist the subrecipient is being developed. The report will be prepared in a simple, easy to follow tabular format to indicate the topical area, finding, and required resolution. Where the subrecipient is working toward compliance, this will be noted. For each subrecipient, RLS proposes a suggested timeline for resolving the advisories and deficiencies by the subrecipient, but the final determination is provided by NCDOT/IMD.

RLS conducted desk reviews as requested by NCDOT/IMD for five selected subrecipients' safety and security plans, including policies and procedures based on the NCDOT approved workbook previously described. Following the desk reviews, RLS conducted on-site visits to assess how these policies and procedures were being implemented. Each on-site review consisted of interviews with applicable management and operations personnel, inspection of facilities, vehicles, and equipment, and review of safety and security recordkeeping, training, and performance measures. At the end of each review, an exit conference was conducted with the applicable personnel to review findings and recommendations for resolution. Each site review was followed with a draft report for each of the five (5) subrecipients which was submitted to NCDOT/IMD for review and comment. Once NCDOT/IMD's comments were resolved, the report was transmitted to the subrecipient for review

and response. It is the subrecipient's responsibility to submit on-going updates of its progress in resolving the findings to the NCDOT/IMD.

The purpose of these initial reviews was to provide the template and benchmark for completing reviews as well as to train NCDOT/IMD staff in the conduct of the remaining system reviews over a three-year period. RLS will provide technical assistance and back-up, as desired by NCDOT, for the remaining reviews.

**Client:** North Carolina Department of Transportation, Integrated Mobility Division (NCDOT/IMD)

**Point of Contact:** Ryan Brumfield, Director

**Phone:** (919) 707-2601

**Duration of Work:** The contract has been periodically renewed through competitive bid process since initial award in 2015.

**Satisfactory and On-Time Completion:** Several tasks are ongoing under the current multi-year contract. All tasks to date have been satisfactorily delivered and on time.

### **Planning and Technical Assistance**

#### **Tennessee Department of Transportation**

##### **2011 - Ongoing**

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



In 2020, RLS was awarded the contract for Planning and Technical Assistance to TDOT as the prime consultant. Under this contract RLS is responsible for administration of Tennessee Rural Transit Assistance projects including planning and preparing the annual work plan, developing training programs, and providing training and technical assistance. RLS created the Office of Mobility and Accessible Transportation (OMAT) Strategic Plan and continues to assist the Office with implementing the action steps outlined in the plan.

**Client:** Tennessee Department of Transportation, Multimodal Transportation Resources Division

**Point of Contact:** Kaitlyn McClanahan, Transit Administration Manager

**Phone:** (615) 532-5835

**Duration of Work:** The contract has been periodically renewed through competitive bid process since initial award in 2011. Prior to 2020, RLS was a subconsultant. Since 2020, RLS has been the prime consultant on the contract.

**Satisfactory and On-Time Completion:** Several tasks are ongoing under the current multi-year contract. All tasks to date have been satisfactorily delivered and on time.

**New Hampshire Rural Transit Assistance Program**

**New Hampshire Department of Transportation**

**2019 - Current**

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 will be responsible for the following tasks: Task 1: Project Planning & Coordination; Task 2:

Development & Promotion of Training Program; Task 3: Transit Related Special Events; Task 4:

Scholarship Program; Task 5: NHRTAP Information Center; Task 6: Financial Management, Project

Management and Administration; Task 7: Technical Assistance; and Task 8: Supplemental Services.

Examples of technical assistance projects include the Concord Area Transit Comprehensive Operations Analysis and creating a Mobility Management Guidebook for the new statewide Mobility Management program.



**Client:** New Hampshire Department of Transportation, Bureau of Rail and Public Transit

**Point of Contact:** Fred Butler, Public Transportation Administrator

**Phone:** (603) 271-2565

**Duration of Work:** The contract has been periodically renewed through competitive bid process since initial award in 2019.

**Satisfactory and On-Time Completion:** Several tasks are ongoing under the current multi-year contract. All tasks to date have been satisfactorily delivered and on time.

**Indiana Rural Transit Assistance Program (INRTAP)**

**Indiana Department of Transportation (INDOT)**

**2016 - Current**

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

The scope of services includes the following services:

- ◆ Administration/Operation of the RTAP office
  - Technical assistance to the state's 44 Rural Transit Systems on a variety of topics and as needed basis;
  - Drug and Alcohol (D&A) program oversight training, and technical assistance;

- The provision of a comprehensive training program, conducting 75 or more trainings per year;
  - Conduct an oversight of a safety and security program, including program policy development, review, and monitoring;
  - Technical assistance and support to INDOT Office of Transit to assure Federal Transit Administration (FTA) compliance including but not limited to:
    - Development of safety and security measures and reporting procedures;
    - Completion of annual Drug and Alcohol Management Information System (DAMIS) reports; and
    - Review and evaluation of annual Specialized Transit and Rural Transit applications as requested.
  - Maintenance of the RTAP website; [www.indianartap.com](http://www.indianartap.com)
  - Management of the RTAP scholarship program;
  - Maintenance of a transit resource library;
  - Maintenance of a transit training facility; and
  - Development of and updates to Specialized Transit Preventative Maintenance Manual.
- ◆ In addition to those services provided out of the Indiana RTAP office, RLS may also be tasked with conducting miscellaneous technical and support services. All of these services are described in detail below.
- Annual Transit Report
    - RLS, under the direction of INDOT, will collect and verify data from transit systems and create a professionally produced-offset, professionally printed Transit Annual Report detailing the programs and services of the INDOT Office of Transit
  - Rural Transit Compliance Reviews
    - RLS will also be tasked with the conduct of at least eleven, and more at INDOT's discretion, Section 5311 program compliance reviews in accordance with Federal DOT regulations, FTA Circulars, and State regulations that pertain to the rural transit program. These reviews will be conducted in accordance with the most current edition of the Indiana Field Guide which contains the regulations and requirements of 19 compliance areas. RLS is responsible for ensuring that the Field Guide is up to date reflecting all changes in State and Federal requirements, as well as updating the Section 5311 Program Manual.
  - State Program Management/Compliance Technical Assistance
    - RLS will assist INDOT in preparation for FTA reviews. RLS will work with INDOT, as determined to ensure that all compliance findings have been resolved.
    - RLS must provide Office of Transit with the completion of a DBE (Disadvantaged Business Enterprise) program in compliance with Federal Transit Administration regulations to ensure maximum utilization of eligible DBE businesses.
    - RLS is developing an asset management plan to meet requirements set forth by the US Department of Transportation's MAP-21 (Moving Ahead for Progress in the 21st Century.) RLS is also developing and monitor a Public Transportation Safety Program for transit systems per forthcoming MAP-21 guidance.
  - Coordination Plan Updates
    - RLS will fully update the Locally Derived Statewide Human Services Coordination Plan, and make revisions to this and the existing plan as needed in compliance with applicable Federal regulations and guidance. This will require extensive



demographic research, public outreach and involvement, and facilitation of coordination meetings among a variety of participants at many locations throughout the state.

**Client:** Indiana Department of Transportation, Public Transit Section

**Point of Contact:** Todd Jennings, Section 5311 Program Manager

**Phone:** (765) 309-7976

**Duration of Work:** The contract has been periodically renewed through competitive bid process since initial award in 2016.

**Satisfactory and On-Time Completion:** Several tasks are ongoing under the current multi-year contract. All tasks to date have been satisfactorily delivered and on time.

### **South Carolina State Mass Transit Funding Analysis**

#### **South Carolina Department of Transportation, Office of Public Transit**

##### **2022-2023**

RLS performed a comprehensive analysis on the disbursement and expenditure of State Mass Transit Funds (SMTF) for 27 direct and sub-recipient public transit agencies within the State of South Carolina. The analysis included data from 1987, the year of program inception, through fiscal year 2021. RLS collected data from all transit systems and performed an analysis of the impact that public transit funding has had on local communities. The analysis also considered the impact of the COVID-19 pandemic on transit systems. Finally, RLS provided an assessment of State of Good Repair.

**Client:** South Carolina Department of Transportation, Office of Public Transit

**Point of Contact:** Curtis Sims

**Phone:** (803) 737-0071

**Duration of Work:** The first deliverable is due January 2023. Work will be ongoing throughout 2023.

**Satisfactory and On-Time Completion:** Several tasks are ongoing under the current multi-year contract.

## **B. WEST VIRGINIA DEPARTMENT OF TRANSPORTATION, PUBLIC TRANSIT DIVISION WORK EXPERIENCE**

### **PVTA Service Evaluation and Facility Feasibility Study**

#### **West Virginia Department of Transportation (2022)**

The objective of the Potomac Valley Transportation Authority (PVTA) Service Evaluation and Facility Feasibility Study is to evaluate current services and project facility needs for the future. RLS documented demographic changes, analyzed ridership patterns (pre- and post-COVID), and reviewed economic development proposals to assess future demand for transit services. RLS interviewed community stakeholders, including local employers and minority groups, to gather input about changing transit needs in light of the COVID-19 pandemic. A five-year operating and capital plan will be prepared that includes a recommended fare structure and identifies available and potential new revenue sources. The final assessment will include recommendations for service changes and upgrades to the agency's central and satellite facilities.

### **Bluefield Area Transit Route Planning**

#### **West Virginia Department of Transportation (2021)**

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 DPT contracted with RLS to provide this planning study to the transit agency.

### **MOVTA Ritchie County Expansion**

#### **West Virginia Department of Transportation (2019)**

MOVTA operated a pilot bus route to Ritchie County for a short period. This route was a partnership with Simonton Windows, a company with several locations in Ritchie County. MOVTA initiated this route to improve connectivity between Parkersburg and Ritchie County. RLS was asked by MOVTA and the West Virginia Department of Transportation to help evaluate, plan, and propose the expanded route. RLS provided planning and public outreach assistance to MOVTA during the planning and implementation of the route.

### **Coordinated Public Transit-Human Services Transportation Plans and Updates**

#### **West Virginia Department of Transportation (2010-2012, 2014-2015 and 2018-2019)**

The West Virginia Department of Transportation, Division of Public Transit secured the services of RLS to update Coordinated Public Transit-Human Services Transportation Plans for 11 multi-county regions across the state. The plans meet requirements of the Federal Transit Administration's (FTA) Section 5310 grant program for the State's 11 planning and development regions which are to: assist FTA Section 5311 and 5307 recipients to coordinate to the maximum extent feasible; to assist Metropolitan Planning Organizations with coordination efforts; and to provide technical assistance to organizations in the area of coordination; and document and prioritize over a specific period all potential Section 5310 projects. The planning process involved extensive public outreach efforts, statewide. It also involved multiple local public and stakeholder meetings and public surveys in each region to gain an assessment of current unmet transportation needs and gaps in services, especially for older adults, individuals with disabilities, and people with low incomes, but also for the general public. In addition, RLS conducted an in-depth analysis of existing public, private, and human service agency transportation resources. All identified needs/gaps in transportation and existing transportation resources were summarized in a draft report. Next, local stakeholders identified coordinated transportation planning priorities to be implemented over the next four years. RLS documented the goals, priorities, and strategies into a final, locally developed plan. All plans were adopted at the local level.

### **Wayne County Service Evaluation**

#### **West Virginia DOT/Division of Public Transit (2015)**

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

### **Tri-River Transit Transition Assistance**

#### **West Virginia Department of Transportation (WVDOT) (2016)**

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

### **Section 5311 and 5310 Asset Management Plans and Template**

#### **West Virginia Department of Transportation (WVDOT) (2015-2016)**

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

### **Development of Performance Measures and Workshops**

#### **West Virginia Department of Transportation (WVDOT) (2012-2015)**

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



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

**West Virginia Coordinated Human Service Transportation Assistance and Other Studies**

**West Virginia Department of Transportation (WVDOT)**

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

Highlights from this statewide study included:

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

In addition to preparation of coordinated regional transportation plan updates, the RLS team also evaluated the 5310 Pilot Project that provided operating dollars for three human service agencies in West Virginia and six Combination Food and Passenger Vehicle program evaluations. The Combination Food and Passenger Vehicle program is a coordinated project between the WVDPT and West Virginia Senior Services to provide vehicles that transport passengers as well as meals in a

hot/cold compartment. Evaluations included a cost benefit analysis and recommendations for the future of each program.

### **Development of a Coordination Toolkit and Coordination Plan Template**

#### **West Virginia Department of Transportation (WVDOT) (2006)**

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

### **Safety and Training Program Development**

#### **West Virginia Department of Transportation (2013-2016)**

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

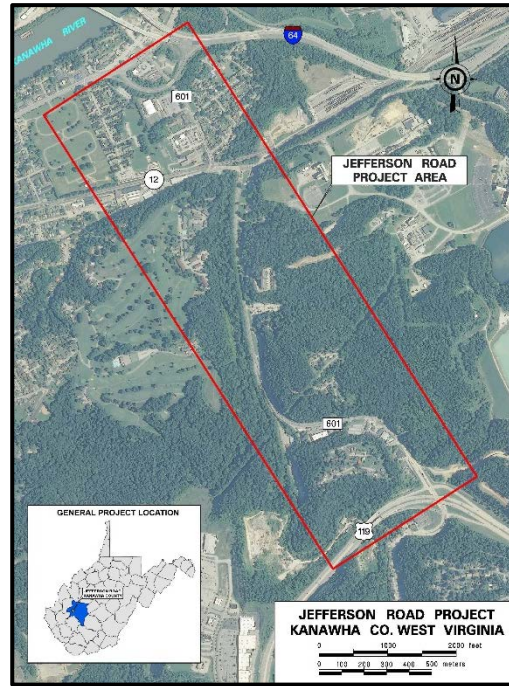


## MICHAEL BAKER INTERNATIONAL PROJECT QUALIFICATIONS

### Jefferson Road Widening Project – EA and Related NEPA Documentation Kanawha County, WV

Baker is conducting the necessary studies and NEPA documentation for the widening of a major thoroughfare on the outskirts of West Virginia’s capital city. The proposed project will widen Jefferson Road in South Charleston, WV from two lanes to five lanes. This roadway connects traffic from Interstate 64 to the region’s largest shopping district, along US 119 (“Corridor G”). The project is needed to alleviate traffic along this busy route.

For analysis of the alternatives in the EA, Baker has conducted surveys for archaeological, historic, and stream/wetland resources. Baker is also analyzing potential air, noise, environmental justice, social, and economic impacts associated with the proposed project. Particularly with its potential to relocate dozens of homes, public outreach is an important component of this urban project. Baker is helping WVDOH coordinate with both the public and resource agencies.



### Coonskin Park Access - Kanawha County, WV

Baker was selected by WVDOH to provide the necessary environmental analysis and documentation services for a new entrance to a popular park in Kanawha County, WV. The project was necessitated by U.S. Department of Defense mandates to provide improved safety at the National Guard Complex adjacent to the park. Baker worked quickly to evaluate the 12 land-based and bridge alternatives and to facilitate the extensive stakeholder coordination required for this project. The Preferred Alternative included the closure of a portion of a public road, the closure of the park’s existing entrance, and the construction of a bridge over the Elk River, a substantial tributary to the Kanawha River.



