

Fehr & Peers

Manteca Transit's Fixed Route Redesign Study

Improving & connecting communities.

Prepared for:
City of Manteca

Amendment submitted on:
October 20, 2025
(originally submitted on October 6, 2025)

October 6, 2025

Juan Portillo, Transit Manager
City of Manteca City Clerk’s Office
Public Works Department | Transit Division
1001 W. Center Street
Manteca, CA 95337

Subject: Proposal to Provide Manteca Transit’s Fixed Route Redesign Study Services

Dear Juan:

On behalf of our Fehr & Peers team, I’m pleased to offer our proposal to support the City of Manteca develop a new design for its transit network that is responsive to community needs and well-integrated with regional transit services. As you may know, Fehr & Peers has recently worked with your neighbors on several projects re-envisioning mobility, at the regional network level for San Joaquin RTD and locally to develop a first-ever network of routes for the growing community of Lathrop. We’re excited to continue to serve the Central Valley and build on those relationships in partnership with the City of Manteca.

Our approach to transit planning is rooted in our belief in building strong, trusted-advisor relationships with the communities where we reside, and using an integrated approach to transit, land use, travel behavior, traffic operations, and active transportation. We can offer insights into cities aligning services to best serve planning and mobility goals, implementing strategies that keep transit on time while balancing pedestrian and traffic safety, and reducing barriers to bus access.

We’re pleased to have Gaby Picado-Aguilar as our **Project Manager & Primary Point of Contact**, who has most recently led Porterville’s SRTP and brings a multi-disciplinary approach and international experience to her work. Jeremiah LaRose will work closely with her, bringing in over 18 years of experience in transit planning, including previously serving as the general manager and service planner for a small urban transit operator. Kari McNickle supports the team as a Central California-native whose close familiarity with Manteca and neighboring communities will help guide our efforts to be context-sensitive. This team has worked together on several Central Valley transit projects over the past five years and is excited for this opportunity to partner with the City of Manteca on reimagining the fixed route transit system. Gaby is available to answer any questions regarding our submittal at G.Picado-Aguilar@fehrandpeers.com or (510) 851-7715.

Sincerely,
Fehr & Peers



Meghan Mitman AICP, RSP21
Principal | Vice President
343 E. Main Street, Ste 901
Stockton, CA 95202

Fehr & Peers accepts the RFP Conditions Governing the Procurement. Our firm does not know of any potential conflicts of interest but will communicate conflicts should they arise.

2024 CLIENT SURVEY RESULTS

After every project, we check in with our clients—and we truly value their feedback:

- ✓ **98% value**
- ✓ **98% quality**
- ✓ **98% service**
- ✓ **99% say they would use us again**

PROPOSER INFORMATION FORM

General Information

Business Name: Fehr & Peers

Business Type:

- Corporation (State of Incorporation CA) Partnership
 Sole Proprietorship Other: _____

Business Federal Tax ID Number: 68-0065540

DIR Number: 100001130 subcontractor Y/N N

Corporate Headquarters

Address: 100 Pringle Avenue, Ste 630 | Walnut Creek, CA 94596

Local Office (If Applicable)

Address: 343 E. Main Street, Ste 901 | Stockton, CA 95202

Authorizing Contact

Name: Meghan Mitman Title: Vice President

Telephone: (925) 930-7100 Mobile: -

Email: M.Mitman@fehrandpeers.com

Primary Contact

Name: Gaby Picado-Aguilar Title: Project Manager

Telephone: (510) 851-7715 Mobile: (510) 365-8113

Email: G.Picado-Aguilar@fehrandpeers.com

Important! - If you will be using subcontractors, please use this form to attach contact information and DIR numbers for each.

Fehr & Peers

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Firm Introduction

We are a transportation planning and engineering firm with **24 offices and over 400 staff nationwide**. Since 1985, we've partnered with public and private clients to design safer, more effective ways for people and goods to move—creating spaces where everyone can thrive, today and for generations to come.

Bringing together data, technology, and the lived experiences of the communities we serve, we help clients make confident, well-informed decisions. Along the way, we've earned national recognition for raising the bar on how transportation projects are planned, designed, and delivered. Many of our first clients still trust us with their transportation needs after decades of collaboration—a testament to the strong partnerships we build and the innovative mindset we bring to every project.

We don't just follow trends—we help clients anticipate what's next. With a blend of multimodal expertise, national perspective, and local insight fueled by our strong and longstanding relationships, we tailor solutions across a wide range of services to meet each community's unique needs.

Experience with Similar Studies

Fehr & Peers specializes in providing transportation planning and engineering services with unique experience in tourism and recreation-based communities. Our staff members are experts in transit planning and are also familiar with the intricacies of resort and recreation transportation planning, having significant project experience in resort gateway communities in Northern California and nationwide. We combine our national-level technical expertise with a deep sensitivity to the local context and values.

Our Expertise

Improve equity & engagement. Motivate community engagement, equity, and interjurisdictional collaboration to improve transit efficiency and quality of life.

Assess broader impacts. Analyze the effects of transit service and system planning on ridership, land use, Complete Streets, and network integration.

Integrate micromobility. Enhance first/last mile connectivity and accessibility.

Develop actionable plans. Create plans for shuttles, bus reliability, new routes, fleet electrification, hubs and terminals, and rail systems.

Leverage data for strategy. Turn data into strategies for forecasting ridership and analyzing travel markets.

Evaluate emerging tech. Assess the impact of new technologies to inform infrastructure investments in connected, automated, and sustainable mobility.

Guide funding applications. Advise on regional, state, and federal funding applications to maximize opportunity and resources.

Analyze quality of life & economic impact. Assess transit's effect to help clients influence potential policies and advocate for investments.

Transit Planning

Transit planning has been a core service of Fehr & Peers since our founding, having worked on transit planning, implementation, funding, and operations studies across the United States and in communities both large and small. Our firm's experience covers the entire spectrum of transit services, from launching new services, to transit service vision plans, to major system expansion studies.

We understand the value of inclusion & integration. We understand that for solutions to be equitable, the planning process needs input and direction from across a broad diversity of constituents, and we recognize the

critical effect of customizing transit projects to ensure they not only address agency operating and planning objectives, but that they truly serve the people that need them and improve efficiency and quality of life. Therefore, we consider the full range of agency needs, user groups, and modes in our transit planning to ensure successful integration and operations alongside other local and regional transportation options.

We bring local knowledge & expertise. Our philosophy of focusing on improving our local communities rather than on the national scale means we work deeply with a broad range of local clients and bring an unparalleled sensitivity for community values and conditions to our transit work. Successful transit responds to local needs and concerns, so our plans and designs keep this local perspective at the forefront, creating projects that are both technically successful and accepted by the community.

We leverage innovative technology for data-based, concrete solutions. Our use of rigorous planning methods, tools, and data enables us to create high-performing, future-oriented transit that supports the ability of all community members to access services and jobs in their neighborhoods and beyond. We ensure custom, data-backed solutions by applying our in-house tools (such as Reliability+ and Ridership+) in combination with other processes.

Trusted Advisors

With decades of firsthand experience in transit agencies across the US, including leadership roles in some of the country's most prominent transit operations, we base our solutions on real-world challenges and opportunities. Some highlights include:

Gender equity in transit.

We led a team studying transit experiences of

women in [Los Angeles County](#)—over 50% of riders—capturing insights from hard-to-reach groups like immigrant women, women experiencing homelessness, and women with disabilities.

Connecting major destinations. We created a detailed improvement plan and implementation playbook for Silicon Valley's Orange Line, enhancing transit service and reliability between key hubs in one of California's fastest-growing destinations.

On-demand & fixed-route solutions. In partnership with [Uber and regional agencies in Cincinnati, Ohio](#), we integrated on-demand and fixed-route transit for better service and efficiency.

Policy & transit optimization. We've influenced transit policies and optimized resource allocation in communities of all sizes—from small rural and urban cities to major metropolitan regions, including Washington, D.C., and Los Angeles—to enhance residents' quality of life.

System expansion & evolution: In communities ranging from Lubbock, Texas to the Puget Sound Region of Washington, we have prepared dozens of system expansion alternative analyses, route optimization plans, long range plans, and fleet electrification plans to enable transit agencies to respond to growth, changing rider expectations, and evolving technology.

Administrative Requirements

The following are available in [Appendix C](#):

- Current Sample COI
- Contract Exceptions
- Lobbying Certification Form
- Debarment & Suspension Form
- "Best Value" Selection Form



Recent Projects

Short Range Transit Plan

City of Porterville | Porterville, CA

Fehr & Peers is currently conducting a strategic assessment of the Porterville Transit system, which includes a fixed-route service, dial-a-ride program and paratransit. The effort involves an examination of the existing transit services provided, an evaluation of potential changes to the existing systems, and will provide recommendations for changes to the existing systems and/or new services, as well as the needs for connections with neighboring communities and other transportation services. As part of the transit services analysis, we are leveraging big data travel patterns using Replica data to identify how, when, and where people are traveling around and to/from Porterville. Our approach centers around community engagement as the connective thread for all our analysis and concept development activities and includes two rounds of engagement. The analysis also included a Title IV and Transit Asset Management component.



Contract Amount: \$174,000

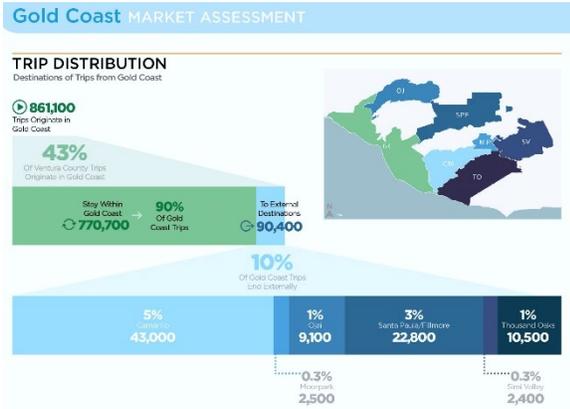
Contract Dates: 11/2024 – Ongoing

Project Contact: **Richard Tree, City Manager**
rtree@ci.porterville.ca.us | (559) 782-7448
291 North Main Street
Porterville, CA 93257

Short Range Transit Plan & Transit Integration + Efficiency Study

Ventura County Transportation Commission | Ventura County, CA

The Ventura County Transportation Commission (VCTC) is both the regional transportation planning agency (RTPA) for Ventura County and a direct transit operator of intercity services. Fehr & Peers has been working with VCTC since 2021 on a large-scale re-examination of transit service within the County. The first phase of work was the Transit Integration & Efficiency Study (TIES). This project was a partnership between VCTC and other transit operators within the county, to examine potential changes to all aspects of transit administration, operations, and customer experience across the eight agencies and their associated city governments. The study heavily engaged staff and decision makers across these communities to examine the feasibility of administrative and functional changes, and to determine how they could lead to better transit. Fehr & Peers developed a series of individual strategies the agencies could undertake collaboratively. Those strategies were organized into three alternatives, ranging from continued independent administration with increased collaboration, to a full consolidation into a single countywide transit agency with regional responsibility. The final study framework informed an ongoing conversation between the Commission and the community and led to a commitment to improve technical coordination and collaboration with firm steps towards consolidating paratransit operations.



