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# 2026 Visalia Short Range Transit Plan Reimagine Study

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## TCAG and Visalia Transit

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November 14, 2025

Prepared by:

**JARRETT  
WALKER**  
+ ASSOCIATES

Let's think about transit

In partnership with:

**AMMA**  
TRANSIT PLANNING INC.



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# Cover Letter

## Subject: Visalia Short Range Transit Plan

November 14, 2025

To Whom It May Concern,

On behalf of Jarrett Walker & Associates, LLC (JWA) I am pleased to submit this proposal to the Tulare County Association of Governments and City of Visalia in response to the RFP for the 2026 Visalia Short Range Transit Plan/Reimagine Study.

In light of the significant shifts affecting the transit industry, including the COVID-19 pandemic, evolving clean air regulations, emerging technologies, and equity-focused policies, the Visalia Transit 2026 Short Range Transit Plan (SRTTP)/Reimagine Study represents a timely opportunity to shape the future of transit in the region. While many planning efforts focus on tweaking existing service to fix specific issues, reimagining means stepping back, starting from scratch, and asking what kind of service pattern would truly best serve your community. We have also experienced how the COVID-19 pandemic has reshaped the way people travel, and as a result, the best network for the future may look quite different from the one you have inherited from the past -- hence the importance of "reimagining."

**Our team sees this project not just as a planning exercise, but as a chance to reconcile current service realities with long-term aspirations.** By grounding the plan in practical insights, such as local and regional ridership patterns, community needs, and operational constraints, while advancing a forward-looking vision, we aim to help Visalia Transit design a road map that is both achievable and transformative.

JWA is one of the nation's leading firms in transit planning. Some of our better-known successes include implemented network redesigns for Monterey Salinas (MST), Santa Cruz Metro, San Jose (VTA), Sacramento (SacRT), Houston (METRO), Dallas (DART), Cleveland (GCRTA), and Dublin, Ireland (NTA). All of these agencies have put network changes based on our work into practice.

We are pleased to propose Álvaro Caviedes as the Project Manager for this SRTTP. Álvaro brings over 9 years of exceptional experience in transit and data analysis and has consistently demonstrated strong leadership, strategic thinking, and a results-driven approach to managing complex projects. Álvaro will be supported in this effort by a team of experts, including our founder Jarrett Walker.

JWA will serve as the prime consultant, supported by AMMA Transit Planning—a firm with extensive experience in transit planning and outreach across California, with whom we've collaborated on multiple successful projects. AMMA has worked on numerous Short-Range Transit Plans and Comprehensive Operational Analyses and will support this effort with their expertise in on-demand transportation, public engagement and communications, and transit financial planning.

The keys to our approach include:

- **A reality-based public conversation.** We make collaborative plans guided in large part by public engagement. To make this possible, we educate decision-makers and stakeholders about trade-offs in service design, including ridership versus coverage or complexity versus connections. Our public and stakeholder involvement processes don't just generate competing "wish lists" from constituent groups that we, or you, have to reconcile. Instead, they generate thoughtful public input on the real, hard choices that transit agencies must make.
- **A team of dedicated specialists.** As a firm that specializes in transit network planning, we team with other companies that are as dedicated to their core practice area as we are. Besides community engagement, we have included AMMA for their strategic thinking skills and expertise in on-demand response.
- **We focus on transit's usefulness and its ability to facilitate individual freedom.** We've found that we succeed when we talk about freedom. When we study people's access to opportunity, meaning their freedom to go places and do things, we come to the most compelling description of transit's benefits and the best guide on how to make a network better.
- **Embedding environmental justice and Title VI needs throughout the planning process.** In our work, we consider the full range of environmental justice needs and concerns. In a JWA led process we look at these issues when assessing markets and needs, in developing service concepts and alternatives, and in analyzing the outcomes of potential changes. Our analytic processes always include assessments of how access to opportunity and proximity to services change for a wide range of populations.
- **Distinguishing between technical analyses and value judgments.** We are planners, but we are also facilitators, analysts, illuminators, synthesizers, and presenters. In those roles, we ask questions about your community's values and priorities, but we do not answer them. We know the difference between our technical expertise and your community's desires for its future. We don't confuse the two, but we integrate them into a plan that is technically rigorous and clear about its priorities.
- **Locally-relevant experience.** JWA has worked in several projects in California, including service redesigns, TMP updates, and COAs in Fresno, Monterey-Salinas, Santa Cruz, and Sacramento. We are currently working in the Imperial Valley, Palm Springs, Solano, Clovis, Glendale and San Jose.

We hope you will agree that our team offers a unique set of capabilities, and look forward to the opportunity to discuss them with you further soon.

Respectfully yours,



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# 1

## **Firm Experience**

Firm Description

Experience and Qualifications



# Firm Descriptions

## Jarrett Walker + Associates



Jarrett Walker + Associates (JWA) was founded in 2011 by Jarrett Walker, the author of *Human Transit*, who has been a consulting expert in public transit planning and policy since 1993. Today, JWA is a leader in

transit network planning, policy development, stakeholder involvement, and expert advice. The firm is based in Portland, Oregon with an office in Arlington, Virginia, but we work worldwide, with experience in across the US and Canada, as well as in Europe, Australia, and New Zealand

JWA's mission is to foster clear conversations about transit, leading to confident decisions. JWA specializes in helping communities understand transit choices and their consequences. A full JWA-led planning process integrates technical transit planning with many types of engagement and builds ideas in conversation rather than in the solitary work of experts.

Since its founding in 2011, JWA has:

- ❑ Led transit network design studies for transit agencies in more than 20 cities and towns throughout North America and in Ireland, Iceland, and New Zealand.
- ❑ Led the development of long range transit planning that inspired new funding measures, in Indianapolis and Raleigh.
- ❑ Facilitated transit conversations at the regional scale using innovative stakeholder workshops in more than 20 cities across North America, Australia, New Zealand, Ireland, and Iceland.
- ❑ Advised numerous transit agencies on service branding, including in San Francisco, Oakland, San Jose, and Vancouver BC.

Jarrett Walker + Associates is a Limited Liability Corporation (C Corp) incorporated in Oregon in December 2011. The firm is jointly owned by 8 senior staff, including our proposed Project Manager and Principal-in-Charge.



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## AMMA Transit Planning, Inc.



AMMA Transit Planning, Inc. is a small, public transit-oriented planning firm founded in 1987 and newly incorporated in

2022. For the purposes of this agreement, AMMA will be the sole subcontractor, working with the support of Transit Happy and Transit Marketing.

AMMA's foundation is a strong background in paratransit operations through implementation of the Americans with Disabilities Act of 1990, with extensive credentials in the evaluation and improvement of public demand response services. AMMA's expansion into coordinated planning—focused on older adults, people with disabilities, and low-income individuals—has led the firm to author dozens of Coordinated Public Transit–Human Services Transportation Plans across California and other western states. AMMA's public engagement and outreach focus – honed through these many Coordinated Plans – is effective in reaching under-represented community members.

AMMA's coordinated planning work led to a range of multi-modal service planning projects to address fixed-route service planning, bus and rail connections, rural transportation, non-emergency medical transportation, call center evaluation, fleet electrification, and more. AMMA worked on multiple Short Range Transit Plans and Comprehensive Operations Plans and has promoted transit ridership as a key area of focus. AMMA's planning approach recognizes the important intersection of service planning and marketing to retain and expand the transit rider base. Ridership growth has become ever more critical in the wake of the COVID-19 Pandemic with AMMA embracing tools of rider education, awareness and transit promotional campaigns to introduce people to public transit and build confidence in its use.

Paratransit, on-demand transportation planning expertise, another long-time strength of AMMA's, has readily translated to new micro transit services. Our team's understanding of the reservation, scheduling and dispatching technologies includes implementing selected

software platforms, with the result that we bring tested guidance to clients.

As a small firm, AMMA has long viewed its strategic partnerships, with like-minded firms and colleagues, as a critical way of bringing value and adding breadth to client projects. AMMA has collaborated with JWA on multiple projects, including several in the past five years in Monterey–Salinas, CA; Santa Cruz, CA; the Morongo Basin, CA; Imperial County, CA; Clovis, CA; and Silverton, OR.

These partnerships, in both prime and subcontractor roles, have enabled AMMA to take on a wide-ranging array of projects throughout California; in other states that include Oregon, Arizona, Ohio, Alaska, Kansas and North Carolina; statewide for the CalAct organization; and national projects for the Transit Cooperative Research Program (TCRP), Community Transportation Association of America (CTAA), and the American Association of Retired Persons (AARP). AMMA is certified by Los Angeles METRO and the California Unified Certification Program as a small business and as a disadvantaged business based in Riverside, CA.

Further information can be found at [www.AmmaTransitPlanning.com](http://www.AmmaTransitPlanning.com)

As a DBE, AMMA will perform 29% of the work. For more details on this breakdown, see Chapter 7: Project Costs.

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Scudder Wagg, JWA President and Daniel Costantino, JWA vice-President are the staff members with the authority to negotiate and contractually bind the company. Contact info in the Appendix.

**In the following pages, we provide a summary of our previous experience and qualifications in similar projects. Information about each employee proposed for this work is provided in Chapter 4: Project Personnel.**

# Canby - Transit Master Plan Update

## Canby, Oregon

Canby Area Transit (CAT) provides fixed-route and demand response transit service to the public within the Canby Urban Growth Boundary (UGB). CAT operates the 99X, a bus service along the Highway 99E corridor from Oregon City to Woodburn. The second fixed route is the Canby Loop, a circulator operating inside the Canby city limits with stops near schools, city facilities and businesses. In late 2023, CAT hired Jarrett Walker + Associates (JWA) to lead the consultant team on updating the Transit Master Plan (TMP).

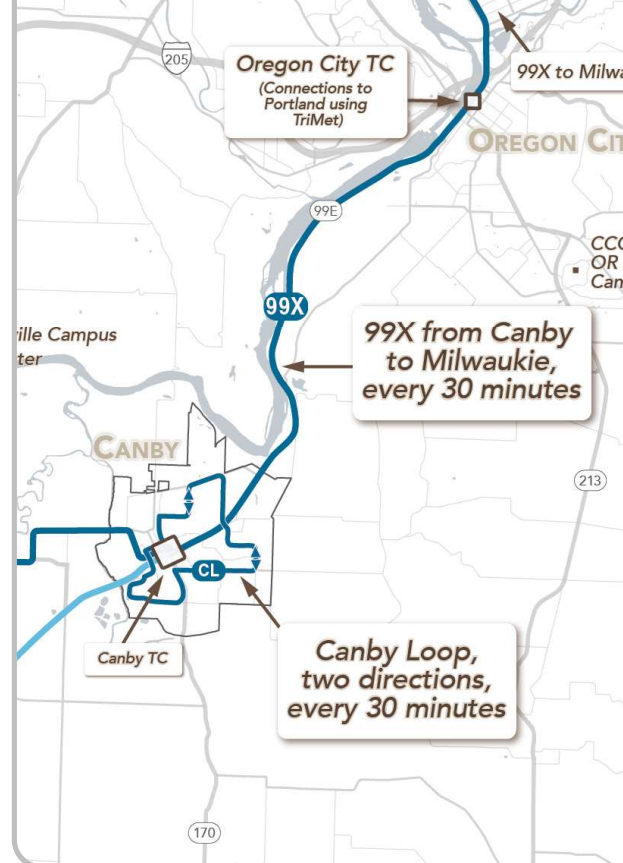
JWA evaluated the existing conditions and transit planning choices facing Canby. The public was then asked for input on key transit trade-offs, such as: investment in local vs. regional service, increasing frequency vs. adding new routes, and more weekday service vs weekend service. JWA and EnviroIssues utilized a blend of data-driven methods and public and stakeholder outreach to assess over arching issues with CAT service and the community's priorities for change. Various outreach methods were employed, included online and on-board public surveys, interviews with a wide range of stakeholder organizations, tabling events.

Based on the public input JWA developed a set of improvements and implementation phases to expand the local and regional destinations Canby residents can travel to within a reasonable amount of time:

- ❑ Maintaining the local coverage while extending hours Weekdays and Saturdays.
- ❑ Improving connections between Canby and neighboring cities: Wilsonville, Woodburn, and Oregon City.
- ❑ Improving travel times beyond CAT's service area by facilitating connections with TriMet.

The Transit Master Plan is completed and was adopted by the City Council by the end of November 2024.

In preparation for some service changes, JWA worked with the agency to design new public-facing network and route brochures for the public.



### Status

TMP Adoption in 2024

### Cost

\$199,925 (total budget)  
\$119,951 (JWA contribution)

### Dates

December 2023 – present

### Key Staff

Michelle Poyourow, Lead Planner  
Álvaro Caviedes, Project Manager  
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### Reference

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# ICTC Comprehensive Operations Analysis

## Imperial County, California

The Imperial County Transportation Commission (ICTC) had been working on consolidating its transit services, especially on-demand services, into a single administration and brand – Imperial Valley Transit (IVT). The IVT network of routes and services had not been reviewed in more than 10 years and needed an overhaul to adjust to changes in development patterns, and demand in the urban areas that comprise the Imperial Valley, and changes in funding and cost structure of services. Recognizing the need to adapt to evolving travel patterns, ICTC launched Driving Transit Forward in early 2025, and engaged Jarrett Walker + Associates (JWA) as the lead consultant to reimagine its network.

Throughout 2025, JWA developed a detailed picture of existing transit service, travel demand, and demographic and land-use conditions in Imperial County. JWA and our partners conducted extensive community engagement in English and Spanish, as well as managed a data collection process that included mobile pop-ups and tabling events, workshops with stakeholders, community surveys, and a full ridecheck. The ridecheck involved a 100% count of boardings and alightings on every stop and on every service trip in the system. The outcome of these efforts was a complete understanding of current demand patterns on the system, and of community priorities to address unmet transit needs.

JWA and ICTC staff then collaborated to create detailed network concepts to illustrate how the bus network could improve under two very contrasting scenarios: one where capturing more Ridership is the main goal, and another where providing Coverage to most of residents is the main goal. From October to November 2025, JWA and our local partner Kathernie Padilla and Associates, helped ICTC coordinate public engagement efforts. These included an online public survey and pop-up events in English- and Spanish where we asked the community about the contrasting scenarios and to what degree they prefer one or the other. Public engagement efforts on the network concepts will conclude by the end of November 2025, and the project team will be in the process of developing a Draft Plan based on public feedback and policy direction from the Board of Directors. This Draft Plan will also include networks developed for multiple financial scenarios.



### Status

Ongoing. Expected Completion date in March 2027.

### Cost

\$485,790

### Dates

December 2024 – March 2027

### Key Staff

Manuel Soto, Project Manager  
Alvaro Caviedes, Deputy PM and Lead Planner  
Liz Marchalonis, Lead Analyst

### Reference

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**The new network includes extended hours during weekday evenings and weekends, higher frequency on higher demand services, and operational integration of on-demand services with fixed routes to deliver service more efficiently and effectively.**

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# MST Comprehensive Operational Analysis

## Monterey County, California

In 2019 and 2020, Monterey-Salinas Transit (MST) experienced a series of setbacks. The U.S. Department of Defense, which had funded over 20% of fixed-route service, stopped doing so in 2019. In 2020, the COVID-19 pandemic temporarily shut down much of the local civilian economy. These events compelled MST to reevaluate its network from the ground up for the first time in twenty years, and to hire JWA to lead its consultant team.

The JWA-led team used data-based approaches to identify big-picture issues, and led extensive outreach to understand community priorities. Outreach included focus groups with English- and Spanish-speaking riders, conversations with stakeholder organizations, and a phone survey of county residents. The team used the information gathered to help MST focus on issues like the increasing distances between new development and existing activity centers; inequitable distribution of service between different parts of the county, and simplifying an extremely complex network of mostly infrequent routes.

JWA and MST then developed a Draft Network Plan that would significantly reduce rider travel times, by:

- Focusing on consistent all-day service patterns connecting many people and jobs.
- Maintaining coverage to isolated low-income areas and social services.
- Shifting more service to Salinas and South County, growing areas that are mostly Latino and low income.
- Creating a system of timed transfers enabling seamless cross-town and cross-county trips.

The Draft Network Plan was developed at three potential service levels, reflecting ongoing operational challenges, with the “medium” scenario serving as the baseline proposal. It received positive community feedback, and required few changes to become the Final Network Plan adopted by MST’s Board of Directors in February 2022. The JWA-led team then assisted MST with identifying new bus stop locations, proposing updated Title VI service standards, and developing rider-facing tools like an updated system map and a before vs. after trip comparison web tool.



### Status

Complete. Plan Implemented in December 2022.

### Cost

\$349,033

### Dates

November 2020 - November 2022

### Key Staff

Jarrett Walker, Lead Planner

Daniel Costantino, Project Manager

Álvaro Caviades, Lead Analyst

### Reference

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**In the 2 years after implementation of the Final Network, MST ridership increased 45% and productivity increased 25%.**

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# Reimagine METRO

## Santa Cruz, California

Santa Cruz County is a community of 270,000 people which includes the cities of Santa Cruz and Watsonville, as well as a 20,000-student campus of the University of California (UCSC). In late 2021, Santa Cruz METRO hired a team led by Jarrett Walker + Associates (JWA) to lead Reimagine METRO, a comprehensive network review.