As a publicly owned public park, Coonskin Park is afforded protection under Section 4(f) of the U.S. Department of Transportation Act of 1966. Additionally, because the park contains land purchased using the Land and Water Conservation Fund, it contains “Section 6(f) property” for which proposed alterations are subject to review by the National Park Service. Therefore, Baker worked with WVDOH to produce:

- ◆ A resolution agreement with County officials with jurisdiction over the park;
- ◆ Materials needed for the National Park Service’s assessment; and
- ◆ A Section 4(f) *de minimis* analysis.

Baker prepared the project’s Environmental Assessment and Finding of No Significant Impact and assisted WVDOH with the associated public outreach. For the Noise analysis, Baker was able to provide a condensed assessment that fulfilled requirements without detailed quantitative analysis. For potential impacts to protected species, Baker documented Section 7 coordination and development of mitigation measures. For the public workshop, Baker prepared display boards and a handout detailing the range of alternatives.

**Thurmond Bridge Rehabilitation Project - NEPA Documentation**

**Fayette County, WV**

Baker was selected by WVDOH to produce a Section 4(f) evaluation and NEPA documentation for the rehabilitation an historic bridge located within an historic district in the town of Thurmond, WV. The project is needed in order to maintain or increase the load capacity of the bridge and to improve the safety of the crossing for pedestrians.



The Thurmond Bridge is an unusual river crossing because it carries both a railroad and a cantilevered roadway. The bridge is eligible for listing in the National Register of Historic Places and the project will adversely affect it; therefore, a Section 4(f) Evaluation will be prepared. Evaluation also needs to consider potential impacts to two historic districts overlapping and adjacent to the bridge, the Thurmond Historic District and the Dunlop Branch Railroad. In addition to the 4(f)

Evaluation, Baker prepared all necessary documents for consultation under Section 106 of the National Historic Preservation Act for the project.



Baker prepared an Environmental Assessment (EA) for the project to evaluate all potential natural, physical, cultural, and socioeconomic impacts. Detailed assessment was provided for both the Preferred Alternative and the No-Build Alternative. Baker assisted WVDOH with all necessary resource agency and public coordination efforts as well.

Aside from historic properties, a key issue was the crossing of the New River Gorge National River. This necessitated coordination with the National Park Service and enhanced evaluation of impacts to recreational and scenic values.



### **Camp Creek Bridge Replacement Project, Clay County, West Virginia Environmental Assessment**

Baker prepared an EA for PFC Abraham G. Sams Bridge also known as the Camp Creek Bridge in Clay County, West Virginia. The bridge is located on CR 4/5, southeast of the intersection of WV 4 and CR 4/5. The proposed project entails the replacement of a 1925 metal truss bridge, measuring 150 feet in length, over the Elk River. Principal issues included RW concerns and threatened and endangered species. The project included extensive coordination with the USFWS.

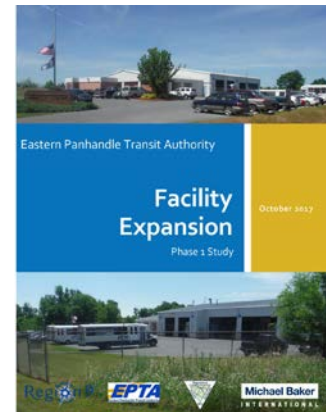


### **EPTA Facility Expansion Feasibility Study**

#### **Martinsburg, WV**

Michael Baker assisted the Eastern Panhandle Transit Authority (d/b/a EPTA) with conducting a physical space needs and constraints analysis of its ~2.0-acre Novak Drive facility in Martinsburg, WV. The analysis considered both the Novak Drive facility's existing space and operational design deficiencies plus the significant growth anticipated by EPTA's Five-Year Transit Development Plan. The feasibility study addressed the following evaluation objectives:

- ◆ Objective #1 – Determine EPTA's facility space needs to the year 2030 to accommodate administrative and vehicle maintenance and storage areas.
- ◆ Objective #2 – Inventory existing environmental site conditions analyses to identify potential constraints.
- ◆ Objective #3 – Prepare conceptual facility design and site layout alternatives (maximum of 2) to address the space and operational needs which meet current IBC standards and include ADA compliance.
- ◆ Objective #4 – Determine a probable cost estimate for the preferred conceptual facility design and site layout and determine the required capital budgeting and programming needs.
- ◆ Objective #5 – Determine critical path forward to include decisions and timeframes to proceed with Phases 2 and 3.



The feasibility study ultimately substantiated EPTA's decision to select a new site within downtown Martinsburg to relocate and expand its current Novak Drive operations. Michael Baker's feasibility study was also used by EPTA to help leverage ~\$10 million in FTA Section 5339 funding for the new facility's design and construction.

## V. SCOPE OF WORK

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### APPROACH

RLS is particularly poised to respond to the WVDPT's request for on-call services given RLS' three decades of managing the task order-based contract for the Ohio Department of Transportation's Technical Assistance program, which involves a number of task orders for planning studies. RLS has refined the process over the years and successfully replicated it with other similar on-call contracts across the country. In RLS' on-call contracts, the issuance of task orders for a specific task/scope of work allows the client to first determine project priority and then request RLS to submit a task order that reflects a proposed scope of work. A sample of the firm's current and recent projects with similar characteristics to the proposed project includes, but is not limited to, the following:

- ◆ Ohio Department of Transportation, Ohio Technical Assistance Program (OTAP), Task Order Based Program, 1989 to Present
- ◆ Indiana Department of Transportation Technical Assistance, 2004 to Present
- ◆ New Hampshire Department of Transportation Technical Assistance, 2019 to Present
- ◆ Tennessee Department of Transportation, 2011 to Present

In addition to RLS' task order qualifications, it has provided one-on-one assistance to transit systems across the country related to topic areas encompassed by the WVDPT's request for quotations. These projects are included in the enclosed RFQ response; complete firm qualifications are available upon request.

The breadth of the potential on-call services included in the WVDPT scope of work requires the consulting team to have a range of expertise at its disposal. The RLS team includes nationally recognized experts in the concepts and principles of transit planning that have developed and assisted with the implementation of hundreds of transit plans across the country; provided technical assistance with Federal regulatory compliance, including Drug and Alcohol, Title VI, and ADA; National Transit Database; conducted FTA Triennial Reviews; conducted training for such organizations as CTAA, Easterseals/Project Action, the Federal Transit Administration, and the Transit Safety Institute; have incorporated technologies including GIS and ITS; and managed state DOT programs and transit systems, including the development and administration of state and Federal grant applications.

Further, RLS is a company that, since its inception, is singularly focused and committed to providing assistance that improves the transit industry--a commitment shared by all of the RLS team members. In addition to the RLS team's vast experience in each of the identified areas, our partner in this proposal, Michael Baker International, brings a set of unparalleled qualifications in environmental assessments and facility projects. Michael Baker International has extensive experience in West Virginia, including the current Corridor H project. Their technical expertise in environmental issues and facility planning will be incorporated into the work effort as appropriate.

Although the WVDPT’s past experience and knowledge of its subrecipients’ services and West Virginia communities can provide some indication of the areas or issues that may be of importance in the coming years, it is inevitable that events may occur in unexpected areas or additional resources may be necessary to achieve goals. In these cases, the RLS team, with its significant experience and wide network of industry contacts, developed over forty years in the transit industry, will prove to be an invaluable asset. RLS has repeatedly demonstrated the value of its national involvement throughout its corporate history.

## APPROACHES BY TASK

<p><b>4.1.1: Review Existing or Proposed Routes for Efficiency and Viability with Suggestions for Expansion or Retraction. The Following Issues Should be Paramount to the Analysis: Demographics, Population Clusters, Population Migration, Mileage, Road Conditions, Medical Facilities, Shopping Facilities, Recreational, Transportation Connections, Economic Development Forecasts</b></p>	<p><b>Understanding:</b> RLS understands this task to consist of the in-depth analysis and evaluation of transit services offered by local systems, including the proposal of new routes or demand response services. The analysis of existing service and the development of potential new service should consider all data that is available to inform local transit demand, including demographic information, trip generator locations, anticipated changes in local economic conditions, and an understanding of spatial and temporal gaps in mobility services.</p>
	<p><b>Experience:</b> RLS had conducted numerous planning projects involving the analysis of fixed and deviated routes and demand response services. Our core planning team members are well-versed in the analysis required to evaluate existing services and propose service changes. The proposed lead team members have conducted similar evaluations in the last five years for systems including Potomac Valley Transit Authority, Bluefield Area Transit, Monroe County (IN) Rural Transit, WAVE (Wilmington, NC), South East Area Transit (OH), Metro Ride Wausau (WI), Access Johnson County (IN), Concord Area Transit (NH), City of Sandusky, OH, and Marble Valley Regional Transit District (VT).</p>
	<p><b>Approach:</b> Service evaluation and planning typically begins with the consultants making on-site visits to the transit system and conducting interviews with staff and stakeholders. This is followed by an analysis of data about the services, including ridership, productivity, cost-efficiency, on-time performance, and other measures of effectiveness. On-board surveys may be used to collect input from customers of the transit system. All data and information are compared against demand-related data about demographics, trip generators, and economic development. The outcome of this process is a data-driven decision-making process about service improvements. RLS’ approach is to provide a neutral third-party perspective on potential service changes, and to facilitate consensus among stakeholders such as transit system staff, board members, state DOT personnel, and other decision-makers.</p>

<b>4.1.2: Cost Benefit Studies on Existing and Proposed Routes</b>	<b>Understanding:</b> Comparisons of the costs of routes and services to the benefits they provide will allow transit systems to make data-driven decisions about adding, altering, or discontinuing services.
	<b>Experience:</b> RLS team members have developed cost allocation methodologies, analyzed the cost-efficiency outcomes of service changes, and created cost-benefit analysis (CBA) frameworks for a variety of projects. Examples include development of a Cost Allocation eLearning module for Community Transportation Association of America (CTAA), providing workshops on transit agency cost allocation in various states, writing a CBA framework for integrating a barrier into the operator workstation of a fixed route bus, and analyzing the effects of regionalization for rabbit transit (Central Pennsylvania).
	<b>Approach:</b> Cost-benefit analysis involves a detailed examination of a project’s objectives (e.g., introducing a new route), and the estimated impact of the project on the objectives. The impacts are compared to the costs of the project, with an appropriate discount rate applied. The findings are summarized in a brief white paper and/or presentation to facilitate the transit agency’s decision-making process about the service.

<b>4.1.3: Organizational/ Management Structure Analysis</b>	<b>Understanding:</b> Organizational and management structures dictate how a system’s services are governed, administered, and coordinated. We expect that, through this task, WVDPT aims to ensure that transit systems’ existing organizational structures are effective, and that proposed changes are carefully planned and tied to performance objectives.
	<b>Experience:</b> RLS recently assisted the City of Rock Hill, South Carolina with building its first-ever transit system from the ground up, which included the creation of an implementation and financial plan with staffing-level recommendations. RLS provides new system technical assistance to ODOT on an ongoing basis, supporting multiple counties in establishing rural transit operations, including proposing management structures. Additionally, in recent years, as more communities work toward achieving the efficiencies of a regional service, the RLS team supported agencies in implementing or changing regional transit agency governance, cost sharing, and administrative structures. Recent projects have included the Section 5307/5311 Allocation Analysis for Central Indiana (proposing structures for integrating formerly rural providers as Section 5307 systems in Indianapolis) and the Geauga County, Ohio Transit Development Plan to integrate a small rural system with a large suburban provider.
	<b>Approach:</b> The RLS team will visit the transit agency to conduct one-on-one interviews with key staff and stakeholders to understand the agency’s strategic direction and the strengths and weaknesses of the existing management structure. Drawing on the team’s collective experience with dozens of peer transit systems throughout the U.S., alternative structure



	<p>recommendations will be presented for critique by staff and stakeholders. This will include a review of staffing positions, development of position descriptions, and workflow recommendations. RLS will generate revised organizational charts and accompanying technical memoranda, with revised job descriptions and workflows as appendices.</p>
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<p><b>4.1.4: Safety and Planning/ Requirements</b></p>	<p><b>Understanding:</b> WV transit agencies are obligated to maintain compliant Public Transit Agency Safety Plans (PTASPs), including new requirements introduced in the 2021 Bipartisan Infrastructure Law. Beyond having PTASPs, agencies must prioritize safety at a systemic level, implementing Safety Management Systems (SMS) programs at all levels of their operations. Expert planning and technical assistance are critical for small and rural transit providers in meeting these expectations.</p>
	<p><b>Experience:</b> The RLS team is well-versed in SMS and PTASP requirements, having assisted numerous agencies with PTASP development, including multiple systems in Oregon, Illinois, North Carolina, Indiana, South Carolina, and other states. This has led RLS to develop several related tools for agencies including reporting and evaluation forms, Excel spreadsheets for data tracking, plan templates, and training programs.</p>
	<p><b>Approach:</b> For agencies in need of PTASP updates, RLS will review the existing PTASPs and work with the systems one-on-one to make updates that ensure that the plans are FTA-compliant and provide meaningful, implementable direction on safety practices. The general process is for RLS to (1) conduct a kickoff meeting, (2) review the PTASP and all documents relevant to safety processes, (3) complete a draft PTASP for agency review, and (4) prepare a final plan. PTASP and SMS virtual and/or on-site training are also offered by RLS.</p>

<p><b>4.1.5: Transit Asset Management Planning and Execution</b></p>	<p><b>Understanding:</b> WV transit systems are charged with updating, coordinating, and maintaining asset data in TAM plans and implementing state of good repair (SGR) benchmarks. RLS will guide WVDPT and its grantees in efficient TAM planning, including planning and technical assistance for implementation at the local level.</p>
	<p><b>Experience:</b> RLS has developed group TAM plans for several state DOTs and provided TAM trainings to DOTs, transit associations, and transit agencies. RLS' lead TAM/safety planner contributed significantly to the National Cooperative Highway Research Program report "Lessons Learned and Impacts to Date of State DOT Implementation of New Federal Transit Asset Management and Public Transportation Agency Safety Requirements" (2019).</p>
	<p><b>Approach:</b> RLS will review the agency's asset data collection and management processes and as well as existing goals, strategies, and risk management mitigation strategies; and evaluate data on rolling stock,</p>

	facilities and equipment to identify trends that may impact a transit system’s ability to reach the designated Useful Life Benchmark for an asset class. If desired, RLS will update the TAM plan and asset database, as well as provide virtual and/or in-person training sessions on TAM.
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<b>4.1.6 Environmental Processes Especially NEPA Studies</b>	<b>Understanding:</b> RLS understands that the WVDPT may need expertise from environmental experts and NEPA certified engineers for certain phases of facility studies in order to comply with state and Federal requirements.
	<b>Experience:</b> Jefferson Road Widening Project – EA and related NEPA documentation (Kanawha County, WV); Coonskin Park Access (Kanawha County, WV); Thurmond Bridge Rehabilitation Project – NEPA Documentation (Fayette County, WV); Camp Creek Bridge Replacement Project (Clay County, WV)
	<b>Approach:</b> The RLS and Michael Baker International team will meet with WVDPT to review the project scope of work and develop the appropriate environmental assessment and NEPA documentation.