As a result of the study findings in TIES, VCTC is organizing a countywide short-range transit plan (SRTP) to re-evaluate the full network of fixed-route and paratransit services operating in the County and consider opportunities for improvement for the next five years. The SRTP will evaluate all transit offerings of the cities and County (except for the Gold Coast Transit District, which is completing their own SRTP ahead of VCTC) and develop recommendations for service improvements based on community input, productivity, market opportunities, and early actions recommended in TIES.

The SRTP is currently in its final phase with a concept plan and implementation report expected in late 2025, and a plan for countywide integrated paratransit to follow in early 2026.

Contract Amount: \$330,000 (TIES)
\$470,000 (SRTP)

Contract Dates: 2/2021 – 11/2023 (TIES)
10/2023 – Ongoing (SRTP)

Project Contact: Claire Grasty, Public Transit Director
cgrasty@goventura.org | (805) 642-1591 x115
751 E. Daily Drive, Ste 420
Camarillo, CA 93010

Comprehensive Operational Analysis & Lathrop Transit Study
San Joaquin Regional Transit District & City of Lathrop | San Joaquin County, CA

Fehr & Peers prepared the San Joaquin Regional Transit District (RTD) Next Gen Plan, a comprehensive operational analysis and service plan for RTD fixed-route bus service. The Next Gen planning effort examined existing and future transit markets, pre- and post-COVID transit performance, and community and stakeholder input. The resulting Next Gen Plan identified an updated fixed-route bus network designed to serve the residents of San Joaquin County for the next 10 years. Subsequently, RTD in partnership with the City of Lathrop sought Fehr & Peers’ support for a transit development plan for the growing City of Lathrop. Lathrop has traditionally had minimal access to transit service, limited primarily to regional express services and the Altamont Corridor Express (ACE) train service to San Jose that is oriented towards commuters. Fehr & Peers developed a concept plan for a network of two routes that serve the historic core and high school as well as the newer River Islands development and regional connections to ACE. The robust concept plan included detailed implementation guidance for the city and considered RTD’s ongoing role as a partner in operating an integrated regional transit service.

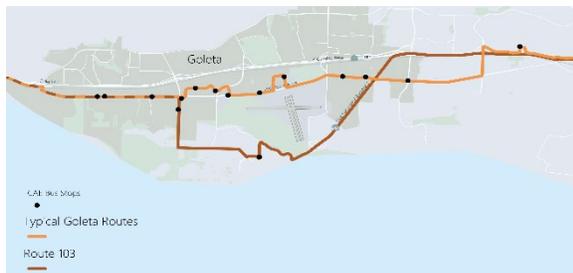
Contract Amount: \$680,000

Contract Dates: 1/2021 – 11/2022 (SJRTD)
11/2024 – 4/2025 (Lathrop)

Project Contact: Damaris Galvan, Service Development Manager
dgalvan@sanjoaquinRTD.com | (209) 948-5566 x696
421 East Weber Avenue
Stockton, CA 95202

Clean Air Express Transit Plan
Santa Barbara County Association of Governments | Santa Barbara County, CA

Fehr & Peers completed a study for the Santa Barbara County Association of Government’s (SBCAG) “Clean Air Express” bus service that provides commuter connections from northern Santa Barbara County to jobs centers in Goleta and the City of Santa Barbara. The Clean Air Express received its first-ever comprehensive service analysis after several decades of successful operation. The SRTPE evaluated ridership and operations performance to examine potential changes to service offerings including expansion of new times or lines. We conducted rider and non-rider surveys to understand which factors might influence these potential customers using the bus, finding that customer loyalty and satisfaction are high but long-term customers retiring are not being replaced by younger commuters. Our financial analysis included understanding capital, operating, maintenance projections and we explored fare policy and analyzed future operating scenarios and opportunities to pursue new State and Federal funding streams in advance of a projected funding shortfall.



Contract Amount: \$100,000

Contract Dates: 10/2018 – 11/2019

Aaron Bonfilio, Director of Transit
abonfilio@sbcag.org | (805) 961-8920
 260 N San Antonio Road, #B
 Santa Barbara, CA 93110

Project Contact: abonfilio@sbcag.org | (805) 961-8920
 260 N San Antonio Road, #B
 Santa Barbara, CA 93110

Other Notable Work

Fehr & Peers has recently provided transit planning services for the following selection of clients:

- Butte County Association of Governments
- Caltrain
- City & County of Denver
- City of Lathrop
- City of Manteca
- City of Orange
- Colorado Department of Transportation
- County of Santa Cruz
- King County Metro Transit
- Los Angeles County Metropolitan Transportation Authority
- Orange County Transportation Authority
- Riverside County Transportation Commission
- Riverside Transit Agency
- Sacramento Regional Transit
- Sacramento Area Council of Governments
- SamTrans
- San Diego Association of Governments
- San Francisco Municipal Transportation Agency
- San Joaquin Council of Governments
- San Joaquin Regional Transit District
- Santa Barbara County Association of Governments
- Santa Clara Valley Transportation Authority
- Shasta Regional Transportation Authority
- Solano Transportation Authority
- Sound Transit
- Spokane Transit Authority
- Stanislaus Regional Transit Authority
- Tahoe Transportation District
- UC Merced
- UC Davis
- Uber Technologies
- Utah Department of Transportation
- Utah Transit Authority
- Wasatch County
- Yosemite Area Regional Transit

Proposed Staffing

Fehr & Peers has assembled a multidisciplinary team with deep expertise in transit planning, community engagement, and data-driven strategy—tailored to meet the unique needs of Manteca Transit’s redesign effort. Our staffing approach reflects our commitment to context-sensitive planning, regional coordination, and actionable outcomes.

Led by **Gaby Picado-Aguilar**, a seasoned project manager with international experience and a strong record of delivering strategic transit plans across California, the team includes **Jeremiah LaRose**, whose experience in transit operations and planning bring practical insight and leadership to the effort. **Kari McNickle**, a Central Valley native, adds local knowledge and a community-first lens to our planning process. Together, this team has collaborated on multiple successful transit projects in the region, including recent work in Porterville, Lathrop, and with SJRTD.

Each team member brings specialized skills—from service planning and stakeholder engagement to performance analysis and implementation strategy. Their combined experience ensures a thoughtful, responsive, and technically sound approach to staffing that aligns with Manteca’s goals for equity, efficiency, and regional integration.



MANTECA
CALIFORNIA

Jason Miller
PRINCIPAL-IN-CHARGE

Jeremiah LaRose
ASSOCIATE-IN-CHARGE

Gaby Picado-Aguilar
PROJECT MANAGER

Kari McNickle ^{RSP1}
ENGAGEMENT SPECIALIST

Manvi Nigam
GIS SPECIALIST

Resumes for proposed key staff
can be found in Appendix A.



Jason Miller
Principal-in-Charge

Jason is a transportation expert with over 19 years of experience in planning and implementing multimodal and transit solutions. His work spans transit system service plans and redesigns, microtransit, TNC partnerships, BRT corridors, first/last mile planning, smart infrastructure, and integrated bike/pedestrian systems. As a former regional transportation authority director, Jason is passionate about creating implementable, community-focused transportation plans. He's a strategic thinker and skilled collaborator who builds consensus and delivers results.



Jeremiah LaRose
Associate-in-Charge

Jeremiah has served as the leader of Fehr & Peers' Transit Discipline Group since 2022, directing the firm's research and innovations in transit planning and advising on transit projects across the U.S. In addition to his transit expertise, Jeremiah has led a range of transportation plans including CEQA and land use projects, traffic operations simulation, travel demand model development, event venue planning and traffic management, and first/last-mile access planning. Jeremiah previously served as the Manager of Operations & Service Planning for COAST, a regional public transit agency in New Hampshire.



Gaby Picado-Aguilar
Project Manager

Gabriela (Gaby) is a transportation planner with over eight years of experience. Gaby previously worked as a transportation engineer in Costa Rica, working closely with the San José Metropolitan Area travel demand model for a range of projects, such as the prefeasibility study of an electrified light urban rail. Gaby's experience in transportation planning efforts includes a diversity of projects ranging from multimodal corridor level analysis, bicycle planning, transit planning, travel pattern studies, crash analysis, and Big Data collection/analysis. Gaby frequently leads project mapping, GIS, and data visualization efforts. Her geospatial software skills include proficiency in ArcGIS, Python, Excel, and GTFS. Gaby balances a strong technical ability with public speaking, writing and presentation skills, making her recommendations comprehensible to planners, engineers, the public, and decision makers. Gaby is multilingual, speaking Spanish (native language), German (intermediate), and English (fluent).



Kari McNickle ^{RSP1}
Engagement Specialist

Kari is a senior associate with over 12 years of experience in transportation planning. Kari leads Fehr & Peers Central Valley practice from our office in Stockton, and her work focuses on multimodal planning, active transportation, roadway safety, and grant funding. Prior to joining Fehr & Peers, she spent six years working on transportation demand management projects for the San Joaquin Council of Governments. Kari has extensive experience in creating plans with an ultimate focus on funding and implementation and has provided support to multiple local agencies on regional projects, including the City of Manteca’s recent Active Transportation Plan and Downtown Transit Center Connectivity Study. She is passionate about the nexus between transportation planning and improving communities and has volunteered her time extensively to support local efforts, including serving as a founding member of the Caltrans District 10 bicycle and pedestrian advisory committee.