JWA and AMMA Transit Planning undertook technical analysis and public and stakeholder outreach to assess METRO service and the community's priorities for change. Outreach included online public surveys, focus groups and individual conversations with English- and Spanish-speaking riders, and small group discussions with a wide range of stakeholder organizations.

Key issues identified included balancing local and regional needs in the Santa Cruz to Watsonville corridor; complexity and low frequency of service in Watsonville; overcrowding on routes serving UCSC, and the decline in overall levels of service since the early 2000s. JWA and METRO jointly developed a Phase 1 Network Plan for December 2023 that would significantly reduce rider travel times, by:

- Focusing on consistent all-day service patterns connecting many people and jobs.
- Improving the connections between cities across the County.
- Improving frequency of service to the UCSC campus.
- Maintaining coverage to isolated low-income areas and social service facilities.
- Simplifying service in Watsonville.

In preparation for that service change, JWA designed new public-facing network and route maps for Headways, METRO's schedule magazine. JWA then assisted METRO staff in developing and obtaining board approval for Phase 2, a 50%+ service expansion aimed at creating all-day, all-year frequent service between Watsonville, Live Oak and Santa Cruz, and removing the barriers to movement between east and West Santa Cruz.

**In the 2 years after implementation of the final network, METRO ridership increased 27% and productivity increased 21%.**



### Status

Completed. Phased implementation starting in Dec 2023.

### Cost

\$521,684 (total budget)  
\$343,436 (JWA contribution)

### Dates

December 2022 - December 2024

### Key Staff

Jarrett Walker, Lead Planner  
Daniel Costantino, Project Manager  
Álvaro Caviedes, Lead Analyst

### Reference

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# Basin Transit - Short Range Transit Plan

## Morongo Basin, California

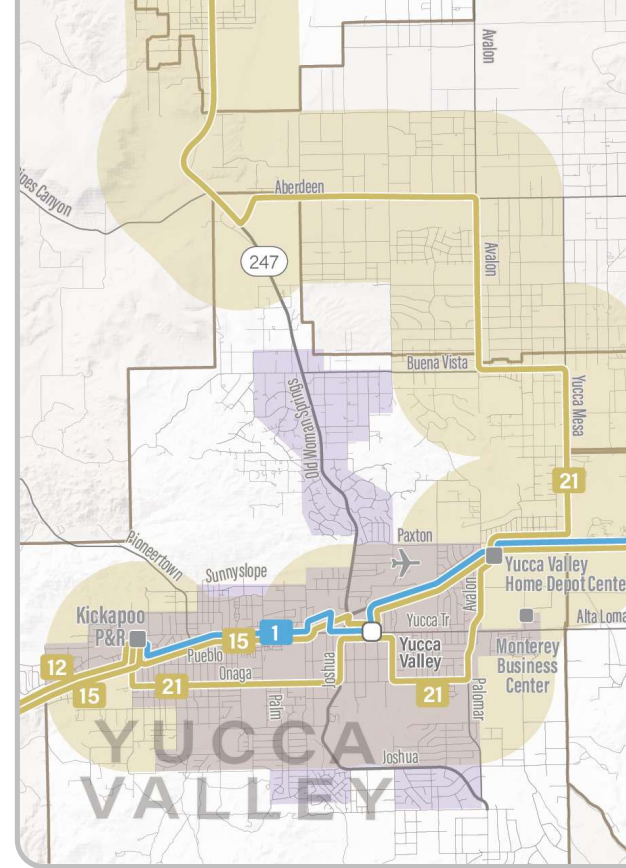
The Morongo Basin Transit Authority hired Jarrett Walker + Associates (JWA) to develop the 2025-2029 Short Range Transit Plan. Basin Transit's service area is comprised of 10 desert communities dispersed throughout the Morongo Basin, with most urban activities and development density occurring in the towns of Yucca Valley, Joshua Tree and Twentynine Palms, along Highway 62. Basin Transit operates four (4) types of services: neighborhood shuttles, intercity service between Yucca Valley and Twentynine Palms, commuter service to Palm Springs, and general-public demand response service in low density and rural areas, called Ready Ride.

JWA with support from AMMA Transit Planning, used a data driven approach that was complemented by a series of outreach events to hear from the community, to identify and review system issues. JWA hosted community meetings in person and virtually to talk about the project, including meetings with key stakeholder groups, like senior centers, the Community College, and the Marine Corps Base.

Key issues that were identified through this process included a lack of neighborhood service on weekday evenings and on weekends, lack of integration between demand response and fixed-route services, and a lack of timed connections with regional services to Palm Springs. JWA in collaboration with AMMA and Basin Transit staff, developed a set of two network alternatives that if implemented would improve service and connections to seamlessly travel across the basin and to Palm Springs.

Service recommendations would increase access for users, making it more convenient and attractive to use by:

- ❑ Reducing the size of Ready Ride service zones and increasing resources to increase responsiveness.
- ❑ Simplifying the fixed-route network structure to focus on providing continuous service across the basin and the region.
- ❑ Improving the span of service and frequency of service for neighborhoods and Highway 62 service.
- ❑ Increasing the number of daily trips to Palm Springs and ensuring timed connections with all services in BT's network.
- ❑ Simplifying the fare structure and transfer policies that result from proposed network changes.



### Status

Complete

### Cost

\$100,000 (Team)  
\$83,620 (JWA)

### Dates

August 2024 - January 2025

### Key Staff

Manuel Soto, Project Manager

Álvaro Caviedes, Lead Analyst

Leah Bollin, Analyst

Liz Marchalonis, Analyst

### Reference

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WALKER**  
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# On-Call Staff Support on Transit Programs and Functions

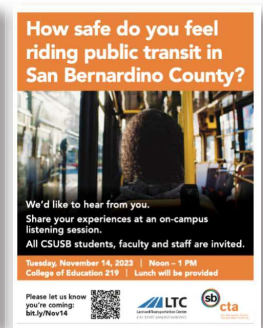
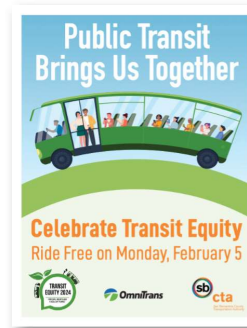
## San Bernardino County, California

AMMA has assisted San Bernardino County Transportation Authority (SBCTA) with its transit programs since 1991, providing on-call technical assistance and planning support to the Authority, to its two large urbanized area transit providers and three smaller rural systems, and to two dozen specialized transportation providers. With the goal of improving mobility across the County, recent projects include:

- Conduct of a public safety/ sexual harassment outreach effort to identify strategies to improve riders' perception and experience of safety on public transit;
- Assessment, monitoring of operator revenues and expense, through TransTrack and recurring preparation of the San Bernardino County Quarterly Transportation Performance Reports;
- 2024 and 2019 Needles Short Range Transit Plan Development;
- 2017 City of Needles Title VI Program Update and 2014 Program Development;
- Multiple 5310 grantees' Title VI Program technical assistance;
- Veterans Transportation and Community Living Initiative One Call/One-Click Project: Grant Development, Technical Support and Staffing the Steering Committee;
- Vanpool 5309 Discretionary Grant Coordination;
- Rural Operator Short Range Transit Plan updates

Other on-call transit planning functions have included:

- Quarterly reports to document transit operating and functional performance, as well as ongoing initiatives to grow ridership in San Bernardino County
- Ridership growth campaigns in support of SBCTA's Multi-Modal Working Group on public campaigns and group projects;
- Title VI Program Development and implementation assistance for SBCTA and San Bernardino County rural operators (MBTA and Needles Area Transit)
- Ongoing ADA technical assistance to ensure compliance, monitoring legal issues and any proposed regulatory changes for San Bernardino County rural operators.



### Status

Ongoing

### Dates

1991–present

### Key Staff

Dennis Brooks  
Elea Carey  
Selena Barlow  
Andrea Breault

### Reference

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**AMMA**  
TRANSIT PLANNING INC.

# Ventura Countywide Short Range Transit Plan

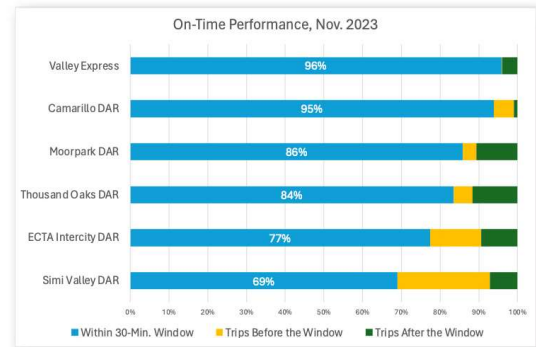
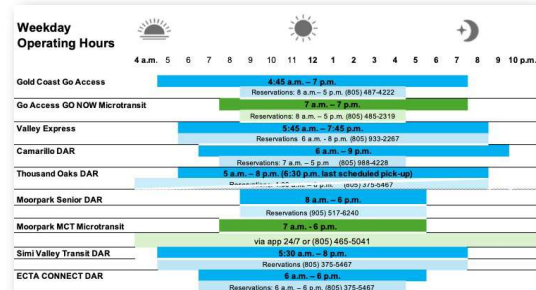
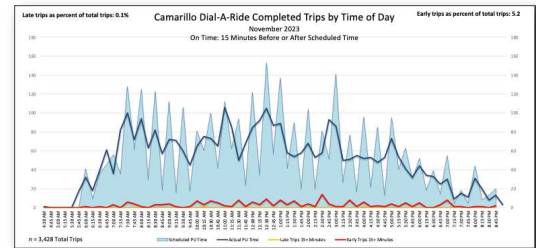
## Ventura County, California

AMMA Transit Planning Inc., as subcontractor to Fehr and Peers, undertook Ventura County Transportation Commission's Countywide Short Range Transit Plan in work led by Andrea Breault, Dennis Brooks, and Heather Menninger. The AMMA team was responsible for assessing and preparing recommendations for the nine on-demand services across the county. These programs operated by various municipalities and the single regional transit district had been directed to integrate services to contain and control rising costs and to better serve the customer.

The nine on-demand services, including two micro-transit programs, had achieved varying levels of ridership recovery in this post-pandemic analysis. While micro-transit services were highly popular, traditional ADA and seniors' paratransit showed slow growth with ridership still well below pre-pandemic levels. AMMA's recommendations supported the Board-directed integration of Ventura County's on-demand services, addressing the challenges of on-demand general public services operating alongside poorly performing fixed routes. AMMA recommended improvements sought to reduce per trip costs, increase productivity and improve the rider experience on the on-demand services.

AMMA significant data analysis responsibilities included performance assessments for each of the nine on-demand services. AMMA led the public engagement activities that were not handled by VCTC staff, including the conduct of a countywide e-survey and a mail-out survey to dial-a-ride users. AMMA constructed an Integration Action Plan that was responsive to the VCTC policy direction, recognized input from the operators and sought to improve service quality.

Ventura County shares several similarities with Tuolumne County, particularly in the significant rise of on-demand service requests, while fixed-route ridership remains relatively stable or grows more slowly.



### Status

Ongoing [Anticipated end Jan 2026]

### Dates

October 2023 – present

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# Visalia Transit Short Range Transit Plan

## Visalia, California

The Short Range Transit Plan for the City of Visalia involved a thorough assessment of the system performance and agency financial data. Development of the Plan also provided a number of different forums for community input and involvement to gain insight on transportation needs. AMMA was a subconsultant to Majic Consulting Group on this effort responsible for an analysis and its Green Line Call Center, providing trip planning information for Visalia Transit, the Sequoia Shuttle and the Vista Towne Trolley. Recommendations related to increased efficiency in call-taking, improvements around customer service and better reporting tools. AMMA was also responsible for a review Visalia's Dial-A-Ride program. AMMA prepared service standards, service recommendations, and developed a five-year operating, capital and financial plan for the City's Dial-A-Ride service. Operational areas of recommendation focused on the dispatching and trip reservation processes to improve productivity. An extensive analysis of fares and fare policy was developed to recommend a graduated fare increase for this service.



### Status

Complete

### Dates

2012–2013

### Key Staff

Heather Menninger  
Dennis Brooks

### Reference

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# 2

## **Project Understanding**

JWA's Approach



## Project Understanding

Visalia is seeking not just a transit plan but a “reimagining.” We believe this word was first used for the Houston network redesign that we worked on in the early 2010s. It suggests the need to question everything about how the current network works. While many transit plans look narrowly at how to tinker with service to solve a few problems, reimagining requires erasing the map and thinking from scratch about what pattern of service would best meet the needs of the communities served.

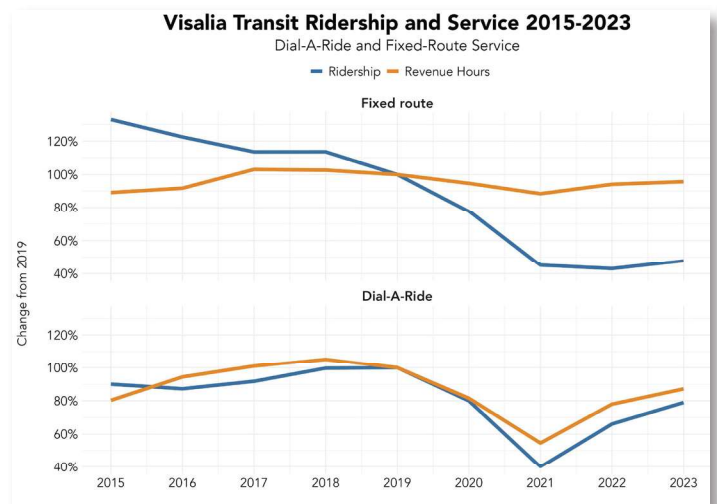
Visalia currently has a respectable fixed route system. Its Mooney Avenue line is the only high-frequency bus line between Fresno and Bakersfield. Virtually the entire city is covered, though much of it with hourly services. The downtown transit center appears to be well-sited and functional.

At the same time, Visalia Transit serves as a key regional connector, linking the City with surrounding cities such as Farmersville, Exeter, Tulare, and Goshen, and providing connections through the V-LINE, which offers service to Fresno and Fresno Yosemite International Airport, and connections to other regional agencies like the Tulare County Regional Transit Agency (TCRTA). Strengthening these regional ties will be an important focus of the plan, identifying opportunities to improve transfer coordination, align schedules, and enhance intercity connectivity. By balancing its dual roles as both a local service provider and a regional mobility hub, Visalia Transit can continue to play a vital part in shaping an integrated, efficient, and sustainable transportation network for the greater Tulare County region.

Of course, ridership is not what it was before Covid. COVID-19 reshaped the way people move through their communities, highlighting which trips and workers are truly essential to the economy while allowing others to commute less or not at all. These changes have altered both the geographic and temporal patterns of transit demand. As a result, the best network for the future may look quite different from the one you have inherited from the past -- hence the importance of “reimagining.”

Visalia Transit has managed to maintain a stable level of service, operating only about 5% below pre-pandemic levels. Ridership, while still recovering, has shown progress. By 2023, fixed-route services were carrying roughly half of their pre-COVID passenger volumes, signaling an opportunity for growth as travel demand continues to evolve.

These trends suggest that a new direction is needed, one that aligns Visalia Transit’s service



with today’s travel patterns and helps it reach a broader market. But what should that direction look like? Which markets should Visalia Transit focus on serving more effectively, and which may no longer generate strong ridership in the years ahead? Rather than assuming the answers at the outset, we will begin with a comprehensive existing conditions analysis to understand the current system, its policy goals, and the land use and travel demand patterns that shape its potential. Building on this foundation, we will engage with partner agencies, City Council, and the public to explore and refine network design concepts that reflect how travel needs and behaviors have evolved since 2020.



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## Getting Microtransit Right

Like many agencies, Visalia has been experimenting with microtransit as an alternative to low-ridership fixed routes. The companies that sell microtransit software and service tend to make it sound like an exciting new invention, but the basic idea has been around for decades as “Dial-a-Ride.” Microtransit apps and communications technology have made the service more efficient and responsive, but the idea is the same: Instead of following a fixed route, the vehicle plots a path through a zone based on who has requested service on that trip.

Where demand is high, fixed routes are more efficient because they encourage customers to walk to a stop, which then puts the customers along a path that people riding the bus will perceive as reasonably straight. However, this efficiency depends on concentrating demand; fixed routes work best where many people want to travel in roughly the same direction at similar times.

Micro transit service, by contrast, offers flexibility at the expense of efficiency. It sends vehicles only when and where passengers request them, which can be useful in low-density areas where demand is scattered. However, going to pick up each customer individually is an inefficient activity, so microtransit has a low ceiling of productivity -- rarely more than 5 boardings per service hour. Where cities have invested heavily in microtransit, and encouraged its use by making it convenient and attractive, they have often run into the problem of ridership being too high. Fixed routes have spare capacity to handle ridership growth, but when microtransit demand exceeds what one driver can handle in an hour, more vehicles and drivers have to be added, increasing operating cost.

For that reason, it's important to have a clear conversation about the goals of microtransit -- as part of a conversation about the goals of all transit -- and then set microtransit service policies to hit the desired balance. Passengers will love a really convenient system, but sometimes we have to make it slightly less convenient in order to make it financially sustainable. We have done many studies replacing fixed routes with

microtransit, and sometimes vice versa, so we know how to handle these difficult conversations.

