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SOUTHWEST STRATEGIES GROUP

Ontra Mobility

RFP #12600257: Professional Consultant Services for a Transit On-Demand Feasibility Study

Technical Proposal (Questionnaire, forms, and resumes also included in this document)

September 4, 2025

39899 Balentine Drive, Suite 200
Newark CA 94560

September 4, 2025

Richard Baldon
City of Fresno
2600 Fresno Street
Fresno, CA 93721

RE: RFP # 12600257: Professional Consultant Services for a Transit On-Demand Feasibility Study

Flexlynqs LLC, a certified DBE and SBE in California, in partnership with Ontra Mobility and Southwest Strategies ("Flexlynqs Team"), is pleased to respond to the Request for Proposal (RFP) issued by the City of Fresno to complete a transit on-demand feasibility study. Our team brings decades of experience in transit planning, transportation-related outreach, and implementation of new mobility service models.

The staff at Flexlynqs has worked with over 150 cities and transit agencies across the United States, including several in California's central valley, focused on demand-response transportation and paratransit modernization. Ontra Mobility offers cutting-edge technology for paratransit and demand-response service planning and modeling. Southwest Strategies has deep roots in community engagement in the Central Valley and has worked on several projects like this one in the past. Together, our team has the breadth and depth of experience to address the tasks described in the RFP clearly and effectively. A few things that we feel set our team apart:

- **We know the area**. With a team principal in Fremont, an outreach lead in Fresno, and other staff with years of experience working in Fresno and other surrounding cities, we are familiar with the transit landscape in the region. Santosh Mishra, when at IBI Group, also supported a CAD/AVL project and is well familiar with the operational and system environment at FAX. Further, we are currently retained to undertake a Microtransit Feasibility Study for the City of Madera (Madera Metro).
- **We are experts in paratransit and on-demand services**. The application of technology and data to the planning and delivery of traditional and emerging mobility models is our core focus. We have years of experience advising paratransit operations, advising on paratransit software platform modifications, conducting microtransit feasibility studies, transit system evaluations, and leading integrations between paratransit and microtransit platforms with other existing technologies. With our strong understanding of transit service operations and maintenance, we go beyond just providing planning studies and routinely help agencies deploy and evaluate successful services and make improvements as needed.
- **Transit technologies:** Our team brings decades of hands-on experience in technologies as they apply to transit operations and other agency functions. We have planned, designed and managed deployments for both conventional and emerging

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technologies. This has also required ensuring integration with legacy platforms and systems. This deep understanding of technology will inform our team with potential innovations, risks and mitigation strategies to deliver an *implementable* plan. We have managed deployments throughout the nation involving all mainstream vendors.

- **We provide objective analysis.** Many feasibility studies are conducted by paratransit or microtransit platform vendors as a first step towards establishing service with their companies. However, this often means that these assessments can be biased in conducting an objective analysis based on transit data and community needs. While we fully understand the vendor marketplace, Flexlynqs does not have any commercial relationship with platform vendors and is committed to providing a robust and objective analysis.
- **We understand the need for emerging services.** We have been at the forefront of on-demand transportation innovations. We bring direct experience with airport shuttles/ground transportation (currently undertaking an on-demand microtransit deployment in the Inland Empire that includes guest/visitor and dedicated airline crew connectivity to ONT), NEMT, and microtransit services that complement/supplement ADA paratransit.
- **Industry Leadership:** Our staff is recognized nationally and internationally on topics related to mobility and on-demand transportation. Santosh Mishra current serves as the co-chair of USDOT and ITE initiative on developing standards for reservations, scheduling and dispatching (RSD) and is also designated US Expert on International Organization of Standardization (ISO) Technical Committee on Intelligent Transportation Systems.

Flexlynqs' primary point of contact during the RFP review process is Santosh Mishra, President and CEO. Santosh can be reached at 312-451-7694 or santosh.mishra@flexlynqs.com.

Sincerely,

Santosh Mishra
Principal in Charge

Steve Wilks
Project Manager

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1. Project Understanding

Carving a Way Forward

Public transportation continues to be a significant component of the daily mobility needs of travelers in the City of Fresno. Fresno Area Express (FAX) provides critical service providing close to 10 million annual passenger trips. At its peak (prior to a steep decline), FAX was delivering 15–16 million annual rides, but ridership has since dropped substantially. Estimates suggest Handy Ride is approaching 140-150k trips annually.

The Flexlynqs Team understands that the City of Fresno is now looking to make further enhancements to its service by exploring opportunities for new on-demand service and supporting technologies that can enhance current demand-response offerings and further support mobility in the area. The potential benefits of such a service may range from a new ride management platform for Fresno Area Express staff to a new traveler application or platforms enabling on-demand trips.

Our understanding of what the City of Fresno aims to achieve with this On-Demand Improvement Study, which focuses on modernizing the Handy Ride paratransit system and expanding on-demand transit options, includes:

1. Modernize Handy Ride Paratransit: The study examines opportunities to update and improve Handy Ride's operations through:
    - Same-day booking
    - Real-time vehicle tracking
    - App-based scheduling
    - Transitioning to zero-emission vehicles
      These enhancements are designed to make the system more reliable, responsive, and environmentally sustainable.
2. Explore Expansion to Microtransit: Beyond paratransit, the study will assess the feasibility of expanding on-demand microtransit services, which could offer flexible, ride-shared alternatives outside of the Handy Ride network.
3. Strategic Planning, Not Commitment: The study is a planning and feasibility effort, exempt from CEQA (California Environmental Quality Act), meaning it focuses on exploring potential improvements rather than enforcing immediate changes.
4. Part of Wider Transit Funding and Innovation: In late 2024, Fresno secured a $450,000 planning grant as part of a larger $52 million state award. Funding is dedicated to assessing on-demand service—particularly for airport transportation, among other system enhancements.

Focus on On-Demand Transit to the Airport

This study includes a needs analysis for non-paratransit, on-demand service that could serve Fresno Yosemite International Airport (FAT) directly. It aims to explore potential solutions to improve access between the city and the airport via flexible transit options. We understand that

current issues with airport access include limited public transit coverage; roadwork delays; high parking reliance; infrastructure gaps; and overcrowding during peaks.

In short, study outcomes will foster:

- Improved Rider Experience: These updates could significantly enhance accessibility, reduce wait times, and offer better transparency for riders, especially those with disabilities.
- Environmental Alignment: By considering zero-emission vehicles, the study supports Fresno's broader sustainability goals.
- Inclusive Transit Vision: Expanding into microtransit and airport service options ensures that a wider range of residents benefit from improved public transportation.

This On-Demand Transit Improvement study will allow the city to further understand how well current services are supporting mobility before modeling several alternatives that alter operational parameters and introduce microtransit zones to evaluate the impact of those changes alongside existing services. There are several themes and potential issues that we want to examine as we perform this evaluation. These include but are not limited to the following:

- **Hierarchy of Mobility Needs** – There are various kinds of mobility needs. These include local access to goods, services, and activities within the immediate study areas; access to higher order medical, retail, entertainment, recreational, and public service attractions in neighboring cities and beyond; access to regional transportation; and access to regional manufacturing and service employment opportunities (especially for entry-level or part-time employees).
- **Travel Patterns** – What are the critical local and regional trip origins and destinations? Dominant travel patterns may influence how services are structured and integrated. Can traditional dial-a-ride (DAR) and fixed route services effectively serve all the study area's local and regional travel patterns, or are other mobility alternatives more appropriate? How much travel is needed for medical appointments? How much travel is to local or regional employment? Where do people in the study area shop or go for social services, entertainment, etc.? How can these patterns be realistically served?
- **Priority Transit Markets** – Are there new emergent or unmet needs (members of single-car households, school travel, expanded senior travel, and retail or service sector employees)? What are the critical markets in the study areas, and what would be the essential markets and mobility needs if priorities need to be established?
- **Type and Level of Service** – When embarking on a study of this nature, there is always the possibility that a community such as the study area cannot generate sufficient demand to support more traditional public transit alternatives. The team will work closely with FAX staff to develop service alternatives appropriate to the study area's travel needs and potential ridership levels. Rider satisfaction, community interest, and participation are critical to the final study outcome.

Focus on Stakeholder and Community Needs

Considering community feedback is a critical part of the planning process, we understand the importance of sharing these possible alternatives with the public, and plan to do so through robust outreach, engagement, and surveys. Acknowledging that around 50.6% of Fresno's population of 550,000+ residents identify as Hispanic or Latino, we are staffing this project with bilingual personnel and plan to engage heavily in Spanish.

We understand that given staff is using Trapeze and spreadsheet-based tools for booking and managing trips, granular data to understand demand is not available. As part of the evaluation process, we will not only address on-demand service's impact on ridership and accessibility, but we will also discuss the best software platforms that could be implemented to address the City's most pressing needs. If needed, we can also advise as to requirements that should be included for future contracting with microtransit vendors to ensure any future system would operate as the city intends.

Lastly, Fresno Area Express has expressed that the focus of this study should emphasize opportunities to increase accessibility for all residents in general, and Handy Ride registrants, specifically. Further, equal focus on airport (FAT) connectivity has been incorporated in our proposed work plan. The modeling tools that we will employ for this study are specifically designed with all communities in mind and heavily weigh accessibility for all communities in creating simulations. We are excited to contribute to this innovative project and evaluation and explain our approach in more detail in the work plan.

2. Detailed Work Plan

Methodology

Our methodology is an interconnected process where each component builds upon the previous to create a seamless, data-driven, and community-oriented transit solution, as illustrated in the image below.