<b>4.1.7 Accumulating Information and Data for Transit Purposes</b>	<b>Understanding:</b> A variety of data is useful for transit planning, including, but not limited to, U.S. Census data, social and economic data published by state institutions (e.g., West Virginia University), information on trends and best practices in the transit industry, geospatial data available through resources like ESRI, and past and present transit agency service and performance data.
	<b>Experience:</b> The RLS team has a wealth of experience in collecting and analyzing transit-related data, including data on West Virginia communities and transit systems. The team members have experience in accessing geospatial data and using resources like the Transportation Research Board’s (TRB) Transportation Research Information Services (TRIS) Database to obtain recent studies and reports on transit-related subjects (e.g., COVID-19, TAM/PTASP, fare structure, etc.).
	<b>Approach:</b> The RLS lead planners and support staff will obtain information and data as needed, with a focus on cost-efficiency in the data gathering process.

<b>4.1.8 Recommendations for Suitable Types of Transit Services and Vehicles</b>	<b>Understanding:</b> RLS can bring fresh perspectives on the types of services and vehicles in current use, comparing current WV transit agency practices to the peer systems’ services and fleets.
	<b>Experience:</b> RLS is now wrapping up a service evaluation of Potomac Valley Transit Authority, in which the consultant team made recommendations to shift resources toward added demand response service and a commuter vanpool program. These recommendations will be supported with operating and capital budgets, implementation timelines, and performance targets. The core RLS planning team members have decades of experience

	<p>with issuing these types of recommendations. Two of the lead planners for this task have managed transit systems in the recent past, and will apply their direct experience to the planning process. RLS projects in the past five years that have involved similar types of recommendations include the Preble County, OH Transit Feasibility Study, Monroe County, IN Service Optimization Study, SARTA (Stark County, OH) Transit Development Plan, Metro Ride (Wausau, WI), and the Potomac Valley Transit Authority Service Evaluation.</p>
	<p><b>Approach:</b> RLS will use the information gathering during other tasks, including data analysis, public input, on-site observations, industry research, peer system analysis, and stakeholder engagement, to make sound recommendations about changes in service provision and fleet.</p>

<p><b>4.1.9 Public Meetings</b></p>	<p><b>Understanding:</b> Community input is critical to transit planning. One of the main avenues for collecting public input is to offer public meetings in community settings. In recent years, virtual meetings have become more prevalent due to the availability of web-based conferencing technology. Many transit agencies now offer a mix of in-person and virtual public meetings when conducting major planning efforts.</p>
	<p><b>Experience:</b> Over its 35-year history, the RLS team has offered public meetings in a variety of rural and urban setting for hundreds of planning efforts. In West Virginia, our team has conducted four rounds of Coordinated Human Service Transportation Plans, approximately every four years beginning in 2007, involving public meetings in every corner of the state. Since the beginning of the COVID-19 pandemic, our team has become well-versed at offering virtual meetings on platforms such as Zoom and GoToMeeting, involving American Sign Language interpretation and closed-captioning in some cases.</p>
	<p><b>Approach:</b> RLS will plan, advertise, and conduct public and virtual meetings as needed for on-call planning engagements. When necessary, RLS can secure interpreters and translators, and ensure that meetings are accessible to people with disabilities. A meeting note-taker will attend all meetings in order to capture input provided during meetings.</p>

<p><b>4.1.10 Deliver White Papers/All-Inclusive Reports on Specified Subject Matter</b></p>	<p><b>Understanding:</b> WVDPT and its grantees will, at key points in the project, benefit from white papers and reports that document a planning process, outline a proposed service change, explain a trend of best practice, or serve some other objective.</p>
	<p><b>Experience:</b> RLS has written hundreds of reports on various aspects of public transportation in its 35 years of consulting. Some reports, like multi-year agency capital and operating plans or Coordinated Human Service Transportation Plans, are lengthy, detailed, and contain sizeable appendices with detailed documentation of the planning process. Other documents,</p>

	<p>such as white papers, provide focused information on a specific topic of interest. Some information can even be relayed in a one-page fact sheet. The proposed lead RLS team members have decades of combined experience in producing such documents, with a focus on a reader-friendly writing style and clear illustration of critical information with charts, tables, and maps.</p>
	<p><b>Approach:</b> RLS is committed to producing excellent, quality written products. As part of RLS’ quality assurance process, the RLS editor reads every document for consistency and clarity, grammar, punctuation, and typographical errors, and to ensure that all aspects of the product have been thoroughly addressed. In general, RLS will submit a draft of a document to the client on a date that is agreed to in advance, allowing adequate time (usually one to two weeks) for the client to provide feedback and proposed edits that are incorporated into the final version. Multiple rounds of drafting and feedback are accommodated for critical reports. Documents can be provided in Microsoft Word and PDF formats. Hard copies in color or black-and-white will be made available upon request (up to ten copies per report).</p>

<p><b>4.1.11 Meetings with the Division, Individuals, Organizations, or Stakeholders</b></p>	<p><b>Understanding:</b> RLS will meet with a variety of WV transit personnel and stakeholders to understand the agency’s desired direction and to gather the necessary input to complete all tasks.</p>
	<p><b>Experience:</b> Every planning process undertaken by RLS has involved meetings with agency personnel, external stakeholders, and customers and/or community members. RLS’ recent project for Potomac Valley Transit Authority demonstrates our approach to such meetings. The project involved multiple meetings with WVDPT staff, a local project steering committee, PVTa staff members, and community stakeholders. Most meetings were in-person, with a few conducted through virtual meeting software. Meeting discussions were documented in detailed notes. For community stakeholder interviews, these notes were later consulted to draw out themes and trends in community input to inform the planning process.</p>
	<p><b>Approach:</b> Meetings will be in-person or virtual, according to the needs of the agency or stakeholder. At times, phone calls are the preferred mode of communication. The RLS team records notes at each meeting and saves them in project files for later reference.</p>

<p><b>4.1.12 Rate Analysis/Propose Changes</b></p>	<p><b>Understanding:</b> Many West Virginia transit systems provide contracted services for Medicaid, local employers, sheltered workshops, and other organizations. RLS can assist agencies in selecting the appropriate rate-setting methodology to ensure that costs are covered and critical local matching funds continue to be available.</p>
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	<p><b>Experience:</b> RLS team members have been nationally recognized for their work in transportation cost allocation and impacts to non-emergency medical transportation (NEMT). They have provided numerous trainings on cost allocation and rate development, including the development of a curriculum on cost allocation for the National Rural Transit Assistance Program (NRTAP). RLS’ lead subject matter expert on financial management has contributed to Transit Cooperative Research Program (TCRP) Project 81 “Impact of Non-Emergency Medical Transportation on Transit Agencies,” a report to inform the transit community how public transit and NEMT providers can integrate and effectively use their respective resources and services, as well as TCRP project G-9, “Sharing the Costs of Human Services Transportation,” an examination of human service transportation funding programs in Arizona and Oregon, including preparation of the project’s transportation cost allocation model. RLS is in the process of introducing the pilot Mobility Ohio rate-setting methodology as part of an ODOT initiative to coordinate public and human service transportation in a rural four-county region of southeast Ohio.</p>
	<p><b>Approach:</b> RLS will meet with agency personnel to obtain information about services contracts and rate-setting methodology. Agencies will be asked to submit financial data that RLS will enter into a cost allocation model to produce unit rates. RLS will provide virtual training to agencies on using the spreadsheet-based model to adjust rates as needed. RLS will provide brief written summaries that clearly depict how rates are calculated so that agency leaders can both understand and effectively communicate their rates.</p>

<p><b>4.1.13 Study Coordination</b></p>	<p><b>Understanding:</b> RLS understands this task to encompass routine project initiation and management processes that are necessary to completing planning studies and other requested deliverables.</p>
	<p><b>Experience:</b> Many clients, whether personal preference or because a project requires a large number of varied and difficult tasks, desire to use a task order-based approach, with a detailed scope of services developed for each assigned task requested. RLS has a long history performing projects of this nature and has developed a finely tuned, successful task coordination process that has been used by RLS with a number of State DOTs and other organizations which will assure the successful and timely completion of the desired activities.</p>
	<p><b>Approach:</b> The RLS team will provide the written and oral communication needed to effectively plan and coordinate all on-call planning activities detailed in the RFQ’s scope of services. For each assigned task, RLS asks that the WVDPT Project Manager contact the RLS Project Manager to discuss the scope and time frame of the desired work. The RLS Project Manager will assemble the proposed team for performing the work, and develop a draft</p>

	<p>Task Order that contains the proposed scope of work, as understood from previous discussions, a proposed timeline, expected deliverables, and labor hours estimate. RLS' typical process is for two copies with the original signature of the RLS Principal-in-Charge to be submitted electronically to the client for review. If satisfied with the task order content, the client will sign both copies and return one original to RLS which will signal the initiation of the project. If revisions are required, the client will return the task order with noted corrections for RLS' revision. The project will not commence until an approved task order has been signed by both WVDPT and RLS. However, RLS will conform to WVDPT's typical process for task orders.</p>
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<p><b>4.1.14 Final Report Documentation</b></p>	<p><b>Understanding:</b> RLS will provide documentation of all analysis, assessment, and technical assistance activities. All reports will be provided according to high quality standards to WVDPT. Interim reports will be provided throughout the planning process.</p>
	<p><b>Experience:</b> RLS provides final report documentation to all clients. Our project managers, and all team members, including our quality control editor are involved to ensure the reports are comprehensive and meet or exceed client expectations.</p>
	<p><b>Approach:</b> Final reports will include a compilation of interim reports with all final conclusions. Final reports will be provided to WVDPT electronically unless otherwise requested.</p>

<p><b>4.1.15 Recommendations for Increased Revenue Sources</b></p>	<p><b>Understanding:</b> RLS understands that local revenue is necessary to maximize access to available Federal Transit Administration (FTA) dollars. The team also understands that access to local revenue is traditionally one of the biggest challenges for transit systems across America, including in West Virginia. Our experienced team of transit experts will work with WVDPT and local transit systems to identify potential sources of increased revenue from local sources. We will also assist or educate transit managers about the potential to use other non-Department of Transportation federal funds as local match. Additional revenue sources from eligible Federal sources must also be explored.</p>
	<p><b>Experience:</b> RLS is one of the leading experts in transit financial planning and cost allocation. Our team has worked with rural and small urban transit systems and human service agencies nationwide on similar efforts. Recently in Wausau, Wisconsin, RLS identified necessary local match sources to expand the transit system routes and microtransit into neighboring communities. Also, for Potomac Valley Transit Authority (PVTA), RLS identified potential new revenue sources from non-profit hospitals in the area. Financial planning is part of nearly all transit planning activities RLS has completed in the past 35 years of business.</p>



	<p><b>Approach:</b> RLS will work with the transit agency to understand all key stakeholder organizations in the area that benefit from transit. The team will also assess the current revenue sources (state, local and Federal) for the transit system. We will research potential partnerships for revenue through grant applications, contractual relationships, advertising, in-kind services, and more. Additional revenue scenarios may involve new Federal funds (FTA or other Federal programs), or local dollars with sources ranging from local governments to taxes, grants, advertisement, to contracts, and more. RLS will create an expense and revenue table by revenue source for the system and identify how new revenue sources could be applied to expand the overall operating and capital budgets for the system.</p>
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<p><b>4.1.16 Analysis on Facility and Staffing Growth/Needs</b></p>	<p><b>Understanding:</b> RLS understands that WVDPT’s transit systems are changing and many are growing to meet local demand. We further understand that new transit facilities to accommodate expansions or updated facilities that improve communication, safety, and flow of information in the office require detailed analysis to ensure that plans for facility changes today will benefit the system for years to come.</p>
	<p><b>Experience:</b> RLS is currently assisting Potomac Valley Transit Authority (PVTa) with a preliminary assessment of its facilities and recommendations for facility expansion to support its fleet, maintenance program, and growing staff. Our team is joined by Michael Baker International, a highly respected engineering firm, that has worked on several high-profile projects throughout West Virginia including the current Corridor H. Michael Baker International also completed the EPTA Facility Expansion Feasibility Study in 2017. Together, Michael Baker and RLS will provide a complete analysis of transit system facilities and staffing growth/ needs for any scale of project within West Virginia.</p>
	<p><b>Approach:</b> RLS will work with the transit agency and WVDPT to assess current staffing levels and functions, maintenance capacity and needs, vehicle parking areas, and the way transit services are delivered throughout the service area. On-site meetings with transit staff will provide an opportunity to discuss job functions, services, and challenges within the current facility layout. Following the analysis, RLS will suggest a range of options to WVDPT for facility improvements or staffing changes. Following discussion with WVDPT, RLS will present the options to the transit system. RLS will secure the services of Michael Baker to provide engineering content and necessary specifications (including right-of-way issues, streets, parking, and more) to all recommendations.</p>

<p><b>4.1.17 Projections of Operating Expenses, Capital</b></p>	<p><b>Understanding:</b> RLS understands that accurate projections for transit system operating and capital expenses and revenue are vital to WVDPT because they ensure that transit systems have sustainable budgets and alert</p>
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<b>Expenses, and Operating Revenues</b>	WVDPT and the transit provider in advance when there is a risk of insufficient funding.
	<b>Experience:</b> RLS provides technical assistance and grants management to six State Departments of Transportation (DOTs) including Ohio, Indiana, and Georgia. State DOT technical assistance of this nature is at the core of RLS' business model. The experienced RLS staff also provides projections to individual transit systems as part of Transportation Development Plans (TDPs) or Feasibility studies. Recent examples of transit studies include Geauga and Laketran TDP (Ohio), MetroRide TDP (Wausau, WI), and Moover Route Expansion (VT).
	<b>Approach:</b> RLS will request historical budgetary information by expense line item and revenue source. The team will analyze historical trends in expenses, revenue and ridership. Based on trends, RLS will project operating and capital expenses for future years. RLS will incorporate projected changes in demographics, economic development, or land use that may impact expenses and factor for those changes. RLS will also analyze revenue trends, identify potential future gaps between revenue and expenses, and alternative solutions to address those gaps in funding.