Manvi Nigam
GIS Specialist

Manvi is a transportation planner with a focus on data analysis and visual communications. With over two years of planning experience, her project experience includes a variety of transportation planning projects, including countywide transportation plans, multimodal corridor studies, safety studies, transit studies, and active transportation plans.

Staff Matrix

Fehr & Peers proposes the following staff hours, broken down by the tasks detailed in our scope:

Tasks & Staff	Jason Miller Principal-in-Charge	Jeremiah LaRose Associate-in-Charge	Gaby Picado-Aguilar Project Manager	Kari McNickle Engagement Specialist	Manvi Nigam GIS Specialist	Technical Specialist	Project Planner	Project Coordinator	Hour Totals
TASK 1	3	9	25	2	-	-	4	6	49
TASK 2	2	5	12	-	9	19	56	13	116
TASK 3	1	4	26	15	8	6	48	13	121
TASK 4	2	7	12	4	8	20	48	13	114
TASK 5	2	5	8	-	8	20	44	11	98
TASK 6	5	4	8	-	16	20	40	11	104
TASK 7	2	6	12	-	8	-	16	6	50
Hour Totals	17	40	103	21	57	85	256	73	652



Approach & Scope

Approach

Our approach puts community engagement as the connective thread for all our analysis and concept development activities.

Robust Engagement

We begin the study by engaging staff, stakeholders, riders, bus operators, and potential riders in the community, to learn about their transportation needs and ideas.

Transit System Analysis

We pair their input with data analysis about how Manteca Transit and the regional transit network connect homes, schools, employment, and entertainment destinations.

From this review of existing conditions, we also look to the future to understand how development and other transit changes could provide opportunities for transit to succeed and risks that could endanger it.

Collaborative Development

Next, our team will develop concepts that address the community needs and opportunities we see based on the data, in collaboration with City staff at every step. Once draft concepts are ready, we reconnect with the community and stakeholders to gather feedback on the ideas and lead us towards a final service recommendation. Our intent is to collaborate and guide a community to the solutions they believe fit their needs and resources best, informed by our staff expertise and national best practices.

Local Knowledge

We have staff in our team that are familiar with the area. Based on this proximity, we will carry the following considerations into our analysis:

- We recognize Manteca is rapidly growing, and the transit service needs to consider how transit rider needs may change given planned future growth. This could include concentration of senior, youth or commuter population based on expected growth.
- We understand ACE rail service is planned to come to the City of Manteca's Transit Center soon, and that the planned Downtown Specific Plan could bring new energy to the area around the Transit Center.
- We know the City of Manteca is bisected by train tracks and sees heavy rail traffic all day long. The tracks near the downtown station are not grade separated, and we will consider how this will impact how, when and where routes can run, potentially including on-time performance considerations.

Scope

For consistency with the scope of work outlined in the RFP, our approach to the Fixed Route Redesign Study (Project) is described below using the same sequence of task numbers as in the RFP.

Task 1. Project Management & Coordination

We understand that this Project is a major priority for the city and expect a fast-paced schedule. We will monitor the project schedule and check in at our regular meetings and identify priorities for the coming weeks to ensure both the consultant and City team are prepared to



meet deadlines or adjust timing and expectations accordingly. Fehr & Peers will assemble a project management team (PMT), comprised of Fehr & Peers team key staff and designated City staff or representatives, with whom we will facilitate regular meetings.

Task 1.1. Kick-Off Meeting

Fehr & Peers will facilitate a virtual kick-off meeting with the PMT to discuss and confirm the work scope, schedule, communication protocols, and coordination expectations. During the kick-off meeting we will discuss the City's vision for the Project, including its goals and objectives.

Task 1.2. Regular Project Administration

Considering the anticipated pace of the Project, we suggest hosting 30-minute weekly calls with the PMT throughout the course of the project. We will prepare agendas for the calls and follow up with notes about action items. Monthly invoices and associated progress reports will be submitted to the City's Project Manager.

Task 1 Deliverables

- 1. Kick-Off Call:** Detailed meeting notes of kick-off call, including communication protocols, file sharing protocols, and summary of project goals and objectives.
- 2. Project Work Plan:** Detailed project schedule delivered using Excel with milestones and deliverables.
- 3. Weekly Meetings:** Meeting agendas and follow-up notes about key decisions and action items.

Task 2. Analysis of Existing Transit Service System

The basis for an effective transit route redesign study is a detailed understanding of the historical context of the service as well as

the current and future conditions in the community. Fehr & Peers will conduct a detailed technical analysis of the city's fixed-route services using the most granular data the operator is able to provide for the period 2019 through the most recently available data. We will also conduct an evaluation of the paratransit system to understand its productivity and general performance against industry service standards and peers.

Fehr & Peers recommend summarizing the findings in a visual story-telling format (slide deck) that is less reliant on long prose and more accessible to a variety of audiences, including community members and funding agencies. We have found this approach effective in streamlining public-facing materials for community engagement and succinctly summarizing project findings for decision-makers, especially when working under a fast-paced schedule. In parallel, we will work on developing the final report, which will be populated with the infographics, maps, and figures included in the slide decks.

Task 2.1. Fixed-Route Transit System Analysis

The existing service evaluation will review current routes, schedules, ridership trends, and service efficiency. The service performance of the fixed-route transit system will be assessed using standard performance measures such as passengers per revenue hour, passengers per revenue mile, operating cost per revenue hour, operating cost per revenue mile, average fare collected, cost (subsidy) per passenger, and on-time performance. We will also assess the fixed-route system for its frequency, travel times, geographic coverage, and connectivity to key destinations. Based on the level of granularity of the data provided by the city (stop-level data), we will evaluate passenger load factors and route-level service delays. We will complement the analysis with on-board

observations and operator input to identify and characterize system bottlenecks.

Success in any transportation planning is having an on-the-ground familiarity with the communities involved. Fehr & Peers will schedule a field visit to the service area. This will involve our Project Manager and transit analyst staff navigating the communities, identifying key destinations, observing travel activity throughout the day, and conducting ride-on observations of fixed-route services on a sampling basis to note the typical conditions and to familiarize ourselves further with the routes. This initial tour may be conducted in conjunction with an in-person meeting.

Our evaluation will also include public information the city provides including the transit service website, electronic and printed materials, social media, use of GTFS, and integration with other passenger-facing technologies to improve access and usability of transit. Fehr & Peers will review any documented public outreach and marketing practices and interview staff about their methods for reaching customers and potential riders, whether for public hearings or generally to promote service offerings. We will also review any existing or past partnerships with local businesses and community organizations.

Our evaluation will clearly identify opportunities for improvement and areas of success and propose changes to better align the service provided with needs and regulations. We will perform our evaluation on

a route level basis based on performance against standards, and the outcome of that evaluation will inform us of the basis of our recommendations.



Task 2.2. Policy & Planning Review

We will review relevant reports such as Manteca Transit's Ride Guide, the latest Short Range Transit Plan (SRTP), Title VI program, and FTA/TDA Triennial Reviews and other relevant plans and document recommendations or actions from such programs, including transit policies and funding resources.

Task 2.3. Fleet Inventory

The existing revenue fleet will be inventoried based on vehicle types,

size and seated/ wheelchair capacity, age, replacement schedule, and the type of service it can provide (local, express, commuter, demand response). The inventory will be based on information provided by the City.

Task 2 Deliverables

1. Existing Transit Service Deck: PowerPoint presentation summarizing key findings including assessment of current routes, summary of operational metrics, assets and relevant planning documents.
2. Fleet Inventory: Excel inventory of existing vehicle revenue fleet, including the replacement schedule.

Task 3. Community & Stakeholder Engagement

This task is the foundation of our ability to develop recommendations that support the community's needs and expectations for transit. We also rely on existing City methods of communication to riders and residents to announce the study and provide the public with background information, timeline, and opportunities for engagement. Early in the project, we will launch a project website on the Social Pinpoint platform, which provides information to the public about the study and can be updated throughout the process. Social Pinpoint is an interactive web-based platform that allows for clear and concise delivery of important project information to the public and includes a built-in surveying function. Survey techniques in Social Pinpoint can include traditional questionnaires, spatial surveying where members of the public can provide feedback at specific locations on a map, or a combination of the two. Fehr & Peers has successfully used Social Pinpoint on numerous similar transit projects; it is one of the more intuitive and mobile-friendly crowd-based feedback tools, which broadens the reach of engagement efforts and results in more representative feedback. An example of a current, live tool can be found [here](#).

For phases with direct public engagement, Fehr & Peers can promote and advertise opportunities to participate with paid Facebook or similar online ads with support from the City's existing platforms and will develop sidewalk decals with web address and QR codes to be placed in the Transit Center to inform the public of the project website.

Task 3.1. Community & Stakeholder Engagement Plan

Because community engagement is at the core of this study, and we expect a fast-paced schedule, we will prioritize drafting the

Community and Stakeholder Plan for city review within the first two weeks following notice to proceed. The Community and Stakeholder Plan will establish the objectives for engagement, the activities to accomplish those objectives, responsibilities for the consultant team and City staff, and the relationship between the engagement activities and the project timeline. We will also list key stakeholders identified with support from City staff who represent other City departments, local businesses, schools, healthcare providers and community organizations that will support engaging members of the community who use or could use transit, such as the Manteca Unified School District. We will also engage operations contract staff (MTM Transit) to better understand opportunities and challenges of operating the service. Our approach to engagement is summarized below:

1. **Organize an initial project workshop early in the project.** This meeting should gather a group of about 12 to 20 people who become our conduit to a larger network of the public. Over the course of the Project, we will rely on this network of stakeholders to promote information about the Project.
2. **Leverage social media & other methods of communication to generate interest in the project + direct the public to our survey.** What's most important for this effort is to connect with social media accounts that are far-removed from the transit agency and engage with community organizations



and local businesses to share our promotion of the survey.

When these steps are successful, we build a large network around the community of people who are now aware of the study even if they are not currently transit users. We can draw on this network later to **host another public workshop** in the service area where we invite people to review and respond to the service concepts and help direct the choices and trade-offs that are necessary to provide transit within the available funding. To ensure participation in these meetings, we reconnect with our initial stakeholder group in advance for help in spreading the word.

Task 3.2. Project Website & Community Surveys

TASK 3.2A. Social Pinpoint Website

Early in the project, we will launch a project website on the Social Pinpoint platform, which provides information to the public about the study and will be updated throughout the process.