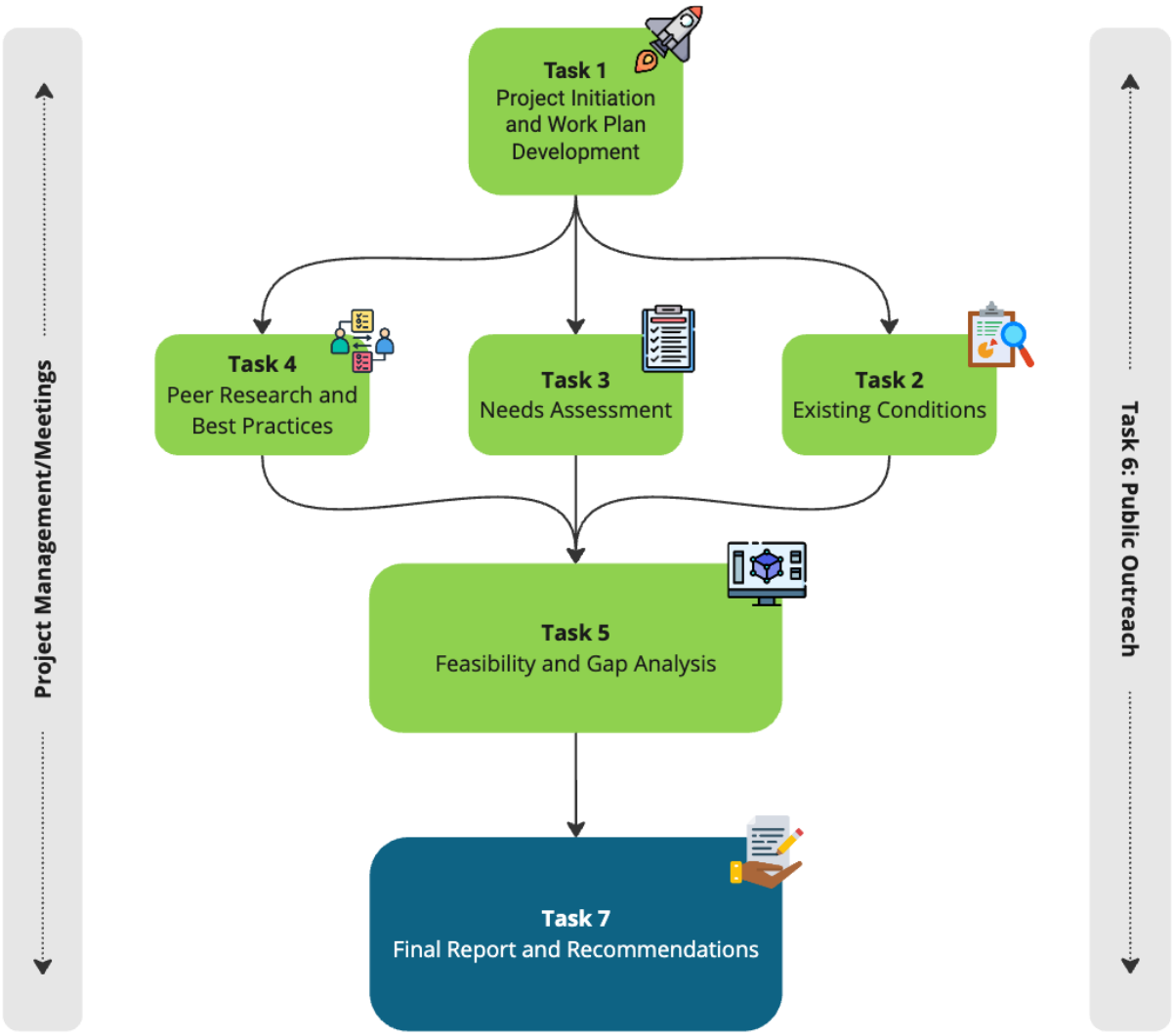


Figure 1. Overarching Methodology

The following steps outline how the pieces come together:

- A robust stakeholder and community engagement process that informs the project team throughout the entire project from Day 1.

- A comprehensive evaluation of existing conditions, needs, and peer operations/best practices to inform the development of alternatives.
- Development of alternatives through a comprehensive approach that includes demand modeling, zone identification, multimodal network design optimization for fixed and flexible services, recommended fleet size and operational strategies, Title VI analysis, and visualizations
- Refinement of options based on stakeholder feedback and implementation considerations.

By combining these components, our methodology delivers a robust, adaptable, and community-centered transit solution that maximizes efficiency and equity. Each step informs the next, ensuring a seamless and iterative approach to transit planning. Further, all steps are managed through our high-quality project management approach focused on producing quality deliverables.

The above steps are captured in the following task descriptions:

- Task 1- Project Initiation and Work Plan Development
- Task 2- Existing Conditions
- Task 3- Needs Assessment
- Task 4- Peer Review and Best Practices Research
- Task 5- Feasibility and Cost Analysis
- Task 6- Public and Stakeholder Outreach
- Task 7- Recommendations and Final Report Development

Task 1– Project Initiation and Work Plan Development

A well-structured work plan and robust project management approach are essential to ensuring that a project of this scale, complexity, and duration is delivered on time, within budget, and in alignment with overall goals and objectives. Flexlynqs has developed a comprehensive strategy that emphasizes clear communication, proactive risk management, and rigorous quality control. The project will be led by Steve Wilks, a seasoned Project Manager with a successful track record in managing complex planning initiatives of comparable scope. Steve will be supported by senior staff identified in our organizational chart, including Santosh Mishra, who will serve as Project Principal-in-charge.

Project Initiation

To formally launch the project and establish a strong foundation for coordination, the Flexlynqs team will convene a kick-off meeting with key members of the City of Fresno team within two weeks of contract execution. This meeting will provide a shared understanding of project goals, expectations, and operational protocols. During the session, the Project Manager will review:

- Team roles and responsibilities
- The full scope of work for the project, including key objectives and anything that might have changed between RFP and contract start date
- The updated project schedule and critical milestones
- Monthly progress report and invoice format
- Key decision makers, stakeholders, and community groups to engage with for outreach (this sets the foundation for activities described in Task 6)
- FAX Title VI policy
- Communication protocols and dates for bi-weekly meetings

Following the kick-off, the Flexlynqs team will develop a comprehensive Project Management Plan (PMP) to guide the execution, monitoring, and control of the study. This plan will outline everything finalized in the kick-off meeting, ranging from roles and responsibilities to scope of work to communications management to updated schedule and milestones. QA/QC procedures will be embedded at every step, with oversight by the Project Manager to ensure that all deliverables are accurate, relevant, and submitted on time.

Support Services and Communication

The Flexlynqs team emphasizes proactive, structured communication to support transparency and alignment throughout the project. In addition to on-site meetings at key milestones, we propose bi-weekly project management meetings to provide regular status updates and ensure continuous collaboration between our team and City staff. These virtual calls, led by the Project Manager, will include attendance by appropriate Flexlynqs team members based on agenda topics. They will focus on project progress, ongoing work elements, upcoming deliverables, and engagement activities.

To ensure productivity and accountability, the Flexlynqs team will prepare and share a draft agenda prior to each bi-weekly meeting and submit meeting minutes and action items within two

days following the meeting. This consistent rhythm of communication is a core part of our project management toolkit, refined through years of experience on similarly complex assignments. We understand that maintaining progress and accountability requires a disciplined, detail-oriented approach, and we will apply that same rigor to every aspect of this project.

Recognizing the benefits of remote collaboration, the Flexlynqs team offers full capabilities to host online meetings using Microsoft Teams, enabling screen sharing, real-time collaboration, and efficient communication. While in-person meetings will be held at key points during the study, we anticipate that monthly status meetings will be conducted virtually, ensuring effective coordination while making the most efficient use of the project budget.

Risk Management

Drawing on extensive experience with similar studies, the Flexlynqs team understands the common risks and challenges associated with complex feasibility planning; the difficulty of securing consistent participation from stakeholders, the risk that introducing new policies or platforms can have on operations staff, and the time constraints often associated with procurements. To address this, we have designed a risk register that tracks project risks and identifies future implementation challenges that should be considered. Each risk is given a score to determine its severity and likely impacts for this project or for future operations. This register is regularly maintained and will be continually shared with the Fresno team throughout the project to ensure mitigations can be made where necessary. Regular check-ins, detailed progress reports, and strong alignment with the City's project manager will also help identify and resolve emerging challenges before they become barriers to success.

Task 1 Deliverables:

- Kick-off Meeting and Presentation
- Initial Stakeholder Registry
- Project Management Plan (PMP)
- Regular Project Meeting Agendas and Meeting Minutes
- Monthly Invoices and Progress Reports

Task 2 – Existing Conditions

This task aims to comprehensively document and illustrate current FAX operations by recording existing policies and procedures and conducting a thorough evaluation of transit services for both fixed-route and paratransit. Our approach will also include a demographic analysis to highlight any existing service gaps relative to disadvantaged communities as defined by CA SB 550 and AB 1550. These steps are detailed further in the sections that follow.

Data Collection

To best understand how services are operated today, and to collect the data needed to model opportunities for future services in later tasks, at the outset of the project, we expect to collect and use the following data:

- Provided by the City:
  - Fixed-route ridership by route, route segment, stop, direction and time of day
  - Handy Ride ridership and trip records, including origins, destinations, times, eligibility type, and cancellations; ideally disaggregated by day and time
  - Fleet and bus stop inventory
  - Vehicle replacement and/or expansion schedule
  - Budget and financial projections - capital & operating
  - Transportation Development Act (TDA) *Triennial Audit Report*
  - Any available GIS/shapefiles of stop locations, Handy Ride service area, fixed-route alignments
  - Current service guidelines, operating policies, and performance reports for Handy Ride and FAX fixed routes
- Available Publicly:
  - 2024 FAX and Handy Ride passenger satisfaction survey results
  - Fresno County Regional LRTP
  - FAX National Transit Database (NTD) reports through 2024
  - Population density by census tract
  - Income by census tract
  - Vehicle ownership rates by census tract
  - Longitudinal Employer-Household Dynamics data on origin/destination employment statistics
  - Land-use data on key destinations (i.e., schools, healthcare facilities, etc.)

Where available, we may also incorporate supplemental datasets such as NEMT trip volumes, regional traffic counts, stakeholder survey results, or regional transit demand models. However, the methodology is designed to proceed effectively with the core datasets listed above.