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## The Clean Air Challenge

As California advances its shift toward clean energy and emission reductions, new clean air regulations require agencies to transition to zero-emission vehicles. In this context, we will assist Visalia Transit in evaluating how planned service adjustments and future growth identified through the Reimagine project align with the ICT mandate. Visalia Transit has already taken important steps toward this goal by integrating electric buses into its fleet. While the purpose of this project is not to conduct a ZEB feasibility study or develop a rollout strategy, our work to reimagine the city's service network—potentially modifying route structures, frequencies, and operational patterns—will provide an initial foundation for understanding how these changes may influence facility needs, fleet replacement planning, charging infrastructure, and long-term investment strategies to support a smooth and cost-effective transition to a fully zero-emission operation.

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## Why JWA?

Through our experience working with dozens of transit agencies nationwide, we have found that the most effective plans emerge from a balance of rigorous technical analysis and open, honest dialogue among leaders, partners, stakeholders, and community members. JWA brings both the expertise and the approach to make that story meaningful and actionable. Our team combines deep experience designing integrated transit networks across California's diverse regions, from the rural communities of the Imperial Valley and Morongo Basin to mid-sized cities like Monterey, Salinas, and Vallejo, helping agencies balance local circulation, regional connections, and innovative mobility options.

We understand the unique context of Visalia: a growing Central Valley city with a vibrant downtown, strong regional employment anchors, and a mix of urban and agricultural travel needs. (Our founder Jarrett Walker worked on projects all over the Central Valley, including in Visalia, during the first decade of his career in the 1990s.)

JWA's experience working in communities of similar size and complexity allows us to provide tailored, data-driven recommendations that fit Visalia's land use patterns, travel behavior, and operational realities.

Beyond technical expertise, our approach is rooted in narrative and collaboration. We design planning processes that ask: What story does Visalia Transit want to tell about its role in the community? What kind of service network and investment priorities will support that vision? Through clear visualizations, transparent communication of trade-offs, and an inclusive public process, we will help Visalia Transit and its stakeholders make informed decisions that reflect both community values and operational feasibility.

Ultimately, JWA will deliver a plan that not only meets the requirements of the SRTP but also lays the groundwork for sustained growth, and equitable mobility, helping Visalia Transit define the next chapter of public transportation in the City and Tulare County.

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# Our Unique Approach & Qualifications

At Jarrett Walker + Associates, our approach to transit planning is different from that of some other firms in these ways:

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## **We collaborate with staff.**

Transit agency and municipal staffs have a wealth of knowledge about the current transit system and its context. In designing transit services and networks, we work with local staff as much as they would like. It is important to us that we share ownership and understanding every step of the way, so that staff, politicians and board members can explain and implement new plans with confidence. We would rather not give you a “consultant’s recommendation.” We would rather work with you to create your plan, a plan that you like and that you have the tools to advocate.

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## **We distinguish between technical analyses and value judgments.**

As Jarrett writes in his book *Human Transit*, “My job is not to make you share my values, but to give you the tools to clarify yours.” We are planners, but we are also facilitators, analysts, illuminators, synthesizers, and presenters. In those roles, we ask questions about your community’s values and priorities, but we do not answer them. We know the difference between our technical expertise and your community’s desires for its future. We don’t confuse the two, but we integrate them into a plan that is technically rigorous and clear about its priorities.

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## **We make the trade-offs clear.**

Transit planning is not just a technical task. It brings up questions of values and priorities that your community, and leaders, need to think about. We want stakeholders and elected leaders to think about these choices, so that they arrive at decisions whose consequences they understand. This approach has grown out of JWA’s years of experience and out of his observations of the conceptual barriers to clear thinking about transit. He continues to refine these techniques in planning processes all over the U.S., Canada, Australia, and New Zealand.

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## **We listen and educate at the same time.**

We take every meeting with the public or stakeholders as an opportunity to engage them deeply in transit planning, and this works best if they share an intuitive sense of how transit works and what trade-offs it presents. Our public and stakeholder involvement processes don’t just generate competing “wish lists” from constituent groups that we, or you, have to reconcile. Instead, they generate thoughtful public input on the real, hard choices that transit agencies must make.

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## **We are always sharpening our explaining tools.**

Most people don’t understand the fundamentals of transit’s geometry and costs, or how a network design expands or reduces people’s liberty, so the explanation is as important as the plan. We have a long track record as explainers, through Jarrett Walker’s book and blog; through our popular courses, presentations and workshops; and through many successful plans. We are always pioneering new ways to make transit choices and outcomes clear, because we want everyone to understand.

JWA brings extensive experience in both short- and long-range transit planning, supporting agencies as they update network designs, align service with evolving demand, and develop strategic blueprints for future growth. Our work ranges from near-term service redesigns—such as the Monterey-Salinas Transit and Santa Cruz Metro redesign, —to long-term mobility visions that guide investments over 10–20 years (like our current work for agencies like TriMet and PACE). In each case, we emphasize data-driven analysis, clear public communication, and scenario planning to help agencies evaluate trade-offs and make informed decisions grounded in rider needs, equity goals, and financial realities. Across all projects, JWA ensures full compliance with federal, state, and local regulatory requirements, including Title VI equity analyses, environmental review standards, and regional planning coordination. We routinely integrate performance metrics, accessibility metrics, operational analysis and evaluations and stakeholder engagement processes that meet or exceed regulatory expectations.



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## Engaging with Officials

Other transit planning firms see their job as building an objective, technical case for a plan, and then standing back and letting the political process happen. That rarely works and it never provides staff with clear and durable decisions that they know are implementable in the long-term. We know from experience that clear conversations lead to confident decision, so we propose that through this process we and Visalia Transit staff will proactively engage with the major external stakeholders and Council members.

Engagement will mean educating people about the real choices that Visalia Transit faces; listening for surprising points of agreement and disagreement; and helping people find their way to a deal they can live with. We've built our long track record of successful network implementations—more than any other US transit planning firm—on this approach.



We do rigorous technical work, but we never confuse facts with values, and we don't tell your community or your leaders what their values or goals should be. Our role is to clarify the facts, present actionable choices, and find creative ways to move you forward.

Many planning processes are built around the idea of setting high level goals and then letting the network design flow from those principles, but you should not expect it to be the end of the goals conversation. Why? Because when people see maps of network concepts or proposals, they often have strong reactions that don't match the policy statements they've agreed with up to that point. We see this everywhere, and it's not a criticism of anyone or any place. It's simply easier

for people to agree with policies in the abstract, and much harder once they see exactly what the policies mean in geographic terms and service terms.

Therefore, to help everyone more clearly understand the potential outcomes, we propose two critical engagement approaches: an intensive stakeholder engagement process and a concepts process.

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## Contrasting Concepts

You should expect stakeholders and the public to have debates about network planning, the kinds of debates we specialize in facilitating and bringing to resolution.

For that reason, we have proposed more detailed network concepts than you may have envisioned in the RFP. We use a concepts process in most network planning processes, to illustrate difficult trade-offs.

The trade-offs may be difficult in that people don't know they exist – some people may think there is an obvious way to provide transit, and they don't understand why the transit agency doesn't just do it "better."

Or the trade-offs may be difficult because they require balancing important goals that cannot be pursued with the same dollar. For example, many agencies are asked to achieve high ridership by focusing more of their service into better frequencies in busy places. Meanwhile, they are also asked to spread service out to cover more streets and more areas, which means it can't be concentrated into frequent routes. These two actions can't both be taken within a limited budget – it's mathematically impossible.

When we lead a concepts process, we make the concepts realistic – but they are not imminent proposals. Instead, they help people understand conflicting transit goals, and imagine how different their transit system could be. This ensures that we are asking the public for actionable input on the real choices transit agencies need to make.

How do we gather this input? We facilitate the conversation differently for three different groups of people:

The Council and other elected leaders. These people will either make the planning decisions themselves or have major influence on the decisions. In addition to meeting with them publicly, we like to brief them privately so that they can speak openly and get all of their questions answered. We have proposed three public briefings for City Council. We will also be available for individual briefings of council members and other local politicians.

**Key External Stakeholders.** We invite key stakeholders to have closer access to the planning process in return for representing the process back to their own communities. They may represent civil rights groups, churches, neighborhoods, disability advocacy groups, environmental groups, chambers of commerce, universities or medical facilities. We propose to lead workshops for these stakeholders where they can grapple with the issues more closely, with interactive “planning games” that help them understand the network design problem for themselves.

**The public.** Having worked with dozens of Boards and Councils on projects like this one, we know that they need a certain amount of public input to feel confident in their decisions. We therefore propose some public engagement within our core approach. We also propose a public input timeline that will inform key decisions as well as the smaller decisions that Visalia Transit staff and consultants will make along the way.

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## Network Design Collaboration

Whenever possible, JWA develops new networks in collaboration with local staff. We call this a Network Design Retreat. This is an intensive workshop, where consultants and staff develop new ideas and test them out in new networks. We call this a “retreat” because it should feel like an event: calendars cleared, phones off, no interruptions.

Collaborative planning in a Network Design Retreat:

- Ensures we have the benefit of Visalia Transit’s experience and knowledge, not just data.

- Gives Visalia Transit staff ownership of the ideas in the Plan.
- Produces better network designs than any consultant could create on their own.

Who should attend this retreat? At a minimum, Visalia Transit planning staff and people familiar with operations and scheduling.

We also recommend engaging land use and traffic staff from partner jurisdictions. Managing this efficiently can be tricky, but it is possible: for DART in Texas, we managed the participation of all 13 member cities!

JWA puts a lot of thought and work into the design and preparation for these retreats. We have crucial data at our fingertips, we’ve done our homework, and we’ve helped our client prepare so that the time is focused yet creative, and extremely productive.

While they require a big investment of valuable staff time, Network Design Retreats result in durable ideas that have a better chance of political and organizational acceptance. Planning staff sometimes tell us that the Retreat was one of the most rewarding experiences of their transit career. Retreats like this are a good investment with a big payoff in the future.

Not everyone can afford the time, however. That’s why each Retreat day ends with a “4 pm check-in.” This is a time when other internal stakeholders can view and comment on the work in progress. Visalia Transit might want to invite City Council members to these check-ins.

We propose to use in-person Network Design Retreats to develop the concepts and virtual retreats for the Draft Plan and the Final Plan.

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## Back it up with top quality analysis, maps and visualization

At JWA we are constantly developing tools that help people see transit more clearly. A technological revolution has made it possible to show more transit data than ever before, and we use these tools to create visual displays that reward people’s curiosity without overwhelming them.

**Cartography.** Without clear maps, it is hard to understand how a transit network works. Our maps are grounded in cartographic best practices, and refined through our work on service branding and customer information. Their immediate purpose is to support clear conversations about the plan, but they can often be re-purposed to create public-facing maps after the plan is finished. The map below is an example of some of the high-quality map design JWA routinely executes, both in planning studies and in standalone cartography projects.

**Replica.** We use Replica to understand recent travel patterns, remote workers' travel patterns, mode share, and traffic and demographic data. The understanding we gain from our use of this tool can inform the local and regional service ideas that we develop for the service implementation plans.

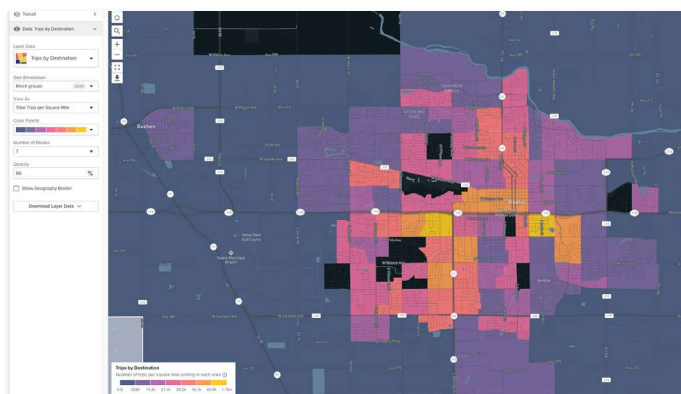


Figure 1: In this example, the Replica dashboard shows the number of trips destinations in Visalia on a typical day during the Spring of 2025. This data is going to be key to understand transit demand, commute trips, and remote work.

**Isochrones.** One of the best tools for explaining the mobility outcomes of a transit change is a map showing the area a person can go in a given amount of time, based on a known starting point. Isochrones show freedom in an immediate way: “here is where you can go.” In doing this, isochrones measure how transit can contribute to opportunities, like going to a certain school or holding a certain job. And because isochrones can show the local benefits of a service change in any place, they can be responsive to a city councilor, neighborhood, or local business.

**Access Analysis Mapping.** We create our access analyses by generating isochrones for hundreds

of points, and calculating how many people and jobs are in each isochrone, comparing existing service and the scenario under consideration. This tool highlights the trade-offs that come from pursuing different goals, and makes the big-picture consequences of any network change immediately visible.

**Interactive Data Viewers.** We create certain visualizations specifically for the project and agency staff. This includes an interactive data viewer that we prepare in advance of each Core Design Retreat. The data viewer is an online mapping tool that allows project staff to visualize and overlay key data about the network, demographics, ridership, and other operating characteristics relevant to network design.

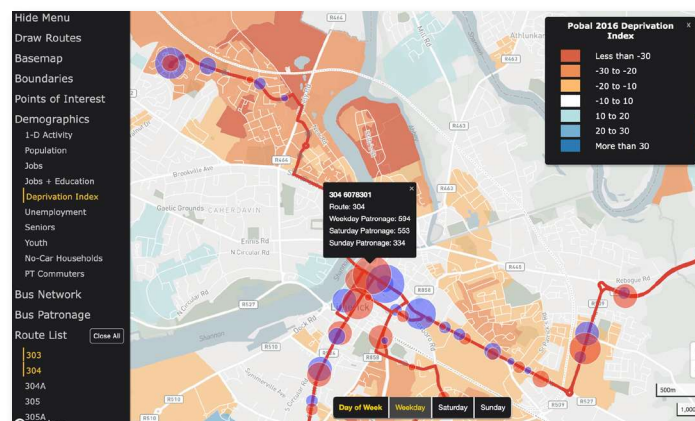


Figure 2: Screenshot from an Interactive data viewer prepared for network design in Limerick, Ireland. This shows an overlay of high-poverty areas (orange) with the paths and observed boardings on the two most frequent routes in current service.

## Focus on Access and Freedom

### How do we measure the usefulness of each conceptual network?

A transit plan can improve people’s lives by giving them more freedom and opportunity. Job access is just one aspect of freedom and opportunity. We can go from “What jobs could I compete for?” to “Where could I shop? What schools could I go to? What social or cultural opportunities do I have?” all the way to “Who could I meet?” This is such a powerful idea, that we create maps and pictures illustrating our freedom, as seen in Figure 3. Describing transit plan outcomes in terms of freedom is one of the most powerful ways we have found to help people understand transit investments.



The picture of your freedom is an isochrone—a shape representing the area a person can reach from a starting point in a given period of time. We use isochrones and numerical indicators drawn from them to understand the way that transit benefits are dispersed throughout a service area. For example, one of our analysis tools is an access heatmap, which provides an understanding of how useful the transit system is for reaching jobs in 60 minutes from all parts of the service area. These tools are especially powerful as the comparisons of access between concepts concepts can vividly show the potential value of re-imagining a new transit network or the compelling reason for a major change.

The access analysis, proximity analysis, maps of the concepts and other materials will be compiled into an additional chapter to be added to the SRTP. The full and final Choices Report and related materials will then form the basis of a public and stakeholder conversation in Round 1 of engagement.

While our team will perform many kinds of analysis, we have found that the most powerful analysis for network reimagining is access analysis.

Access analysis answers the question: “Where can I get to in a reasonable amount of time?” The answer to that question can be shown as an area on a map. The number of useful destinations inside that area approximates that person’s access to opportunity. We sometimes call this a “freedom analysis” because we’re literally measuring the freedom transit provides to people. If a person can’t get to a place in a reasonable amount of time, they can’t partake in what happens there, so they have fewer choices and are less free.

In an access analysis we can measure benefits at the individual, municipal and regional level. Most people care about their access to jobs, groceries, healthcare, etc, from their own home. Elected officials often care about how access will change for all of their constituents, or major employers, or specific groups such as low-income residents or seniors.

Finally, access is, unsurprisingly, a good predictor of ridership. It measures the likelihood that anyone, consulting a trip planner at a random moment with a particular trip in mind, will find that the transit travel time is reasonable.

A high access transit network is giving people the type of freedom that we get from driving: the freedom to go many places, whenever we want.