TASK 3.2B. Community Survey #1

Fehr & Peers will develop an initial survey within the Social Pinpoint platform to be distributed within existing print and digital media channels by the city and relevant partner agencies. Printed surveys will also be available on board the vehicles for passengers to complete during or after their trip. The digital version on Social Pinpoint will be accessible through a simple website link and/or QR code so riders can complete the survey at their convenience. Fehr & Peers will work with the City's contractor to organize the distribution of surveys to minimize responsibility and potential for distraction to the operators and simplify return of completed surveys. Additionally, we will work with the key stakeholders identified in the Community and Stakeholder Engagement Plan from Task 1 to

reach a mix of transit riders, former riders and non-riders alike.

The survey would provide information on the demographic profile of transit riders, travel patterns, and characteristics of the transit users and robust estimates of transit origin/destination patterns, key to analytical planning efforts. By using Social Pinpoint, we can get robust desire lines by allowing respondents to place pins on the map where they most often need to go.

Engagement with MTM Transit staff will be folded into a regular project check-in. If virtual attendance proves challenging to schedule given other MTM staff commitments, we will develop and deploy a bus operator survey for operators to take offline.

Once the proposed service concepts are identified through Task 5, Fehr & Peers will share the service concepts on the website and host a survey to solicit feedback on preferred solutions. The public-facing version of the concepts will be highly visual and will incorporate maps and other infographics to relay the potential benefits and challenges of each option.

Task 3.3. Public Workshop

Fehr & Peers will participate in four in-person public workshops organized by City staff over the course of two days. City staff will coordinate attendance of the Manteca Unified School District to discuss transportation for students, as well as attendance of other city departments, public agencies, social services, higher education centers, adult learning programs and school districts, healthcare providers, and other local businesses or organizations that represent groups of stakeholders. We will briefly present about the project purpose and expected outcomes, and develop key discussion prompts and questions based on the phase the project is in during each workshop.

- Day 1: one morning and one afternoon workshop at the beginning of the project to gather input about awareness of the transit system and travel habits to inform the needs assessment.
- Day 2: one morning and one afternoon workshop during the service concept development phase to gather feedback to review and respond to alternative service concepts and help direct the choices and trade-offs that are necessary to provide transit within the available funding.

Task 3 Deliverables

1. **Project website on Social Pinpoint:** Social Pinpoint website that will be used to communicate with the community about the Project, including posting community and concept surveys, information about engagement events, and Project updates.
2. **Community surveys:** Survey instruments that will be used to gather information about how riders and non-riders alike are traveling and engaging with the fixed-route system. If an in-person meeting with operators proves challenging to schedule, we will develop a bus operator survey.
 - a. Rider survey
 - b. Non-rider, former rider and occasional rider survey
 - c. Bus operator survey (optional)
3. **Draft Community Engagement Technical Memo:** Word document synthesizing outreach activities, including a report of all public comments and rider surveys, and what was heard throughout initial stakeholder and community engagement. The community and stakeholder engagement feedback will be linked back to the Project goals and vision, and potential trade-offs and decisions to be made through the development of service concepts will be documented to inform the development of service concepts.

Task 4. Needs Assessment

Alongside the transit service conditions, we will study the current land use and

demographic context of the city and consider planned future land use and policies as well as regional and state programs that could pose opportunities and risks for transit.

Identifying how, when and where people are traveling around and to/from the City of Manteca and how those travel patterns compare to the transit service analyzed under Task 2 will set the groundwork for the development of service concepts conducted under Task 5.

Task 4.1. Travel Demand & Market Analysis

This task incorporates travel demand model analysis and big data travel patterns to identify how, when, and where people are traveling around and to/from the City of Manteca and how those patterns compare to the transit service provided. This step combines several sources of data:

- We'll incorporate **Replica data**, which is an exciting tool that synthesizes several big data sources into a detailed model to create origin-destination travel patterns that reflect the last 6-9 months, and can be broken down by travel mode, time of day, and day of week. The model estimates are validated against a variety of data sources including a transit provider's own published data and traffic counts. We use Replica to explore questions specific to the study that are generated from our rider and community engagement, discussions with City staff, and our own analysis of existing conditions. Once we have developed a series of study questions, we test these in the Replica mapping application and generate compelling graphics and statistics to clearly explain the analysis in straightforward ways.
- We will use **American Community Survey (ACS)** and census data to summarize demographic characteristics of the residents of the City of Manteca and compare against the demographic

characteristics of the service area and county residents. We will identify key demographic characteristics that highlight the need of transit services, such as aging population, student population, low vehicle ownership, and low-income population.

- We also utilize **LEHD employment data** using the Census OnTheMap tool to explore work-related travel patterns through the study area.
- Any data the city or stakeholders can provide on large employers, schools and colleges, recreational programs, or other sources of travel data or programs will be included to supplement our analysis. We typically gather this information as part of our stakeholder outreach and will summarize any relevant findings.
- Rider and public **survey responses** from Task 3 are a core component of understanding local travel behavior and transit use. We conduct engagement early in the project to survey existing riders and potential customers about what kinds of trips they are making within the service area, where in the region they travel that is served by other transit, and how often they

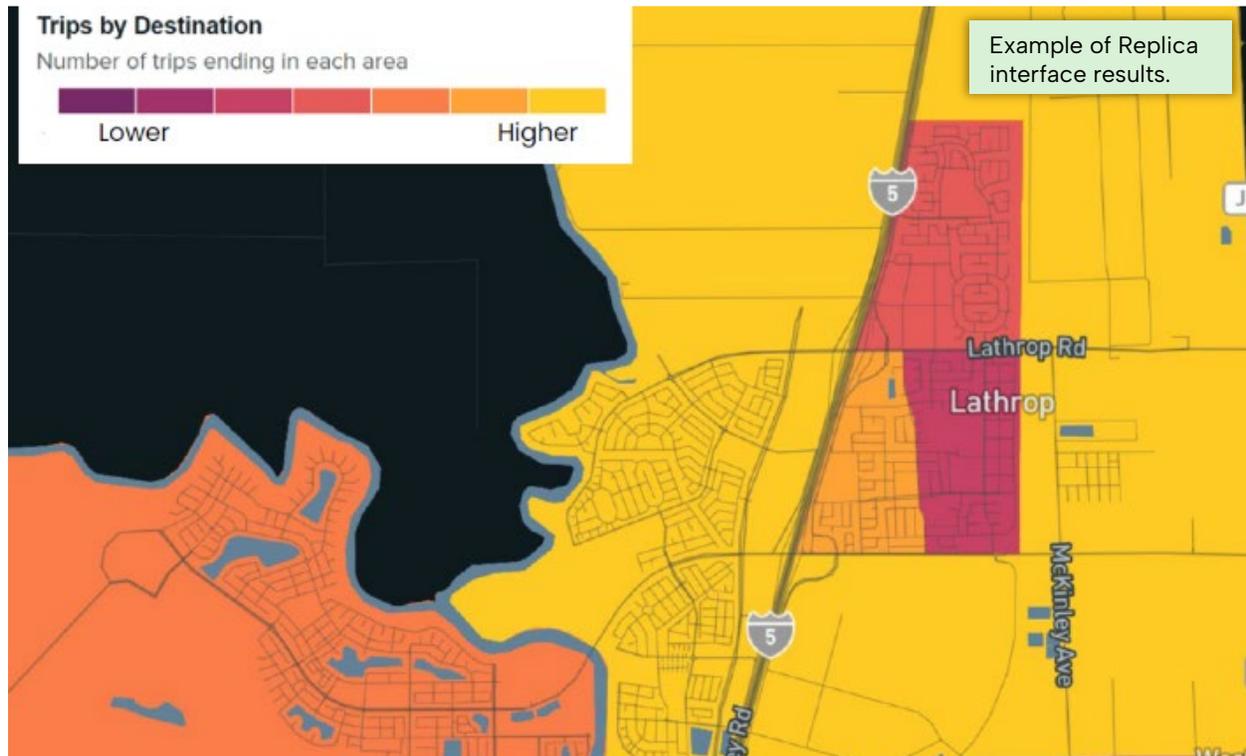
use transit, and their demographic characteristics.

- Fehr & Peers is very well versed in the use of travel demand models, and sometimes clients have a strong preference for the use of travel demand model data. If it is of interest to the city, we can pull current and projected demographic and land use information from the **SJCOG travel model** for the City of Manteca.

Task 4.2. Accessibility Analysis

Fehr & Peers will use Replica to understand how the transportation network connects to destinations by calculating how far you can walk from each bus stop, factoring in real-world conditions such as speed limits. Overlaying this analysis with the transit stop locations, we can daylight potential equity limitations that may be causing difficulties for specific users or geographic areas to access transit.

Task 4.3. Service Gaps & Opportunities



Based on the data collected through Task 2, 3 and 4.1-4.2, we will identify service gaps, redundancies, and opportunities for improvement. We will identify where the highest concentrations of existing and potential transit riders are, map out future growth patterns, and compare them against the existing transit service. We will also consider demographic characteristics, employment density and key destinations to assess equity and accessibility impacts, including Title VI and ADA considerations.

Task 4 Deliverables

- Needs Assessment Deck:** PowerPoint presentation summarizing the outcomes of the travel market analysis, including evaluation of growth areas and future travel demands, demographic characteristics of residents, employment characteristics, identification of underserved areas, service redundancies, and accessibility and equity considerations.

Task 5. Development of Service Alternatives

We understand that many service network issues are not under the direct control of transit agencies and/or would require significant increases in agency budgets. We also note that not all community requests are feasible or wise to implement (e.g., a low-density residential community requesting 15-minute service all day). The team offers a transparent analysis that focuses on the most efficient solutions for specific issues and prioritizes solutions by expected impact and by cost, while balancing equity concerns of ensuring transit access for highest need ridership groups

Based on the findings from community engagement, the existing conditions analysis and gaps and opportunities, Fehr & Peers will develop initial service concepts for a brand-new redesign of the fixed route system without reliance on the existing structure to prioritize operational efficiency, service optimization, and improved user experience. We expect this process to be highly collaborative with City staff, where we will iterate through draft concepts to meet the stated goals.

**Highway 6 Route
Alternative 1: Three-Pattern Local & Express**



Public-facing service concept development alternative.