Policy and Service Review

The Flexlynqs team will focus initially on a detailed review of existing FAX operations (fixed-route and Handy Ride ADA Paratransit), culminating in a written memo. This memo will include a description of the history, governance, service types, service modes, policies, farebox structures, and capital assets relevant to Fresno Area Express. Our team will utilize much of the data collected (as described above) to create a detailed review combining past reports and studies, quantitative data, and public opinion. Beyond documenting existing policies and services, this memo will also identify service and technology gaps that have been previously identified by staff and/or the public (such as the absence of real-time data and a need for improved rider applications), which will serve as a jumping off point for further needs assessment documentation in Task 3.

Evaluation of Fixed-Route Performance

Following the policy and service memo, the Flexlynqs team will conduct an in-depth quantitative assessment of fixed-route service. While not the core focus of this project, an analysis of fixed-routes is necessary to inform opportunity zones and operating parameters for potential general public on-demand service to complement ADA paratransit service. The product of this subtask will be a priority list of fixed route characteristics that may be good candidates for change. This may include route segments that may be converted to on-demand services, including:

- **Poor-performing characteristics** - include routes and schedules that are inconsistent with the service concept, fail to meet guidelines, and are inadequate in addressing the needs of identified travel markets. These services would be prioritized for potential reduction, discontinuation, restructuring, or may include route segments that could be converted to on-demand microtransit services.
- **Well-performing characteristics** - routes and schedules that meet or exceed the guidelines and are candidates for enhancements.

This task will undertake a critical review of the fixed transit routes in the study area using ride check data, run schedule information, operating data, and financial information provided by the city. This evaluation will identify routes within the system that can be reduced to reallocate resources to routes and areas with higher demand for increased productivity.

Generally, our approach is to describe baseline conditions using familiar parameters that are consistent with NTD reporting requirements, TDA performance criteria, and transit industry best practices.

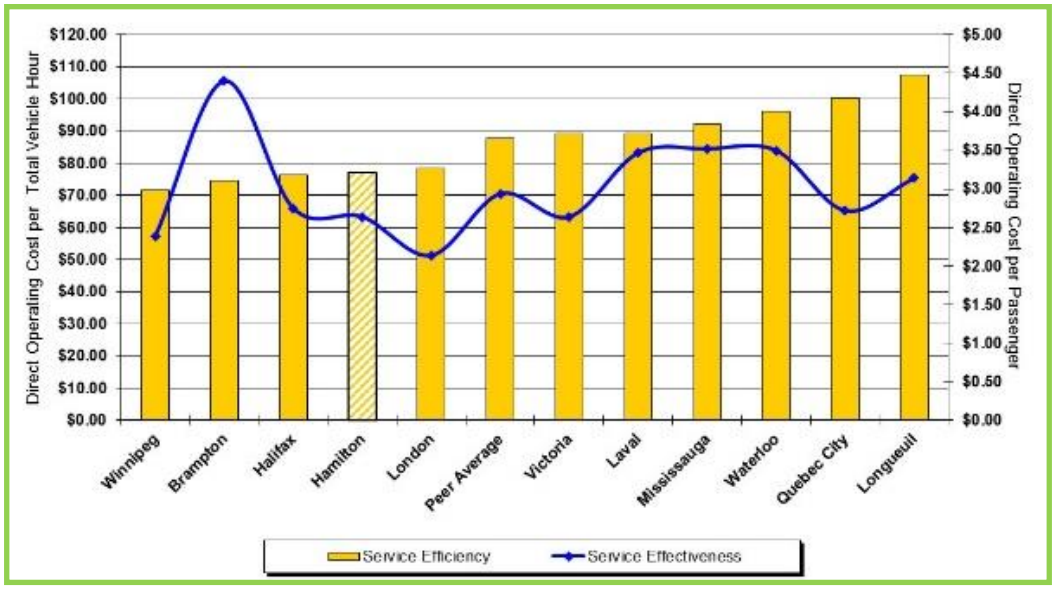


Figure 2. Example of a Service Efficiency Analysis

Sample graphic formats we have used in recent projects as shown can be replicated or modified for the city per client specifications. The sample images below include a composite bar/line graph (on left) that shows passenger boarding, alighting and running load volumes by direction of travel and bus stop; and an area graph (on right) with annotations that shows boarding

volumes by half-hour period across the service day. Typically, data for weekdays and weekends appear on separate graphs when ridership activity patterns can differ substantially.

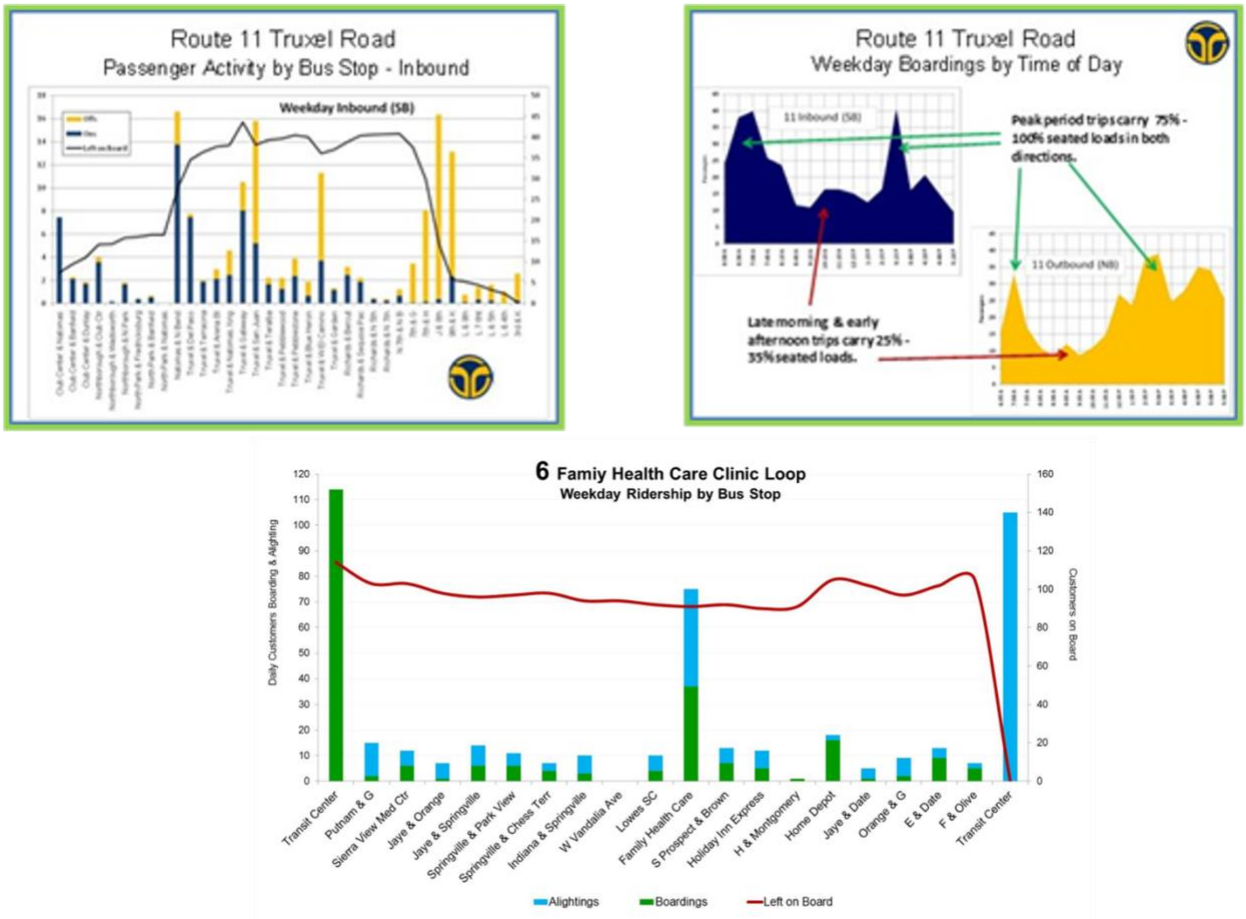


Figure 3. Sample Ridership/Demand Analysis

For this task the Flexlynqs team will present:

- Boarding and loading distributions by time of day and day of week. Comparison to loading standards to show over- and under-loaded line segments.
- Vehicle running time and layover distributions by time of day and day of week. Comparison to layover standards to show the unproductive components of vehicle trips.
- Boarding passengers per vehicle service hour by line segment, by time of day, and day of week. Comparison to service utilization standards to show the unproductive line segments.
- Allocated revenues and costs, revenue/cost performance and net cost per passenger by time of day and day of week. Comparison to financial standards to show the cost effectiveness of each line/line segment.
- Comparison of line structure to the current travel patterns in the service area.

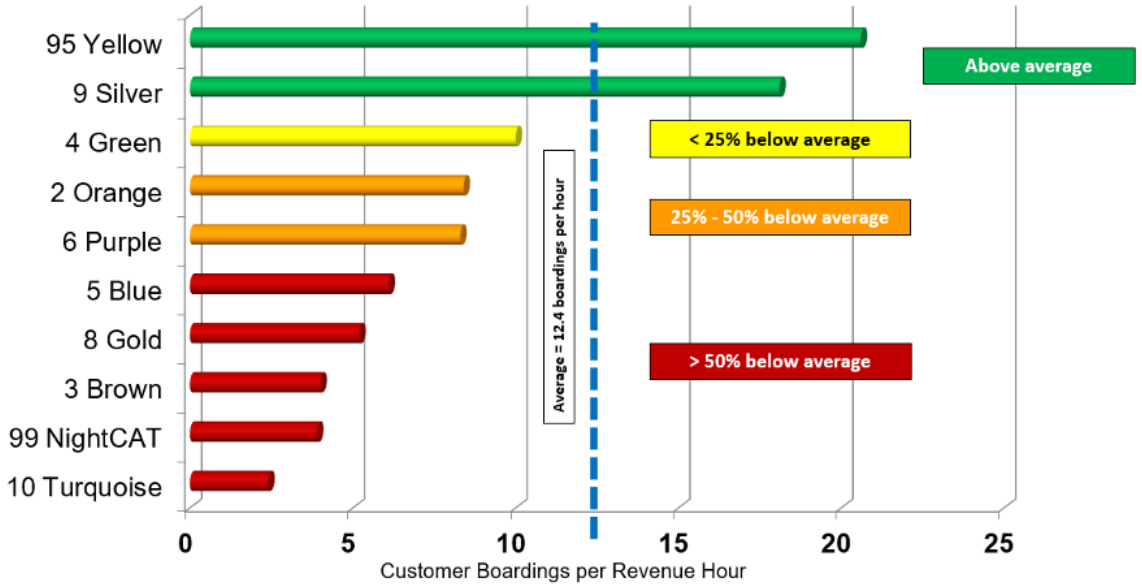


Figure 4. Example of Details Ridership Profile Assessment

While initial efforts would be aimed at identifying route segments/routes which fail to meet minimum effectiveness and efficiency values, we recognize that a comparatively low level of resources are typically accounted for poor performing routes. Thus, since the intention is to optimize the overall performance of the transit system, we will also review the well-performing routes which account for a large share of resources, where slight changes in running times, recovery times, and headways may provide considerable savings in operating costs without significantly affecting overall performance levels. We will also review loading distributions to determine headway inconsistencies and the extent to which headways can be tailored much closer to the demand to reduce operating costs without causing overcrowding or affecting the attractiveness of the service.