<b>4.1.18 Collecting/ Compiling Data</b>	<b>Understanding:</b> RLS understands that data collection and organization is key to understanding and monitoring performance trends and measuring the impact of State, Federal, and local funds on the local communities. Under this task, RLS is prepared to request, collect, and compile data from transit systems and WVDPT, as directed.
	<b>Experience:</b> RLS uses transit system performance data in Transportation Development Plans, Comprehensive Operations Analysis, Safety Plans, State of Good Repair, Asset Management Plans, Coordinated Public Transit-Human Services Transportation Plans, Compliance Assessments, Annual Reports, and technical assistance activities. RLS prepares the Indiana Department of Transportation (INDOT) Annual Transit Report. RLS also prepared and manages the North Carolina DOT Transit Asset Management (TAM) and State of Good Repair (SGR) data. RLS is currently analyzing the 30-year historical trends and impacts of State Mass Transit Funds for South Carolina DOT and will prepare a report for SCDOT to provide to the State Legislature.
	<b>Approach:</b> RLS will work with WVDPT to understand the purpose of the data to be collected. Based on the intended outcome, RLS will design a data collection tool and request available information. Where gaps in data are identified, RLS will request information from local transit systems or other appropriate sources. RLS will compile the data analysis results into a high-quality report appropriate for State Legislature, County Commissioners, or other stakeholders. RLS will also provide a user-friendly database with the raw data to WVDPT so that they may use it as a resource as needed.



<p><b>4.1.19 Project Growth/Decline by Route and Location</b></p>	<p><b>Understanding:</b> RLS understands the various factors that may impact transit demand. Factors such as changes in population density and economic conditions, for example, can occur as a result of major employers locating in an area or improvements in the local road network. Other factors, including COVID-19, have proven to impact the way people travel. Transit systems and WVDPT must always look to the future to prepare for changes in demand to ensure that the appropriate level of service is available.</p>
	<p><b>Experience:</b> RLS analyzes fixed route, paratransit, demand response, and on-demand transportation need based on demographic and socio-economic conditions and other factors. Examples of recent analysis include Sandusky Transit System (Sandusky, OH) Transit Development Plan, which assessed changes in demand from local employers; and Marble Valley Regional Transit District (Rutland, VT) Fixed Route Transit Assessment, which recommended ways to reverse declining ridership through service changes.</p>
	<p><b>Approach:</b> Assessments typically include a comparison of census data from a local area with historical ridership trends and key stakeholder input. Changes in demographic or socio-economic conditions or relocation of medical facilities and employers are key factors to be included in projecting the growth or decline in productivity by route and location.</p>

<p><b>4.1.20 Propose Fare and Service Adjustments</b></p>	<p><b>Understanding:</b> RLS understands that passenger fares typically make up approximately 10 percent of a transit system’s total budget. Therefore, if replacement revenue is not available, fares become important to sustaining transit service levels. Furthermore, RLS understands that service performance should be evaluated on a regular basis to ensure that the transit system is achieving or exceeding acceptable minimum performance measures.</p>
	<p><b>Experience:</b> The RLS team provides fare structure and service adjustment studies for rural, small urban, and large urban transit systems. They also provided a statewide transit fare study for Ohio DOT. RLS clients of fare structure and service adjustment plans include Tulsa Transit (OK) and Greater Dayton RTA (OH). RLS participated in a regional coordinated fare structure study for the Detroit area which included multiple transit providers in the multi-county area joining into a common fare media. Service adjustment studies involved fixed route, ADA paratransit, demand response, and microtransit/on-demand services.</p>
	<p><b>Approach:</b> RLS will request fare structure and fare media information from the transit system(s) and discuss fare collection procedures. RLS will also request performance data such as ridership by fare type. Based on data provided, RLS will apply a fare elasticity model to project the impact of potential fare structure changes on revenue and ridership. A similar approach is applied to service adjustment recommendations. After</p>

	complete performance data is collected RLS will ride or drive existing routes/services and talk with transit operators prior to recommending service adjustments.
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<b>4.1.21 Project Sources of Increased Revenues from Government Sources</b>	<b>Understanding:</b> Local, State, and Federal Government revenue make up all or most of public transit system and human service agency transportation program budgets. Opportunities for Federal funding are dynamic and the possibility of State and local government funding changes through tax levy or additional fees can benefit public transit. RLS understands that WVDPT is continuously seeking to effectively leverage all available government sources of revenue with the understanding that these sources are limited.
	<b>Experience:</b> RLS provides public transit planning, training, and technical assistance for local transit systems, State DOTs, and the Federal Transit Administration. Our national experience provides for expertise in and awareness of a multitude of funding structures involving government resources. In RLS' role as a triennial reviewer for the Federal Transit Administration, for example, our team applies its expertise in financial management for transit systems of all sizes. Also, our State Mass Transit Fund analysis for SCDOT involved national research on State funding levels for public transit. RLS' State DOT technical assistance contracts also provide opportunity to manage grants and research opportunities for new transit funding sources.
	<b>Approach:</b> RLS will analyze funding structures for public transit in West Virginia at the state and local levels. As directed, RLS will research opportunities for increased revenues from local, State, and Federal sources that are appropriate for the State of West Virginia.

<b>4.1.22 Perform SWOT Analysis</b>	<b>Understanding:</b> The strengths and weaknesses of a public transit system must be considered from various perspectives. Input during the planning process from representatives of key stakeholder organizations will strengthen the study outcome and improve the likelihood of successful implementation.
	<b>Experience:</b> RLS's team of experienced public transit strategic planning experts have recently facilitated SWOT analysis for the Concord-Kannapolis (NC) Consolidation Plan and the Geagua County-Laketran (OH) Transit Plan and Consolidation Study. RLS also provided a SWOT analysis as part of the Potomac Valley Regional Transit Authority (PVRTA) Transit Study.
	<b>Approach:</b> RLS will work with the WVDPT and local transit system to identify key stakeholders for the SWOT meeting. An experienced RLS facilitator will lead the stakeholders through a dynamic exercise to identify meaningful internal and external opportunities/challenges to the transit service. RLS will analyze the results of the SWOT analysis meeting and provide a concluding assessment.

<p><b>4.1.23 Look at Ridership Needs and Details in Relation to a Post-COVID-19 Transit Agency and Potential Financial Constraints</b></p>	<p><b>Understanding:</b> The COVID-19 pandemic changed the way we choose to travel because we started to make choices for modes that allow for fewer interactions with other people. The pandemic also changed our transit system safety and cleanliness standards and process by introducing barriers in the vehicles and new protocols for ensuring vehicles are sanitized. The pandemic also impacted the workforce by changing opportunities for remote work that may have encouraged some to move to West Virginia’s more remote areas because they commute to the office in larger cities less often. Finally, the pandemic has had a nearly devastating impact on the supply chain for transit vehicles and parts and put significant strains on systems through workforce shortages. At the same time, the FTA has provided new temporary funding opportunities for transit systems to help overcome the negative impact on local and State government revenue. We have entered the recovery phase from COVID-19 and transit systems and State DOTs must plan for the new demand and constraints on service and funding.</p>
	<p><b>Experience:</b> RLS has been assisting its clients throughout COVID-19 and in the post-COVID-19 Era with grants management, grant applications, ridership assessments, staffing shortages, and all other related issues. The team is currently assessing the impact of COVID-19 on South Carolina transit systems and will provide results of that assessment to SCDOT and the State Legislature in 2023. Current transit system plans, such as the Marble Valley RTD (Rutland, VT) City Fixed Route Analysis has compared bus stop activity pre- and post-COVID and will include that analysis in consideration for route and schedule changes.</p>
	<p><b>Approach:</b> RLS will analyze the conditions of the study area and compare existing conditions to pre-COVID conditions. Analysis may include a survey of employers to understand current hiring/staffing challenges or changes; analysis of ridership trends by stop, route, or mode of service; changes in traffic flow; and comparison of revenue and expenses. Depending upon the task, RLS will provide an assessment of changes in travel and ridership needs as well as the capacity (due to staffing shortages, vehicle shortages, or funding changes) of the transit system and WVDPT to respond to changing needs.</p>

<p><b>4.1.24 Survey and Interview Residents about Needs with Particular Emphasis on Title VI Requirements</b></p>	<p><b>Understanding:</b> Title VI of the Civil Rights Act protects against discrimination on the grounds of race, color, or national origin. Organizations that receive Federal Transit Administration and Federal Highway Administration funds are required to comply with all requirements set forth by the Act. Evaluating unmet transit needs must consider the needs of people of color to ensure that services and funding are distributed in a non-discriminatory manner.</p>
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	<p><b>Experience:</b> The RLS team includes national experts in Civil Rights Compliance in the transit industry. RLS evaluated Title VI compliance and policies for all transit providers in Georgia, Indiana, and New Hampshire. The team is currently assisting Illinois DOT with its State Title VI Policy. In Washington State, RLS is providing Title VI training to Regional Transit Planning Organizations. Equitable service on the basis of race, color, and national origin is considered in transit needs assessments such as RLS' Coordinated Public Transit-Human Services Transportation Plans and local Transit Development Plans.</p>
	<p><b>Approach:</b> RLS will evaluate the demographic conditions at the Census Block Group level or lower and compare service levels on the basis of color, race, and national origin. RLS, as directed, will conduct rider surveys to measure unmet transportation needs of riders based on income and race of the rider.</p>

<p><b>4.1.25 GIS Mapping and Analysis Especially for General Transit Feed System</b></p>	<p><b>Understanding:</b> RLS understands that accurate transit service mapping is critical for riders and potential riders seeking to understand the service. Likewise, the transit system staff may not always possess the technical skills necessary to create accurate GIS data.</p>
	<p><b>Experience:</b> RLS has a team of GIS specialists that focus on transit system data. Our team conducts bus stop inventories and maps routes and service areas for rural and small urban transit systems. The GIS team is strengthened by the support of Project Managers who have prior experience as public transit system managers.</p>
	<p><b>Approach:</b> RLS will provide an inventory, as directed, of transit routes, amenities, stops, shelters, and other information as directed. The RLS team uses ESRI to perform GIS analysis. In addition to service data, Census and LEHD demographic maps will be provided.</p>

In addition to the above noted tasks, RLS will meet with WVDPT at the onset of the contract to discuss pertinent information. The Project Manager(s) will work with WVDPT to schedule additional meetings, including a potential semi-annual meeting or Division workshop or conference.

Throughout the duration of the contract, during active projects, RLS will provide monthly progress reports to WVDPT.



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 42 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

42

### 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

PROFESSIONAL EXPERIENCE (Continued)

field for service providers while reducing the administrative burden on state agencies.

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

- ◆ Assisted in the initiation of the Specialized Transportation Assistance for Richmond (STAR) service for the Greater Richmond Transit Company.
- ◆ Initiation, operations, and supervision of all aspects of the Tysons Shuttle (Fairfax County, Virginia) commuter service, Reston Internal Bus Service, Arlington Community Services Board specialized transportation program, Rocky Mount Transit System, and special needs transportation for the Northern Virginia Training Center.
- ◆ Assisted in the completion of an evaluation of the Indianapolis Public Transportation Corporation's OPEN DOOR service for handicapped residents of Marion County including the preparation of an alternatives analysis and development of recommendations.
- ◆ Developed an operations plan for the expansion of the Fairfax County (VA) specialized transportation service from 53 vehicles to 120 vehicles.
- ◆ Assisted in the completion of the Wisconsin statewide transit maintenance study where the maintenance programs of all 19-transit systems in the state were evaluated.
- ◆ Assisted in an operational analysis of the O-Bahn Busway in Adelaide, South Australia.
- ◆ Assisted in the design of a wage and work conditions plan for a new consolidated transportation system in Waterloo, Iowa.
- ◆ Assisted in the design of a system map and customer information aids for the Montgomery County (MD) Ride-On System.
- ◆ Conducted a system management study of the City Bus Service of Springfield, Ohio; Transit Development Plans for the 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 Project Manager as well as Lead Planner and Researcher for RLS' planning team; reviewer for the RLS compliance team; and a former transit manager and transportation vice president for a rural, demand response public transit system in central Indiana. In this latter role, she was directly responsible for the system's demonstrable growth and improved cost-efficiency. 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, in which her strengths in grants management, transit service delivery, research, public policy, 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:

- ◆ Project Manager, Potomac Valley Transit Authority (PVTA) Service Evaluation and Facility Expansion Study (2022-Ongoing), to evaluate transit service effectiveness and recommend facility improvements for a five-county transit system in West Virginia
- ◆ Project Manager, Geauga, OH County Transit Development Plan, to develop alternatives for organizational structure and transit service (2022-Ongoing)
- ◆ Project Manager, Preble County, OH and Marion County, OH Transit Feasibility Studies, analyzing and recommending alternatives for start-up public transit systems in two rural Ohio counties (2021-2022)
- 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)
- ◆ 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)
- ◆ Lead Researcher, Lapeer County, MI Transportation Needs Assessment (2021-2022), conducting a needs assessment for senior and public transportation options
- ◆ 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)
- ◆ 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 (2020-2022)
- ◆ Project Manager for the Sunset Empire Transportation District (Clatsop County, OR) Coordinated Plan (2020)
- ◆ Co-Project Manager for 11 West Virginia Regional Coordination Plan Updates (2018-19)
- ◆ Lead Planner for the Plainfield/Guilford Township, IN Transit Plan (2019-20) and the Northern Johnson County, IN Transit Plan (2021) to develop the suburban communities' transit expansion plans
- ◆ Assistant reviewer for the Oregon DOT and North Carolina DOT compliance

PROFESSIONAL EXPERIENCE (Continued)

review and technical assistance projects (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)
- ◆ 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)
- ◆ 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)

**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
- ◆ 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





Ms. Laura Brown has a diverse background of transit planning and financial management and analysis experience as well as a solid history of experience with rural and urban transit systems planning. An experienced Project Manager, Ms. Brown is RLS' Lead Senior Associate for Planning, with a concentrated focus in Human Service and Paratransit Planning. In this regard, Ms. Brown has directed dozens of high profile projects across the country resulting in the development of State, regional, and locally developed coordination plans, short and long range transportation plans, service evaluations, service assessments, and public outreach activities, including passenger on/off counts and surveys. Ms. Brown has completed National Environmental Policy Act Training and Categorical Exclusions Training.

## LAURA BROWN

*Chief of Business Development/Director of Planning Initiatives*

### EDUCATION

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

### YEARS OF TRANSPORTATION EXPERIENCE

20

### PUBLICATIONS

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

### PROFESSIONAL EXPERIENCE

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

- Project Manager/ Lead Planner, Vermont Route 30 Transit Feasibility Study.
- Project Manager/Lead Planner, Johnson City Coordinated Plan.
- Project Manager/Lead Planner, Maine DHHS Transportation Program Evaluation (2020)
- Project Manager, Wausau, Wisconsin/Metro Ride Transportation Development Plan.
- Project Manager, Bangor Community Connector Transit Structural Analysis. (2021)
- Project Manager/Lead Planner, Tennessee DOT Office of Mobility and Accessible Transportation Strategic Plan .(2020-2022)
- Project Manager/Lead Planner, Regional Coordinated Transportation Plans for Southwest, Southcentral, and Southeast TN HRAs.
- Project Manager/Lead Planner, Central Chicago RTA Regional Coordinated Transportation Plan Update. (2021)
- Project Manager/Lead Planner, Utah Transit Authority Specialized Transportation Implementation Plan. (2019-2020)
- Planner, Central Indiana Section 5311/5307 Funding Allocation Study. (2019)
- Project Manager and major contributor to 11 Regional West Virginia Regional Coordination Plans (2019).
- Project Manager and lead planner for the Central Midlands Council of Governments Coordinated Human Services Transportation Plan (2019).
- Lead Researcher, Ohio Mobility Transformation, Ohio DOT
- Project Manager and lead planner for the KYOVA Interstate Planning Commission (KYOVA) Coordinated Public Transit-Human Services Transportation Plan for the Transportation Management Area (TMA) that includes the West Virginia counties of Cabell, Wayne, and the urbanized portion of Putnam County; the urbanized portion of Lawrence County, Ohio; and Boyd and Greenup Counties, Kentucky (2019).
- Project Manager, Statewide Coordinated Transportation Plan in Nevada (2018-2019). Ms. Brown led the overall development of this statewide plan as well as providing on-site public outreach through public meetings and interviews.
- Project Manager, Rock Hill, SC Transit Implementation Plan.
- Project Manager for the Miami Valley Regional Planning Commission Public Transit-Human Services Coordinated Plan Update (2018/19).
- Project Manager, New Hampshire DOT Statewide Coordination Plan (2017).