**These unique approaches and tools are central to the approach that JWA brings to all our transit planning work and they are proven methods to achieve confident decisions and implementable plans for our clients.**

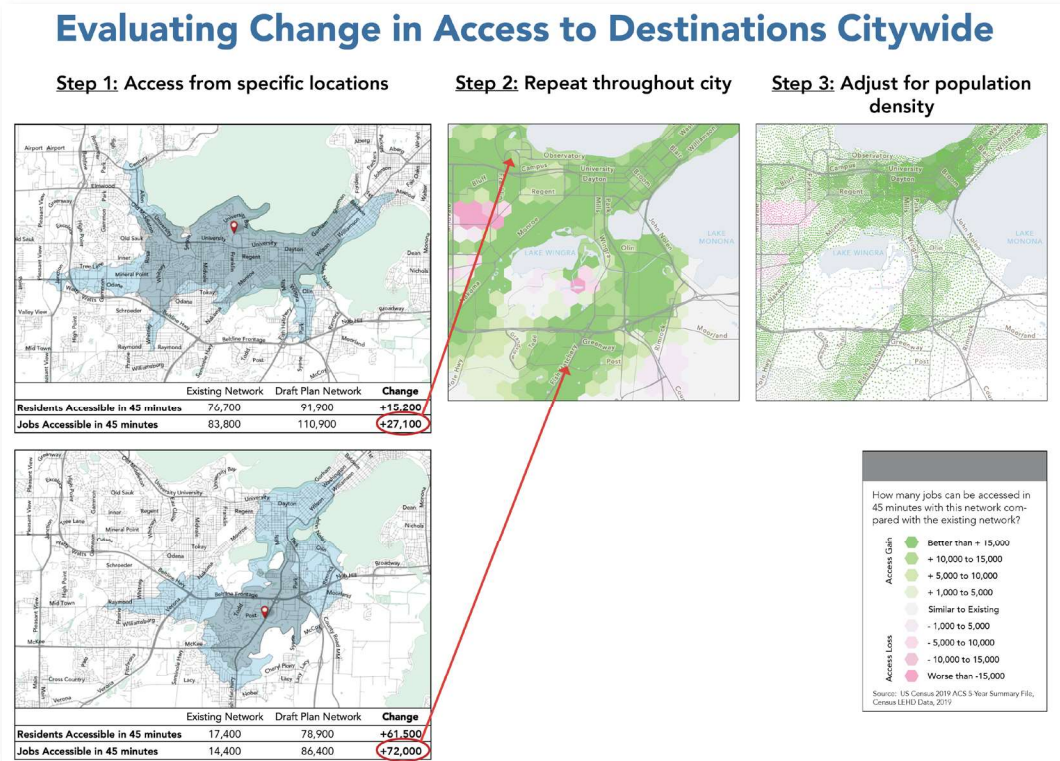


Figure 3: Isochrones (left, step 1) are maps of access outcomes starting from a particular location. By running isochrone analysis throughout a whole city or county, we can map the degree to which access to destinations improves or deteriorates in different areas (step 2). We can then weigh those outcomes against population density, to demonstrate whether more people are positively or negatively affected.





# 3

## Project Management

Project Management  
Organizational Chart

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# Project Management

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## Jarrett Walker + Associates (JWA)

JWA Would be the prime contractor. JWA would lead most technical tasks, and help guide the key themes and issues to address in public outreach, participate in stakeholder conversations, and present to the Visalia City Council, committees and/or other decision-making bodies as appropriate. We propose **Álvaro Caviedes** as the Project Manager for this SRTP. Álvaro brings over 9 years of exceptional experience in transit and data analysis and has consistently demonstrated strong leadership, strategic thinking, and a results-driven approach to managing complex projects. Álvaro can perform work in both English and Spanish, without the need to relay communication through a translator. He has reliably presented to audiences (Councils, stakeholders and the public) in both languages, and translated material for public outreach activities. Álvaro will be supported in this effort by a team of experts, including our founder Jarrett Walker.

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## AMMA Transit Planning

AMMA would be a subcontractor to JWA. AMMA would lead the planning and execution of most of the public outreach activities. This would include stakeholder interviews, surveys, tabling events, one-on-one meetings, project website updates and public engagement material. AMMA would also lead the financial plan and perform tasks related to the analysis of microtransit service.

We understand that consistency and predictability in project staffing is critical to the success of any major network design study. As such, we commit that the key personnel proposed will be available to perform the proposed services for the duration of this contract, and that no person designated as “key” to the proposed service shall be removed or replaced without the prior written concurrence of Visalia Transit. We have a highly capable team currently supporting multiple projects, and we are pleased to confirm that we have sufficient capacity to take on this engagement without impacting the quality or timeliness of our other commitments.

Additionally, our core technical team has availability to support project needs and scale as necessary based on the timeline and deliverables. This allocation reflects our commitment to delivering high-quality results while maintaining the agility to respond to project needs as they evolve. We estimate staff’s availability based on the level of commitment and attention necessary, based on the person’s position in the organizational chart. Hours dedicated in our budget estimates (see Cost Proposal).

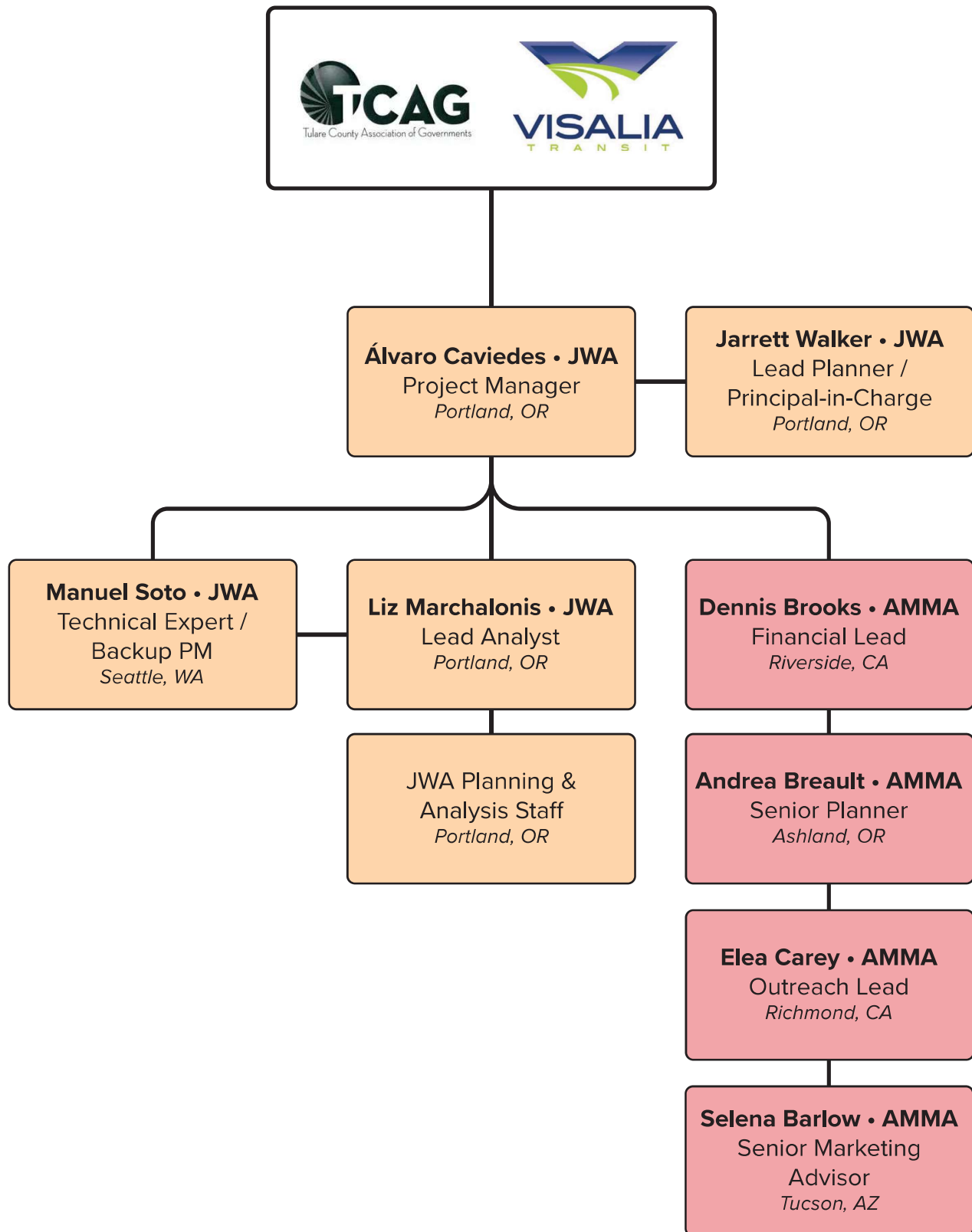
JWA and AMMA are not included on the U.S. Comptroller General’s Consolidated List of Persons or Firms Currently Debarred for Violations of Various Public Contracts.

There are no current or pending lawsuits or legal actions involving JWA, nor have we had any within the last 5 years. Similarly we do not have any known conflicts of interests with TCAG or any of the eight incorporated cities in Tulare County, The Count of Tulare, or any of their officers and officials.

**The structure of this team and key personnel involved are resumed in the Organizational Chart and Key Personnel descriptions that follow.**



# Organizational Chart





# 4

## **Project Personnel**

Key Staff Qualifications  
Resumes

# Team Qualifications

## JWA

### Álvaro Caviedes

**Project Manager. Location: Portland, OR**



Álvaro is a project manager, transit planner, and data analyst at Jarrett Walker + Associates. Álvaro's combination of technical and people-focused experience has honed his ability to communicate complex

information in English and Spanish to a diverse range audiences and support policymakers in confident decision-making. **As Project Manager, Álvaro will lead all of the consulting team's efforts.** Álvaro will be ultimately responsible for the quality and timeliness of all project deliverables. JWA has proposed a Hispanic project manager (Álvaro) who can perform work in both English and Spanish, without the need to relay communication through a translator. Álvaro is currently managing the Clovis, CA Strategic Operations Plan, and has managed the recent Transit Master Plan update for the City of Canby, and participated as a Deputy Manager and lead analyst in bus network redesign projects like Imperial County California, Monterey Salinas Transit, PACE ReVision Network, and Santa Cruz METRO.

### Manuel Soto

**Principal/Senior adviser. Location: Seattle, WA**



Manuel is a transit planner and mobility specialist with more than 20 years of experience in the design of public transit networks and planning of service operations. He has helped transit agencies across the United States

(particularly in California) with implementation of many types of services including fixed-route, bus rapid transit, commuter express, demand response, microtransit, and shuttles. He can also

perform in both English and Spanish. Manuel will provide support on the financial plan, operations analysis, and contract review. He will also work closely with AMMA to identify synergies between microtransit and paratransit operations where possible.

### Jarrett Walker

**Lead Network Planner. Location: Portland, OR**



Jarrett is an international consultant in public transit planning and policy. In his 28 years of transit consulting, he has worked on more than 200 public transit planning projects. He has led network design projects in more than 50 cities, many of which have been implemented successfully. **As Lead Network Planner, Jarrett's primary role will be to facilitate network design workshops.** He will also provide follow-on advice as needed, and review first drafts of any reports on existing conditions and the service implementation plans.

### Liz Marchalonis

**Lead Analyst. Location: Portland, OR**



Liz will serve as an analyst and cartographer as well, supporting the team through the analysis of existing conditions and the development of material to build the SRTP presentations and reports. **As Lead Analyst,**

**Liz will lead our team on all technical, mapping, and analysis-related issues.** Liz offers experience in municipal planning, geographic analysis, data analysis and cartography. She is knowledgeable about California transportation plans and challenges thanks to her work in the Coachella Valley, Morongo Basin, and Imperial County.



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# AMMA

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## Dennis Brooks

**President, Financial Specialist & Transit Planner**  
**Location: Riverside, CA**



AMMA's President and Transit Planner, with a specific background in financial analysis and planning for demand response transit. He recently concluded the Riverside County Transportation Commission

project to prepare the Transit Policies, Procedures and Operator Funding manuals for both the Commission's and the county's public transit operators. He also completed a paratransit "interoperability" project to improve data exchange in a coordinated paratransit program among Ecolane, 5M, and TransTrack software platforms. Among extensive small-operator technical assistance roles, he assisted the Ventura County Transportation Commission and 2-1-1 Ventura County in designing a call-center enhanced transit information program and securing FTA 5310 operating funds. Mr. Brooks is currently leading the Short Range Transit Plan for Mountain Transit in San Bernardino County.

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## Andrea Breault

**Senior Planner. Location: Ashland, OR**



Andrea's areas of expertise include shuttle operations, parking management, dispatch systems, fleet procurement, and community outreach. She is currently leading and supporting projects across Riverside, San Bernardino, Ventura, Butte, and Imperial

Counties, focusing on the development and update of Coordinated Public Transit-Human Services Transportation Plans, ADA Transition Plans, and Short-Range Transit Plans. In Ventura County, Andrea is managing the development of an integration plan to consolidate nine dial-a-ride systems, a project that requires extensive

stakeholder coordination and interagency collaboration. In Riverside County, her team's outreach efforts generated nearly 800 public survey responses, strengthening the data foundation for future transit planning efforts.

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## Elea Carey

**Community Engagement and Outreach Lead**  
**Location: Richmond, CA**



Elea's background includes thirty years as a communications consultant and in senior communications roles, including a decade serving investors and tech firms in Silicon Valley and

developing Spanish-language promotions for emerging markets. She launched Transit Happy in 2020 and has clients across the United States. Elea designs and implements community outreach strategies to gather vital input for planning projects. Recent work in gathering community input includes short-range transit updates for Mountain Transit in the San Bernardino County, B-Line Transit in Butte County, Glenn Transit Service in Glenn County, and working with AMMA Transit Planning to support JWA' strategic operations plan project in Clovis.

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## Selena Barlow

**Senior Advisor. Location: Tucson, AZ**



Selena, sole proprietor of Transit Marketing, has more than 30 years of experience marketing and planning public transportation services throughout the US. Selena specializes in community engagement and in developing

marketing plans, brands, and campaigns for transportation agencies. She has worked with dozens of small-urban and rural transit agencies throughout the US, including in Fresno County and its adjacent counties. She's experienced in developing and leading nuanced, tailored community outreach plans that yield unique and accurate rider, stakeholder, and potential-rider feedback.



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# Álvaro Caviedes

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## Senior Associate

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JARRETT WALKER + ASSOCIATES

Álvaro Caviedes is a transit planner and data analyst at Jarrett Walker + Associates. Álvaro has skills in project management, network planning, and transit policy. He focuses on facilitating conversations about transit by clearly communicating choices and navigating the local politics of each community. He brings experience in urban planning, social equity, cartography, and research from his work in North and South America. He is also skilled in programming and automating large analysis tasks. Álvaro holds a dual master's degree in Urban Planning and Civil Engineering and has supported JWA by creating products and translating documents into Spanish to reach a broader audience.

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## Education

Master of Urban and Regional Planning, Portland State University, 2017

Master of Science, Civil Engineering, Portland State University, 2017

Bachelor of Science, Civil Engineering, Universidad de los Andes, 2012

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## Positions Held

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|----------------|--|
| 2019 – present | Senior Associate, Jarrett Walker + Associates      |
| 2018           | Data Analysis Intern, Puget Sound Regional Council |
| 2017 – 2018    | Consultant, Inter-American Development Bank        |
| 2014 – 2017    | Research Assistant, Portland State University      |

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## Transit Network Plans

Álvaro Caviedes has taken a lead role in many transit planning projects, including:

- » Project Manager for the Transit Master Plan in Canby, Oregon, and co-managed the second phase of the network redesign project in Dallas, Texas.
- » Deputy Project Manager for full bus network redesign projects in the Chicago suburbs (PACE); Imperial County, California; Santa Cruz, California; Monterey County, California; and Dallas, Texas.

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## Spatial and Transportation Data Analysis

Álvaro is skilled in statistical analysis, data visualization, spatial analysis, and GIS. His experience in JWA includes:

- » Consultant project manager and analyst for the Canby Transit Master Plan, Canby, Oregon.
- » Analyst for the Santa Cruz Reimagine METRO project. Álvaro also managed and designed the new public-facing network and route maps for Headways, METRO's schedule magazine.
- » Transit network design, access analysis and cartography for the Forward Together Analysis for TriMet, in Portland, Oregon. This analysis included an evaluation of different corridor options for one of the main segments in the network in order to identify the best frequency and terminus options.
- » Detailed transit performance assessment and access analyses in support of a DART New Bus Network, implemented in 2022. He managed a 5 and 10 year plan to improve service in the service area. This analysis includes an evaluation of transit flexible options (GoLink) and their integration into the overall network. Álvaro also facilitated online community meetings in Spanish.



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# Jarrett Walker

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## Founder + Principal Consultant

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JARRETT WALKER + ASSOCIATES

Jarrett Walker is an international consultant in public transport planning and policy, including the links between transport and all aspects of community planning and urban structure. His clients include transport authorities, cities, developers, and non-profits – anyone who wants to make better use of public transport to support their goals.

In his over 30 years of consulting, Jarrett has been the lead planner on more than 100 public transport planning projects in North America, Europe, Australia, and New Zealand.

Jarrett is also known for his work educating stakeholders about the choices that public transport requires, building clear public consultation processes, and helping organizations form coherent and implementable transport goals. He is author of the popular book *Human Transit*, which explains transit concepts to the general reader, and HumanTransit.org, a blog and collection of articles explaining key transport concepts and emerging issues.

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### Education and Past Employment

He holds a Ph.D. from Stanford University (1996) and a BA from Pomona College (1984). His past employers are Nelson/Nygaard (1993-2005) and MR Cagney in Australia (2005-10). He founded Jarrett Walker & Associates in 2011. At JWA, he serves as project director and lead planner for all of the firm's major network design projects.

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### Transit Network Design Studies

Since 1993 Jarrett has led the planning on about 100 bus network redesigns, most of them successfully implemented, including recent ones in Houston (2013-15); Dublin (2017-20); San Jose and Silicon Valley (2018-20); Auckland, New Zealand (2015-21), Cleveland (2019-22), Dallas (2018-22), Miami (2022) and many others.