Pros	Cons
<ul style="list-style-type: none"> Fast options to Vail Convenient connections to all locations 	<ul style="list-style-type: none"> Lower frequencies compared to other alternatives

Pattern	Frequency
Lake Creek – Vail Express	30 mins
Lake Creek – Vail Local	30 mins
Freedom Park – Vail	30 mins



Task 5.1. Service Concepts Development

The strongest and best-utilized regional transit networks have a clear purpose for each route or part of the network as well as a blueprint for how all parts of the network work together and interact seamlessly. Based on the analyses in previous tasks, the service plans will answer the following questions:

- Where should fixed routes operate?
- What other service concepts can address identified gaps and deficiencies in the network?
- How do the core fixed-route network and any new service concepts interact to create opportunities for ridership growth?
- What are the tradeoffs among service concepts?
- How can the benefits of any recommendation outweigh the disadvantages?

We will prepare up to three route redesign scenarios with varying service levels, including cost, ridership and performance measures for each option, and will develop a phased set of

recommendations within established budget envelopes. The scenarios will consider:

- Coordination and integration with other relevant service within San Joaquin County.
- Specialty services such as point-to-point peak period or “express” routes.
- Flexible/on-demand services, such as flex route/deviated fixed route, general public demand response, or other on-demand service concepts to serve neighborhoods off the fixed-route grid.

Task 5.2. Funding Sources Review

We will conduct a detailed review of current and potential funding sources, based on data provided by the city, and develop an operational cost analysis based on the selected service concept. Based on the analysis of the funding landscape, we will provide recommendations for addressing any potential funding gaps and ensuring financial sustainability of the system. We will review current and potential funding sources and innovative financing strategies for their feasibility, risks, and potential impacts.

What to Expect in the Future

A Phased Implementation of the Plan

Example of phased implementation plan.

We’re rolling things out in stages so we can grow sustainably over the next 10 years—giving time for the buses, stops, and funding to catch up with our expanded service. It’s how we turn ideas into real, reliable rides for you.

	01	02	03
Service	2026-2028	2029-2032	2033-2035
Valley	Extend the Valley Express to a new stop at Capitol/Sylvan Lake	Increase Valley Express service to Eagle and study airport needs	Increase frequency to Gypsum
Highway 6	Split the current Highway 6 Route into 3 distinct routes with full peak service	Expand express and evening service hours	Increase evening service
Minturn	Align the Minturn and Leadville Routes to maximize frequency at overlapping stops	Implement all day hourly service to Minturn	Sees higher frequency from added Leadville service
Leadville	Add midday service to Red Cliff		Add more Leadville runs
Investment			
Phased Cost of Transit Service	\$23.5m - \$24.3m	\$28m - \$31m	\$38m - \$40m
Annual operations required to get buses on the road	Phase 1 is good-to-go! We are prepared to implement these improvements in the near-term with current funds.	Phase 2 is within reach, but may require some additional funding sources and more local coordination.	Phase 3 improvements depend on getting a few big projects built and locking in more funding sources.

Task 5 Deliverables

1. **Route Redesign Alternatives:** Power Point presentation summarizing multiple service scenarios with proposed routes, stop locations, schedules, and service levels, including ridership forecasts, operating costs, and performance analysis for each alternative.
2. **Funding & Cost Analysis:** Power Point presentation review of current and potential funding sources, including an operational cost analysis and funding recommendations.

Task 6. Recommendations & Final Plan

We will summarize the preferred route redesign alternative for both constrained and unconstrained funding scenarios and will clearly document the trade-offs in service levels based on the funding landscape identified in Task 5. This will include a detailed description of the service, including route maps, stop locations, service levels, and schedules. We will also develop an implementation plan for short-term (1-3 years) and long-term (4-7years) implementation strategies, including phasing and resource requirements. We will summarize the preferred route redesign alternative and the implementation plan in the form of a PowerPoint presentation so this can be easily communicated to City Council, stakeholders and decision-makers.

The Fehr & Peers team will provide the draft Plan to the City team for review. Depending on direction from the city during the kick-off meeting the Plan can be drafted in a public-friendly way and with clear and concise language for decision-makers. One round of revisions will be provided based on consolidated comments from City staff.

Task 6 Deliverables

1. **Draft Recommended Fixed-Route Network Plan Deck:** Draft Power Point presentation summarizing preferred service concept with detailed maps, schedules, and service descriptions.
2. **Draft Implementation Plan Deck:** Recommended fixed-route network concept implementation plan, including phasing, resources required, and funding considerations.
3. **Draft Fixed Route Redesign Study Report:** Draft Report in Microsoft Word and PDF format.
4. **Final Fixed Route Redesign Study Report:** Final Report in Microsoft Word and PDF format.
5. **Analysis Materials:** Digital copies of all maps, GIS files, and datasets used in the analysis.

Task 7. Presentation & Adoption Support

Task 7.1. City Council Presentation & Adoption Support

Fehr & Peers will have developed a comprehensive set of PowerPoint presentations throughout the course of the project. These materials will serve as the foundation for crafting a public-facing presentation for City Council. Drawing from key deliverables, the presentation will summarize the project's major considerations, findings, and recommendations in a clear and engaging format.

The final deck will be designed to be highly visual and accessible to a broad audience. It will highlight the most critical decisions and trade-offs made during the project, using graphics, maps, and infographics to communicate complex information effectively. Content can also be pulled to support funding applications.

Task 7 Deliverables

1. **Draft Plan PowerPoint:** Draft presentation for Manteca City Council summarizing the Project findings across all analysis tasks.

Performance & Cost Schedules

Our performance and cost schedules are available in [Appendix B](#).

Fee Schedule

Our fee schedule is available in [Appendix B](#).



Appendix A. Key Staff Resumes

Jason Miller

Jeremiah LaRose

Gaby Picado-Aguilar

Kari McNickle

Manvi Nigam



Jason Miller

Principal | Principal-in-Charge

About

Jason is a transportation expert with over 19 years of experience in planning and implementing multimodal and transit solutions. His work spans transit system service plans and redesigns, microtransit, TNC partnerships, BRT corridors, first/last mile planning, smart infrastructure, and integrated bike/pedestrian systems. A former regional transportation authority director, Jason is passionate about creating implementable, community-focused transportation plans. He's a strategic thinker and skilled collaborator who builds consensus and delivers results.

Relevant Project Experience

Porterville Short Range Transit Plan (Porterville, CA)

With Jason as Principal-in-Charge, Fehr & Peers conducted a strategic assessment of the Porterville Transit system, which includes a fixed-route service, dial-a-ride program, and paratransit. The effort examined the existing transit services provided, conducted an evaluation of potential changes to the existing systems, and provided recommendations for implementation of changes to the existing systems and/or new services that will meet the transit needs of the community, as well as the needs for connections with neighboring communities and other transportation services. As part of the transit services analysis, we leveraged big data travel patterns using Replica data to identify how, when, and where people are traveling around and to/from Porterville. Our approach centered community engagement as the connective thread for all of our analysis and concept development activities and included two rounds of engagement. The analysis also included a Title IV and Transit Asset Management component.

Arcadia Transit Service Assessment (Arcadia, CA)

Fehr & Peers is conducting a strategic assessment of the Arcadia Transit system, which includes a fixed-route service and dial-a-ride program. The effort is intended to examine the existing transit services provided, conduct an evaluation of potential changes to the existing systems, and provide recommendations for implementation of changes to the existing systems and/or new services that will meet the transit needs of the community, as well as the needs for connections with neighboring communities and other transportation services. As part of the transit services analysis, we will leverage big data travel patterns using Replica data to identify how, when, and where people are traveling around and to/from Arcadia. Our approach puts community engagement as the connective thread for all our analysis and concept development activities and will include two rounds of engagement. As Principal-in-Charge, Jason provides high-level oversight.

Education

B.S., Electrical Engineering,
University of Colorado at
Boulder, 1994

Affiliations

American Planning Association
(APA): Colorado Member

Community Transportation
Association of America (CTAA):
Member

League of American Bicyclists:
Certified Instructor & Member

Presentations

How RTAs Function to Yield
Results – CASTA Spring
Conference (2025).

From Plan to New Service: a
Case Study in Implementation –
CASTA Fall Conference (2024).

A Panel Discussion with Transit
Leaders, Challenges &
Opportunities – APA
Conference (2023).

Reference

Kaley Zeisel

Director | City of Fort Collins
Transfort Bus System
kzeisel@fgov.com
(970) 224-6067

Lathrop Transit Expansion (San Joaquin County, CA)

The rapidly-growing community of Lathrop, CA requested support from the San Joaquin Regional Transit District to study an expansion of transit services to support changing and growing internal and external travel demand. With Jason as Principal-in-Charge, Fehr & Peers will conduct community engagement, a big-data travel market analysis, and a detailed evaluation of existing transportation options in and around Lathrop. From these existing conditions analysis, we'll develop future route concepts that would meet "latent demand" for transit and help SJRTD, and the City identify how, where, and when transit services should be expanded.

Transfort Financial Plan, Fare Free Study, Reimagined Transit System Optimization Study, and Mobility Hub Plan (Fort Collins, CO)

As Project Manager, Jason has led multiple transit planning efforts for Transfort over the past three years including a full financial analysis of current and future funding needs, an analysis of the impact of going fare free, the development of a new vision for the future of transit services, and a citywide mobility hub strategy. These projects establish a 5–10-year plan for efficient and ridership-focused transit services that included collaborative visioning, tailored service planning, and financial analysis. Grounded in equity, these plans include public engagement tools and guidance for phased, cross-departmental implementation.

Denver Connector Studies (Denver, CO)

Jason has led several microtransit planning projects, including the service planning to establish the initial Connector zones in Montbello, GES, and West Denver, as well as implementation support and follow up analysis of pilot performance. These efforts have included a wide array of deliverables such as service plans, marketing/branding/logo development, community outreach, and data analysis.

West 38th Avenue Corridor Vision (Denver, CO)

Jason led this study to determine a community-led vision focused on near-term, mid-term, and long-term solutions to create more mobility choices, reduce fatal and severe injury crashes, make the corridor more sustainable, utilize targeted BRT strategies to enhance transit, and align with previous planning efforts and community input. This vision balances needs within a constrained corridor.