Evaluation of Handy Ride ADA Paratransit Performance

Operations Review: This subtask will involve compiling baseline information on Fresno's Handy Ride operations. This includes reviewing a sample of performance reports and trip data to compile operating and financial metrics. The metrics will include on-time performance, schedule adherence, vehicle occupancy rates, the incidence of ride sharing, travel times, and trip lengths.

This baseline information will be supplemented with an on-site visit, including in-person interviews with key management and operations staff. Management and staff interviews are critical to both clarify any questions arising from the various data sources or background documents, and to review current practices and procedures. The interviews will also provide a first-hand appreciation of what is working well, problem areas, barriers to problem resolution, and potential fixes.

Based on the baseline information and interviews, we will evaluate current operations (business processes) with consideration to:

- **Service Eligibility and Certification**: What is the eligibility criteria? Certification process and eligibility determination?

- **Service Costs**: How have costs changed over time, and what is driving these changes? How does productivity affect the cost per passenger trip? Are trips assigned effectively?
- **Service Effectiveness**: How is the service meeting productivity and service quality standards and benchmarks?
- **Scheduling/Dispatch Procedural Review**: What scheduling/dispatch system is being used? Are scheduling and dispatch staff making full use of the scheduling system (and route optimization)? Could procedural, policy, and service parameters make a difference? How are no-shows and cancellations impacting operating performance?
- **Fleet Management**: What is the utilization of the existing fleet? How is the fleet maintained?

This evaluation will produce an assessment and inventory of service strengths and weaknesses. Strengths will be built upon, and weaknesses will be acknowledged and remediated through recommendations.

Best Practices: To complement the operations review, we will provide a commentary on paratransit industry best practices regarding the key business functions, standard operating procedures and policies and service metrics. This will inform on areas where Handy Ride is excelling and areas where improvements are required.

Demand Forecasts: This task will undertake a quantitative and qualitative analysis of the current Handy Ride demand and forecast yearly demand over a 10-year period. The analysis will build on collected operational data coupled with local Census data and population projections. Paratransit trip generation rates based on the population's propensity to use paratransit services to produce demand forecasts will be applied. The demand forecasts will be generated at the town-wide level and will be the primary driver of future specialized fleet and service requirements.

Service and Fleet Requirements: Recommendations for Handy Ride service operations will be developed as informed by the operations review and industry best practice service standards.

Handy Ride Improvement Strategies: We will build on service strengths and existing or new opportunities and will develop and describe a list of possible service alternatives including on-demand and/or hybrid services, for review with the project management team. Strategies will reference:

- **Policy and Procedural Changes** - Within a framework of legislative compliance, develop strategies that can improve demand management and influence a shift to fixed route services. Changes to service parameters such as the level of driver assistance, dwell time, on-board travel time maximums, pick-up windows, and reservation timeframes for advanced and same-day bookings. These can affect service productivity and trip denial rates.
- **Fleet and Technology** - Changes to the capacity and size of the service vehicles and the introduction of enhanced dispatch/scheduling tools.
- **Increased Attractiveness of Fixed Route System** - Improved accessibility, schedule adjustments, discounted fares, and route changes can improve the attractiveness of fixed route services. Under the right conditions, on-demand services may be a more cost-efficient alternative to Handy Ride paratransit coverage.

- **Alternative Service Delivery Models** - Different models offer different levels of FAX control over service efficiency and quality.

This subtask will provide a comprehensive assessment and inventory of service strengths, weaknesses, and opportunities. Strengths will be reinforced; weaknesses will be addressed; and opportunities, such as potential integration or standalone viability as an on-demand microtransit service zone, will be explored.

On-Demand Transit to the Airport: This subtask focuses on a needs analysis for non-paratransit, on-demand service that could serve Fresno Yosemite International Airport (FAT) directly. It aims to explore potential solutions to improve access between the city and the airport via flexible transit options. We understand that current issues with airport access include limited public transit coverage, roadwork delays, high parking reliance, infrastructure gaps, and overcrowding during peaks. Further, key access/connectivity gaps include the following:

Table 1. Gaps Identified in Airport Connectivity

Gap Type	Description
Frequency & Span	Limited early/late service, long weekend headways
First/Last-Mile Access	No shuttles, microtransit, or bike access to/from airport
Regional Connectivity	Sparse, infrequent, or seasonal regional links
Transfer Coordination	Poor timing between FAX, regional routes, and flight times
Wayfinding & Information	No real-time info, signage, or multilingual support
Route Coverage	Only 2 FAX routes serve FAT: large areas unconnected

In the analysis of the need for ground transportation connectivity enhancements to Fresno Yosemite International Airport (FAT), this subtask will combine data analysis, community input, and on-the-ground factors to assess current conditions, identify gaps, and propose solutions. Key elements of the workplan include:

Define the Purpose:

- Who needs better access? (e.g., airport workers, low-income travelers, tourists, regional residents)
- When are the biggest gaps? (e.g., early morning, late night, weekends)
- What modes are being considered? (bus, microtransit, taxi, TNCs, regional transit)

Collect and Map Key Data:
Transit Service Data
- Current bus routes (FAX, FCRTA, V-LINE, YARTS)
- Service frequency, span, and stops near FAT
- GIS layers of route alignments, stops, and airport terminals

Demographics and Demand
- Areas of Persistent Poverty or Title VI concern
- Residential zones with low car ownership
- Employee origin points for airport staff (often from low-income neighborhoods)

Airport User Data
- Flight departure/arrival schedules
- Airport ground transportation surveys (if available)
- FAT parking lot usage (can indicate unmet transit demand)

Incorporate Transfer and First-Mile/Last-Mile Factors:
- Distance and accessibility between terminal exits and bus stops
- Real-time coordination of transfers
- Walkability, safety, signage, shelter, etc.

Analyze Accessibility & Gaps:
Use GIS and planning tools to:
- Draw service buffers (e.g., ¼-mile or ½-mile) around existing transit routes and stops
- Identify unserved neighborhoods or populations beyond walkable range
- Evaluate whether airport shifts and flights match transit service hours
- Map transfer points to assess total travel time and trip complexity

Engage Stakeholders:
- Airport employees
- Passengers (especially low-income or non-English speakers)
- Community-based organizations

Identify Barriers:
Consideration of:
- Service availability (routes, hours, frequency)
- Affordability
- Infrastructure (sidewalks, ADA compliance, shelters)
- Information (real-time arrival tools, signage, trip planning)

Develop Findings & Recommendations:
Group needs into categories:
- Coverage improvements (e.g., new routes to underserved areas)
- Service enhancements (e.g., late-night or early-morning buses)
- Infrastructure fixes (e.g., closer stops, better signage, bike lanes)
- Mobility alternatives (on-demand shuttles, mobility hubs)

Demographic Spatial Analysis

It is critical to understand the detailed demographics within the City of Fresno and the broader region when studying any transit service alterations. Demographic and social data will be captured and communicated spatially as part of this task, guided by our demographic analysis framework shown in Figure 5.

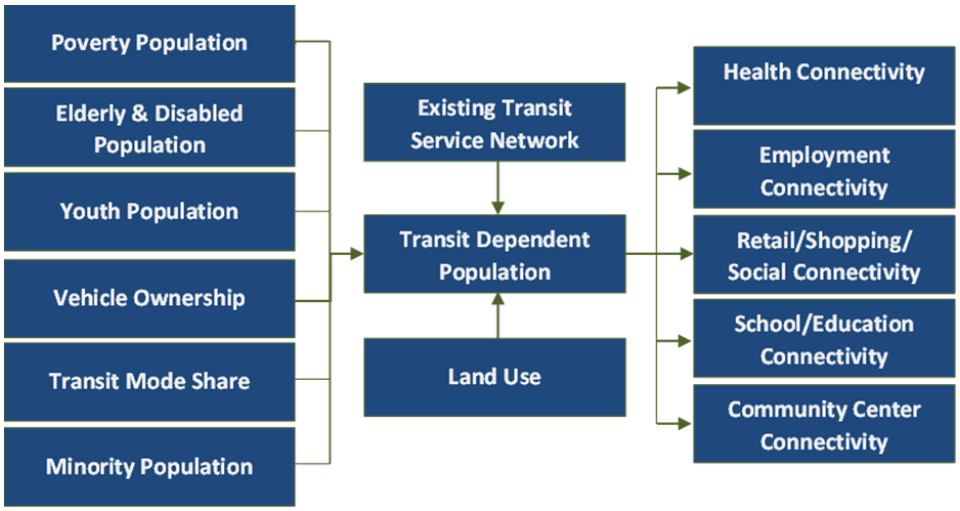


Figure 5. Demographic Analysis Framework

The output of this evaluation will be detailed documentation of current demographics, and visualizations showing how existing services map to disadvantaged communities (DACs) as defined by CalEPA and SB 535 and AB 1550.