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### Transit Expansion Programs

Jarrett has led the transit planning behind many successful funding proposals for transit expansions, including in Raleigh, North Carolina (2016) and Indianapolis (2016).

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### Transit Infrastructure and Land Use

Jarrett was worked on many projects integrating transit infrastructure with land use – including major transit station projects in Vancouver, BC; Surrey, BC, and Edmonton. He frequently provides input on the design of transit facilities to improve transit service performance.

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### Publications

Book: *Human Transit: How Clearer Thinking about Public Transit Can Enrich Our Communities and Our Lives*. Island Press, 2011 (first edition), 2024 (revised edition).

Scholarly Papers:

- » 2008 “Purpose-driven public transport: creating a clear conversation about public transport goals.”  
Journal of Transport Geography, 16 (6): 436-432.
- » 2018 “To Predict with Confidence, Plan for Freedom,” Journal of Public Transportation, 21 (1): 119-127





# Manuel Soto

## Principal Associate

JARRETT WALKER + ASSOCIATES

Manuel is a transit operations and mobility specialist with 25 years of experience in transit network design, operations analysis, and strategic planning. He has assisted transit agencies across the country in planning and implementation of fixed routes, shuttles, demand response, and microtransit services. Manuel has also conducted many successful transportation demand management (TDM) programs.

### Education

Urban Planning - Master of Arts, University of California, Los Angeles, 2001

### Positions Held

- 2024 – present: Principal Associate, Jarrett Walker + Associates (Seattle)
- 2022 – 2024: Principal Planner, Toole Design Group (Seattle)
- 2017 – 2022: Senior Consultant, Walker Parking Consultants (Seattle)

### Transit Network Plans

Manuel has managed dozens of transit network redesigns, working with systems of all sizes, including:

- » Los Angeles, California (2001-2006)
- » San Bernardino, California (2002-2003)
- » Baltimore, Maryland (2005-2006)
- » Honolulu City/County, Hawai'i (2010-2011)
- » Cincinnati, Ohio (2011-2012)
- » New Orleans, Louisiana (2011-2012)
- » Richland-Kennewick, Washington (2015-2016)
- » Port Angeles, Washington (2020-2021)
- » Mankato, Minnesota (2023-2024)
- » Yucca Valley, California (2024-2025)
- » Imperial Valley, California (2025-2026)
- » Coachella Valley, California (2025-2026)

### New Transit Service Implementation

Manuel has supported the implementation of new services, including guiding vehicle selection and implementation of fare collection, vehicle location tracking, and passenger counting systems, including for:

- » Microsoft Connector Bus, Seattle (2007-2016)
- » Seattle Children's Hospital (2009-2015)
- » Fresno County Rural Microtransit (2018-2020)
- » Monmouth-Independence Trolley (2021-2025)

### Shuttles, First/Last Mile Service and Campus Mobility Planning

Manuel has led many shuttle-service planning and redesign projects for downtown districts, medical centers, universities, and Fortune 500 corporations such as Amazon, Boeing, Microsoft, and Nike. Manuel has also led campus-wide mobility strategies to reduce drive-alone commuting and parking demand, and increase use of active transportation modes. Clients have included:

- » Nike Corporation, Beaverton (2015)
- » Sutter Health/California-Pacific Hospitals, San Francisco (2014-2018)
- » University of Iowa, Iowa City (2019-2020)
- » Emory University Shuttles, Atlanta (2020)
- » Texas A&M University, College Station (2020-2021)
- » Clemson University, Clemson (2020-2021)
- » Whole Foods Market Global Office, Austin (2019-2020)



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# Liz Marchalonis

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## Associate

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JARRETT WALKER + ASSOCIATES

Liz provides cartography, data analysis and publication support for JWA's transit network planning efforts. She brings her professional experience in the architecture industry, and an eye for detail and clear communication, to her work on behalf of JWA's transit agency clients.

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### Education

GIS Certificate, Portland Community College, 2023

Bachelor of Architecture, University of Arizona College of Architecture, Planning and Landscape Architecture, 2004

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### Positions Held

2023 - Present Associate, Jarrett Walker + Associates

2014 - 2021 Architectural Designer, WDP

Project Management, Concept Development, Space Planning, Property Research, Commercial and Residential Code Research and Permitting, Custom Fabrication Drawing, 3-D Modeling and Rendering, Commercial Tenant Improvement

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### Transit Network Planning & Analysis

- » Basin Transit SRTP | Morongo Basin, CA: Participation in public outreach events and on-site bus stop assessment. On-demand productivity and zone mapping.
- » Pace ReVision Suburban Bus | NE Illinois: Design support and preparation of network alternatives report and creation of public survey.
- » MARTA Bus Network Design | Atlanta, GA: Network design support and preparation of final reports and public outreach documents

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### Cartography & Design

- » ATI | San Juan, Puerto Rico: Design and production of bilingual public-facing network and route maps.
- » MARTA Bus Network Design | Atlanta, GA: Preparation of public-facing maps showing a proposed new network and analysis results
- » Pace Suburban Bus, RTA | Northeastern Illinois: Mapping demographic and Census data and network cartography
- » IVT | Imperial Valley CA: Maps of Census and Replica data for existing conditions report



## Dennis Brooks

President

### ABOUT

Dennis Brooks' considerable financial and mathematical abilities are coupled with his own highly organized style, enabling him to provide strong analytic products that are foundational to project efforts and shape project recommendations. He has been with AMMA for 19 years and brings considerable experience as technical assistance liaison for discretionary grant programs and analytical assessments of demand response programs. Mr. Brooks is effective in helping agencies navigate transit regulations and requirements, managing discretionary grant programs from federal, state and local sources, and

### PROJECT EXPERIENCE

- **Short Range Transit Plan for Ventura County | Demand Response Lead.** Dennis leads the regional demand response analysis and countywide integration assessment effort for transit operations in the County of Ventura.
- **Butte County Association of Governments (BCAG): Non-Emergency Transportation Needs Assessment for Butte County | Co-Project Manager.** Dennis led this needs assessment with Valerie Mackintosh to identify NEMT needs and feasible solutions for this rural and small urban county. Recommendation included a suite of strategies to address rural and small urban medical transportation needs.
- **Placer County Transportation Planning Agency: South Placer Transit Information Center | Project Manager.** Dennis led an in-depth assessment of the South Placer Transit Information Center, demand response call reception and scheduling center to inform decisions in addressing rising operating costs and diminishing funding sources.
- **San Luis Obispo Council of Governments: Central Coast Rail Services Study | Route Scheduling and Logistics.** Dennis developed bus schedules and timetables for two intercity bus services over three projected timeframes, across multiple scenarios, to supplement anticipated increased coastal rail service between Salinas, Santa Barbara and the Central Valley.
- **Pomona Valley Transportation Authority: Technology Integration Assistance | Project Manager.** Ensured that three software systems of TransTrack, Ecolane and 3M were communicating effectively, sharing data through standardized protocols, and generating data to be reliably used for NTD reporting.



### OTHER RELEVANT PROJECTS

San Bernardino County Transportation Authority (SBCTA): Transit and Specialized Transit Staff Support and Technical Assistance | Project Manager

Riverside County Transportation Commission: Transit Funding Handbook Development | Project Manager

### EXPERTISE

- Technical Assistance and Grant Development
- Performance Reporting and Documentation
- Auditing and Functional Analyses
- Coordinated Planning and Outreach
- Operational Analyses and Short-Range Planning

### EDUCATION

Associate Arts, Administration and Information Systems, Riverside City College

Associate Arts, Social and Behavioral Studies, Riverside City College

University of the Pacific's Transit and Paratransit Management Certificate program



# Andrea Breault

Senior Planner



## PROFILE

With nineteen years of comprehensive experience in transportation operations and planning, Andrea Breault has developed expertise in both the public and private sectors. Over the course of her career, Andrea has worked across a variety of transportation systems, contributing to the efficient and sustainable management of university shuttle and parking services, and fleet management. Specifically, Andrea served as Transportation Demand Management Supervisor for Princeton University, developing TDM programs to reduce traffic and emissions on campus; and then as Assistant Director of Parking and Transportation Services at Tufts University, where she managed parking operations and shuttle services throughout four campuses in Massachusetts.

In addition to her work in higher education transportation, Andrea has spent six years as Transportation Director for Cascades East Transit (CET), where she oversaw a fleet of 85 vehicles, a team of 70 employees, and lead the team through the COVID-19 pandemic. Her focus was on improving CET's demand response program, fixed-route transit, and grant management program. During this time, she helped design and implement innovative transit technology that cater to the needs of a wide range of communities, from urban areas to underserved regions. Her work in the public sector has focused on primarily meeting the needs of rural communities throughout



## EXPERTISE

Demand response and fixed-route operations  
Grant writing  
Federal and State audit requirements  
Transit Technology  
Call Center/Dispatch Operations

## SELECTIVE PROJECT EXPERIENCE

### 2018 – 2024 Transportation Director, Cascades East Transit

Lead Cascades East Transit's first Transit Master Plan, Mobility Hub Feasibility Study, and Fleet Electrification Study

### 2021 Central Oregon's First Employer Vanpool Program

Collaborated with State DOT and local TMA to generate over 60 employer vanpools throughout Central Oregon

### 2015 Tufts University Shuttle Program and Parking Services

Developed safe and effective late-night student shuttle service across four university campuses

### 2025 Ventura County's Short-Range Transit Plan

Led effort to integrate nine dial-a-ride systems to reduce inefficiencies and increase productivity levels

### 2025 Riverside County's Coordinated Plan Update

Led the charge of surveying and analyzing 800 survey respondents on mobility gaps and needs throughout the County

### 2026 San Bernardino County's Coordinated Plan Update

Operator, agency and stakeholder collaboration to identify transportation needs among vulnerable populations

## EDUCATION

**Masters in Urban and Regional Planning** – Rutgers University

**Bachelor of Science, Economics** – University of Dayton



## Elea Carey

Founder and Sole Proprietor

### ABOUT

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Elea has spent more than three decades helping organizations communicate more effectively. Much of her work has centered around launching new organizations and helping established organizations launch new ideas in new ways. This work included marketing for early Internet initiatives and marketing to Spanish speakers in Memphis, TN, both in the 1990s. Moving to Silicon Valley in 2010, Elea helped lead an early tech incubator and co-founded Women's Startup Lab. After another decade in tech startup and venture capital, at the beginning of the pandemic, Elea turned her expertise to public transit, an industry she'd long admired for its ability to support the daily well-being of millions. Transit Happy serves public transit agencies nationwide, providing strategic communications consultation, creative development, marketing implementation, and media buying.

### PROJECT EXPERIENCE

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- **King County Metro: I Have Drive and It's Time to Love Your Job.** In the face of the worst hiring crisis in memory, Transit Happy helped King County Washington's largest transit organization promote the many benefits of working in transit. Elea led strategy, creative development, media buying and implementation.
- **Blue Grass Community Action Partnership: Bluegrass RIDE.** BGCAP was a community service agency with a small transit division. Working with Transit Marketing and THINK Graphic Design, Elea and Transit Happy developed a complete marketing plan and campaign to launch four new regional services. Elea led creative concept, strategy, and media buying.
- **King County Metro: I am H Line** With plans to launch the first BRT service in a decade, Metro needed a marketing campaign that would tie H Line to its community. Elea led the creative team that developed multi-language promotions, managed a complex pre-launch, launch, and post-launch media buy, and wove real passenger stories into compelling narratives.
- **Cottonwood Area Transit: Verde Shuttle** Sedona, AZ, employers were eager to hire hospitality workers, but workers struggled with transportation. Working with Transit Marketing, Elea created bilingual marketing materials, including a complete how-to-ride video featuring a local hospitality worker taking the Verde Shuttle to work.



### OTHER RELEVANT PROJECTS

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**San Bernardino County Transportation Authority (SBCTA): Network campaign** Creative development, media strategy, media buying, campaign management and implementation

**Northwest Oregon Transit Alliance: NW Connector** Paid and organic social media strategy, buying, and implementation.

### EXPERTISE

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- Marketing strategy
- Marketing and media research
- Creative development
- Campaign implementation
- Media buying
- Social media
- Paid advertising
- Multi-lingual campaigns

### EDUCATION and CERTIFICATIONS

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Master in Fine Arts, Creative writing, Pacific Lutheran University, 2008

Bachelor of Arts, Creative Writing, San Francisco State University, 1989



# Selena Barlow

## Owner + Principal Consultant



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### Expertise

Ms. Barlow has more than 30 years of experience marketing public transportation services. She works exclusively within the public transportation industry and has clients throughout the US. Additional details regarding her experience can be found at [www.transitmarketing.com](http://www.transitmarketing.com). Ms. Barlow's areas of expertise include:

- » Marketing Plan Development
- » Market Research
- » Branding and System Identity Development
- » Design and Production of Passenger Information Materials
- » Creation of Promotional and Collateral Materials
- » Development of General and Targeted Ridership Campaigns
- » Community Involvement in Support of Transit Planning Efforts

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### Education and Training

Master of Business Administration, Concentration: Marketing, University of Arizona, May 1988

Bachelor of Science, School of Journalism, Major: Advertising, University of Florida, June 1977

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### Relevant Experience

#### Owner, Transit Marketing, (1988-present)

Provides marketing and market research consultation and services exclusively to public transportation agencies. Has worked for more than a hundred transit systems since 1988. Services include marketing plan development, market research coordination and analysis, community outreach and engagement, development of marketing programs and materials. Certified WBE.

#### Transit Marketing Instructor/Trainer (1988-present)

University of the Pacific, Transit/Paratransit Management Certificate Program, (1997- 2012) CTAA, CalACT, New Mexico Public Transit Association, AzTA and other organizations (on-going)  
Teaches a one day course in Community Transportation Marketing, as well as targeted courses in market research, passenger information tools and public speaking.

#### Chief of Marketing, Metro-Dade Transit Agency, Miami, FL (1985-87)

Headed a comprehensive marketing division which included advertising, promotion, public affairs, community services and passenger information branches. Responsible for all marketing activities for a tri-modal transit system (rail, bus and people-mover).

#### Director of Marketing, Sun Tran, Tucson, AZ (1982-85)

Responsible for all aspects of marketing for a 150-bus system, including advertising, promotion, market research, media relations, community outreach and customer service/information. Involved in short-range planning, development and implementation of new services and major capital projects.

For more information about  
Selena's past work, see  
Appendix





# 5

## References

| Agency                                  | Project(s)   | JWA/AMMA staff involved  | Contact Information  |
|---|--|--|--|
| Canby Transit Area (OR)                 | Canby Transit Master Plan Update                                 | Álvaro Caviedes - Project Manager  | <b>Todd Wood</b><br>Transit, Fleet and IT Director<br><a href="mailto:WoodT@canbyoregon.gov">WoodT@canbyoregon.gov</a><br>(503) 266-0751<br><br><b>Heidi Muller</b><br>Transit Coordinator<br><a href="mailto:MullerH@canbyoregon.gov">MullerH@canbyoregon.gov</a><br>(503) 266-0717 |
| Imperial County Transit Commission (CA) | ICTC Comprehensive Operational Analysis: Driving Transit Forward | Manuel Soto - Project Manager<br><br>Álvaro Caviedes - Deputy Project Manager<br><br>Liz Marchalonis - Lead Analyst<br><br>Dennis Brooks (AMMA)<br>Andrea Breault (AMMA) | <b>Gustavo Gomez</b><br>Senior Transportation Director<br><a href="mailto:gustavogomez@imperialctc.com">gustavogomez@imperialctc.com</a><br>(760) 592-4494   |
| Monterey Salinas Transit (CA)           | MST Comprehensive Operational Analysis                           | Álvaro Caviedes - Lead Analyst<br><br>Dennis Brooks (AMMA)<br><br>Selena Barlow (AMMA)   | <b>Michelle Overmeyer</b><br>Director of Planning and Innovation<br><a href="mailto:movermeyer@mst.org">movermeyer@mst.org</a><br>(831) 264-5877   |
| Santa Cruz METRO (CA)                   | Reimagine METRO  | Álvaro Caviedes - Lead Analyst<br><br>Dennis Brooks (AMMA)<br><br>Selena Barlow (AMMA)   | <b>John Urgo,</b><br>Planning and Development Director<br><a href="mailto:JUrgo@scmttd.com">JUrgo@scmttd.com</a><br>(831) 420-2537   |
| Basin Transit (CA)                      | Short Range Transit Plan   | Manuel Soto - Project Manager<br><br>Álvaro Caviedes - Lead Analyst<br><br>Dennis Brooks (AMMA)  | <b>Cheri Holsclaw,</b><br>General Manager<br><a href="mailto:cheri@basin-transit.com">cheri@basin-transit.com</a><br>(760) 366-2986  |

| Agency  | Project(s)  | JWA/AMMA staff involved  | Contact Information   |
|---|---|--|---|
| San Bernardino County Transportation Authority (CA) | On-Call Staff Support on Transit Programs and Functions | Dennis Brooks (AMMA)<br>Elea Carey (AMMA)<br>Selena Barlow (AMMA)<br>Andrea Breault (AMMA) | <b>Nancy Strickert,</b><br><i>Transit Manager</i><br><a href="mailto:nStrickert@GoSBCTA.com">nStrickert@GoSBCTA.com</a><br>(909) 884-8276   |
| Ventura County Transportation Commission (CA)       | Ventura Countywide Short Range Transit Plan             | Dennis Brooks (AMMA)<br>Andrea Breault (AMMA)  | <b>Claire Grasty,</b><br><i>Public Transit Director,</i><br><a href="mailto:cgrasty@goVentura.com">cgrasty@goVentura.com</a><br>(805) 642-1591 ext 115<br><br><b>Aubrey Smith,</b><br><i>Program Manager,</i><br><a href="mailto:ASmith@goVentura.com">ASmith@goVentura.com</a><br>(805) 642-1591 ext 110 |





# 6

## Methodology

### Work Plan

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# Task 1: Project Management

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## Virtual Kickoff Meeting

JWA will organize the kickoff as a series of meetings over one to two days. This will give our team a chance to meet with staff from the City and its partners at other agencies (TCAG, TCRTA)

Some topics we will address at kickoff include:

- Reviewing the Project Management Plan with staff and refining it to fit the project schedule, especially regarding key decision dates involving policymakers (e.g., City Council).
- Clarifying goals of the project and how this project can integrate with other relevant studies and planning initiatives; identifying the main challenges facing Visalia Transit.
- Discussing the objectives and key elements of the Public and Internal Outreach and Engagement Plans.
- Establishing a schedule for bi-weekly project-management calls throughout the project.
- Establishing data needs and channels of communications between agency and consultant technical staff.