PROFESSIONAL EXPERIENCE (Continued)

Ms. Brown directed the efforts to update the original 2006 Coordination Plan that was only partially implemented. Working closely with the New Hampshire Department of Transportation Bureau of Rail and Transit and the Statewide Coordinating Council, Ms. Brown provided strategies for continuing and expanding services under the current funding shortages, as well as provide demographic updates and re-visit unmet needs and gaps in services.

- Project Manager for the Gwinnett County Transit (GCT) Plan Task to evaluate Human Services Transportation coordination opportunities that would create efficiencies for the GCT paratransit program (2018).
- Project Manager and major contributor for the Indiana Statewide Coordinated Public Transit-Human Services Transportation Plan and MAP-21 updates under the direction of the Indiana Department of Transportation, Office of Transit (INDOT). The planning process included individual county and regional plans, and the Indianapolis Regional (8 County) Coordinated Public Transit Human Services Transportation Plan. Each plan consisted of a comprehensive community outreach process, including a community survey and several focus groups, alternatives analysis, organizational and service strategy goal development, and implementation plan. Updated plans comply with MAP-21 legislation (2017).
- Lead researcher on the Ohio Statewide and Regional Coordination – Establishment of Regions and Coordination Plan Framework. Ms. Brown worked with ODOT staff to develop Coordination Regions in the state. Regions we developed using quantitative data from ODOT, U.S. Census, and other state and local organizations. Ms. Brown also helped develop a coordination template and toolkit that is being used by local agencies to create a locally coordinated transportation plan (2016).
- Project Manager for the Randolph/Montgomery Cos, NC, Community Connectivity Plan. Evaluating current services and developing new services (fixed routes and demand response) and organizational structure recommendations for the local area and region (2019).
- Project Manager for the Valparaiso Route Study, Valparaiso, IN, and lead researcher for the Wichita Transit Paratransit Assessment.
- Lead reviewer for the New Jersey Title VI reviews, conducting a review of each plan's required components and preparing detailed findings and recommendations.
- Project Manager for the Gloversville Regional Transportation Plan—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 and lead consultant for the Union County, Ohio and Yankton, SD, respectively, MAP-21 Coordinated Public Transportation-Human Services Plan, and lead consultant for the Matanuska-Susitna Borough (MSB), AK Transit Plan.
- Project Manager and co-Mobility Manager for Kodiak, Alaska.
- Ms. Brown was a lead researcher for two national research projects for the National Cooperative for Highway Research Program. The first project was to gather and analyze data from all 50 State Departments of Transportation regarding state practices for the continued replacement of Section 5310, 5311, and 5311(f) purchased vehicles. The second project involved the study of State DOT administration practices of FTA funded programs (Sections 5310, 5311, and 5311(f)).
- Lead contributor for the Interior Alaska Transit Corridor Project.
- Project Manager and lead contributor to the Fairbanks North Star Borough Mobility Management Plan.
- Project Manager for the Sitka, Alaska 5-Year Plan for Coordination of Human Services Transportation Needs and Services.
- Project Manager and major contributor for the update of the 2008-2014 Coordinated Human Services Transportation Plan for the Municipality of Anchorage (MOA).
- Project Manager for the North Central Wisconsin Workforce Development Board and Stevens Point Transit expansion plan.
- Project Manager for Transportation Development Plans (TDPs) in Niles, MI and Newark, OH.
- Project Manager for the Seminole Nation of Oklahoma (SNO) transit plan,
- Project Manager for the Erie County (Ohio) Board of Developmental Disabilities feasibility study.
- Project Manager for the Lowcountry Regional Transportation Authority (LRTA) expansion study.
- Project Manager for the Toledo Area RTA Title VI and Environmental Justice Survey, and Analysis.
- Project Manager for the Ann Arbor Transportation Authority Paratransit Service Model and countywide needs assessment.

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



Mr. Garrity is the Director of Compliance Initiatives and Subject Matter Expert (SME) for RLS' Compliance Monitoring engagements for the Illinois, North Carolina, Oregon, and Tennessee DOTs and lead reviewer and SME for RLS' FTA CORTAP contract. A nationally-known and respected transit professional with approximately 44 years of progressive experience, his specific areas of expertise include financial management and cost allocation, regulatory compliance, planning and evaluation of existing public transit services, paratransit and transit demand forecasting, ADA, Title VI, performance analysis, procurement, and contracting for services. Recent projects of national importance include a comprehensive update of the nationally accepted MTAP Financial Management Guidelines training for National RTAP; SBIR Cost Allocation Technology for NEMT, Phases 1 and 2 for the U.S. DOT Office of Research, Demonstration, and Innovation; and the Cost Allocation eLearning module for CTA.

## RICHARD GARRITY

Director of Compliance Initiatives

### EDUCATION

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

### YEARS OF TRANSPORTATION EXPERIENCE

44

### AFFILIATIONS

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

### PUBLICATIONS

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

### PROFESSIONAL EXPERIENCE

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

#### Compliance

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

#### State DOT Assistance

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

#### Training

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

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

PROFESSIONAL EXPERIENCE (Continued)

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

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

Financial Management, Cost Allocation and NEMT

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

Planning and Coordination

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

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

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

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

**CGA Consulting Services, Inc., Senior Associate,**

**May 1984 - September 1997**

**Public Transportation Division NCDOT**

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



Ms. Matheny is a seasoned director with over 12 years of experience in the public transportation industry. She has a proven track record addressing program efficiencies through analysis and revision of organizational practices and procedures including, the introduction of innovative technology solutions and service delivery alternatives. Ms. Matheny brings the ability to effectively manage federal, state and local grants, operations, contracts, and a diverse range of projects and personnel within budget. An example is the implementation of a microtransit service through RideMICRO, a pilot program introducing on-demand service to un and underserved areas in the three counties. Ms. Matheny conducted research, secured grants for support, and managed technology enhancement projects. Her specialty is creating and executing planning initiatives and programs with an ability to adapt and deliver under changing environments. Ms. Matheny also bring a strong sense of organizational mission and aptitude to lead a team in meeting established goals and objectives.

**MEGAN MATHENY**

*Associate*

EDUCATION

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

LICENSES AND CERTIFICATIONS

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

YEARS OF TRANSPORTATION EXPERIENCE

12

PROFESSIONAL EXPERIENCE

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

Past and current projects include:

- ◆ Ohio DOT, Geauga County Transit Development Plan
- ◆ Tennessee DOT OMAT Mobility Management Toolkit
- ◆ Marble Valley Rural Fixed Route Plan, Vermont

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

Wave Transit is the public transportation provider for the Cape Fear region offering fixed-route bus, UNCW Seahawk Shuttle, Port City Trolley, and ADA accessible van services and performing 1.3 million passenger trips annually in 2019.

- ◆ Responsible for administering the Federal Transportation Administration’s (FTA) public transit program for the Wilmington urbanized area.
- ◆ Manages the organization’s Civil Rights Programs and serves as the Americans with Disabilities Act (ADA) compliance officer
- ◆ Plans, directs and oversees daily operations under fixed route bus, ADA paratransit, vehicle maintenance and facility maintenance departments
- ◆ Works with management contractor and vendors to ensure sufficient goods and services are available to maintain fleet of rolling stock to FTA state of good repair standards
- ◆ Develops and implements department goals, objectives, procedures and service standards
- ◆ Maintains departmental standards for safety and ensures adherence with policies, guidance, regulations and schedules
- ◆ Prepares short and long-range planning functions in accordance with adopted plans
- ◆ Manages the Making Waves Foundation, an independent 501(c)3, established by the Authority
- ◆ Responsible for direct and indirect oversight of 130 personnel members
- ◆ Works with key staff to identify and resolve problems

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

- ◆ Management and oversight of short-range planning initiatives resulting in operational efficiencies within the transportation service network
- ◆ Manages the Making Waves Foundation, an independent 501(c)3, established by the Authority in 2011
- ◆ Securement and effective management of federal and state grants to ensure services provided within adopted budget
- ◆ Responsible for contract oversight with the University of North Carolina Wilmington for transportation services administered under the UNCW Sea-

PROFESSIONAL EXPERIENCE (Continued)

hawk Shuttle Program

- ◆ Creation and implementation of capital improvement plans resulting in standard operating procedure with city and state agencies for enhancement of passenger amenities at transit stops

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

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





Mr. Kelly Shawn's 36 years of experience in the transportation industry, including eighteen years with the Community Transportation Association of America (CTAA), have provided him with a diverse background in operations, planning, and safety. An experienced planner, trainer, facilitator, and project manager, Mr. Shawn has worked with dozens of diverse community and tribal transit systems during his career, developing local, regional, coordinated, and transit development plans to meet the unique needs and characteristics of each individual study area. His experience with transit asset management, coordinated human service transportation, Medicaid and non-emergency medical transportation (NEMT), privately contracted, and intercity transportation services add to his impressive background and professional understanding of the transportation industry.

He is currently considered one of the leading experts in FTA's Transit Asset Management program and Tier II Agency Safety Plans, FTA's Safety Management Systems (SMS), and is a Certified Safety and Security Officer.

## KELLY SHAWN

Senior Associate

### EDUCATION

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

### YEARS OF TRANSPORTATION EXPERIENCE

36

### AFFILIATIONS

- ◆ Certified Community Transit Manager (CCTM) & Master Trainer – CTAA
- ◆ Professional Dispatch and Scheduling (PDS) & Certified Trainer – CTAA
- ◆ Passenger Service and Safety (PASS) & Certified Master Trainer – CTAA
- ◆ ICS-100 – Introduction to Incident Command Structure - FEMA
- ◆ HSR For Social and Behavioral – City University of New York (CUNY)

### PUBLICATIONS

- ◆ North Carolina DOT Training Toolkit
- ◆ American Indian Transportation Issues and Best Practices, RTAP, Technical Assistance Brief, 1994 (revised 2005)
- ◆ Transportation in Indian Country: Getting Started, CTAP Brief, 1995
- ◆ Assisting Passengers Traveling with Service Animals, Project ACTION report, 1997
- ◆ Pocket Guide to ADA for Fixed Route Drivers, Easter Seals, Project Action, 2004
- ◆ TCRP Synthesis 71, Paratransit Managers Skills, Qualifications and Needs, 2006
- ◆ TCRP A-33, 2011
- ◆ TCRP A-36, 2012
- ◆ TCRP A-37, 2012
- ◆ NCHRP 20-59 (32) A Transportation Guide for All Hazards Emergency Evacuation, 2012
- ◆ NCHRP 20-65 (77) Lessons Learned and Impacts to Date of State DOT Implementation of New FTA Asset Management and Public Transportation Agency Safety Requirements, 2017

### PROFESSIONAL EXPERIENCE

**Senior Associate, RLS & Associates, Inc., September 2013 — Present** Mr. Shawn is responsible for project management on planning, safety and security, asset management and compliance projects across the country. RLS clients include FTA, State Departments of Transportation, County Governments, urban and rural transit systems. As the contract manager on safety and planning projects, Mr. Shawn is an experienced, nationally recognized trainer and lead reviewer with extensive expertise in urban, rural, and tribal transit through his work for RLS and the Community Transportation Association of America (CTAA).

Mr. Shawn is assisting with development of the Johnson City, TN Coordinated Transportation Plan, development of NCDOT's Risk Based Subrecipient Assessment Program, and an Ohio DOT Whitepaper on the Impacts of Vehicle Shortages on Public Transit. He was Project Manager for the Wichita Transit Authority Paratransit Service Evaluation; the Wayne County, West Virginia Service Evaluation and TDP; the Yankton Transit, South Dakota, Coordinated Transportation Plan Update; the Wichita Safety and Security Assessment, Wichita Mobility Management Project; Fairbanks North Star Borough Security Consulting project; and, the National RTAP Project for the Sullivan County, New Hampshire service expansion evaluation and plan.

Mr. Shawn is RLS' staff expert and Subject Matter Expert for Safety Management Systems, Transit Asset Management, Operations, Tribal Transit and FTA Compliance. Mr. Shawn is Project Manager on many of RLS' planning, safety, and maintenance projects while also providing training for National RTAP, CTAA, MAP, and many State DOTs and Associations. He was a lead reviewer conducting compliance reviews for the Oregon DOT, North Carolina DOT and Tennessee DOT. Mr. Shawn has completed the Community Transportation Association's Certified Safety and Security Officer training and developed a program to train Accountable Executives and Safety Officers across the state of North Carolina and is a master trainer for four CTAA certification courses.

Further, Mr. Shawn has provided training on SMS and PTASP for the Illinois DOT, Indiana DOT, Delmarva Community Transit, Alabama DOT, North Carolina DOT, New Hampshire DOT, VTrans, Maine DOT, Kentucky Public Transit Association, Wisconsin DOT, and Minnesota DOT. He has also provided TAM training to CalACT, National RTAP, West Virginia DOT, Kentucky Public Transit Association, Tri-State Transit Conference, Oregon DOT, and Indiana DOT. Mr. Shawn has also conducted many frontline operator trainings including, staff concerns and challenges, driver fatigue, dispatch training, customer service, emergency preparedness, and transit's roles in disasters.

PROFESSIONAL EXPERIENCE (Continued)

Recently he has worked with state DOTs to provide Safety Management Systems (SMS) training in five states and develop Public Transportation Agency Safety Plans (PTASP) to more than 25 small urban systems. Mr. Shawn has worked with North Carolina DOT to conduct Safety and Security Compliance Reviews for 10 small urban and rural subrecipients. He is also developing a new compliance review for safety to be combined with grants management compliance reviews.

In addition, he has worked with state DOTs to develop Transit Asset Management Plans by implementing new data collection methods, developing statewide State of Good Repair (SGR) benchmarks, performance measures and decision making tools used by states and transit systems for forecasting asset replacement or rehabilitation. Currently, Mr. Shawn is working with the states of Indiana, Nevada, New Hampshire, Oregon, North Carolina, Tennessee, and West Virginia to develop TAM plans and provide training to grantees. He has developed National TAM products like decision making tools and webinars sponsored by National RTAP and has been on several TAM training panels with FTA and state program managers. He was also the Project Manager and Lead Researcher for the NCHRP 20-65, Task 77 Research Study, *Lessons Learned and Impacts to Date of State DOT Implementation of New Federal Transit Asset Management and Public Transportation Agency Safety Requirements*.