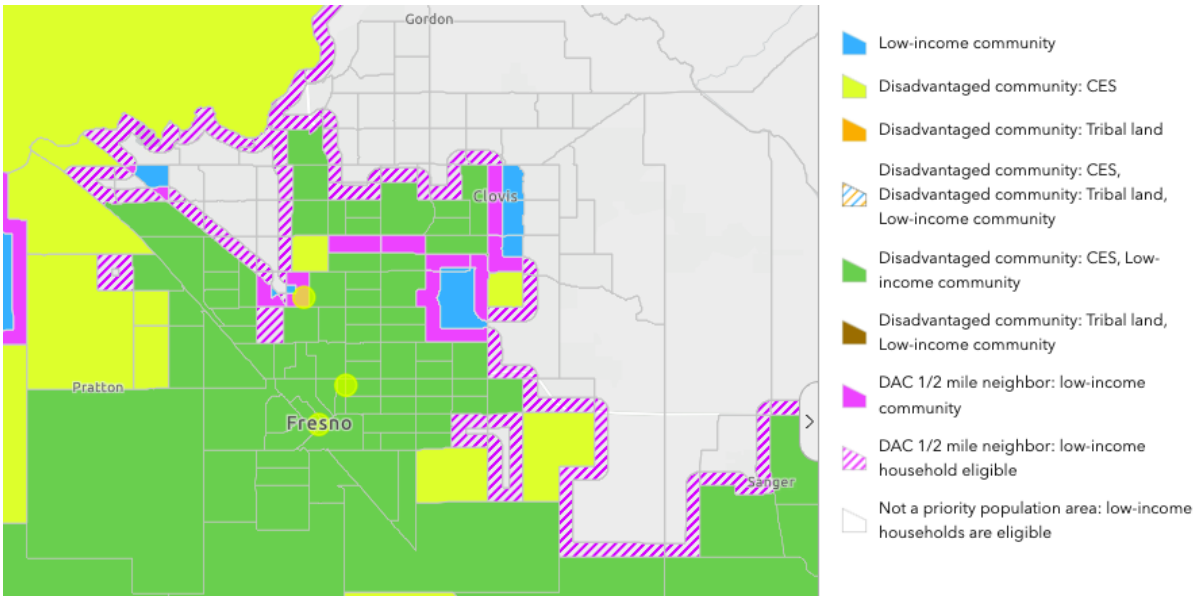


Figure 6. Several DAC tracts have been identified within Fresno (Source: CARB)

Task 2 Deliverables:

- Policy and Service Review (Memo)
- Evaluation of Fixed-Route (Presentation)
- Evaluation of Handy Ride Service (Presentation)
- Airport Connectivity Analysis (Memo)
- Demographic Analysis (Memo with Map)

Task 3 – Needs Assessment

The Flexlynqs team will conduct a multi-dimensional needs assessment designed to guide FAX's modernization of its paratransit service and potential new services like Non-Emergency Medical Transportation (NEMT) and general public DRT. This assessment will draw from stakeholder and staff engagement, a detailed evaluation of existing technology systems, and an analysis of unmet needs related to accessibility, booking flexibility, and customer experience. Our approach prioritizes clarity, implementability, and alignment with both the ADA paratransit mandate and evolving community mobility needs. The results of this assessment will clearly outline user needs, organized in a manner that can easily map to any future software requirements that may be needed later in the systems engineering lifecycle.

Non-Emergency Medical Transportation (NEMT) Needs Assessment

To evaluate opportunities for integrating NEMT into FAX's service portfolio, the Flexlynqs team will investigate how medical-related trips are currently being accommodated and where service gaps may exist. This will include a review of internal FAX trip data (where available) related to recurring medical appointments, dialysis centers, and hospital destinations. We will also consult with City staff to understand whether there are unmet demands among transit-dependent populations or partnership opportunities with healthcare organizations or Medi-Cal transportation brokers. Our team will assess whether a formal NEMT program could serve as an extension of, or complement to, ADA paratransit and identify what operational and policy considerations would be necessary for implementation.

Public Outreach and Stakeholder Engagement

Engaging paratransit users, caregivers, and key community stakeholders is critical to ensuring the recommendations reflect real-world needs and lived experiences. Outreach will prioritize current paratransit riders, individuals with disabilities, senior riders, and community-based organizations that regularly interact with mobility-challenged populations. While extensive public outreach will be conducted as part of the needs assessment phase, because the engagement process runs throughout the entire project lifecycle, the methodology and approach are covered in more detail in our Task 6 write-up under public outreach.

Staff Interviews

To gain a comprehensive understanding of current operational challenges and opportunities for modernization, the Flexlynqs team will conduct interviews with FAX staff involved in

paratransit operations, scheduling, customer service, planning, and IT. These conversations will be structured to collect feedback on both workflow pain points and system capabilities.

A particular focus will be placed on the use of Trapeze PASS, which we understand is the current paratransit software platform. We will ask staff questions such as:

- How effectively does Trapeze PASS support trip scheduling and real-time dispatch?
- Are there limitations or inefficiencies in customer communication or same-day trip management?
- What manual workarounds are currently required?
- How user-friendly is the interface for staff and for riders (if applicable)?
- How well does the system support integration with mobile apps or booking portals?
- What functionalities are underutilized or have proven unreliable?
- What improvements would staff prioritize in a new or upgraded system?

This input will help identify whether the current system can be optimized or whether alternative platforms may be warranted.

Technology and Software Capability Review

Based on the insights gathered from staff and stakeholder engagement, the Flexlynqs team will conduct a targeted review of technology tools that support demand-responsive transit operations. This includes evaluating FAX's existing paratransit software capabilities and identifying functional gaps. Our team has decades of experience assessing the viability and qualities of a wide range of transit technologies, including legacy paratransit software and more modern mobility-on-demand platforms.

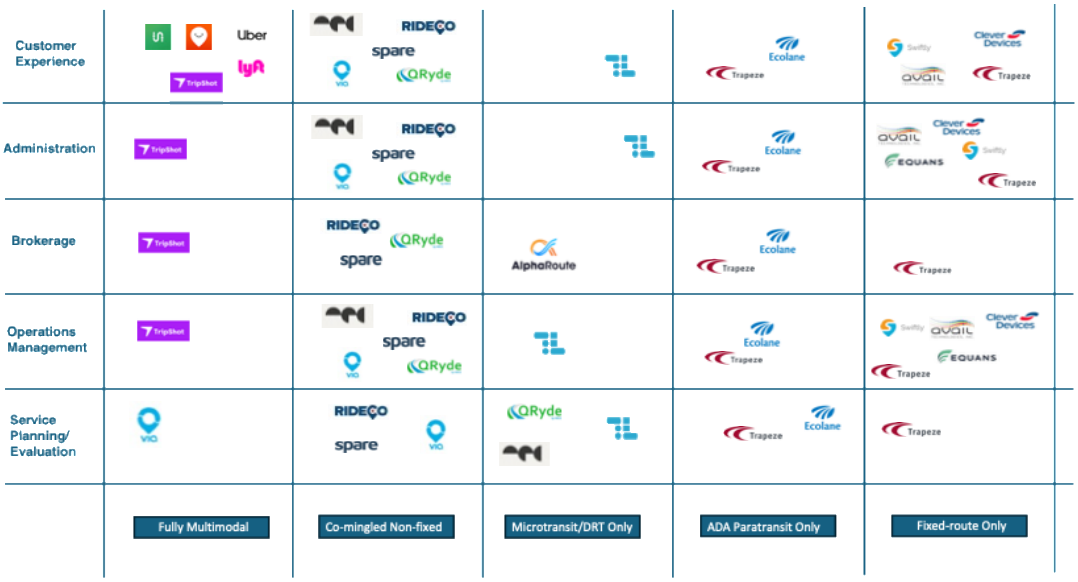


Figure 7. Vendor Capabilities in Today's Market

We will review features such as real-time scheduling, dispatching, vehicle tracking, customer booking portals, automated customer notifications, driver communication tools, and reporting dashboards. The review will assess whether current tools meet FAX's operational and customer service goals and will benchmark Trapeze PASS against other leading software platforms on the market. We will also consider scalability, ease of use, system integration, and ability to support enhancements such as:

- Same-day or on-demand trip requests
- Web- and app-based booking and ticketing
- Real-time vehicle location and ETA for customers
- Flexible non-paratransit services (e.g., NEMT, dedicated airport shuttles, microtransit)
- Integration with existing fare collection systems

The results of this review will be a matrix that will help the City understand whether upgrading or replacing the existing system is necessary to modernize service and meet evolving rider expectations.

Synthesis of Needs

At the conclusion of this task, the Flexlynqs team will synthesize findings from the NEMT assessment, stakeholder outreach, staff interviews, and the technology/software evaluation into a concise summary of system needs. This synthesis will clearly identify opportunities for service enhancements, process improvements, and technology modernization that FAX may pursue in future phases of the project. These needs will inform our modeling efforts in Task 5 as we develop conceptual alternatives that fill these gaps and improve both customer and agency experience.

Task 3 Deliverables:

- NEMT Feasibility Assessment (Memo)
- Staff Interview Summary (Memo)
- Technology & Software Review (Matrix)
- Needs Assessment Summary (Memo)

Task 4 – Peer Review and Best Practices Research

The Peer Review and Best Practices Research will reflect both performance metrics of "sister agencies" as well as best practices in the new mobility landscape. Regardless of the size of community, it is important to profile creative and innovative approaches that touch upon the multitude of service scenarios to be addressed in this engagement in general such as on-demand microtransit and connectivity to FAT, and specifically alternate delivery schemes for the delivery of Handy Ride - ADA paratransit. In terms of the latter, the Flexlynqs team will conduct a targeted review of public transit agencies that have implemented or piloted modernized on-demand paratransit models—particularly those blending ADA and general public demand-

response trips, integrating Mobility-as-a-Service (MaaS) platforms, deploying zero-emission vehicles, and enabling same-day booking.

The Flexlynqs team has developed and/or reviewed such best practices in communities ranging from populations of fewer than 50,000 (in small urban and rural communities) to several million and are very familiar with best practices/creative and innovative mobility solutions.