We propose to have this meeting virtually, to save resources for in-person events soon after the Kickoff Meeting.

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## Project Management Plan

Within one week of the Kickoff Meeting, Álvaro, with support from the team, will deliver a refined Work Plan and newly developed Project Management Plan (PMP) which includes a quality management plan. The PMP will guide the work of both consultant staff and city staff as we work together to develop the Short Range Transit Plan (SRTP). This document will include the trips the consultant team will make to Visalia. We propose 5 trips, described in detail in the following tasks:

- **Trip 1:** Field visit, Operations staff meeting, City Council Presentation about Existing Conditions

- **Trip 2:** Network Core Design Workshop/retreat
- **Trip 3:** Public engagement Phase 1 activities
- **Trip 4:** Public engagement Phase 2 activities and City Council Presentation about Draft SRTP.
- **Trip 5:** Council Presentation about Final SRTP.

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## Ongoing Project Management

Following kickoff, we plan on holding a project management call every two weeks for the anticipated **12-month duration of the project**. This meeting would be consistently attended by JWA's Project Manager, with other consultant team staff attending as needed. JWA will also provide agenda and meeting materials to attendees before the meeting and summary notes after the meeting. JWA will provide monthly progress reports as part of its regular invoicing. These invoices will include a record of hours worked by team member, direct expenses, subcontractor costs, as well as a table tracking the amounts spent and budgeted for each task. In addition, the JWA Project Manager will include a progress report as part of the invoice that provides a written description of the work JWA and the consultant team engaged in during the period of the invoice, a list of upcoming activities, and a summary of schedule status.

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### Task 1 Deliverables

- Kick-off meeting
- Data Request Spreadsheet
- Project Management Plan and Schedule
- Bi-weekly update meetings
- Monthly Project status as part of the invoice

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## Task 2: Existing Conditions Assessment

Before asking the community to help guide this SRTP, we will educate ourselves about Visalia Transit's current service and markets, and what choices most need to be addressed in this

process.

JWA's approach to this task is about more than just offering a tour of the relevant information about the existing system; instead, we will use Task 2 to explain how the travel market and existing system form the network planning trade-offs that will be presented to the public and stakeholders.

By visualizing and explaining the strengths, weaknesses, opportunities and challenges of the existing system and evaluating service performance at the route- and network-level, we will create a report that serves as an important resource for the project team, decision makers, and the public. Our goal with this document is to offer a thorough but accessible narrative that helps people understand where Visalia Transit is today, how it got there, and what service planning decisions it faces in the near future.

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## Data Collection and Review

As soon as possible after the Notice to Proceed, we will start gathering data and reviewing existing and past plans to understand the context for this plan and identify any gaps or deficiencies, as well as good ideas and policies to carry forward in the planning process. We will coordinate with Visalia Transit to gather the necessary data, including ridership (e.g. ATP counts), performance data (e.g. on time performance), fixed routes and on-demand operational data (revenue hours, and miles, vehicle fleet, costs, vehicle blocks, GTFS, timetable details, service costs and productivity) land use and zoning, and relevant planning documents.

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## Current Service Network

The JWA team will analyze a wide range of available data on Visalia Transit routes to craft a narrative that explains the current design of the system, its strengths, and any challenges or opportunities for improvements that can benefit riders or the agency. This assessment will encompass at least the following avenues of inquiry into the current system:

- **Mapping the Existing Service.** A clear network map will help everyone see

Visalia's spatial and temporal distribution of service. JWA's network map style emphasizes frequency. It is essential to see frequency immediately and clearly in order to understand where investment is focused, what riders experience, and how the network functions.

- **Route-by-Route Performance.** Analysis of ridership, productivity, frequency, connectivity, and usability of Visalia Transit routes. This will include insights gained at the network, route-by-route and stop level. Exact paths of investigation will be defined through data exploration and in conversation with staff during kickoff and in following meetings. JWA will develop a route profile document summarizing performance indicators. This analysis will also look at system-wide performance based on productivity, cost, and other factors, working from APC, revenue hours, and other provided data.
- **Operational Analysis.** JWA will review available speed, on-time-performance, and reliability data to identify any relevant issues. We will also analyze how Visalia Transit connects to other bus systems (e.g. TCRTA), and how easy inter-system transfers are.
- **Proximity and Access Analysis.** Access analysis refers to methods that help us understand what opportunities people can reach via transit in a reasonable time, including jobs, education, shopping, and medical destinations. We will conduct an access analysis that establishes the mobility outcomes which the existing network provides for people in the service area within various time horizons (e.g., 45 or 60 minutes), broken down for different areas and ethnic, racial or socioeconomic groups.
- **Budget Analysis.** During Task 2, we will meet with relevant staff to establish a clearer sense of the future operating resources likely available for the SRTP project horizon. We will review all available information and propose a "design budget" that represents the total amount of service that should be allocated in the SRTP process.



In addition to the above, we will conduct a field review of the service area. During the field observations and later review from our desktops, we will complete a qualitative inventory of various aspects of the service area, such as major traffic generators, route-specific characteristics, street network characteristics, major barriers and challenges, and other critical features affecting Visalia Transit service. We will pay attention to how local and regional services interact, including where different transit providers connect—whether or not the connection is good. While we are there, we will also conduct an in-person meeting with operations staff to obtain feedback and suggestions regarding current operations.

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## Travel Market Assessment

We propose a robust market analysis to assess the existing transit market and its potential. The goal of this analysis is to inform how the SRTP can grow transit’s competitive position, allowing service to adapt to changes in land use, demographics, and travel behavior.

We will consult and map traditional data sources, including transit surveys from other tasks, demographics, and behavioral data. These cost-effective, well-understood, and easily available sources provide a good market overview.

We also propose to collect and analyze detailed trip data from the Replica platform. This dataset can provide a rich source of information about all travel patterns in the region (local and regional) and can help us better understand the potential trips that transit could serve beyond the usual commute trips, such as school, medical, and recreational trips.

Building on these data sources, we will map and analyze transit markets and needs by looking at population density, job density, income and poverty, race/ethnicity and other need factors, and develop a summary of existing and potential demand and need for transit.

In Task 2, we will bring together a wide array of data to provide a multifaceted account of Visalia Transit current and potential market. This will include:

- Analysis of existing 2020 Census, 2024 ACS

demographic and socioeconomic data and 2022 LEHD employment data. As the only public, comprehensive data source for the entire US, the Census allows us to create clear maps highlighting population and job density, race/ethnicity, commuting data, income and poverty, language proficiency, and other factors. This data sets a baseline that we can then enrich with other sources.

- Analysis of all available applicable Visalia Transit customer data, including surveying.
- Mapping and analysis of access to key transit destinations, including major commercial, medical, and educational facilities.
- Analysis on how travel demand has changed due to remote work. We will use Replica data to look at travel patterns by mode and time of day, origin and destination flows, and travel purposes, among other topics.
- JWA with Visalia Transit will reach out to other City departments to gather plans and data related to how the City will grow. The existing conditions phase would also include an assessment of all relevant data on future land use and travel flows information for the time horizon of the SRTP. This would include mapping and other visualizations showing where demand is expected grow which would serve as an important guide for the development of the SRTP network.

We will also publish an [online, interactive reference map](#), as a tool for consultants and staff and, if desired, for use by the public.

We will pull the market analysis into a technical report. At the end of the Task, JWA’s project manager will present the results to City Council.

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## Financial Analysis

Using financial data provided by the City of Visalia or TCAG, the consultant will develop a 5-year financial plan with projections that address operating costs for baseline and new service assumptions, estimated revenue sources and fares, and capital expenditure. The financial plan will build on the last 5 years of financial performance including the distribution

of grant funding, variance in budget and actual expenditure, and material changes in operating expenses. The plan will also document new funding opportunities identified in the transit plan and include an inflation basis for operating expenditures such as contracting, fuel and maintenance, as well as capital construction and vehicle purchases.

The financial plan will ensure an integrated framework that meets FTA’s expectation with Visalia Transit has the legal, financial and technical capacity to use federal funds committed to fund capital and operating expenditure and the agency’s ability to use non-federal funding to support the transit system.

## On-Demand Microtransit Analysis

To the extent data is available, we will evaluate the performance of the new Visalia Connect microtransit service to understand how it has affected residents’ mobility and impacted ridership on fixed-route and traditional dial-a-ride service. We will analyze the density and distribution of trip origins and destinations that suggest success for Visalia Connect in contrast with Syncromatics boarding data at comparable stops to gauge the effectiveness of microtransit service compared to low-performing routes. This analysis will use available indicators including:

- ❑ Overall cost per passenger compared to other transit modes and benchmarks for peer microtransit service in similar environments;
- ❑ Service efficiency, determined by passengers served per service hour in relation to the number of vehicles in service;
- ❑ On-time performance and average wait time between trip reservation and vehicle arrival;
- ❑ Analysis of trip bookings through the Visalia Connect app to document the volume of trip requests, trips completed, and trips requests denied due to service unavailability.

An analysis of dial-a-ride will aim to improve the rider experience for persons with disabilities by identifying how to maximize vehicle capacity and efficiency, improve ride times and on-time performance, reduce no-shows and late

cancellations, and ensure adherence to ADA regulations. The analysis will also explore the relevance of continuing non-ADA eligibility for dial-a-ride with the emergence of Visalia Connect.

## Contract Review

An analysis of the RATP DEV operating contract will review financial terms, risk allocation, adherence to performance standards, milestones and targets with incentives and penalties, and thresholds for material change that would have a fiscal impact on or limit the potential for new service or adjustments to improve effectiveness.

### Task 2 Deliverables

- ❑ Fixed transit and On-Demand micro transit analysis as described above
- ❑ Financial Analysis
- ❑ Online interactive dashboard showing demographic, land use and transit data.
- ❑ Internal draft Existing Conditions report, and final chapter to be included in the S RTP
- ❑ Meeting with operations contract staff
- ❑ **Trip 1:** Field visit, City Council presentation

## Task 3: Public Outreach and Coordination

Along with the kickoff process in Task 1, we will begin planning for public engagement by preparing a Public Engagement Plan. Our place-based, equity-focused community engagement strategies for this plan will build on three key themes.

**Understanding Audience Diversity:** Visalia Transit riders, staff and stakeholders are as diverse as they are spread apart. We will target information to key communities in ways that matter to them.

**Creating Clear and Consistent Communications:** From the outset it is important to clearly state why these communities are being engaged and what is in it for them. As engagement progresses, it is just as important to illustrate the impact of their input. We call this showing our work.

The community should see themselves, their experiences and their input addressed in the plans and implementation items.

**Outreach to Build Trust:** We know that many of our engagement successes will be thanks to local organizations who are already knowledgeable, connected and trusted in the community. We may be able to lean on some of these organizations, in addition to venues such as the Library and schools, to allow us to do outreach at their events. To build community support and address community needs directly, you first have to build trust. From single mothers, to non-English speaking immigrants, to young teens working late shifts or attending College of the Sequoias, each community will bring diverse and personal perspectives.

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## Two Rounds of Public Engagement

### Phase 1 of Engagement (Task 3.1):

This round of engagement will be organized around conceptual networks that illustrate trade-offs that Visalia Transit faces when providing transit (more on this in Task 4). Events planned in this phase are:

- ☐ Engage Stakeholders and Council through Interactive Workshop
- ☐ Engage Public Through On-board and Online Surveys
- ☐ Engage Public at In-Person Meetings

### Phase 2 of Engagement (Task 3.2):

In the 2nd phase of engagement we will present the Draft Plan to the public and stakeholders to gather their feedback. Activities include:

- ☐ Engage Public Through Online Survey
- ☐ Engage Public at In-Person Meetings (x2)
- ☐ Report Back to Stakeholders and Public on how Engagement Shaped the Plan

More details on these tasks will be described below where they follow their respective technical tasks.

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## Public Engagement Plan (PEP)

Development of the PEP will begin at Kickoff. We will define the purpose and goals of the study and public engagement process including metrics to measure success. The purpose and goals will serve as the foundation for public communication and provide clarity and transparency about the effort. Elea from AMMA will lead the development of the PEP and the Public Outreach effort. While developing the PEP, the consultant team and client team will meet twice. The consultant team will facilitate an up to 2-hour workshop with the client team focused on defining a project purpose statement, public engagement goals, stakeholder groups and structure and potential metrics of success. Following this meeting, the consultant team will develop a draft goal statement and a draft framework for the public engagement strategy. We will then meet with the client to finalize these draft materials.

In parallel with the development of the PEP, our team will work with Visalia Transit leadership to develop a project-specific messaging platform and visual brand that follows current City brand guidelines. The approved brand and messaging will be applied consistently throughout the project on templates our team develops for any collateral specified in the PEP such as e-mail, social media, press releases, transit advertisements, and more.

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## Website and Social Media

Having a digital platform where community members, the media, and stakeholders can share ideas, provide feedback, and stay up to date on the project is imperative. Our project team will provide material and messaging to Visalia Transit to post on their website and social media platforms to engage and educate the public about the process.

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## Stakeholder Engagement

In addition to technical network planning, JWA excels at engaging the public and stakeholders in ways that provide policy-makers with actionable feedback for setting policy goals.

Our engagement processes don't just generate competing "wish lists" from constituent groups that we, or our clients, have to reconcile. Instead,



they generate thoughtful public input on the real, hard choices that transit agencies must make.

At the beginning of the project, JWA, AMMA and Visalia Transit will agree on the stakeholders that will be involved from start to finish of the project through scheduled meetings.

Why engage these stakeholders as a single group, rather than one-on-one, or in small groups? **Because engagement isn't just about City staff or consultants hearing what stakeholders say. It is essential that stakeholders hear one another and have the experience of thinking together about a challenge. They establish trust, mutual understanding and shared values.** If stakeholders hear each other's input, they learn which of their demands conflict with others. We can invite them to participate in the work of reconciling, compromising, and making the tough decisions that lead to a plan.

We hope to hold an intensive half-day or evening workshop in August 2026 with a group chosen by Visalia Transit and trusted partners who represent key organizations with a stake in transit and the SRTP. This workshop features a fun, interactive transit board game so participants can develop an intuition for how transit planning works while showing how the Ridership/Coverage trade-off might express itself concretely in Visalia. This workshop also includes live polling, a briefing presentation by the consultants, and discussions among stakeholders. We would also like to invite City staff from other departments and staff members for agencies like TCAG and TCRTA to join, ensuring their involvement from the start.

The AMMA team will facilitate meeting logistics, including venue rental (with Visalia Transit guidance), and organize set-up and breakdown, refreshments, food, and audio-visual needs. The Visalia Transit Project Manager must approve the meeting logistics, format, subject matter, our team member attendance, and presentation materials prior to finalization of the meeting. We will produce sign-in sheets, agendas, comment cards, meeting displays, and assist with content and design, as directed, of the presentation.

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## Online and On-Board Surveys

The team will conduct surveys among Visalia Transit customers and non-riders. In Phase 1 we will focus on the community's opinion about two contrasting network concepts that illustrate the trade-offs Visalia Transit faces. In phase 2, the survey will focus on gathering feedback on the Draft Plan. We will also gather information about demographics, reasons for using transit, satisfaction with the existing service, perspective on transit amenities or needed improvements, and preferences for different transit services.

The project team will collaborate with Visalia Transit to design a targeted questionnaire for each phase of public engagement. The survey will be available in both paper and online formats, in both English and Spanish ensuring accessibility for all community members. To maximize participation, we will work with Visalia Transit to promote the survey across multiple communication channels, including social media, the City's website, on-board signage, bus shelters, and other community outlets. Outreach efforts will include both system-wide promotion and targeted engagement on routes where response rates may otherwise be lower.

The consulting team will also conduct in-person outreach throughout Visalia, collecting survey responses at major transit hubs during peak travel periods and riding buses to engage directly with passengers. This hands-on approach will help ensure a broad and representative sample of rider feedback.

To reach non-riders, we will collaborate with local organizations, employers, schools, and community stakeholders to distribute surveys within their networks and encourage broader participation across the community.