**Assistant Director of Technical Assistance Programs, Community Transportation Association of America, 1998 — September 2013**

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

**Contract Manager, Metro Access of Maryland, 1996 — 1998**

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

**Information Specialist, Community Transportation Association of America, 1993 — 1996**

Mr. Shawn was responsible for providing transit resources, technical assistance and peer assistance and worked with transit professionals across the country to develop policies and procedures related to the Americans With Disabilities Act and Drug and Alcohol Testing.

**Manager of Operations, American Coach Lines, Inc., 1987 — 1993**

**General Manager Ground Transportation, Washington Flyer, 1986 — 1987**





Ms. Bethany Renner works from the Dayton, OH Headquarters, having joined RLS & Associates, Inc. after years of work in charitable giving, community outreach, event operations, and project management. Ms. Renner is an Associate supporting state subrecipients with technical assistance, coordinated plans and feasibility studies, along with compliance related reviews for 5310 programs and Title VI Programs. She has supported projects for multiple state Departments of Transportation including: Illinois, Indiana, Ohio, Georgia and Tennessee. Ms. Renner is also a staff resource at the agency operation level. Her initial assignment was as an Associate for the Illinois Department of Transportation (IDOT), where she provided IDOT staff and subrecipient support, data collection and tracking, and responding to requests for technical assistance.

**BETHANY RENNER**

*Associate*

EDUCATION

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

YEARS OF TRANSPORTATION EXPERIENCE

1

AFFILIATIONS

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

PROFESSIONAL EXPERIENCE

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

*Planning*

- ◆ For the INDOT regional coordination plan updates, utilized survey data to create charts related to the public’s access and thoughts on public transit 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.
- ◆ For the Preble County, OH Feasibility Study, conducted interviews with community stakeholders to understand the needs of community members and impact and needs of the human service agencies in the County.
- ◆ As part of short-range planning assistance and completion of a comprehensive report to the BCRTA, collected and analyzed survey data from peer transportation agencies to create wage and salary analysis for BCRTA; conducted interviews of BCRTA staff; and conducted peer transit system research, among other assignments.
- ◆ Supported the efforts related to the Tennessee Department of Transportation’s Human Services Transportation Plan for the Southwest Region of the state. Created a service provider inventory and researched and gathered information from stakeholders.

*Technical Assistance*

- ◆ Provide technical assistance, compliance review support, data and BlackCat system management and funding application review for IDOT.
- ◆ Conducted Title VI Plan reviews and technical assistance for the Georgia Department of Transportation (GDOT).
- ◆ Supported the development of a Facility Construction Funding Application for the Ohio DOT utilizing best practices and regulations.

*Compliance*

- ◆ Created materials and enhanced the process for the review of Section 5310 Program and Pandemic-Related Funding for the Indiana Department of Transportation and the Ohio Department of Transportation.
- ◆ Co-lead Section 5310 Program Reviews and provided technical assistance to subrecipients for INDOT.
- ◆ Co-led 5310 Technical Assistance Review and On-site vehicle inspections for the Ohio Department of Transportation.
- ◆ 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**

**Director of School Development, Dayton Early College Academy (DECA), Janu-**



Ms. Lovins comes to RLS with over 23 years of experience as an Administrative Assistant in an office environment. Extensive office experience dealing with a diversity of professionals, clients and co-workers.

An experienced Office Manager, Ms. Lovins is highly skilled in scheduling trainings, managing databases, webinar moderation, and has assumed major responsibilities with data management for RLS' RTAP projects, including the scheduling and serving as moderator of RLS virtual training modules.

In addition to her RTAP experience, Ms. Lovins is an Associate working in the areas of drug and alcohol compliance, 5310 compliance, and state DOT assistance. She also assists with the production for RLS proposals and client products and helps with development of RTAP newsletters for New Hampshire, Minnesota, and Wisconsin.

## ROBIN LOVINS

*Associate*

### EDUCATION

- ◆ Associate of Applied Science, Sinclair Community College

### LICENSES AND CERTIFICATIONS

- ◆ ABA Certified Paralegal Program Graduate – With Honors
- ◆ Certified Notary Public, Ohio

### YEARS OF TRANSPORTATION EXPERIENCE

3

### AFFILIATIONS

- ◆ Member of the Cambridge "Who's Who of Executive Professionals"

### PROFESSIONAL EXPERIENCE

**Associate, RLS & Associates, Inc., March 2020 — Present** – Past and current projects include:

- ◆ Assisted with salary study for Butler County Regional Transit Authority.
- ◆ Prepared compensation and benefits study report for New Hampshire Department of Transportation.
- ◆ Assists with 5310 technical assistance reviews for Ohio and Indiana.
- ◆ Assisted with the Lapeer County, Michigan, and Vermont Route 30 feasibility studies.
- ◆ Assists with the Marion County, Ohio and Preble County, Ohio feasibility studies.
- ◆ Conducts drug and alcohol technical assistance reviews for West Virginia, New York, and Ohio.
- ◆ Conducts drug and alcohol random testing analysis for Ohio and North Carolina.
- ◆ Assists in development of training presentations and conducts Quality Assurance reviews for all webinar and in-person training materials.
- ◆ Provides Database management for all RLS RTAP contracts using "Training Trackers."
- ◆ Served as moderator for RTAP training webinars for New Hampshire, Massachusetts, Indiana, Wisconsin, Tennessee, and Ohio.
- ◆ Maintains/updates RTAP websites for New Hampshire, Indiana, and Wisconsin.
- ◆ Assisted with the Mobility Ohio project to establish statewide database of transit providers.
- ◆ Assisted with compiling survey data for Indiana 2020 HHWP Community Needs Assessment.
- ◆ Assisted with stakeholders interviews for the Chicago RTA Human Service Agency Transportation Plan project.
- ◆ Served as the temporary, interim mobility manager coordinator for Ohio DOT Mobility Management program.
- ◆ Assisted with Tennessee DOT focus groups for Mobility and Accessible Transportation.
- ◆ Assisted Illinois DOT with review of rural and urban DOAP applications.
- ◆ Assisted with bus ridership project for Bluefield Area Transit.
- ◆ For RLS' RTAP contracts, writes newsletter articles for the Minnesota and New Hampshire RTAP projects; scheduled trainings, tracked training participation, created certificates, processed scholarship applications and provided technical assistance as needed for New Hampshire RTAP, MaRTAP, Wisconsin RTAP, and OTAP.

PROFESSIONAL EXPERIENCE (Continued)

**Administrative Assistant/Secretary, Dayton Public Schools, August 2019 – March 2020**

**Legal Administrative Assistant/Assistant Office Manager, Holzfaster, Cecil, McKnight & Mues, June 2016 – August 2019**

**Legal Assistant, Cordell and Cordell, August 2015 – May 2016**

**Administrative Assistant, Helen Wallace, LLC , August 2014 – July 2015**

**Administrative Assistant, Rogers & Greenberg, L.L.P., June 1999 – January 2014**



Mr. Kincade is highly experienced with map development using ArcGIS and an experienced project manager for RLS’ data collection efforts for on/off passenger counts, passenger surveys and outreach efforts for transit and coordination plans and Title VI Program updates and analysis. Along with his knowledge of ArcGIS, Mr. Kincade also works with U.S. Census data to analyze and write demographic information on study areas.

In addition to his project responsibilities, Mr. Kincade is the RLS Office Manager and oversees all aspects of RLS’ administrative and business operating practices, including State registrations, prequalification, invoices, contracts, and DBE certifications. He is also the production supervisor for all RLS proposals and client products and helps with development of RTAP newsletters. Finally, Mr. Kincade is the RLS Web Manager and was responsible for the coordination and oversight of the RLS website update.

**ZACH KINCADE**

*Chief of Administration/Office Manager*

EDUCATION

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

LICENSES AND CERTIFICATIONS

- ◆ Ohio Notary Public , Commission Expires August 31, 2026

YEARS OF TRANSPORTATION EXPERIENCE

15

PROFESSIONAL EXPERIENCE

**Chief of Administration/Office Manager, RLS & Associates, Inc., June 2007 — Present**

Past and current projects include:

- ◆ Project Manager on the Butler County RTA Salary Study & Job Description Review. Also provided recommendations on organizational structure.
- ◆ Contributor to the Tennessee Coordinated Public Transit-Human Services Transportation Plans updates for three regional entities. Created and updated a project specific website to inform and allow input on the three regional plans.
- ◆ Task Lead, Ohio Department of Transportation, Transportation Investment Generating Economic Recovery (TIGER) grant for scheduling dispatch software for Ohio rural transit systems. Mr. Kincade was responsible for managing the implementation of Ecolane software at 12 rural transit systems in Ohio. His roles were to facilitate communication between Ecolane, the transit system, and ODOT staff to implement the software that met the invitation to bid (ITB) and transit agencies needs.
- ◆ Project Manager, Greater Dayton RTA Performance Evaluations, worked with RTA operations to evaluate drivers, ambassadors, and customer service staff performance levels. This project required annual review and evaluation of all RTA drivers, ambassadors, and customer service staff. Mr. Kincade conducted evaluations and coordinated other RLS staff in conducting regular evaluations on a monthly basis.
- ◆ RLS Project Manager, GoCary Passenger Count. Mr. Kincade developed the on/off count methodology for counting all passengers for the GoCary bus system. He was also the lead supervisor the team who counted the number of boardings and alightings at each stop.
- ◆ Lead Supervisor and major contributor to the Stark Area Regional Transportation Authority (SARTA) Human Services/Public Transit Coordinated Transportation Plan and Survey. Mr. Kincade created a survey distribution schedule and supervised the team who undertook the on-board passenger survey. He also created demographic, route, and survey maps to determine pockets where services were lacking within the County.
- ◆ Major contributor to Indiana’s Intercity Bus Analysis. Mr. Kincade created demographic and service area maps for the entire state and analyzed survey data.
- ◆ Provided survey assistance to Tennessee’s survey of intercity bus carriers and major stakeholders as it pertained to COVID-19 impacts.
- ◆ Major contributor to Tennessee’s Intercity Bus Needs Assessment. Mr. Kincade created demographic, service area, and major destination maps for the entire state and analyzed survey data.
- ◆ Project Manager, Indiana Department of Transportation, Office of Transit

PROFESSIONAL EXPERIENCE (Continued)

Annual Report.

- ◆ Major contributor to South Carolina's Intercity Bus Program Evaluation. Mr. Kincade created demographic, service area, and major destination maps for the entire state and analyzed survey data.
- ◆ Provided survey assistance to Massachusetts' Intercity Bus Needs Assessment.
- ◆ Lead Supervisor, Jackson Area Transportation Authority (JATA) passenger survey. Supervised surveyors and coordinated schedules to survey passengers on JATA buses. Also conducted passenger surveys at the transit center.
- ◆ Lead Supervisor, Lextran Fare Equity Analysis and Title VI passenger survey. Supervised surveyors, analyzed demographic data, and provided recommendations.
- ◆ Project Manager, Greater Dayton RTA Title VI Analysis Update, oversaw data collection, survey distribution and analysis, mapping, demographic Analysis, policy and procedure development, final report production.
- ◆ Project Manager, Hancock, Hardin, Wyandot, and Putnam Community Action Commission Community Needs Assessment, analyzed survey and community needs for low to moderate income families in the service area.
- ◆ Major contributor to the City of Gloversville Regional Transportation Study. Mr. Kincade developed demographic maps and charts, researched major trip generators, and geocoded service provider trips.
- ◆ Major contributor to the Transit Service Plan Update in Concord, NH. Mr. Kincade has been responsible for mapping demographics, analyzing passenger count data, and mapping the on/off counts by stop.
- ◆ Created demographic and service area maps for multiple coordination plans in the State of Ohio. RLS worked with ODOT to develop a new coordination template in 2017 and Mr. Kincade worked with the local jurisdictions to update the demographics.
- ◆ Help develop the survey mechanism in Salem, Oregon. Also mapped survey respondents by zip code to verify survey results.
- ◆ Team member, South Central Transit Authority (SCTA) (Lancaster, PA) on board passenger survey. Supervised collection of passenger surveys on two transit systems (Red Rose & BARTA) under the SCTA umbrella.
- ◆ Team member, Ann Arbor Area Transportation Authority (AAATA) on board passenger survey.
- ◆ Team member, Westchester County and surrounding area for the Bee-Line Bus System on board surveys.
- ◆ Team member, SORTA/METRO on board surveys.
- ◆ Lead inspector, Ohio Department of Transportation Buy America Pre-Delivery Bus Inspections. Inspect LTV, LTN, MMV, and MV1's purchased off the Ohio Statewide Vehicle Contract.
- ◆ Major contributor, Bloomington Transit Title VI Program. Helped with survey development, demographic analysis, and policy review.
- ◆ Project Manager, Bloomington Transit 100% on/off count. Supervised temporary employees to conduct a 100% passenger count while also documenting transfers.
- ◆ Lead researcher, Greater Dayton RTA Title VI Study; data collection administrator, Toledo Area RTA Title VI update.
- ◆ Major contributor to the Lextran Title VI Study and Greater Dayton RTA U-Pass Feasibility Study (demographic analysis, peer review, data collection).
- ◆ Collected system information, demographic information, and creating maps for all 11 rural regions in Indiana for Indiana's regional coordination plans.
- ◆ Major contributor to New Hampshire FTA Section 5311 and 5310 Title VI Plan Updates (Demographics, Limited English Proficiency, Maps).
- ◆ Project support (data collection and public meetings) of Trumbull County Coordination Plan.
- ◆ Created marketing materials and base maps for public meetings for the Paratransit Market Plan in Lake County, IL.
- ◆ Data collection manager for ridership assessment for Stark Area Regional Transit Authority (SARTA) in Canton, OH.
- ◆ Created a database of maps for the Matanuska-Susitna Borough Short Range Transit.
- ◆ GEO coded origins and destinations of transit trips in Naperville, NC, and created a database of maps for the Tri-County Transportation Development Plan in Lansing, MI.

**Greater Dayton Regional Transit Authority**  
**Intern, March 2007 – April 2008**

**Wright State University & Clark County, Ohio**  
**Field Technician, July 2006 – December 2006**

## Laurence D. Gale

### Program Manager

#### General Qualifications

Mr. Gale's tenure at Baker has progressed from an environmental scientist to Program Manager/Technical Manager for Baker's NEPA group. Mr. Gale is a senior member of this team and is responsible for numerous projects at all levels of NEPA documentation (CE, EA and EISs) in addition to managing and training junior personnel.