North Federal Community Transportation Plan (Adams County, CO)

As Project Manager, Jason led the development of new mobility options for the North Federal corridor that could enhance mobility and access to services for those who need it most. Jason helped deliver locally supported recommendations to guide mobility investments and support a microtransit pilot project.

Greeley Multimodal Mobility Plan (Greeley, CO)

As Principal, Jason led Fehr & Peers' support for this study, guiding a collaborative engagement process to shape Greeley's transportation future. Jason helped deliver data-driven, locally supported recommendations and performance measures to guide long-term mobility investments.



Jeremiah LaRose

Senior Associate | Transit Discipline Group Leader

About

Jeremiah LaRose has served as the leader of Fehr & Peers' Transit Discipline Group since 2022, directing the firm's research and innovations in transit planning and advising on transit projects across the U.S. In addition to his transit expertise, Jeremiah has led a range of transportation plans including CEQA and land use projects, traffic operations simulation, travel demand model development, event venue planning and traffic management, and first/last-mile access planning. Jeremiah previously served as the Manager of Operations & Service Planning for COAST, a regional public transit agency in New Hampshire.

Relevant Project Experience

Porterville Short Range Transit Plan (Porterville, CA)

Associate-in-Charge. Fehr & Peers conducted a strategic assessment of the Porterville Transit system, which includes a fixed-route service, dial-a-ride program and paratransit. The effort examined the existing transit services provided, conducted an evaluation of potential changes to the existing systems, and provided recommendations for implementation of changes to the existing systems and/or new services that will meet the transit needs of the community, as well as the needs for connections with neighboring communities and other transportation services. As part of the transit services analysis, we leveraged big data travel patterns using Replica data to identify how, when, and where people are traveling around and to/from Porterville. Our approach centered community engagement as the connective thread for all of our analysis and concept development activities and included two rounds of engagement. The analysis also included a Title IV and Transit Asset Management component.

Lathrop Public Transit Study (Lathrop, CA)

Associate-in-Charge. The rapidly-growing community of Lathrop, CA requested support from the San Joaquin Regional Transit District to study an expansion of transit services to support changing and growing internal and external travel demand. Fehr & Peers will conduct community engagement, a big-data travel market analysis, and a detailed evaluation of existing transportation options in and around Lathrop. From this existing conditions analysis we'll develop future route concepts that would meet "latent demand" for transit and help SJRTD and the City identify how, where, and when transit services should be expanded.

MTC Transit 2050+ (Bay Area, CA)

Technical Advisor. Fehr & Peers led the Transit 2050+ project, a long-range planning effort to create a comprehensive regional transit network concept for the nine-county Bay Area. Fehr & Peers conducted a regional market assessment to understand post-COVID travel patterns in the region, including an equity analysis to identify travel demand unique to equity priority populations. We used findings from the travel demand and equity analyses to identify gaps in the existing transit network and establish recommended transit service thresholds. We are also leading the performance assessment including coding and running dozens of transit

Education

Master of Urban and Regional Planning, University of California Los Angeles, 2015

Affiliations

American Planning Association (APA)

Presentations

Transportation Research Board – A Method for Evaluating the Effects of New Infrastructure on Bike-Bus Interactions (2018)

projects through MTC's regional travel model to obtain performance scores, as well as an analysis of the network performance.

Jeremiah's role was to develop the Replica travel market analysis methodology in collaboration with MTC and the stakeholder advisory group. This represented a significant evolution of earlier efforts in southern California in using big data to identify travel patterns underserved by existing or planned transit.

Big Blue Bus COA (Santa Monica, CA)

Project Manager. The Big Blue Bus COA, named Brighter Blue, including a full evaluation of the performance of Big Blue Bus's existing routes, an evaluation of the broader travel market in the Big Blue Bus service area, and synthesis of future transit services, like the Metro D Line extension, and adopted plans and policies that could impact the demand on Big Blue Bus services. Fehr & Peers supported the team but conducting a market analysis using Streetlight data both within the core Big Blue Bus service area and evaluating regional connections between the Westside and future transit markets like the San Fernando Valley, Koreatown/Mid-Wilshire, and LAX. Fehr & Peers also completed the existing plans review to understand where land use changes and new infrastructure might generate additional ridership potential on the Big Blue Bus system. Fehr & Peers also evaluated the existing speed & reliability of Big Blue Bus transit lines to identify pinch points and crafted a prioritization methodology to recommend improvements such as transit-only lanes, signal prioritization, and stop relocation to improve Big Blue Bus operations.

City of Irvine Transit Vision, iShuttle and Spectrum Studies (Irvine, CA)

Project Manager. Fehr & Peers recently completed the Irvine Transit Vision Study (2023), a reimagining of an earlier study examining the potential for intracity circulator services for residents of Irvine. The study examined travel patterns within the City and how they have changed since the COVID-19 pandemic, compared with the availability and quality of existing transit, and community and business stakeholder input. Our team developed recommendations for several fixed-route neighborhood shuttle options as well as conceptual microtransit zones. In coordination with City staff and council, the City has advanced the recommended fixed-route concepts to improve availability of transit in much of Irvine with a potential future phase to extend service through the recently-developed Great Park neighborhoods. In prior years, Fehr & Peers has also supported The Irvine Company and the City in evaluating the iShuttle commuter connection to Metrolink and Amtrak trains and other circulators in the Spectrum area. Jeremiah has served as the project manager and service planner for these studies.



Gaby Picado-Aguilar

Senior Planner | Project Manager

About

Gabriela (Gaby) is a transportation planner with over eight years of experience. Gaby previously worked as a transportation engineer in Costa Rica, working closely with the San José Metropolitan Area travel demand model for a range of projects, such as the prefeasibility study of an electrified light urban rail. Gaby's experience in transportation planning efforts includes a diversity of projects ranging from multimodal corridor level analysis, bicycle planning, transit planning, travel pattern studies, crash analysis, and Big Data collection/analysis. Gaby frequently leads project mapping, GIS, and data visualization efforts. Her geospatial software skills include proficiency in ArcGIS, Python, Excel, and GTFS. Gaby balances a strong technical ability with public speaking, writing and presentation skills, making her recommendations comprehensible to planners, engineers, the public, and decision makers. Gaby is multilingual in Spanish (native language), English (fluent), and German (intermediate).

Education

M.C.P., University of California at Berkeley, 2020

M.S., Civil Engineering, University of California at Berkeley, 2020

B.S., Civil Engineering, Universidad of Costa Rica, 2015

Software

Python

GIS

Cube

Reference

Shannon McCarthy
Senior Transportation Planner | Alameda CTC
smccarthy@alamedactc.org
(510) 208-7489

Relevant Project Experience

Porterville Short Range Transit Plan (Porterville, CA)

With Gaby leading the team as Project Manager, Fehr & Peers conducted a strategic assessment of the Porterville Transit system, which includes a fixed-route service, dial-a-ride program, and paratransit. The effort examined the existing transit services provided, conducted an evaluation of potential changes to the existing systems, and provided recommendations for implementation of changes to the existing systems and/or new services that will meet the transit needs of the community, as well as the needs for connections with neighboring communities and other transportation services. As part of the transit services analysis, we leveraged big data travel patterns using Replica data to identify how, when, and where people are traveling around and to/from Porterville. Our approach centered community engagement as the connective thread for all our analysis and concept development activities and included two rounds of engagement. The analysis also included a Title IV and Transit Assets Management component.

MTC Transit 2050+ (San Francisco Bay Area, CA)

Fehr & Peers led the Transit 2050+ project, a long-range planning effort to create a comprehensive regional transit network concept for the nine county Bay Area, set against the twin backdrops of the desire to advance development and implementation of a seamless, customer-oriented transit network, and a funding shortfall compared with the prior iteration of the regional plan. Fehr & Peers oversaw all facets of the study, including existing conditions, needs, gaps, and opportunities where we analyzed the regional transit network to determine frequency and speed gaps and identified new projects to fill those gaps. Gaby served as a technical analyst for ridership analysis and project forecasts.

Alameda CTC I-580 Transit & Multimodal Strategy (Alameda County, CA)

The study developed a mid-term strategy to promote equity, safety and sustainability through transportation investments, policies, and management approaches. The focus of the study was to develop a highway pricing and managed lane plan for the corridor inclusive of express transit services, multimodal improvements on MacArthur Boulevard, a parallel arterial, and policies to support equitable use of the investments in the corridor. Gaby led the plan's performance analysis.

BART Role in the Region (San Francisco Bay Area, CA)

Gaby served as the Technical Lead for BART's Role in the Region report. BART's ridership has reset at levels around 40% of pre-pandemic and is rebounding more slowly than automobile travel. This report recognizes and describes how BART's role in the Bay Area is evolving and makes the case for funding this new role. It explored external forces and trends which are shaping BART Ridership; BART's strengths, problems, and strategic opportunities; BART's value to the region; compelling stories about BART's long term role and discussion of time horizons; and how BART aligns with the disruptive changes in the region.



Kari McNickle, RSP₁

Senior Associate | Engagement Specialist

About

Kari is a senior associate with over 12 years of experience in transportation planning. Kari leads Fehr & Peers Central Valley practice from our office in Stockton, and her work focuses on multimodal planning, active transportation, roadway safety, and grant funding. Prior to joining Fehr & Peers, she spent six years working on transportation demand management projects for the San Joaquin Council of Governments. Kari has extensive experience in supporting local agencies, with a focus on connecting community and resident needs to plans that are rooted in realism and feasibility. She is passionate about the nexus between transportation planning and improving communities and has volunteered her time extensively to support local efforts, including serving as a founding member of the Caltrans District 10 Bicycle and Pedestrian Advisory Committee.

Education

B.A., Communication (Magna Cum Laude), University of California at San Diego, 2009

Registrations

Road Safety Professional (1139)

Affiliations

San Joaquin County Representative, Caltrans District 10 Bicycle & Pedestrian Advisory Committee: Member

San Joaquin Bike Coalition: Former Board President

Downtown Stockton Alliance: Former Board Member

City of Lodi Planning Commission: Commissioner

Reference

Damaris Galvan
Planning & Service Development Director | SJRTD
dgalvan@sanjoaquinrtd.com
(209) 948-5566 x696

Relevant Project Experience

Manteca Active Transportation Plan (Manteca, CA)

Fehr & Peers developed an active transportation plan for the City of Manteca, consistent with Active Transportation Program and SJCOG Measure K requirements. Development of the plan included outreach via a bicycle mobility assessment and audit tour, a pedestrian mobility assessment and audit tour, outreach at a community fair, and online crowdsource outreach. Existing conditions data for sidewalks, crosswalks, and roadways were collected using Ecopia surveys. A comprehensive plan to improve facilities and conditions for pedestrians and cyclists was developed. Kari served as the Engagement Lead for this project.