The consulting team will furnish Visalia Transit with a full draft report of the survey findings. Included in this report will be analysis of the results, an executive summary with conclusions and recommendations, with a particular focus on the preferences around service changes, how preferences varied by demographics. Visalia Transit staff will provide feedback which will be used to finalize the report. Results of this survey

will inform the overall SRTP network.

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## Public Outreach Meetings

AMMA and JWA will conduct 4 pop-up events in a locations with a diverse range of potential participants, potential options are:

- ☐ College of the Sequoias,
- ☐ Visalia Transit Center,
- ☐ Visalia Senior Transit Center,
- ☐ Saturday morning Farmers' Market,
- ☐ Tulare County Fair,
- ☐ Hispanic Heritage Month Events.

Whenever possible, we will align with an existing community event—such as a farmer's market, neighborhood festival, or school function—because these events already attract a diverse and engaged audience. Tagging along an existing event reduces the burden of outreach, increases visibility and participation, and helps build trust by meeting community members where they already gather. This approach creates a more natural and welcoming environment for conversations, leading to richer, more representative input. At the event, AMMA and JWA will share information about the SRTP, answer questions, and gather community feedback through the survey and informal in-person dialogue. In addition to the pop-up events, AMMA and JWA will either attend an existing community event or host a dedicated open house at TCAG's Social Services Transportation Advisory Council.

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### Task 3 Deliverables

- ☐ Public Engagement Plan
- ☐ Stakeholder Database with assistance from Visalia Transit
- ☐ Website and Social media content and messaging
- ☐ Engagement Phase 1 and 2: Online survey
- ☐ Engagement Phase 1: On-Board survey
- ☐ Engagement Phase 1 and 2: Community events (4 in total, 2 in each phase)

- ☐ Engagement Phase 1: Stakeholder workshop
- ☐ Engagement Phase 1 and 2: analysis and report of findings to be included in the SRTP
- ☐ **Trip 3:** Public Engagement Phase 1: surveys, stakeholder workshop
- ☐ **Trip 4:** Public Engagement Phase 2: surveys

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## Task 4: Network Concepts for the SRTP

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### Framing the Conversation

Building on the Existing Conditions, we propose to move toward developing Conceptual networks that frame key choices clearly for elected officials, stakeholders, and the community.

You should expect the community to disagree about network planning. These are the kinds of debates we specialize in facilitating and resolving. We use a concepts process in most network planning processes, to illustrate difficult trade-offs.

Certain public transport goals trade-off against one another. If you are working within a limited budget, a shift towards one goal can imply a shift away from the other, for purely geometrical reasons. Re-imagining a network normally requires some choices that have no "right" answer. Agencies are asked to achieve high ridership by focusing service at higher frequencies in busy places while also being asked to cover more areas, thus spreading service thin and lowering frequencies. These two actions can't both be taken within a limited budget—it's mathematically impossible. Other relevant trade-offs where people will have different opinions about how to balance competing desires are:

- ☐ A redesigned, improved bus network vs. avoiding disruption to any existing passengers' journeys.
- ☐ More service at night and on weekends vs. more peak service.
- ☐ A simple frequent network that requires transfers for some journeys vs. a complex

infrequent network of lines connecting everywhere to everywhere.

From our experience restructuring bus networks we know how to separate questions about trade-offs from questions about facts. Technical analysis is essential for determining facts. But if a planning process is silent about choices, or hides the choices beneath technical analysis, then both ordinary people and elected officials can become distrustful of the result.

When we lead a concepts process, we make the concepts realistic—but they are not imminent proposals. Instead, they help people understand conflicting transit goals, and imagine how different their transit system could be. This ensures that we are asking for actionable input. For this process, we propose to develop two concepts to help frame a conversation with the public in Round 1 of Engagement.

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## Collaborative Network Design

As described in Section 1, whenever possible, JWA develops new networks in collaboration with local staff. We call this a Network Design Retreat. This is an intensive workshop, where consultants and staff develop new ideas and test them out in new networks. We call this a “retreat” because it should feel like an event: calendars cleared, phones off, no interruptions. Collaborative planning in a Network Design Retreat:

- ❑ Ensures we have the benefit of local staff experience and knowledge, not just data.
- ❑ Gives Visalia Transit staff ownership of the ideas in the Plan.
- ❑ Produces better network designs than any consultant could create on their own.

We propose to use in-person Network Design Retreats to develop the concepts and virtual retreats to develop the Draft and Final Plans.

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## Concepts Report

In the weeks following the Network Design Retreat, lingering issues will be refined iteratively through virtual meetings. The Concepts will be documented in a detailed report including:

- ❑ Detailed mapping of each element of the plan like frequent routes, other local routes, on-demand service areas, etc.
- ❑ Route-level and on-demand cost estimation.
- ❑ Analysis of coverage of population and jobs by each tier of service.
- ❑ Access and isochrone analyses exploring the change in access to jobs and population provided by each scenario with an emphasis on people of color, low-income residents, and other communities of concern.

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## Task 3.1 Public Outreach Phase 1

While the work of developing the network concepts will produce many interesting new valuable service planning ideas, the major purpose of the concepts is their use in a public and stakeholder engagement process oriented around the most important trade-offs facing the agency. Using detailed concepts helps everyone develop an informed opinion about the redesign of Visalia Transit’s service, so that they are able to offer thoughtful input and suggestions.

The network concepts phase will feature a major engagement effort, including all of the elements described at length in task 3:

- ❑ Stakeholder workshop convening staff and representatives from other agencies and organizations.
- ❑ Online and in person engagement centering around a survey on the concepts.

Throughout this phase of engagement we will listen to the community about what is important to them, what currently adds value and what could add value to Visalia Transit service. This is the time when we would ask them about the conceptual networks and trade-offs: more convenient transit service to increase ridership vs adding coverage service in more areas with limited service. The goal here is to gain feedback in multiple forms (surveying, interactive exercises, anecdotes from stakeholders, open-ended comments, etc), and synthesize that input as information for Visalia Transit leadership to use in determining that path from concepts to the Preferred Network for the SRTP.



Using the Concepts Report as a starting point, our team will develop a survey for use online and in-person to gather input on needs, priorities, and preferences around the Concepts. AMMA and JWA staff will coordinate on developing survey questions in collaboration with city staff. The goal will be to have clear and simple questions to ensure anyone can understand the survey.

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#### Task 4 Deliverables

- Facilitation of Network Design Retreat
- Maps, Charts, and Outcomes for Concepts
- Concepts Document and Materials to support Engagement Round 1
- **Trip 5:** Network Core Design Workshop/retreat

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## Task 5: Draft + Final SRTP

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### Draft SRTP

After getting input from the public and stakeholders on priorities, we will work with Visalia Transit staff and key partners to develop a set of recommendations.

Building off of the feedback from the public and City Council in Phase 1 of Engagement, JWA will facilitate a Network Design Retreat with Visalia Transit staff and other partners to design a draft recommended network with up to two primary scenarios:

- Cost Neutral Service Plan
- 5 year SRTP Recommended Network

The Final Core Design Retreat will focus on development of the overall network. We expect that this Final Core Design Retreat will be held virtually. After the Retreat, the JWA team will develop phasing recommendations for improvements that could logically be made from one the Cost Neutral to the 5 year Plan Recommendations.

In the weeks following the Network Design Retreat, lingering issues will be refined iteratively through teleconference meetings. The Draft Plan Report would include the following elements:

- Cost Neutral Service Plan, and 5 year Service Plan
- Market and Needs Analysis and findings
- Financial and Capital Plans
- Public Outreach process and findings
- Key Performance Indicators
- Clearly defined Transit Service Classifications for fixed-route, deviated fixed-route, on-demand, express or commuter services, or other services.
- Complete service parameters for each fixed route or on-demand service by day of the week including:
  - Span of service
  - Frequency and vehicles by time of day
  - Revenue hours and revenue miles by service or route
  - Round trip running times
  - Trip distances, and
  - Interlining combinations.
- Fleet recommendations for each service, including any recommendations for zero-emissions vehicles.
- Maps and descriptions of all route alignment changes and proposed new routes.
- Analysis of coverage of population and jobs by each tier of service for each of the three recommended network.
- Access and isochrone analyses exploring the change in access to jobs and population provided by each recommended network.
- Emphasis of access and proximity outcomes for people of color, low-income populations, and other communities of concern.

Most of the service elements above would come directly out of our service costing model. JWA has developed a thorough and accurate service costing model that we have used across all our projects to estimate peak fleet need, daily and

annual revenue hours and miles, and many other key service parameters. This costing model has proved exceptionally accurate across the many projects we have led in our more than a decade of work on bus network redesigns and service planning efforts.

## Task 3.2 Public Outreach Phase 2

These materials would then form the basis of a public, stakeholder and Council conversation in Phase 2 of engagement. This round of engagement would be limited and focus on presenting how public input shaped the Draft Plan. We will present it to City Council, and the public through an online survey and two community events. In this round of engagement, we'll ask to comment on specific details of the Draft Plan. Feedback from this engagement would inform changes and adjustments to the Draft Plan to achieve a well-supported plan that Visalia Transit can confidently implement.

## Final SRTP

JWA team will lead Visalia Transit staff and key partners through a short, virtual design workshop to revise and update the two recommended networks. Based on these updates, our team will update the final performance measures of the outcomes of each network, including the elements mentioned in the Draft Plan development. All of the material developed throughout the process (including those required by the FTA) will be compiled into the **Final SRTP Report**. It will integrate all materials developed in the study into a readable and compelling argument about what may need to be done to secure a more effective and useful transit network for Visalia Transit with a clear and actionable set of recommendations and processes to achieve that objective.

### Task 5 Deliverables

- ❑ Cost Neutral Network and 5 year SRTP network
- ❑ Draft SRTP report and executive summary
- ❑ Final SRTP report and executive summary

## Task 6: City Council Engagement

We scheduled 3 presentations to City Council at key milestones. These will provide progress updates, input from both the Council and the public, and help build support for the final SRTP.

The first presentation will occur at the end of the existing conditions phase. Álvaro will explain key insights from the Existing Conditions Memo and invite Council's input on additional community contacts or engagement opportunities. We will also ask for them to spread awareness about the project and encourage public participation.

The second presentation will take place once the Draft SRTP is complete. Álvaro will deliver an in-person presentation summarizing the plan's recommendations while gathering feedback from the Council to make any final changes.

The third and final presentation will be held upon completion of the Final SRTP report. Álvaro will present the revised Final SRTP to the Council, highlighting how community and stakeholder input helped shape the final recommendations.

### Task 6 Deliverables

- ❑ **Trip 1:** City Council presentation about Existing Conditions
- ❑ **Trip 4:** City Council presentation about Draft SRTP
- ❑ **Trip 5:** City Council presentation about Final SRTP

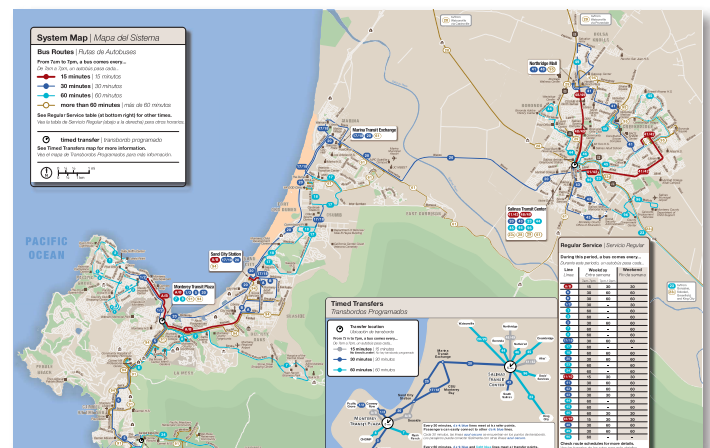


Figure 4: Public-facing map of the Monterey-Salinas Transit Better Bus Network we developed with MST, stakeholders, and the community. In the 2 years after implementation in late 2022, ridership increased 45%, and productivity increased by 25%.





# 7

## **Project Costs**

Cost Breakdown

Rates

Schedule



# Project Cost Breakdown

The following tables provide an estimate of labor hours, labor costs and direct costs by project task, and the way in which these add up to a total estimated cost.

- The **labor rates are fully loaded** and include all anticipated labor costs.
- Direct costs are estimated to the best of our abilities. In practice, **the consultant team would only charge actual direct costs**, as justified by receipts and/or invoices.
- Total Cost: **\$204,786.11**
- JWA contribution: \$144,797.54 (71%); AMMA contribution: \$59,988.57 (29%)
- Staff Standard hourly billing rates as of July 2025

|      | Staff name      | Rate     |
|------|-----------------|----------|
| JWA  | Jarrett Walker  | \$312.32 |
|      | Manuel Soto     | \$200.53 |
|      | Álvaro Caviedes | \$166.87 |
|      | Liz Marchalonis | \$117.67 |
|      | Zach Tucker     | \$101.18 |
| AMMA | Dennis Brooks   | \$153.07 |
|      | Andrea Breault  | \$135.26 |
|      | Elea Carey      | \$135    |
|      | Selena Barlow   | \$165    |

| Task Title/<br>Deliverables          | Cost by task        |
|--------------------------------------|---------------------|
| 1. Overall Project Management        | \$28,273.13         |
| 2. Review Existing Conditions        | \$45,920.27         |
| 3. Community Outreach and Engagement | \$48,861.13         |
| 4. Concept Networks                  | \$31,949.92         |
| 5. Draft and Final Plan              | \$44,293.22         |
| 6. City Council Meetings             | \$5,488.44          |
| <b>Total Cost</b>                    | <b>\$204,786.11</b> |

# Detailed Project Cost - Part 1

| Proposed Tasks                       |   | JWA          |                  |                     | AMMA         |                  |                     | Subtotal Cost for Task (\$) |
|--------------------------------------|---|--------------|------------------|---------------------|--------------|------------------|---------------------|-----------------------------|
|                                      |   | Direct Costs | Subtotal (Hours) | Subtotal Labor (\$) | Direct Costs | Subtotal (Hours) | Subtotal Labor (\$) |                             |
| 1. Overall Project Management        | Kickoff Preparation                                     |              | 4                | \$ 667              |              |                  | \$ -                |                             |
|                                      | Kick-off Meetings with staff, team                      |              | 7                | \$ 1,215            | 8            |                  | \$ 1,176.66         |                             |
|                                      | Refined project schedule and Asana                      |              | 2                | \$ 334              |              |                  | \$ -                |                             |
|                                      | Data request list                                       |              | 2                | \$ 334              |              |                  | \$ -                |                             |
|                                      | On-going Team project management                        |              | 25               | \$ 3,515            |              |                  | \$ -                |                             |
|                                      | Monthly update internal meetings                        |              | 18               | \$ 2,708            | 49           |                  | \$ 7,081.62         |                             |
|                                      | Bi-weekly project team calls                            |              | 44               | \$ 6,161            | 36           |                  | \$ 5,079.96         |                             |
|                                      |   |              | 102              | \$ 14,935           | 93           |                  | \$ 13,338           | \$ 28,273.13                |
| 2. Review Existing Conditions        | Data organization                                       |              | 18               | \$ 2,216            |              |                  | \$ -                |                             |
|                                      | Replica license   | \$ 2,000.00  |                  | \$ -                |              |                  | \$ -                |                             |
|                                      | Analyze land use, demographics, replica data            |              | 32               | \$ 4,159            |              |                  | \$ -                |                             |
|                                      | Analyze street connectivity and build environment       |              | 4                | \$ 471              |              |                  | \$ -                |                             |
|                                      | Cartography existing network                            |              | 28               | \$ 3,492            |              |                  | \$ -                |                             |
|                                      | Field visit   |              | 8                | \$ 1,335            |              |                  | \$ -                |                             |
|                                      | Analyze existing transit network                        |              | 32               | \$ 4,159            |              |                  | \$ -                |                             |
|                                      | Analyze existing Demand Response                        |              | 12               | \$ 1,609            | 24           |                  | \$ 3,388.72         |                             |
|                                      | Route profiles and service perf. Analysis               |              | 32               | \$ 4,490            |              |                  | \$ -                |                             |
|                                      | Online maps - Data viewer                               |              | 22               | \$ 2,687            |              |                  | \$ -                |                             |
|                                      | Financial analysis                                      |              | 4                | \$ 735              | 15           |                  | \$ 2,207.00         |                             |
|                                      | Draft Ex. Cond. & Choices Report                        |              | 38               | \$ 5,621            |              |                  | \$ -                |                             |
|                                      | Final Ex. Cond. & Choices Report                        |              | 24               | \$ 3,871            |              |                  | \$ -                |                             |
|                                      | Operations and Maintenance contract review              |              | 10               | \$ 1,938            | 11           |                  | \$ 1,541.29         |                             |
|                                      |   | \$ 2,000.00  | 264              | \$ 36,783           | 50           |                  | \$ 7,137            | \$ 45,920.27                |
| 3. Community Outreach and Engagement | Community Engagement Plan                               |              | 2                | \$ 334              | 16           |                  | \$ 2,316.66         |                             |
|                                      | Project database & outreach to stakeholders and leaders |              | 1                | \$ 167              | 16           |                  | \$ 2,257.70         |                             |
|                                      | Stakeholder Workshop (1/2 day or eve with dinner)       |              | 24               | \$ 3,218            | 24           |                  | \$ 3,445.08         |                             |
|                                      | On board survey x1                                      |              | 8                | \$ 941              | 20           |                  | \$ 2,739.26         |                             |
|                                      | Online survey x 2                                       |              | 22               | \$ 2,884            | 12           |                  | \$ 1,753.84         |                             |
|                                      | Public Outreach Meeting x4 (in person)                  |              | 14               | \$ 1,844            | 24           |                  | \$ 3,243.12         |                             |
|                                      | Analysis surveys x 2                                    |              | 22               | \$ 2,884            |              |                  | \$ -                |                             |
|                                      | Summary Outreach Phases x 2                             |              | 4                | \$ 667              | 28           |                  | \$ 3,855.40         |                             |
|                                      | Webpage content   |              | 2                | \$ 334              | 8            |                  | \$ 1,080.00         |                             |
|                                      | Trip 2: Community engagement phase 1 Concepts           | \$ 2,024.00  | 16               | \$ 2,276            | \$ 1,324.00  | 14               | \$ 1,998.42         |                             |
|                                      | Trip 3: Community engagement phase 2 Draft Plan         | \$ 1,162.00  | 16               | \$ 2,276            | \$ 1,324.00  | 16               | \$ 2,162.08         |                             |
|                                      | Stakeholder meals                                       |              |                  | \$ -                | \$ 250.00    |                  | \$ -                |                             |
|                                      | Printing stakeholder workshop                           | \$ 100.00    |                  | \$ -                |              |                  | \$ -                |                             |
|                                      |   | \$ 3,286.00  | 131              | \$ 17,826           | \$ 2,898.00  | 178              | \$ 24,852           | \$ 48,861.13                |
| 4. Concept Networks                  | Core Design retreat                                     |              | 52               | \$ 8,795            |              |                  | \$ -                |                             |
|                                      | Refine Networks based on staff feedback                 |              | 5                | \$ 980              |              |                  | \$ -                |                             |
|                                      | Fix Remix + Costing                                     |              | 20               | \$ 2,550            |              |                  | \$ -                |                             |
|                                      | Proximity analysis                                      |              | 20               | \$ 2,550            |              |                  | \$ -                |                             |
|                                      | Isochrones and access analysis                          |              | 24               | \$ 3,611            |              |                  | \$ -                |                             |
|                                      | Maps and frequency tables                               |              | 34               | \$ 4,099            |              |                  | \$ -                |                             |
|                                      | Concepts material for public engagement                 |              | 24               | \$ 3,021            | 24           |                  | \$ 3,458            |                             |
|                                      | Trip 4: Core Design retreat                             | \$ 2,886.00  |                  | \$ -                |              |                  | \$ -                |                             |
|                                      |   | \$ 2,886.00  | 179              | \$ 25,606           | 24           |                  | \$ 3,458            | \$ 31,949.92                |