Mr. Gale's primary responsibilities include day-to-day management of the environmental and cultural resource staff in the Charleston, West Virginia office, review of all environmental/cultural resource analysis and reports, and facilitating Baker's NEPA activities for private and public clients (e.g., Huntington and Ft. Worth USACE, WVDOT, FHWA, Department of Homeland Security (DHS), Customs and Border Protection [CBP]). Mr. Gale is responsible for conducting NEPA studies in a variety of states as required under the Federal National Environmental Policy Act, Section 404 of the Clean Water Act, Section 7 of the Endangered Species Act, in addition to local and state regulatory requirements. Mr. Gale is an experienced marine benthic ecophysiologicalist with extensive national experience. His areas of specialization include a wide variety of water resource issues, including diseases and parasites of bivalves, aquaculture, macroinvertebrates, as well as palustrine and estuarine wetland research.

#### Experience

**Appalachian Corridor D - Environmental Impact Statement, US 50 Belpre, Ohio to US 50/I-77, Parkersburg, West Virginia.** *West Virginia Department of Transportation, Division of Highways.* Project Manager. Responsible for the day-to-day management of the project budget, schedule, work progress, and Baker personnel for this 20-mile-long highway project near Parkersburg, West Virginia. Prepared monthly invoices, attended monthly progress meetings with client. Responsible for finalizing the ROD (May 1999), post-ROD mitigation activities (final wetland mitigation and design), and Section 106 compliance. Responsible for the identification, delineation, and wetland functions and values analysis of wetlands within 12 alternatives for the 12-mile-long bypass of Route 50. Served as primary author of the Aquatic Resource Section of the SDEIS/Technical Report. Designed and implemented impacts analysis on surface water resources for the proposed project. Field sampling included basic water quality and EPA's Rapid Bioassessment Protocol II procedures to assess the biotic index of 50+ streams within the project area. The West Virginia Department of Transportation, Division of Highways (WVDOH) in conjunction with the Federal Highway Administration (FHWA), proposed to complete Appalachian Highway Corridor D from US 50 in Belpre, Ohio, to the vicinity of the US 50/ Interstate 77 (I-77) Interchange east of Parkersburg, West Virginia. The study area includes portions of Wood County, West Virginia; and Washington County, Ohio. The completed project

Years with Baker: 29

Years with Other Firms: 5

#### Degrees

M.S., 1990, Marine Biology, College of Charleston

B.S., 1985, Natural Resources, University of Michigan

#### Licenses/Certifications

Hazardous Waste Site Worker Protection Training, 1994

Certified SCUBA Diver, 1981

USACE Wetland Delineator Certification, 1995

Total Quality Management (TQM), 1995

#### Areas of Expertise

NEPA Strategy Development, Document Preparation and Review

Resource Agency Coordination

Public Meeting and Hearing Presentations and Involvement

Wetland Identification, Delineation, and JD Determinations

Federal/State Wetland Encroachment Permitting and Analysis

Wildlife Habitat Evaluation (HEP)

Wetland Replacement Design

Water Quality Studies and Aquatic Habitat Assessments

Threatened and Endangered Species Surveys and Consultation

ESA Section 7 Compliance

Visual Impact Assessments

CADD/GIS Applications.

Preliminary Engineering Alternatives Analysis

Avoidance Alternative Development

Historic Standing Structures Evaluations

HPA Section 106 Compliance Reports



will complete the “missing link” of Corridor D between West Virginia and Ohio and will require spanning the Ohio River.

**Appalachian Corridor H Environmental Impact Statement, Appalachian Highlands Region, Elkins, West Virginia.** *West Virginia Department of Transportation, Division of Highways.* Project Manager. Responsible for NEPA Strategy Development, alternatives development/analysis, agency and public involvement, resource agency coordination, environmental analyses, impact analyses, Section 106 compliance, Section 4(f) analysis and NEPA document preparation. Extensive coordination with: FHWA Division, Region and HQ; EPA Region and HQ; Office of Keeper of National Register of Historic Places and Advisory Council for Historic Preservation. Performed both jurisdictional wetland delineations and benthic stream analyses for this 120- mile project. Primary author for the Aquatic Resource Section of the SFEIS/SDEIS and Technical Report. Stream analyses included basic water quality and Rapid Bioassessment Protocol III procedures. In addition, authored and finalized the SFEIS for the project. On the Parsons to Davis section of Corridor H, prepared three Biological Assessments for the West Virginia northern flying squirrel (*Glaucomys sabrinus fuscus*) due to the presence of the species within the Preferred Alternative's right-of-way. Conducted squirrel-trapping activities in 1998, 2001, and 2004. Due to the finding that the project will result in an adverse effect on the species, WVDOH and FHWA entered into formal consultation with the USFWS to determine if the proposed project would result in jeopardizing the continued existence of the species. Prepared a habitat map that merges the Menzel model with a habitat model (utilizing ERDAS) developed for the project. The information and data collected for this project is a significant contribution to the current understanding of the species life history requirements. Formal consultation with the USFWS is ongoing. The Appalachian Corridor H is a 100 mile proposed four-lane highway intended to provide access from Interstate 81 in Northwestern Virginia through the rugged, mountainous terrain of West Virginia's Appalachian Highlands Region. Baker was responsible for preparing the tiered Corridor H Supplemental EIS study. This consisted of a corridor-level study evaluation (Corridor Selection EIS) to determine the environmental and engineering constraints existing along 24 potential alternative corridors (Tier 1) and a follow-on Alignment Selection FEIS (Tier 2). Baker also provided advanced preliminary engineering on the preferred alignment. Following the 1996 Record of Decision, the WVDOT and FHWA were sued in Federal District and Appeals Courts by a coalition of 13 environmental groups. Baker provided lawsuit support for legal counsel during that period-project is now under construction and Baker is providing environmental monitoring and engineering services.

#### **Other Recent West Virginia Work Efforts**

**Coalfields Expressway, McDowell, Wyoming and Raleigh Counties, and Williamson and Bluefield, West Virginia.** *West Virginia Department of Transportation, Division of Highways.* Project Manager. Developed and submitted Federal Clean Water Act Section 404 permit application for approximately 60 miles of partially controlled access highway in four counties, three in West Virginia, and one in Virginia.

**King Coal Highway EIS, Mingo, Wyoming, McDowell, and Mercer Counties, and Williamson and Bluefield, West Virginia.** *West Virginia Department of Transportation, Division of Highways, District 3.* Project Manager. Developed and submitted Federal Clean Water Act Section 404 permit application for approximately 90 miles of partially controlled access highway in four counties in West Virginia.

**Shawnee Parkway, Southern Counties, West Virginia.** *West Virginia Department of Transportation, Division of Highways.* Project Manager. Responsible for the day-to-day management of the project budget, schedule, work progress, and Baker personnel for this 40-mile-long highway project near Beckley, West Virginia to the vicinity of Ashland, West Virginia.

**Corridor D, West Virginia and Virginia.** *West Virginia Department of Transportation, Division of Highways.* Project Manager. Responsible for project management and oversight. Baker prepared a Supplementary Draft Environmental Impact Statement for the proposed Appalachian Corridor D.



## Publications

Mullaney, M.D. and L.D. Gale. 1996. "Ecomorphological Relationships in Ontogeny: Anatomy and Diet in *Gag*, *Mycteroperca microlepis* Pisces: Serranidae". *Copeia*, January 1996, Vol. 1.

Gale, L.D., and J.M. Manzi. 1990. "Energetic Costs to the American Oyster (*Crassostrea virginica*) Due to Parasitism by *Boonea impressa*." Presented in the Abstract of the 10th Biennial International Estuarine Research Conference, Abstract.

Crosby, M.P. and L.D. Gale. 1990. "A Review and Evaluation of Bivalve Condition Index Methodologies with a Suggested Standard Method." *Journal of Shellfish Research*, 9(1):233237.

Gale, L.D., J.M. Manzi, and M.P. Crosby. 1991. "Energetic Costs to the American Oyster (*Crassostrea virginica*) Due to Past Parasitism by *Boonea impressa*." *Journal of Marine Ecology Progress Series*, 79(12): 8998.

Gale, L.D. 1992. "The Assessment of FAC-Dominated Palustrine Forested Wetlands." *Transportation Research Circular*, 389:10-11.

## Research

**Analysis of Ectoparasitism and Energetic Loss due to Vector Transmission of *Perkinsus marinus* to the Eastern Oyster *Crassostrea virginica*.** Designed and implemented field and laboratory experiments to assess the energetic effects of a Haplosporidian parasite (*Perkinsus marinus*) on disease-free populations of the Eastern oyster, *Crassostrea virginica*, due to vector-transmission by the ectoparasitic gastropod, *Boonea impressa*. Results of the studies provided insight into the loss (flow) of energy through a detrital food chain and refuted many popular empirical models predicting detrital energy flow.

**Quahog Growth Experimentation, Salt Marsh location, South Carolina.** Conducted field experiments to determine optimal growth rates and the economic potential of cultivating clams (*Mercinaria mercinaria*).

**Chesapeake Bay Oyster Pathogen (MSX) Investigation, Chesapeake, Virginia.** Performed microbiological experiments on *Crassostrea virginica* to investigate a pathogen (Multi Spherical Unknown; MSX) lethal to Chesapeake Bay oysters. Stress experiments were conducted to determine the effects of simulated nuclear explosions (electromagnetic pulses; EMPRES Project) on the meiotic division of DNA in oyster leukocytes and haploid cells.

**Wetlands Technical Review, National Research Council's Conference on Environmental Research Needs in Transportation** *National Transportation Research Board (NTRB)*. Wetlands Expert. Contributed to the conclusions and recommendations for defining ten prioritized wetland problem statements. Published in the *Transportation Research Circular*, March 1992.

**Airport (Southern) Expressway Wildlife Evaluation, Allegheny County, Pennsylvania** *Pennsylvania Department of Transportation, District 11*. Assisted in a wildlife evaluation to determine deer movement prior to completion of the Southern Expressway. The study documented the relationships of new highways and historic home range movement of indigenous wildlife species in western Pennsylvania.

## Willard C. McCartney, Ph.D.

### Assistant V.P. and NEPA Technical Services Mgr

#### General Qualifications

Dr. McCartney has served as Project Manager or Technical Manager on scores of highway projects at all levels of NEPA documentation (CE, EA and EIS's), Section 4(f) analyses, Section 106 Determinations of Eligibility and Criteria of Effects Reports, and associated mitigation plans. He has successfully assisted State DOT's and FHWA legal counsel in Federal Court lawsuits brought by environmental groups challenging controversial projects under NEPA.

Dr. McCartney has written or supervised the development of multiple US FWS or NOAA MFS-approved Biological Assessments for a wide range of endangered species (freshwater mussels to sea turtles) and assisted various state DOT's (e.g., TX, UT, WV, PA, VA) in the development of comprehensive natural and cultural resource mitigation planning. He has also directed the design of over 300 acres of successful wetland replacement sites.

As part of his Deputy Project Manager responsibilities on the Hampton Roads 3rd Crossing Study assignments he prepared or coordinated Biological Assessments with the U.S. Fish and Wildlife Service on the Piping Plover and the National Marine Fisheries various species of sea turtle. He also coordinated wetland encroachment and permit sequencing with the U.S. Army Corps of Engineers.

Dr. McCartney is a past member of the TRB's Committee of Transportation and the Environment (A1F02) and served on NCHRP Panel Project Technologies to Improve Consideration of Environmental Concerns in Transportation Decisions. He also has been selected as an on-call expert in AASHTO's Center for Environmental Excellence. Under his leadership, Baker received many environmental excellence awards including the 1999, WVDOT's Planning and Environmental Engineering Excellence Award and the FHWA, 2001 Environmental Excellence Award.

#### Experience

**Appalachian Corridor D - Environmental Impact Statement, US 50 Belpre, Ohio to US 50/I-77, Parkersburg, West Virginia.** *West Virginia Department of Transportation, Division of Highways.* Technical Manager. Responsible for purpose and need, alternative development/analysis, environmental analysis, impact analysis, Section 106 compliance, Section 4(f) analysis and document preparation and public involvement for a 20-mile long highway project. Directed development of design charrette and facilitated same for bridge type and aesthetic designs. The West Virginia Department of Transportation, Division of Highways (WVDOH) in conjunction with the Federal Highway Administration (FHWA), proposed to complete Appalachian Highway Corridor D from US 50 in Belpre, Ohio, to the vicinity of the US 50/ Interstate 77 (I-77) Interchange east of Parkersburg, West Virginia. The study area includes portions of Wood County, West Virginia; and Washington County, Ohio. The completed project will complete the "missing link" of Corridor D between West Virginia and Ohio and will require spanning the Ohio River.

**Appalachian Corridor H Environmental Impact Statement, Appalachian Highlands Region, Elkins, West Virginia.** *West Virginia Department of Transportation, Division of Highways.* Project Manager. Responsible for management of EIS/ROD, and coordination with WVDOH and FHWA, purpose and need, alternative development/analysis, public involvement, resource agency coordination, environmental analysis, impact analysis, mitigation strategy and development, Section 106 compliance, Section 4(f) analysis and NEPA document preparation, coordination with roadway and bridge engineers and Federal Court litigation support for a 100-mile long highway project through sensitive mountainous environment. Plan includes stream restoration/enhancement; upland habitat replacement strategy; stream monitoring; acid drainage control;

Years with Baker: 27

Years with Other Firms: 20

#### Degrees

Ph.D., 1972,  
Biology/Ecology/Psychology,  
Bowling Green State University

M.A., 1969, Biology, Bowling Green  
State University

B.S., 1963,  
Biology/Chemistry/Physics and  
History/Government, University of  
Toledo

reclamation; advanced E&S controls; groundwater protection and excess excavation/borrow disposal. Negotiated with USEPA, USFWS, USCOE, NRCS, USFS, WVDNR and WVDEP. The Appalachian Corridor H is a 100 mile proposed four-lane highway intended to provide access from Interstate 81 in Northwestern Virginia through the rugged, mountainous terrain of West Virginia's Appalachian Highlands Region. Baker was responsible for preparing the tiered Corridor H Supplemental EIS study. This consisted of a corridor-level study evaluation (Corridor Selection EIS) to determine the environmental and engineering constraints existing along 24 potential alternative corridors (Tier 1) and a follow-on Alignment Selection FEIS (Tier 2). Baker also provided advanced preliminary engineering on the preferred alignment. Following the 1996 Record of Decision, the WVDOH and FHWA were sued in Federal District and Appeals Courts by a coalition of 13 environmental groups. Baker provided lawsuit support for legal counsel during that period-project is now under construction and Baker is providing environmental monitoring and engineering services.

#### **Other Notable Recent Efforts**

**Coalfields Expressway, McDowell, Wyoming and Raleigh Counties, and Williamson and Bluefield, West Virginia.** *West Virginia Department of Transportation, Division of Highways.* Technical Manager. Responsible for purpose and need, alternative development/analysis, environmental analysis, impact analysis, Section 106 compliance, Section 4(f) analysis and NEPA document preparation (DEIS/FEIS) for 100-mile long highway project.

**I-69 Corridor Location Studies and Environmental Impact Statement Investigations, Port Huron, Michigan, to Lower Rio Grande Valley, Texas.** *Arkansas State Highway and Transportation Department.* QA/QC. Provided strategy/advice on NEPA approach and analyses.