This task will involve identifying, in concert with FAX staff, eight to ten communities, some of which may have similar operating and environmental characteristics to those of the Fresno project area. In addition to common attributes such as population, trip densities, environment, maturity of transportation services, etc., it is also desirable to select properties that define a range of procedures and practices. In this task, a select number of transit/mobility services elsewhere in the nation will be reviewed to provide comparisons in terms of ridership, performance levels and costs. A second important aspect will be to determine what initiatives have been taken and the degrees of success in achieving improved service and cost efficiencies by changing the method of operation and/or introducing different types of service as well as to provide insights gained through the deployment of advanced technologies.

Some initial thoughts for peer analysis could include:

- **Humboldt Transit Authority (HTA), CA:** Serves ADA-qualified riders and general public on shared Dial-a-Ride vehicles. Focuses on scheduling coordination, prioritization, and eligibility management among mixed trip types.
- **Sacramento Regional Transit (SacRT), CA:** Currently implementing a full overhaul of its Trapeze PASS legacy software. Transition toward real-time tracking, app-based booking, and improved customer interfaces.
- **VIA Metropolitan Transit (San Antonio, TX):** Co-mingled demand-response service for both ADA and general users using the same fleet and app platform. Includes integration with employer-sponsored shuttles and city mobility services.
- **Valley Metro (Phoenix, AZ):** Modernizing demand-response with scheduling platforms linked to healthcare mobility providers. Exploring fleet electrification pilots and service dashboards.
- **Roaring Fork Transportation Authority (RFTA), CO:** A leader in rural/urban zero-emission bus deployment, including demand-response cutaway vans.
- **NEORide, several states:** A multistate council of governments actively exploring mobility-as-a-service applications and integration of demand-response services into those applications.

Comparative Assessment

For each agency, our team will:

- Collect available documentation on technology platforms, eligibility management, vehicle types, performance metrics, and costs

- Interview planning and operations staff where possible to understand motivations, outcomes, and lessons learned
- Develop a matrix summarizing:
    - Service model design characteristics (e.g., co-mingled trips, same-day booking, MaaS app linkages)
    - Technology platforms in use or under implementation
    - ADA compliance strategies when serving mixed eligibility riders
    - Rider feedback, cost data, and operational results

Task 4 Deliverables:

- Identification of Peer Studies and Best Practices (Memo)
- Comparative Assessment (Matrix)

Task 5 – Feasibility and Cost Analysis

In this task, our team will employ a data-driven framework to assess Fresno's Handy Ride current performance, identify opportunities for improvement, and explore the expansion of non-paratransit on-demand services. This integrated process evaluates technology upgrades, compares staffing and cost models, and prioritizes equity to deliver practical, community-focused solutions.

- **Initial Assessment:** We begin by evaluating Handy Ride and related FAX services, mapping current operations against community needs. This includes reconstructing paratransit and NEMT schedules to measure baseline fleet utilization and identify "flexible capacity" that could support same-day or additional on-demand services. Critical destinations—such as healthcare facilities, senior centers, universities, major employers, and the airport—are mapped to highlight priority access needs.
- **Demand Modeling:** We develop demand models that combine historical ridership, census demographics, and travel behavior data. Demand is segmented by service type (paratransit, NEMT, seniors, general public) to capture both existing and latent demand. The models test rider response to new service designs, fare integration, and technology upgrades, while identifying overlaps and gaps across populations and trip purposes.
- **Scenario & Options Development:** We define and refine potential service configurations, including dedicated paratransit, same-day paratransit, NEMT, and public on-demand services. Scenarios include separate versus co-mingled operations and specialized service zones such as first/last mile catchment areas, direct-to-destination corridors, or shared hubs at universities, hospitals, and employment centers.
- **Service Design Optimization:** Our optimization framework evaluates combinations of fixed-route, paratransit, NEMT, and public on-demand services. This includes analyzing separate versus co-mingled delivery models, quantifying fleet capacity for same-day trips, and estimating trade-offs of performance, costs, and equity across all options.

- **Fleet and Operational Strategies:** Through activity-based simulation, we estimate fleet needs, vehicle mix (including accessible and NEMT-capable units), operating costs, and staffing impacts. The simulation models rider behavior and real-time dispatching under different designs, producing clear metrics for passenger experience (wait times, travel times, and reliability) while stress-testing Title VI and equity compliance.
- **Post-analysis and Visualizations:** We provide clear outputs for decision-makers and stakeholders, including maps, equity overlays, scenario dashboards, and Title VI analyses. Visualizations highlight differences between separate and co-mingled operations, changes in coverage and access, cost-efficiency, and systemwide equity outcomes. These tools make results accessible for both technical review and community engagement.

By combining these components, our methodology provides Fresno with a robust, adaptable, and equity-driven framework for transit modernization and on-demand service expansion.

Initial Assessment

We begin with a comprehensive assessment of Fresno's paratransit and fixed-route services. Using demographic, socio-economic, and mobility data, we identify service gaps, underserved communities, and opportunities for modernization such as same-day booking, real-time tracking, and mobile app-based scheduling. This analysis also maps critical destinations, including healthcare facilities, senior centers, universities, major employers, and Fresno Yosemite International Airport, to ensure service improvements address the highest-priority needs.

While our methodology can operate with standard demographic and ridership data, additional city-provided inputs strengthen calibration. Beneficial datasets include Handy Ride trip records, APC/AVL data, NEMT trip volumes, non-transit travel flows (traffic counts, ride-hailing usage), and any existing regional transit demand models. These allow for more precise demand estimation and optimization of service design.

Demand Modeling

Our demand modeling combines ridership data, census-based socio-demographic profiles, commuting patterns, and land-use insights to estimate transit demand across multiple service types. The model accounts for both existing ridership and latent demand from individuals likely to use transit if new or modernized options are available.

In addition to static projections, our behavioral modeling evaluates how riders respond to service design changes. We simulate mode shifts from personal vehicles, taxis, or ride-hailing to public transit under different conditions, incorporating factors such as travel times, wait times, service hours, transfers, and fare integration. This ensures projections reflect real-world decision-making and captures how improvements like first/last mile feeders, shared airport rides, and NEMT integration will impact adoption.

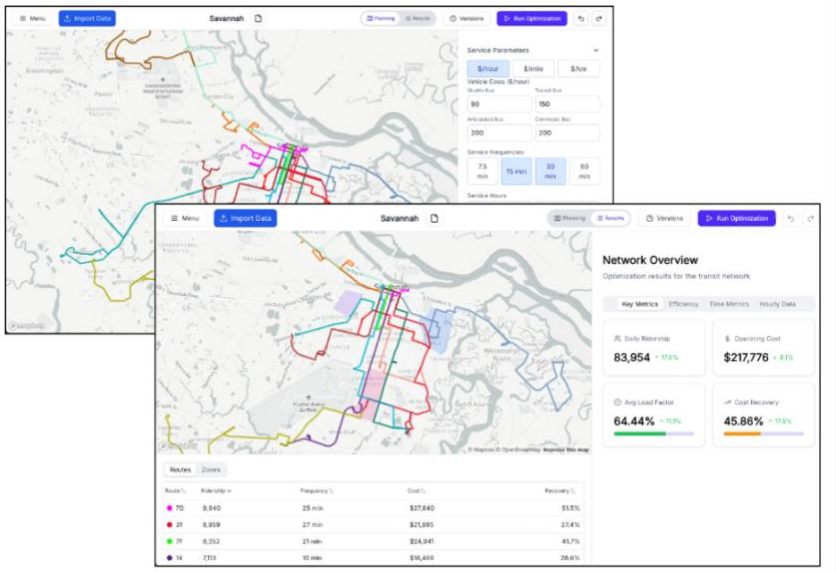


Figure 8. Demand Modeling Platform

Scenario & Options Development

Building on demand results, we define and test potential service configurations, including dedicated paratransit, same-day paratransit, NEMT, and public on-demand services. Scenarios explore both separate and co-mingled operations to assess trade-offs in efficiency, cost, and equity.

We also identify service zones most suitable for demand-responsive operations, such as neighborhoods with limited fixed-route coverage, catchment areas for BRT, or shared hubs at hospitals, universities, and employment centers. Zone boundaries are refined through optimization modeling, which evaluates ridership potential, fleet requirements, costs, wait times, and overlaps with existing FAX routes. The result is a set of options that are functional, scalable, and designed to expand access for disadvantaged communities.

Service Design Optimization

We apply a data-driven framework that jointly optimizes fixed-route, paratransit, NEMT, and general on-demand services as a single integrated system. This allows us to predict how a change to one service will impact all others, ensuring every mode works in concert to provide a cohesive and holistic network for the community. This model simulates how riders respond to different service configurations, incorporating costs, service frequencies, fleet composition, and operational hours.

The optimization framework allows Fresno to test scenarios such as Handy Ride modernization, first/last mile feeders, shared NEMT and airport rides, and co-mingled versus separate operations. Each scenario incorporates costs, fleet composition, operating hours, and staffing models, allowing side-by-side comparison of in-house versus contracted delivery. By simulating

rider behavior and capacity trade-offs, the model provides Fresno with clear, data-driven guidance on which combinations offer the best balance of cost, equity, and reliability.

Fleet and Operational Strategies

Once optimized service designs are generated, we use activity-based simulation to estimate operational outcomes under dynamic conditions. This simulation models real-world rider trips, daily schedules, and vehicle dispatching to produce clear and actionable outputs:

- **Fleet size and mix:** Optimal number and type of vehicles required, including ADA-accessible and regular vehicles.
- **Operating costs:** Projected costs under both in-house and contracted models, including staffing, vehicle maintenance, and per-trip metrics.
- **Ridership projections:** Anticipated demand across peak, off-peak, weekend, and seasonal periods.
- **Passenger experience:** Expected wait times, ride times, and reliability, tested under both co-mingled and separate service delivery.

These outputs ensure Fresno receives recommendations that are operationally feasible, cost-effective, and aligned with both service quality goals and Title VI equity requirements.