Manteca Downtown Transit Center (Manteca, CA)

Fehr & Peers was part of a multi-disciplinary team evaluating access and connectivity within Downtown Manteca. Building upon our previous work on the City's active transportation plan, this effort looked specifically at the area around the Manteca Transit Center, as the City prepares for new development activity and the extension of the ACE rail service into the area. The resulting plan and recommendations were informed by extensive community engagement, including targeted outreach to local students and a multi-day charrette with participatory and collaborative visioning activities with the public. The plan provides a grant-ready path to enhance opportunities for biking and walking, improving access and travel options to the transit center, schools, and downtown business district. Kari was the Project Manager for this effort.

SJRTD Transit Redesign Next Gen Plan (San Joaquin County, CA)

Fehr & Peers prepared the San Joaquin Regional Transit District (RTD) Next Gen Plan, a comprehensive operational analysis and service plan for RTD fixed route bus service. The Next Gen planning effort examined existing and future transit markets, pre- and post-COVID transit performance, and community and stakeholder input provided during an extensive engagement process. The resulting Next Gen Plan identified an updated fixed route bus network designed to serve the residents of San Joaquin County for the next 10 years. Kari led the stakeholder and community engagement process for the plan.

SJRTD Transit Expansion: Lathrop (San Joaquin County, CA)

The rapidly-growing community of Lathrop, CA requested support from the San Joaquin Regional Transit District to study an expansion of transit services to support changing and growing internal and external travel demand. Fehr & Peers will conduct community engagement, a big-data travel market analysis, and a detailed evaluation of existing transportation options in and around Lathrop. From the existing conditions analysis, we'll develop future route concepts that would meet "latent demand" for transit and help SJRTD, and the city identify how, where, and when transit services should expand.

Merced County Westside Commuter Bus Feasibility Study (Merced, CA)

Kari served as Project Manager of the team conducting a feasibility study of a potential new long-distance express/commuter bus service connecting western Merced County to the greater San Francisco Bay Area, including the South Bay area. The project included an overview of the current transit network context for connections to other providers, an assessment of travel markets and future travel forecasts using Streetlight Data, and outreach to potential users. The final report will include recommendations for transit service and/or vanpool/ridesharing services, along with an overview of potential routes and stops, a planning-level estimate of ridership, revenue, and operating costs, and recommendations for connections with other services.

SJRTD Bike Share Study: Stockton (San Joaquin County, CA)

Kari was the Project Manager for this plan, which determined the feasibility, potential design, and requirements to implement a bike share program. The plan evaluated the implementation of bike share programs by other agencies, assessed the applicability of a bike share program within Stockton, and estimated the total cost to implement and maintain a bike share program. Fehr & Peers looked at existing conditions, conducted outreach and an equity analysis, and provided information on best practices for curbside management and big data. The project was located within the San Joaquin County throughout RTD's system of public transportation and implemented within RTD's service area and surrounding areas within biking distance.

YARTS Short Range Transit Plan (Yosemite, CA)

Kari is the Engagement Lead for a short-range transit plan study evaluating route-by-route performance and proposing recommendations for the Yosemite Area Regional Transportation System (YARTS). The project proposes to build on past planning documents including the YARTS Strategic Plan and past SRTP to grow ridership considering increased traffic and pressure on Yosemite area roadways and the new visitation plan. The project will utilize Replica and Remix in market analysis and transit planning work. Engagement will consist of partner agencies vital to the success of YARTS (including Amtrak San Joaquins JPA, the NPS, Aramark, and county governments). The project will deliver an implementation plan based on financial realities of the JPA at different funding levels in the near-term. The project also includes a sub-role for Transit Happy, a transit marketing firm, to develop a marketing plan to help raise YARTS ridership.



Manvi Nigam

Transportation Planner | GIS Specialist

About

Manvi is a transportation planner with a focus on data analysis and visual communications. With over two years of planning experience, her project experience includes a variety of transportation planning projects, including countywide transportation plans, multimodal corridor studies, safety studies, transit studies, and active transportation plans.

Education

M.U.R.P., University of Michigan, 2023

Graduate Certificate, Urban Informatics, University of Michigan, 2023

B.A, Architecture, School of Planning & Architecture in New Delhi, 2019

Software

ArcGIS Pro

Python

Adobe Creative Suite (InDesign, Illustrator, Photoshop)

Microsoft Excel

AutoCAD

SketchUp

Reference

Byron Tang

Principal Engineer | City of Hayward

byron.tang@hayward-ca.gov

(510) 583-4784

Relevant Project Experience

Porterville Short Range Transit Plan (Porterville, CA)

Fehr & Peers conducted a strategic assessment of the Porterville Transit system, which includes a fixed-route service, dial-a-ride program, and paratransit. The effort examined the existing transit services provided, conducted an evaluation of potential changes to the existing systems, and provided recommendations for implementation of changes to the existing systems and/or new services that will meet the transit needs of the community, as well as the needs for connections with neighboring communities and other transportation services. As part of the transit services analysis, we leveraged big data travel patterns using Replica data to identify how, when, and where people are traveling around and to/from Porterville. Our approach centered community engagement as the connective thread for all our analysis and concept development activities and included two rounds of engagement. The analysis also included a Title IV and Transit Asset Management component. Manvi is serving as a GIS Specialist for this ongoing effort.

Transit 2050+ (San Francisco Bay Area, CA)

Fehr & Peers is supporting MTC on Transit 2050+, which is a long-range planning effort part of the Plan Bay Area 2050+ with the goal of creating a comprehensive regional transit network concept for the nine-county Bay Area. Manvi was involved in the analysis of existing transit conditions, needs, gaps, and project opportunities for Transit 2050+.

I-580 Transit & Multimodal Strategy (Alameda County, CA)

Fehr & Peers supported Alameda CTC in developing a corridor strategy to promote equity, safety, and sustainability along the I-580 corridor through transportation investments, policies, and management approaches. The focus of the study is to develop a highway pricing and managed lane plan for the corridor inclusive of express transit services, multimodal improvements on MacArthur Boulevard, a parallel arterial, and policies to support equitable use of the investments in the corridor. Manvi served as a project planner and assisted in the analysis of future scenarios, mapping the corridor strategy, developing infographics, and writing sections of the CMCP report.

40th Street Transit-Only Lanes & Multimodal Enhancements (Emeryville, CA)

The 40th Streetscape Improvement Project reimagines this critical area for transit, walking, biking, and driving. Working with Diablo Engineering Group, Community Design + Architecture, and the City of Emeryville, Fehr & Peers assisted with redesigning the corridor with enhanced bus stops, transit only lanes, and cycle track. The design development focused on the interaction between buses, waiting passengers, bicyclists, and people walking on the sidewalk. The extents of the project initially extended to 40th Street between Adeline Street and the IKEA shopping center with walking and biking links to the Bay Trail and the multiuse path connecting to the Bay Bridge. The reimagined corridor was so successful as a planning and engineering concept that the city decided to extend the project from the IKEA shopping center north to Christie Avenue and through the Christie / Powell intersection as the "Christie Loop" project.

The project included a two-way cycle track along the north side of 40th Street with bus lanes each way on 40th Street and bus boarding islands. Fehr & Peers completed the feasibility analysis including multimodal simulation analysis in VISSIM to capture this busy, multi-modal environment, to assess existing conditions and conditions with the proposed concepts. We also collaborated on the signalized and unsignalized intersection designs supporting the two-way cycle track and the bus stops. The City of Emeryville adopted the recommendations in spring 2020 and the project was submitted to Alameda CTC for the Countywide Transportation Plan and for ATP funding.

After the funding allocation the Team embarked on final design which included extensive public engagement and stakeholder outreach including the [project website](#) prepared by Fehr & Peers. The design phase included additional multimodal simulation analysis to address unsignalized intersection closures to enhance bicycle and pedestrian safety and we collaborated on a detailed engineering analysis of the new PROWAG guidelines adopted by the City of Emeryville. The Team is currently in final design development for Phase I and Fehr & Peers is responsible for the traffic signal designs, traffic signal interconnect design, and the roadway and sidewalk lighting design. As part of the lighting design, we prepared a corridor photometric analysis to ensure adequate lighting levels for drivers, bicyclists, and pedestrians with a focus on uniform lighting to minimize shadow and bright areas. Once the Phase I design is complete the Team will continue with Phase II design. The last phase, "Christie Loop", has funding only through 35 percent design with the intent to apply for grant funding. Manvi is the GIS Specialist for this ongoing project.

Appendix B. Project Schedules

Performance Schedule

Cost Schedule

Fee Schedule

Fixed Route Redesign Cost Schedule

	Fehr & Peers (Prime)								Labor Hours	Direct Labor Costs	Direct Costs	Total
	Gaby Picado-Aguilar	Jason Miller	Jeremiah LaRose	TBD	Kari McNickle	TBD	Manvi Nigam	TBD				
Tasks	Project Manager	Principal-in-Charge	Associate-In-Charge	Technical Specialist	Engagement Specialist	Project Planner	GIS Specialist	Project Coordinator				
Task 1 – Project Management & Coordination												
1.1 Kickoff Meeting	4	1	2		2	4		2	15	\$3,305		\$3,305
1.2 Regular Project Administration	21	2	7					4	34	\$7,835		\$7,835
Task 2 – Data Collection & Review												
2.1 Fixed Route Transit System Analysis	4	1	2	16		40	8	9	80	\$15,310		\$15,310
2.2 Policy & Planning Review	4	1	2	2		8	1	2	20	\$4,110		\$4,110
2.3 Transit System Assets Inventory	4		1	1		8		2	16	\$3,105		\$3,105
Task 3 – Community & Stakeholder Engagement												
3.1 Community & Stakeholder Engagement Plan	2	1	2	2	1	8		2	18	\$3,740		\$3,740
3.2 Project Website & Community Surveys	4		1		2	20		3	30	\$5,680	\$750	\$6,430
3.3 Public Workshops	20		1	4	12	20	8	8	73	\$15,115	\$1,000	\$16,115
Task 4 – Needs Assessment												
4.1 Travel Demand & Market Analysis	4		2	8	4	20	4	5	47	\$9,355	\$1,000	\$10,355
4.2 Accessibility Analysis	4		2	4		12		3	25	\$4,905		\$4,905
4.3 Service Gaps & Opportunities	4	2	3	8		16	4	5	42	\$8,500		\$8,500
Task 5 – Development of Service Alternatives												
5.1 Service Concepts Development	4	1	4	16		36	8	9	78	\$15,160	\$3,500	\$18,660
5.2 Funding Sources Review	4	1	1	4		8		2	20	\$4,080		\$4,080
Task 6 – Recommendations & Final Plan												
6.1 Recommendation	4	1	2	8		16	4	4	39	\$7,745		\$7,745
6.2 Draft & Final Plan	4	4	2	12		24	12	7	65	\$13,025		\$13,025
Task 7 – Presentation & Adoption Support												
7.3 Council Meeting	12	2	6			16	8	6	50	\$10,270	\$1,000	\$11,270
Total for All Tasks	103	17	40	85	21	256	57	73	652	\$131,240	\$7,250	\$138,490

Notes:

Actual billing rate at the time of service may vary depending on the final staffing plan at the time the project starts; the overall fee will not be exceeded.