**I-69 Tier 2 Section 5 - EIS and Engineering Services, Bloomington, Indiana.** *Indiana Department of Transportation.* Technical Advisor. Responsible for overseeing all environmental investigations, including Biological Assessments, botanical surveys for state listed threatened and endangered plant species, mussel and fish surveys conducted on streams, and stream and wetland delineations within the project corridor.

**King Coal Highway EIS, Mingo, Wyoming, McDowell, and Mercer Counties, and Williamson and Bluefield, West Virginia.** *West Virginia Department of Transportation, Division of Highways, District 3.* Technical Manager. Responsible for purpose and need, public involvement program development, alternative development/analysis, environmental analysis, impact analysis, Section 106 compliance, Section 4(f) analysis and NEPA document preparation (DEIS/FEIS) for 120-mile long highway project.

**Route 9 Upgrade Cultural Resources Services, Berkeley & Jefferson Counties, West Virginia.** *West Virginia Department of Transportation, Division of Highways.* Technical Manager. Responsible for advising Baker personnel, WVDOH and FHWA on Section 4(f) issues and completed Section 4(f) finding per FHWA regulations.

**Shawnee Parkway, Southern Counties, West Virginia.** *West Virginia Department of Transportation, Division of Highways.* Technical Manager. Responsible for purpose and need, alternative development/analysis, environmental analysis, impact analysis, Section 106 compliance, Section 4(f) analysis and NEPA document preparation (DEIS/FEIS) for 22-mile long highway project between Beckley and the four corners area.

#### **Publications**

McCartney, W., 1990. Wetland Preservation. *American Public Works Association (APWA) Reporter, January 1991.*

Jackson, W.B., McCartney, W., and Ashton, A.D., 1989. Protocol for Field Tests of Ultrasonic Devices for Rodent Management in Vertebrate Pest Control and Management Materials: 6th Volume, *ASTM STP 1055*, K.A. Fagerstone and R.D. Curnow, Eds., American Society for Testing and Materials, Philadelphia, 1989, pp. 712.

McCartney, W. and Jackson, W.B., 1986. In Rodent Control, Ultrasonics Can Make a Difference. *Pest Control*, 54 (11): 46-48.

McCartney, W. and Marks, J. 1973. Inter and Intraspecific Aggression in Two Species of the Genus *Rattus*; Evolutionary and Competitive Implications. *Proceedings of the Pennsylvania Academy of Sciences*, 47:145-149.

McCartney, W., 1970. Arboreal Behavior of the Polynesian Rat (*Rattus exulans*). *BioScience*, 20:10611062.

### **Research**

Conducted a theoretical study of the effects of highways on the mortality and movement patterns of southwestern Pennsylvania wildlife for the Pennsylvania Department of Transportation.

Conducted, under the auspices of the Ohio Biological Survey, a study of the distribution patterns and abundance of small mammals in northeastern Ohio.

Conducted USEPA field trials to determine the efficiency of various rodenticides.

Conducted studies to determine the effects of water balance capabilities on the distribution of two species of the genus *Rattus* on a Pacific Ocean atoll.

Developed protocol for and conducted a four (4) year long study on the behavioral development, social behavior and organization of two species of the genus *Rattus*.

Developed protocol for the utilization of blood serum proteins to detect taxonomic differences among isolated populations of *Peromyscus leucopus* on Lake Erie islands.

Developed experimental protocol for the testing of ultrasonic rodent repellent devices.

Developed a laboratory model to determine the effects of social stress on blood parasite levels of rock doves (*Columba livia*)

Developed experimental protocol for the determination of the source of whole mouse contamination of a major product line of the food processing division of a major corporation.

Developed experimental protocol to determine the mammalian reservoir for California encephalitis in northwestern Ohio.

Participated in a study to determine the distribution and movement patterns of south Pacific avifauna.

Participated in the development of protocol to determine anticoagulant poison resistance and its prevalence in rat populations in urban rat control areas of the United States.

Participated in a multiyear study of the effects of an agricultural wash water effluent spray disposal program on a deciduous forest in southern New Jersey.

Participated in the development of protocol to be used to determine migratory patterns of and navigation cues used by ambystomid salamanders.

Participated in a multiyear study funded by the U.S. Atomic Energy Commission to determine the effects of chronic, low-level radiation in mammals residing in nuclear testing areas.

### **Professional Affiliations**

American Association of State Highway and Transportation Officials (AASHTO), CEE Expert- 2005-Present

# Jesse Rangel, AIA

## PROJECT MANAGER

Years with Michael Baker: 2

Years with Other Firms: 12



Mr. Rangel is a capable, licensed architect with more than a decade of comprehensive professional expertise in the successful management and design of public and private projects. His technical project expertise includes O&M facilities, transit stations, mission critical and transportation building where his roles include both design and construction administration. His strengths lie in good interpersonal skills, development, oversight and management of budgets and schedules. He possesses skills and technical capabilities necessary to interact positively with customers, subconsultants, staff, and coworkers to guide projects from inception through construction.

### DEGREES

M.Arch., 2009, Architecture,  
Morgan State University

B.S., 2007, Architecture,  
Morgan State University

### LICENSES/CERTIFICATIONS

Registered Architect, Maryland, 2018, 19680

National Council of Architectural Registration  
Boards (NCARB)

### EXPERIENCE

**WMATA Bladensburg Bus Facility, Washington D.C.** Project Manager. Responsible for providing design services and overall project coordination up to Final Design for the new bus operations and maintenance facility sized for a fleet of 300 transit vehicles (200 standard and 100 articulated buses) at the Bladensburg Bus Operating Garage. Michael Baker is providing engineering and design services for the Washington Metropolitan Area Transit Authority project, which includes demolition of existing bus maintenance facilities and construction of new Bus Operations and Maintenance facility sized for a fleet of 300 transit vehicles. The new facilities will include bus maintenance, body repair, paint, bus operations, bus fuel and wash, bus parking and employee and visitor parking. The existing Shepard Parkway Facility will be modified to be the Compressed Natural Gas CNG fueling for the new facility.

**Walnut Hill Facility Project, Dallas, Texas.** Project Architect. Responsible architect for design services for a new DART Facility. The new facility includes three suites for training, police, and finance. Michael Baker provided design and engineering services for the development of the Walnut Hill/Denton Drive Station facility to house all elements of the Dallas Area Rapid Transit's (DART) Police NW Substation, Finance Count Room & Workshop, and Training Facility. Michael Baker provided architectural engineering, landscaping, and interior design plans. In addition to construction of two buildings, the project included lighting, signage, drainage, grading, parking lot upgrading and resurfacing utilities (gas, water, electric, sanitary sewer, storm sewer, HVAC), landscaping, and irrigation in accordance with DART design criteria.

**Gravity Axis Warehouse, Fort Meade, Maryland.** Project Manager. Responsible for providing construction phase design services for the Gravity Axis Warehouse and Administrative Office. Services include shop drawings/submittal reviews, responding to RFIs, and consulting. Michael Baker provided architectural and engineering services for the Gravity Axis Warehouse at Fort Meade, Maryland. Michael Baker was responsible for architectural services, interior design, civil design services (including environmental permitting, erosion and sediment control, site layout, grading, storm drainage, domestic/fire water, gravity sewer and roadway improvements), structural/ATFP design services, landscape architecture, and Maryland Department of Environment packages. This Design-Build project included the design and construction of a new 44,000 SF warehouse facility comprised of warehouse space, administrative space,

a warehouse vault, hazardous material storage, loading docks, restrooms, a break room, and mechanical and electrical as well as secure and unsecure telecommunication spaces. The warehouse is constructed in the footprint of an existing building, requiring its demolition.

**Tipton Hangar 80 84 85 Improvements, Phases I and II. Tipton Airport Authority.** Project Manager. Responsibilities include serving as architect and project manager for the Tipton Airport Authority. Developed phased repairs and upgrades to several existing military hangars at Tipton Airport. Repairs were broken out into several design packages in order to phase work with funding. Commenced discussions with FAA on funding, phased grants, schedules, and construction/design budgets. Responsible for surveying existing conditions, providing construction documents, cost estimating, client management, construction administration, and overall project management for exterior improvements to three hangars as part of the phased repairs.

**Dominion Energy CSWTS Administrative and Process Building, Chester, Virginia. Dominion Energy.** Project Architect. Responsible for providing design services and construction administration engineering services for an administration building and process building that support a waste water treatment plant. Michael Baker provided engineering services for this design-build project involving an administrative building and process building.

**Building 3609 Bachelor Enlisted Quarters, Joint Expeditionary Base Little Creek, Fort Story, Virginia Beach, Virginia. NAVFAC Mid-Atlantic.** Project Architect. Responsible for providing construction administration and post-construction engineering services. Provides engineering support and assists with coordination of requested aspects of engineering during construction, including contractor submittal package reviews, engineering considerations and instructions for field personnel, RFI reviews/responses, site visits, engineering revisions, and value engineering change proposal reviews, during the construction phases and as requested by the design-build contractor and NAVFAC. Michael Baker is providing design services for Building 2609 at Joint Expeditionary Base Little Creek in Virginia Beach, Virginia. The existing Building 3609 is a 98,100-square-foot, five-story, 240-unit, 480 bed motel-style bachelor enlisted quarters (BEQ) with two single-story support buildings 3606A and 3606B. Michael Baker is meeting the requirements of the RFP and incorporating the stated preferences, while addressing the three tenets of the design, including quality of life for Navy personnel; sustainability and durability; and energy efficiency and total cost of ownership.



Years with Michael Baker: 10  
Years with Other Firms: 16

### Degrees

- M.S., 1996, Geography/Environmental Studies, Shippensburg University
- B.A., 1994, Geography and Urban Planning, Shippensburg University

### Licenses/Certifications

- American Institute of Certified Planners, Pennsylvania, 2001, [REDACTED]

## Troy D. Truax, AICP

### Associate Vice President, Planning Department Manager

#### General Qualifications

Troy Truax is a certified planner with 26 years professional experience specializing in land use and multimodal transportation planning, economic development, Brownfield and urban revitalization planning, transit-oriented development, public funding, strategic planning and emergency and incident management. Troy provides Michael Baker's municipal and private clients with unique community planning and economic development technical skills that includes leveraging his years of public funding and government relations expertise to ensure projects are well-positioned for successful implementation.

#### Experience

**E02608, E03136, E03692, E03364, E04700 PennDOT Public Transportation Planning and Finance Multi-Year Open-End Agreements.** *PennDOT, Multimodal Deputate and Bureau of Public Transportation. Harrisburg, Pennsylvania.* Agreement and Project Manager. Responsible for the management and oversight of Michael Baker's multi-year, \$2 million – \$10 million on-call technical planning and finance consulting service agreements to assist with PennDOT's rail and bus transit planning and finance initiatives for the Commonwealth's 37 urban and rural public transportation agencies, including the Port Authority of Allegheny County (PAAC) and SEPTA. Michael Baker's services include analysis, planning and feasibility studies, and conceptual design studies; provide market assessment, administrative support, planning and financial oversight, and other technical support for various transportation projects; assist in analysis of funding/financial information, including identifying additional funding sources and expected revenue to be obtained from each source; develop standardized financial reporting; and prepare documents and provide professional editing services.

**Eastern Panhandle Transit Authority (d/b/a EPTA) Facility Expansion Feasibility Study.** *Martinsburg, West Virginia.* Project Manager. Responsible for leading a multidisciplinary team to conduct a physical space needs and constraints analysis of EPTA's ~2.0 acre Novak Drive facility in Martinsburg, WV. The analysis considered both the Novak Drive facility's existing space and operational design deficiencies plus the significant growth anticipated by EPTA's Five-Year Transit Development Plan. The feasibility study: (1) determined EPTA's facility space needs to the year 2030 to accommodate administrative and vehicle maintenance



and storage areas; (2) inventoried existing environmental site conditions analyses to identify potential constraints; (3) provided conceptual facility design and site layout alternatives to address the space and operational needs concurrent with IBC standards and include ADA compliance; and (4) estimated probable costs for the preferred conceptual facility design and site layout and determine the required capital budgeting and programming needs. The feasibility study was used by EPTA to leverage ~\$10 million in FTA Section 5339 funding for the new facility's design and construction.

**Eastern Panhandle Transit Authority (d/b/a EPTA) Five-Year Strategic Business Plan.** *Martinsburg, West Virginia.* Project Manager. Responsible for the management and technical lead for the preparation of EPTA's five-year Strategic Business Plan, which is an agency-driven document that sets the mission, vision, core values, and initiatives to guide EPTA for the next five-years. The plan is the EPTA Board of Directors' blueprint to EPTA policy, planning and tactical decision-making to guide management in the execution of the day-to-day operations of the agency. In coordination with the operational improvements outlined in the Transit Development Plan (TDP), EPTA has set the framework for success to improve every facet of the organization in a carefully planned and budget-conscious manner.

**E03364, Work Order 19, Harrisburg Transportation Center (HTC) Transit Oriented Development (TOD) Master Plan.** *PennDOT, Multimodal Deputate. Harrisburg, Pennsylvania.* Project Manager. Responsible for leading a multi-disciplinary consultant team to assist PennDOT, the City of Harrisburg, and the Harrisburg Redevelopment Authority with creating a public-driven vision for future mixed-use development, infrastructure improvements, and increased multimodal transportation opportunities immediately surrounding the Harrisburg Transportation Center. The project included an extensive stakeholder and public engagement process that included a weeklong public visioning program and an open house event to showcase the proposed TOD vision.

**E03692, Work Order 15, Venango County Oil City Multimodal Study.** *PennDOT, Multimodal Deputate. Harrisburg, Pennsylvania.* Project Manager. Responsible for overseeing the master planning process to provide a design concept and layout for a new Multimodal Transportation Center in Oil City's Northside Business District. The new facility will enhance multimodal connections in Venango County and support current efforts to revitalize the Northside Business District that was the former headquarters of Quaker State. The Master Plan was developed through stakeholder engagement, market assessment, and multimodal connectivity analysis. The Master Plan will support the Venango County Regional Planning Commission's goal to leverage economic and community development by providing linkages to the new Multimodal Transportation Center and surrounding Northside Business District businesses and regional urban centers and service destinations.

**Pennsylvania Safety Transportation and Research Track (PennSTART) Feasibility Study.** *Pennsylvania Turnpike Commission. Middletown, Pennsylvania.* Project Manager. Responsible for leading the joint feasibility study effort between the Pennsylvania Turnpike Commission, Pennsylvania Department of Transportation, and Penn State University to explore and advance the Pennsylvania Safe Transportation and Research Track (PennSTART), which is envisioned to be a state-of-the-art training and testing facility to address the transportation safety and operational needs of Pennsylvania and the Mid-Atlantic Region. PennSTART will address safety, training, and technologies research needs in eight key areas of transportation include traffic incident management (TIM); tolling and intelligent transportation systems (ITS) technology; work zones; commercial vehicles; transit vehicles; connected and automated vehicles; rail safety; and aircraft firefighting and rescue.