# Detailed Project Cost - Part 2

| Proposed Tasks           |  | JWA                 |                  |                      | AMMA               |                  |                     | Subtotal Cost for Task (\$) |
|--------------------------|--|---------------------|------------------|----------------------|--------------------|------------------|---------------------|-----------------------------|
|                          |  | Direct Costs        | Subtotal (Hours) | Subtotal Labor (\$)  | Direct Costs       | Subtotal (Hours) | Subtotal Labor (\$) |                             |
| 5. Draft and Final Plan  | Core Design retreat                                      |                     | 44               | \$ 8,104             |                    |                  | \$ -                |                             |
|                          | Refine Networks based on staff feedback                  |                     | 5                | \$ 980               |                    |                  | \$ -                |                             |
|                          | Fix Remix + Costing                                      |                     | 10               | \$ 1,275             |                    |                  | \$ -                |                             |
|                          | Proximity analysis                                       |                     | 12               | \$ 1,609             |                    |                  | \$ -                |                             |
|                          | Isochrones and access analysis                           |                     | 16               | \$ 2,276             |                    |                  | \$ -                |                             |
|                          | Maps and frequency tables                                |                     | 18               | \$ 2,216             |                    |                  | \$ -                |                             |
|                          | Demand response recommendations                          |                     | 12               | \$ 2,137             | 16                 |                  | \$ 2,306.64         |                             |
|                          | Performance Measures                                     |                     | 14               | \$ 2,762             |                    |                  | \$ -                |                             |
|                          | Financial Plan   |                     | 8                | \$ 1,470             | 16                 |                  | \$ 2,377.88         |                             |
|                          | Internal draft SRTP document                             |                     | 32               | \$ 5,389             | 12                 |                  | \$ 1,657.70         |                             |
|                          | Internal draft SRTP Exec Summary                         |                     | 10               | \$ 1,570             | 6                  |                  | \$ 846.66           |                             |
|                          | External draft SRTP document                             |                     | 14               | \$ 2,139             |                    |                  | \$ -                |                             |
|                          | External draft SRTP Exec Summary                         |                     | 3                | \$ 451               |                    |                  | \$ -                |                             |
|                          | Meeting with staff to decide on changes                  |                     | 2                | \$ 334               |                    |                  | \$ -                |                             |
|                          | Final SRTP   |                     | 20               | \$ 3,174             | 8                  |                  | \$ 1,117.18         |                             |
|                          | Printing Final SRTP doc                                  | \$ 100.00           |                  | \$ -                 |                    |                  | \$ -                |                             |
|                          |  | <b>\$ 100.00</b>    | <b>220</b>       | <b>\$ 35,887</b>     | <b>58</b>          | <b>\$ 8,306</b>  | <b>\$ 44,293.22</b> |                             |
| 6. City Council Meetings | Trip 1: Council meeting Existing Conditions(+field trip) | \$ 1,162.00         | 4                | \$ 667               |                    |                  | \$ -                |                             |
|                          | Trip 5: City Council Meeting Draft SRTP                  | \$ 1,162.00         | 4                | \$ 667               |                    |                  | \$ -                |                             |
|                          | Trip 6: City Council Meeting Final SRTP                  | \$ 1,162.00         | 4                | \$ 667               |                    |                  | \$ -                |                             |
|                          |  | <b>\$ 3,486.00</b>  | <b>12</b>        | <b>\$ 2,002</b>      |                    |                  | <b>\$ -</b>         | <b>\$ 5,488.44</b>          |
| <b>Total</b>             |  | <b>\$ 11,758.00</b> | <b>908</b>       | <b>\$ 144,797.54</b> | <b>\$ 2,898.00</b> | <b>403</b>       | <b>\$ 59,988.57</b> | <b>\$ 204,786.11</b>        |



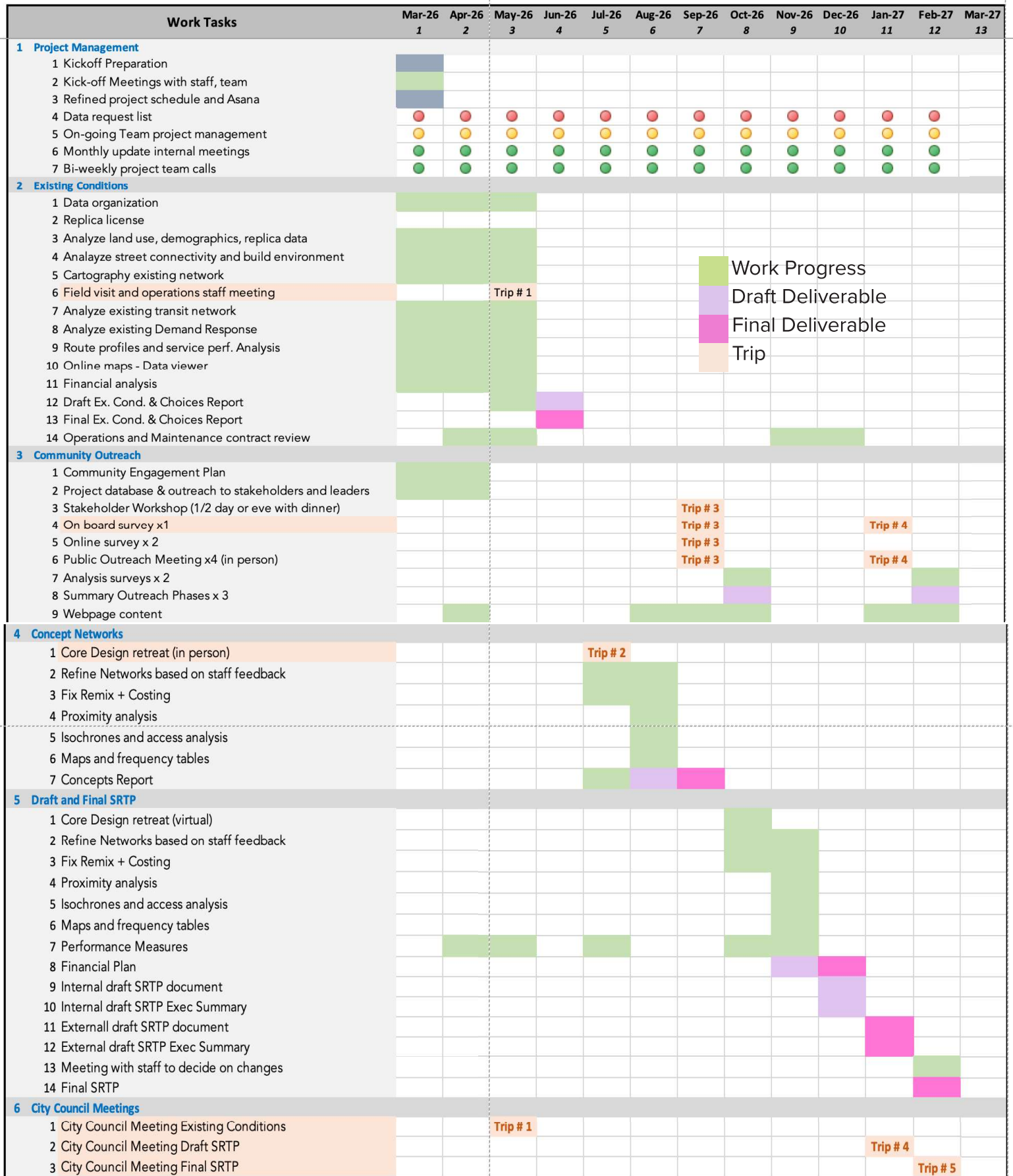
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## Project Schedule

The project schedule is available on the following page. We have assumed a roughly 12-month timeline from start to finish, anticipating final contract signing by the end of February 2026 and kick-off in March 2026.

In the RFP, the City noted a desire for a 10-12 month timeline for the project. Delivering an effective Short Range Transit Plan requires substantial planning and engagement work to take the project from concept to reality. Based on our regional, national, and global experience on similar projects, we propose a roughly 11-12 month timeline. Should JWA be selected, we would work with the City and our teaming partners to identify efficiencies where possible.

# Detailed Project Schedule







# 8

## Appendix

Attachments B and C  
California business registration  
JWA negotiation contact  
information  
AMMA DBE Certification



TITLE 49, CODE OF FEDERAL REGULATIONS, PART 29  
DEBARMENT AND SUSPENSION CERTIFICATION

The Consultant, under penalty of perjury, certifies that, except as noted below, he/she or any person associated therewith in the capacity of owner, partner, director, officer, manager:

Is not currently under suspension, debarment, voluntary exclusion, or determination of ineligibility by any federal agency;

has not been suspended debarred, voluntarily excluded or determined ineligible by any federal agency within the past 3 years;

does not have a proposed debarment pending; and

has not been indicated, convicted, or had a civil judgment rendered against it by a court of competent jurisdiction in any matter involving fraud or official misconduct within the past 3 years.

If there are any exceptions to this certification, insert the exceptions in the following space.

**None**

For any exception noted above, indicate below to whom it applies, initiating agency, and dates of actions.



Scudder Wagg, JWA President + Principal  
\_\_\_\_\_  
Consultant

November 14th, 2025  
\_\_\_\_\_  
Date

CERTIFICATION CONCERNING WORKERS'  
COMPENSATION INSURANCE

STATE OF CALIFORNIA )  
 )  
COUNTY OF TULARE )

I am aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the work of this Contract.

Date November 14th, 2025



Scudder Wagg, JWA President + Principal

\_\_\_\_\_  
CONTRACTOR



# Secretary of State

## Certificate of Status

I, SHIRLEY N. WEBER, PH.D., California Secretary of State, hereby certify:

**Entity Name:** Jarrett Walker & Associates, LLC  
**Entity No.:** 202464410004  
**Registration Date:** 10/28/2024  
**Entity Type:** Limited Liability Company - Out of State  
**Formed In:** OREGON  
**Status:** Active

The above referenced entity is active on the Secretary of State's records and is qualified to transact intrastate business in California.

This certificate relates to the status of the entity on the Secretary of State's records as of the date of this certificate and does not reflect documents that are pending review or other events that may impact status.

No information is available from this office regarding the financial condition, status of licenses, if any, business activities or practices of the entity.



**IN WITNESS WHEREOF**, I execute this certificate and affix the Great Seal of the State of California this day of November 13, 2025.

**SHIRLEY N. WEBER, PH.D.**  
**Secretary of State**

**Certificate No.:** 388438137

To verify the issuance of this Certificate, use the Certificate No. above with the Secretary of State Certification Verification Search available at [bizfileOnline.sos.ca.gov](https://bizfileOnline.sos.ca.gov).



**JWA staff members with Authority to negotiate  
and contractually bind the company.**

Scudder Wagg  
President + Principal  
(571) 281-0858, [scudder@jarrettwalker.com](mailto:scudder@jarrettwalker.com)  
1021 SE Caruthers St, Portland, OR 97214

Daniel Costantino  
Vice-President + Principal  
(971) 277-3629, [alvaro@jarrettwalker.com](mailto:alvaro@jarrettwalker.com)  
1021 SE Caruthers St, Portland, OR 97214



**Metro**

Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

213.922.2000 Tel  
metro.net



## **CALIFORNIA UNIFIED CERTIFICATION PROGRAM**

September 6, 2022

**CUCP# 29978**  
**Metro File #1107**

Heather Menninger Visscher  
**AMMA Transit Planning, Inc.**  
19069 Van Buren Boulevard, #114-378  
Riverside, CA 92508

Subject: Disadvantaged Business Enterprise Certification

Dear Heather Menninger Visscher:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Disadvantaged Business Enterprise (DBE) as required under the U.S. Department of Transportation (U.S. DOT) Regulation 49 CFR Part 26, as amended. This certification will be recognized by all of the U.S. DOT recipients in California. Your firm will be listed in the California Unified Certification Program (CUCP) database of certified DBEs under the following specific area(s) of expertise that you have identified on the NAICS codes form of the application package:

NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES  
NAICS 541720: RESEARCH AND DEVELOPMENT IN THE SOCIAL SCIENCES AND HUMANITIES  
NAICS 541910: MARKETING RESEARCH AND PUBLIC OPINION POLLING  
NAICS 611430: PROFESSIONAL AND MANAGEMENT DEVELOPMENT TRAINING

Your DBE certification applies only for the above code(s). You may review your firm's information in the CUCP DBE database which can be accessed at the CUCP website at <https://dot.ca.gov/programs/civil-rights/dbe-search>. Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing DBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your DBE status remains current. If there are changes, Metro will review to determine continued DBE eligibility. Please note, your DBE status remains in effect unless Metro notifies you otherwise.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update, such as changes in your firm's name, business/mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately. Failure to submit forms and/or change of information will be deemed a failure to cooperate under Section 26.109 of the Regulations.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your DBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records and documents by Metro.

Congratulations, and thank you for your interest in the DBE program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at [www.metro.net](http://www.metro.net).

Sincerely,

A handwritten signature in black ink, appearing to read 'R-O' with a stylized flourish.

Ramon Ortiz  
Manager, Certification  
Diversity & Economic Opportunity Department



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### Recent Transit Marketing Plans and Campaigns

#### City of Sedona, AZ (in progress)

Participated in research and development of an implementation plan for a new transit system targeting tourists in Sedona. Developed marketing and branding plan and currently working with City of Sedona introduction of microtransit.

#### Verde Shuttle, Cottonwood, AZ

Developed updated branding and marketing campaign for the Verde Shuttle which connects Cottonwood and Sedona. Campaign includes passenger information tools, print and radio advertising, a marketing toolkit for use by employers, promotional video and social media imagery.

#### Calaveras Connect, CA (2019-on-going)

Subsequent to rebranding the transit system, developed a comprehensive passenger information program and promotional campaign to launch the identity. Continue to work with agency to provide on-going marketing support.

#### San Bernardino County Transportation Agency (2019)

Design and implementation of ridership campaigns for four transit agencies in San Bernardino County – Victor Valley Transit Authority, Mountain Transit, Morongo Basin Transit Authority and Needles Area Transit. On-going work to facilitate collaborative marketing efforts by six transit agencies operating in San Bernardino County.

#### Sample Branding Projects

- |                                      |                                  |
|--------------------------------------|----------------------------------|
| » CAT and MST, Concord, NH           | » Kern Transit, Bakersfield, CA  |
| » Calaveras Connect, San Andreas, CA | » Sage Stage, Modoc County, CA   |
| » Sedona Shuttle, Sedona, AZ         | » Douglas Rides, Roseville, OR   |
| » El Dorado Transit, CA              | » Mountain Transit. Big Bear, CA |
| » Stanislaus CTSA, CA                | » Durango Transit, Durango, CO   |
| » Capital Transit, Helena, MT        | » e-tran, Elk Grove, CA          |