Post-Analysis and Title VI Evaluation

After simulations, we conduct a detailed analysis of system impacts, focusing on:

- **Coverage and access:** Measures changes in service reach to jobs, healthcare, schools, and the airport.
- **Title VI and equity:** Evaluates potential impacts on disadvantaged populations. Ensures expanded accessibility for these populations to jobs, healthcare, schools, the airport, green spaces, and other community amenities. Ensuring that all recommendations comply with FTA circular 4702.1B, our team has developed a web-based tool specifically for Title IV analysis that can:
    - Assess disparate impacts on race, color, or national origin, or disproportionate burden on low-income riders, and
    - Developing methods to avoid, minimize, and mitigate any identified disproportionate impact
    - Establish communication plans for Limited English Proficiency, minority, and low-income populations.
    - Verify procedures for filing a Title VI discrimination complaint.
    - Evaluate the level of Title VI impacts
- **Cost efficiency:** Compares per-trip costs, sustainability, and staffing implications.
- **Systemwide improvements:** Assesses ridership growth, wait time reductions, and transfer impacts.

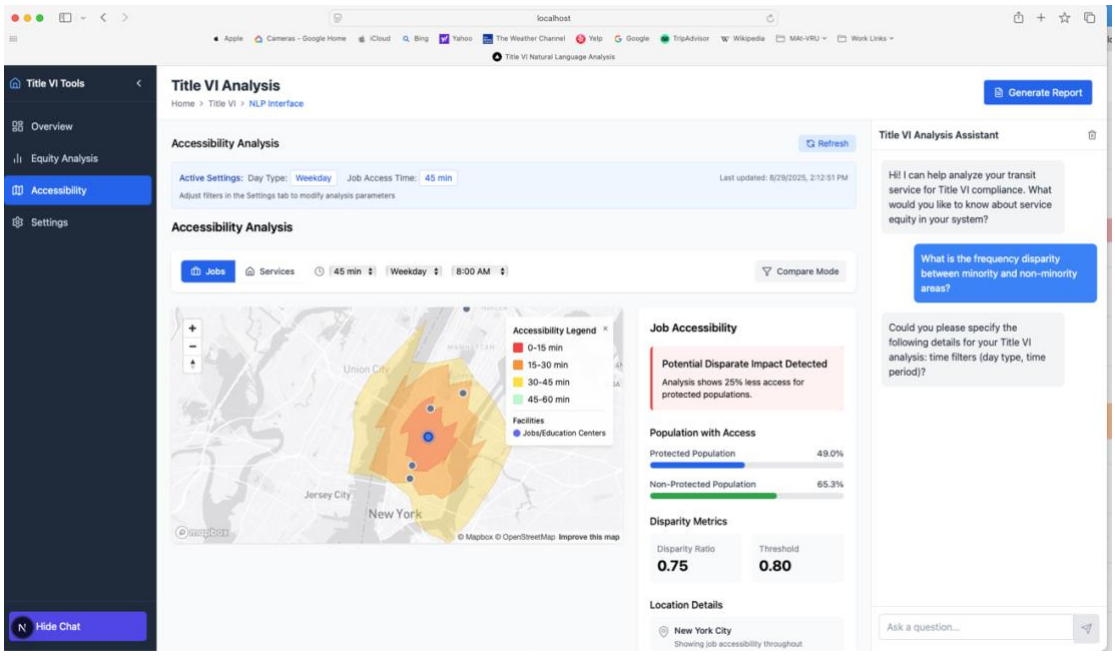


Figure 9. Screenshot from our Title VI Analysis Tool

This comprehensive post-analysis provides a clear understanding of how the proposed network options improve accessibility, equity, and cost-effectiveness. By integrating these findings, we ensure the transit system aligns with community needs and policy objectives, delivering a robust framework for decision-making and implementation.

Visualizations and Communication Tools

Our modeling platform produces outputs designed for both technical analysis, stakeholder review, and public engagement:

- **Existing and proposed service maps:** Service maps showcasing the proposed changes to the service areas
- **Coverage map and graphs:** Showcase improved coverage and access for key destinations, jobs, healthcare, schools, and the airport for various areas.
- **Equity overlays:** Highlight service changes and improvements for low-income, minority, and senior populations.
- **Scenario dashboards:** Comparisons of ridership, cost, and service performance across configurations.
- **Simulation videos:** Real-time visualization of fleet dispatch and passenger trips.

These tools make results easy to interpret, enabling City leaders, stakeholders, and community members to understand trade-offs and actively engage in decision-making.

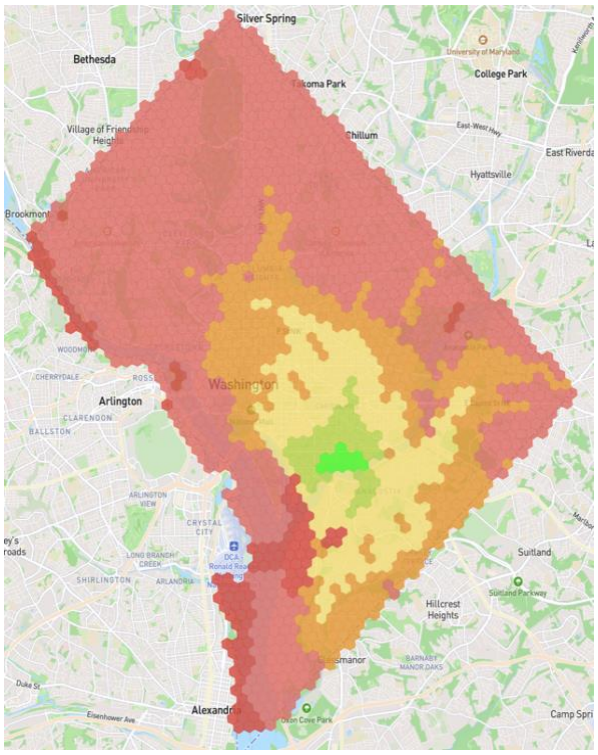


Figure 10. Equity Visualization for On-Demand Service

Flexibility in the Platform

The modeling platform allows Fresno to explore a wide variety of parameters, including:

- **Service delivery:** Comparison of same-day paratransit, non-emergency medical, and other on-demand services operated separately versus comingled within a shared fleet, as well as blended models that integrate Handy Ride modernization, first/last mile connections, and shared point-to-point services.
- **Geographic focus:** Citywide coverage or targeted zones such as the south side or senior centers.
- **Temporal focus:** Weekday vs. weekend service, peak vs. off-peak scenarios, or late-night coverage.
- **Policy sensitivity:** Testing fare integration, new trip booking policies like advanced reservations mixed with same-day on-demand, or app-based scheduling requirements.

What Sets Our Approach Apart

What truly sets our platform apart is our unique model-assisted human recommendation engine, which moves beyond the limitations of our competitors. While others provide either raw data dashboards that create analysis paralysis or "black box" optimizers that deliver impractical solutions, we bridge the gap between data and defensible decisions. Our system doesn't just show you a problem; it diagnoses its root cause and generates a suite of clear, actionable recommendations, each complete with its predicted impact, cost, and trade-offs. This "glass box" approach transforms our platform from a mere tool into a strategic partner, empowering planners

by augmenting their expertise with explainable AI to build more efficient and equitable transit networks confidently.

Key differentiators include:

- **Integrated optimization:** Our model uniquely evaluates fixed-route, paratransit, NEMT, and on-demand/microtransit together, not in isolation.
- **Dynamic scenario modeling:** Ability to test fine-grained alternatives (e.g., only south Fresno, only peak periods, only medical trips) without rebuilding the model.
- **Real-time simulation:** Fleet-level simulation that predicts wait times, trip reliability, and operating costs under dynamic conditions.
- **Equity-first design:** Title VI and demographic equity analysis are embedded throughout, ensuring services are designed for disadvantaged communities.
- **Operational comparisons:** Side-by-side analysis of in-house vs. contracted models, providing Fresno with actionable decision support.

Together, these capabilities ensure Fresno receives a robust, adaptable, and forward-looking framework for service modernization and on-demand transit expansion.

Task 5 Deliverables:

- Interim Report with Initial Scenarios for On-Demand Service (Report)
- Title VI analysis (Interactive Tool and Memo)
- Map Visualizations

Task 6 – Public and Stakeholder Outreach

To assist the team in identifying needs for on-demand transit service improvements, our team will plan and implement an all-encompassing public engagement campaign to provide information to the public and solicit feedback. This equity-informed plan will be designed to help ensure the involvement of the general public and stakeholders in the City of Fresno, including disadvantaged populations, people with disabilities, and seniors. Our team will implement an inclusive, multilingual community engagement program to ensure diverse stakeholders from every community within city limits can be informed and provide their feedback.

To develop a comprehensive engagement plan, our approach starts with awareness, which neuroscience indicates can only be achieved by reaching people seven times in seven different ways. By following what we call the rule of seven, our team implements a thorough approach in educating the public to build program champions. We regularly employ a ladder of engagement-style approach, where we bring people along and slowly draw them into caring about an issue by first making them aware of the issue, then educating them, then engaging them by issuing low-effort calls to action. We slowly and strategically increase the level of effort required with each

request until they are fully activated. By doing this, we keep people up to speed and engaged in the issue in a meaningful and continually fulfilling way, ensuring their engagement will continue. We are poised to utilize the ladder of engagement in this work to garner community engagement, as our team has successfully done on projects such as the City of Fresno's first citywide senior center and the Fresno Council of Governments' (COG) Valleyrides programs.

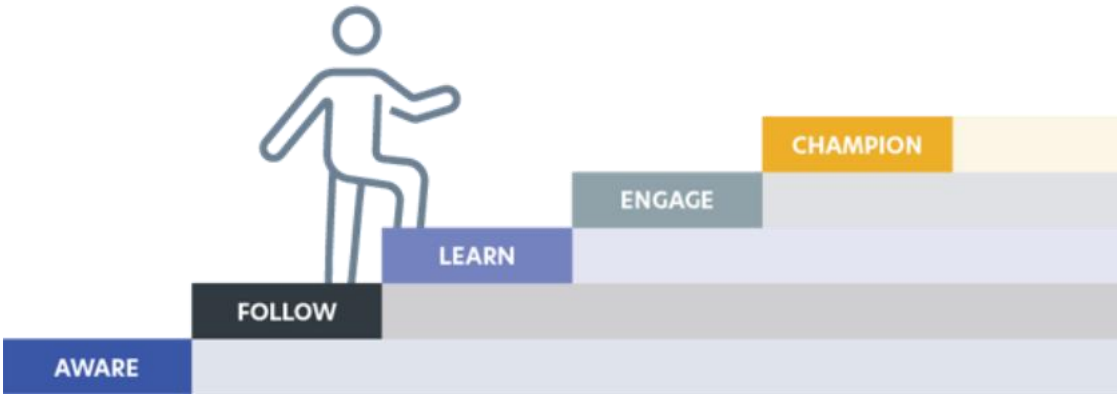


Figure 11. Steps to Successful Engagement

By spending time with people where they are, we keep them up to speed and engaged in the issue in a meaningful and substantive manner, ensuring their engagement will continue. Our detailed approach to the services requested in the Public and Stakeholder Outreach section of the scope is outlined below.