Mileage is billed at the IRS rate plus 10% handling fee.

All other direct and subconsultant expenses are billed with 10% handling fee.

Other direct costs such as computer, communications, and reproduction charges are billed as a percentage of labor.

Rates and staff are subject to change at any time, without notice, and within the total budget shown.

Fehr & Peers

2025-2026

(July 2025 through June 2026)

Hourly Billing Rates

Classification	Hourly Rate	
Principal	\$280.00	- \$460.00
Senior Associate	\$240.00	- \$335.00
Associate	\$215.00	- \$290.00
Senior Engineer/Planner	\$165.00	- \$240.00
Engineer/Planner	\$140.00	- \$200.00
Senior Engineering Technician	\$160.00	- \$255.00
Senior Project Accountant	\$125.00	- \$190.00
Senior Project Coordinator	\$135.00	- \$225.00
Project Coordinator	\$120.00	- \$190.00
Technician	\$155.00	- \$195.00
Intern	\$100.00	- \$160.00

- *Other Direct Costs / Reimbursable Expenses are invoiced at cost plus 10% for handling.*
- *Personal auto mileage is reimbursed at the current IRS approved rate (70 cents per mile as of Jan 2025).*
- *Technology & Security Fee (software licensing, hardware upgrades, secure data storage, etc.) are invoiced and calculated as a percentage of monthly project labor.*

Fehr & Peers reserves the right to change these rates at any time with or without advance notice.

Appendix C. Administrative Requirements

Current Sample COI

Contract Exceptions

Lobbying Certification Form

Debarment & Suspension Form

“Best Value” Selection Form



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
4/17/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement.

Table with 2 main columns: PRODUCER (IOA Insurance Services) and CONTACT INFORMATION (RLI Insurance Company, Sentinel Insurance Company, etc.).

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES.

Main table listing insurance coverages: COMMERCIAL GENERAL LIABILITY, AUTOMOBILE LIABILITY, UMBRELLA LIAB, WORKERS COMPENSATION AND EMPLOYERS' LIABILITY, and Professional Liab. Includes columns for INSR LTR, TYPE OF INSURANCE, POLICY NUMBER, POLICY EFF, POLICY EXP, and LIMITS.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

EVIDENCE OF COVERAGE

All Operations of the Named Insured, including the aforementioned project, if any.

CERTIFICATE HOLDER CANCELLATION

Table for CANCELLATION with text: SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. Includes a signature line for AUTHORIZED REPRESENTATIVE.

SAMPLE CERTIFICATE

Fehr & Peers

Contract Exceptions

1. LIABILITY OF CONSULTANT-NEGLIGENCE. SECTION 14

Changes Requested: Consultant shall be responsible for performing the work under this Contract in ~~a manner which is consistent with the generally accepted standards of the Consultant's profession accordance with the skill, care, and diligence ordinarily exercised by professional performing similar services in the same or similar locale and under the same or similar circumstances to that of Consultant under this Contract~~ and shall be liable for its own negligence and the negligent acts of its employees, agents, contractors and subcontractors. The City shall have no right of control over the manner in which the work is to be done but only as to its outcome, and shall not be charged with the responsibility of preventing risk to Consultant or its employees, agents, contractors or subcontractors.

Reason for Changes: For the sake of clarity, we have provided the prevailing, legal definition of the standard of care for professional service providers.

2. INDEMNITY AND LITIGATION COSTS. SECTION 15

Changes Requested: To the fullest extent permitted by law, Consultant shall indemnify, defend, and hold harmless the City, its officers, officials, ~~agents~~, and employees against all claims, damages, demands, liability, costs, losses and expenses, including without limitation court costs and reasonable attorneys' fees, ~~arising from to the extent caused by~~ Consultant's ~~negligent failure to act, or Consultant's~~ negligent acts ~~or negligent failure to act~~, errors, ~~or~~ omissions or willful misconduct incident to the performance of this Contract except such loss or damage caused ~~solely by the active negligence, sole~~ negligence, or willful misconduct of the City. The provisions of this paragraph shall survive termination or suspension of this Contract. ~~In no event shall the costs to defend charged to Consultant exceed Consultant's proportionate percentage of fault.~~

Reason for Changes: These changes are made in order to more closely align with Consultant's insurance requirements.

LOBBYING CERTIFICATION

This certification does not apply to contracts and subcontracts under \$100,000. Offers that are not accompanied by a completed, applicable certification will be rejected as nonresponsive.

The Proposer certifies, to the best its knowledge and belief, that:

- 1.No federal appropriated funds have been paid or will be paid, by or on behalf of the Proposer, 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 influencing or attempting to influence 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 Proposer shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- 3.The Proposer shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subcontractors 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 section 1352, title 31, U.S. Code. 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.

The Proposer certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification. In addition, the Proposer understands and agrees that the provisions of 31 USC §§ 3801 et al. are applicable to this certification.

Company: Fehr & Peers

Name: Meghan Mitman

Title: Vice President

Signature: 

Date: 10/06/2025

**GOVERNMENT-WIDE DEBARMENT AND SUSPENSION
(NONPROCUREMENT)**

Recipients, contractors, and subcontractors that enter into covered transactions are required to verify that the entity (as well as its principals and affiliates) with which they propose to contract or subcontract is not excluded or disqualified. This is done by: (a) checking the SAM exclusions; (b) collecting a certification from that person (found below); or (c) adding a clause or condition to the contract or subcontract.

Instructions for Certification: Signing below indicates the prospective lower tier participant is providing the signed certification. (1) It will comply and facilitate compliance with U.S. DOT regulations, "Nonprocurement Suspension and Debarment," 2 CFR part 1200, which adopts and supplements the U.S. Office of Management and Budget (U.S. OMB) "Guidelines to Agencies on Governmentwide Debarment and Suspension (Nonprocurement)," 2 CFR part 180,

(2) To the best of its knowledge and belief, that its Principals and Subrecipients at the first tier:

a. Are eligible to participate in covered transactions of any Federal department or agency and are not presently:

- 1) Debarred,
- 2) Suspension
- 3) Proposed for debarment,
- 4) Declared ineligible,
- 5) Voluntarily excluded, or
- 6) Disqualified

b. Its management has not within a three-year period preceding its latest application or proposal been convicted of or had a civil judgment rendered against any of them for:

- 1. 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,
- 2. Violation of any Federal or State antitrust statute, or,
- 3. Commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making any false statement, or receiving stolen property,

c. It is 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 listed in the preceding subsection 2.b of this Certification,

d. It has not had one or more public transactions (Federal, State, or local) terminated for cause or default within a three-year period preceding this Certification,

e. If, at a later time, it receives any information that contradicts the statements of subsections 2.a – 2.d above, it will promptly provide that information to FTA,

f. It will treat each lower tier contract or lower tier subcontract under its Project as a covered lower tier contract for purposes of 2 CFR part 1200 and 2 CFR part 180 if it:

- 1. Equals or exceeds \$25,000,
- 2. Is for audit services, or,
- 3. Requires the consent of a Federal official, and

g. It will require that each covered lower tier contractor and subcontractor:

- 1. Comply and facilitate compliance with the Federal requirements of 2 CFR parts 180 and 1200, and
- 2. Assure that each lower tier participant in its Project is not presently declared by any Federal department or agency

to be:

- a. Debarred from participation in its federally funded Project,
- b. Suspended from participation in its federally funded Project,
- c. Proposed for debarment from participation in its federally funded Project,
- d. Declared ineligible to participate in its federally funded Project,
- e. Voluntarily excluded from participation in its federally funded Project, or
- f. Disqualified from participation in its federally funded Project, and

3. It will provide a written explanation as indicated on a page attached in FTA's TrAMS platform or the Signature Page if it or any of its principals, including any of its first tier Subrecipients or its Third-party Participants at a lower tier, is unable to certify compliance with the preceding statements in this Certification Group.

Certification

Contractor: Fehr & Peers Signature of Authorized Official:  Date 10/06/2025

Name and Title of Contractor's Authorized Official: Meghan Mitman, Vice President

ACKNOWLEDGEMENT OF “BEST VALUE” SELECTION PROCESS

PROPOSER hereby acknowledges that the selection process under this RFP will evaluate Proposals on a “Best Value” basis, which the Federal Transit Administration’s (FTA) Best Practices Manual defines as follows:

“Best Value” is a selection process in which proposals contain both price and qualitative components, and award is based upon a combination of price and qualitative considerations. Qualitative considerations may include technical design, technical approach, quality of proposed personnel, and/or management plan. The award selection is based upon consideration of a combination of technical and price factors to determine (or derive) the offer deemed most advantageous and of the greatest value to the procuring agency.

As a result, PROPOSER further acknowledges that pricing will not be the sole basis upon which Proposals are evaluated.

An individual authorized to bind the PROPOSER to this Agreement must sign below acknowledging and understanding of the foregoing.

Signature 
Name Meghan Mitman
Title Vice President
Date 10/06/2025
Company Name Fehr & Peers