Project Kick-off Meeting

Members of our team will participate in the kick-off meeting held as part of Task 1 to discuss the outreach goals and approach, target audiences, anticipated challenges, the project schedule, and overall expectations and protocols to ensure the work proceeds smoothly. We will also determine a regular meeting cadence that works congruently with the City's existing schedule.

Comprehensive Outreach Strategy

Our team will work closely in collaboration with FAX staff to prepare a community engagement plan uniquely catered to the On-Demand Transit Improvement Study. The engagement plan will include goals and objectives, project stakeholders, engagement timeline and efforts, public involvement approach and engagement strategies. Importantly, the plan will outline a two-pronged approach, one focused on informing the general public about the efforts and another focused much more specifically on obtaining feedback from stakeholders across the city, with strategies for reaching key audiences such as existing Handy Ride users, people with disabilities, transit-dependent populations and community-based organizations, as well as the broader public. While the general materials and approach will be similar for both prongs, the specific strategies, tactics and focus of messaging may vary to resonate with each audience.

Stakeholder Database

As part of the outreach strategy, we will build a comprehensive and diverse stakeholder database by utilizing any existing stakeholder lists the City may have, performing stakeholder research to

determine if any stakeholder categories, people, groups or organizations need to be added, and leveraging our extensive experience conducting inclusive outreach within the Fresno area. Continual maintenance and updates to stakeholder lists and contact databases will enable us to have comprehensive insight into communities and help us identify if additional outreach efforts are needed to connect with harder to reach stakeholders. Maintaining a list of previously engaged stakeholders will also assist us in notifying the public of the results of the final report.

Message Platform

Our team will develop a strategic message platform based on the initial meeting with City staff. The message platform will guide oral and written communication to create clear and concise messaging language for all materials. It will focus on increasing awareness of and education on the City's efforts to improve on-demand transit service, as well as opportunities to provide feedback. To ensure inclusivity, the message platform will be written at a sixth grade reading level and will be translated into Spanish and other languages as needed, including Hmong and Punjabi. We will ensure that these translations are not only accurate but culturally appropriate and accessible.

Collateral Materials

In anticipation of the community and stakeholder outreach to be conducted, our team will prepare a suite of multilingual collateral materials that fully comply with Americans with Disabilities Act (ADA) standards. Working closely with FAX staff, we will focus on ensuring these are written in an easy-to-understand way with minimal technical terms, so the public is able to engage and provide input authentically. Collateral materials to be prepared include, but are not limited to, a project fact sheet, PowerPoint presentation, social media and eblast copy, frequently asked questions and talking points.

Stakeholder Interviews

The Flexlynqs team will conduct up to 10 interviews with key stakeholders starting in the needs assessment phase, including community-based organizations (CBOs) that work with disadvantaged communities and people with disabilities, local agencies, and advocacy groups such as Agewell Fresno. We will work with FAX to develop a list of recommended stakeholders, schedule the meetings, prepare supporting materials and a questionnaire, take notes, and coordinate any follow-up activities that may be needed. During these meetings, our team will solicit input on a range of topics, including ease of trip booking and modification, real-time tracking expectations, service reliability, satisfaction with vehicle accessibility, interest in same-day trip options, and the usability of app- or web-based tools. We will also ask about interest in non-paratransit on-demand trips—such as first/last-mile trips, flexible same-day mobility, or airport-bound service—to better understand evolving expectations for personalized public transportation.

Community Workshops and Online Forum

Our team will plan and execute up to three public meetings to raise awareness and obtain input on transit needs, including two community workshops and an online forum using a platform such as Zoom. This approach ensures that we are engaging with audiences who prefer to meet face to face and those who prefer to get involved from the comfort of their home. The in-person

meetings will be held at different times to accommodate various schedules in convenient, accessible, geographically diverse locations within the city. We will work with City staff to identify facilities, secure these meeting locations, and coordinate logistics, materials and refreshments. We will also develop meeting materials such as display boards, sign-in sheets and comment cards. All public meetings will offer Spanish language interpretation and translated collateral. To promote public meetings and encourage participation, we will coordinate flyers, public notices, website and social media content. To encourage stakeholder engagement during these meetings, our team will incorporate multiple methods of interaction, which can include but are not limited to, a presentation, comment cards, surveys and participation in Q&A sessions.

Virtual Engagement Hub

To maximize the reach of our outreach efforts and increase accessibility, our team can prepare an interactive, multilingual virtual engagement hub on Social Pinpoint. This platform is an all-encompassing digital tool that allows our team to create a holistic virtual feedback experience for the public. We can bring the City's feasibility study to life in a visually digestible and impactful way. Site features include project timelines, announcements, fact sheets, interactive feedback mapping tools, surveys and online comment forms. This website will drive public participation to obtain ample feedback to be considered, as well as presenting final results. Southwest Strategies will facilitate the development and promotion of the virtual engagement hub.

Digital Communications

Southwest Strategies will leverage digital communications such as surveys hosted on the virtual engagement hub, email blasts and organic social media throughout the project to obtain feedback and keep the public informed about the needs assessment and final report. Our team will also work with third parties such as the stakeholder groups we have interviewed, elected officials and others to share these communications with their networks.

Documentation and Recommendations

Our team will document all feedback received at every step in the outreach process in a final report that includes recommendations based on public input. We will also provide summaries for each deliverable listed above. These summaries will include attendance lists, input received, lessons learned, ways meetings were promoted to the community, and FAQs, among other information.

Task 6 Deliverables:

- Community Engagement Plan (Memo)
- 3 Public Meetings
- 10 Stakeholder Interviews
- Virtual Engagement Hub
- Digital Communications
- Marketing Collateral and Presentation Materials for all Events
- Final Recommendations

Task 7 – Recommendations and Final Report

Building on the outcomes of previous tasks, including the robust stakeholder engagement program, this task will focus on refining the conceptual alternatives previously presented. To leverage funding, promote transit efficiencies, and enhance the customer experience, we recognize the need for the city to develop mobility policies and strategies centered on the development and implementation of an integrated mobility framework.

We want to focus on realistic models and evaluation criteria that are relevant to local needs and service conditions. Service strategies must be feasible and focus on solving prioritized problems or service shortcomings – service quality, unmet needs, regulatory compliance, productivity, and cost efficiency. Factors that could influence these include policies and procedures; established service standards; unrealistic and/or unfocused goals and objectives; service overlaps or gaps; the terms and specifications of existing service agreements or labor agreements; organizational structure; the fleet and vehicle mix; paratransit trip allocation strategies; public information and relations; unrealistic community service expectations; and funding constraints.

The refinement of options will build on service strengths and existing or new opportunities. Again, building on best practices, the development, analysis and deployment strategies will go beyond service delivery scenarios and include technology elements. Such technology may enhance the transit/mobility customer experience, provide for *next generation* customer information and trip planning capabilities, provide for a more robust data collection and analysis functions, etc.

For a refined, systematic analysis to be conducted, a consistent evaluation framework must be developed. Such a framework (matrix) will include Service/Mobility Alternatives (Personal Mobility on Demand, Microtransit - fixed route and schedule, Microtransit – flexible route and scheduled); and Service Area Types. For each of the above (Service Alternatives and Service Area Types), service design attributes will be refined that include estimated demand for each zone, targeted market segments, interoperability with existing service within the service area, cost models and key performance measures.

The evaluation framework element of the matrix will convey:

- Program Objectives:
    - Expand the reach of the fixed route network
    - Increase transit ridership
    - Contribute to regional (and project area) economic development
    - Actively engage in regional Smart Mobility initiatives
    - Develop private and public sponsor partnerships
- Implementation Strategies:
    - Diversify service offerings
    - Create synergies with higher capacity transit services
    - Deploy technology to enhance the customer experience
    - Consideration of alternate fuels

- Evaluation Criteria (include, but not limited to):
    - Effectiveness in terms of the population served (including the student, indigent, elderly and disability communities together with the general public -- residents, commuters, tourists, etc.); and in terms of the number of trips generated (ridership, by trip purpose).
    - Economy - the total cost of providing the service; Consideration of such factors as: capital vs. operating costs, large capital outlays, and present-valued expenditures over the long-term (as reflected by the preparation of order of magnitude cost estimates).
    - Efficiency - the cost per trip, per vehicle-hour, etc.; Costs to both user and to the funding partners.
    - Level of service - hours of service, frequency of service, trip purpose, etc.
    - Quality of Service - to the user; measured in terms: convenience, transfers, trip times, comfort, dignity, and flexibility (response time, advance booking requirement, etc.).
    - Socio-economic factors - impact on employment and social well-being.
    - Civil rights implications - delivery of services for persons with disabilities, integration, etc.
    - Organizational issues such as operational flexibility, control and accountability, human and labor relations, and ease of implementation.
    - Technical risk - if new or modified equipment is required; Ability of 'the appropriate authorities' to support the equipment (e.g. scheduling systems, vehicles, etc.).
    - Political risk - the potential for changes in direction of City, County, or State policies; and
    - Financial risk - if large capital outlays are required.

	Guiding Principles				Improve Transit/Mobility Connectivity and Embrace Transformative Technologies (including ZEVs)				Evaluation Criteria											
Mobility Service Alternatives	Mobility Ecosystem - within framework of fair and equitable cost-allocation	Reduce GHG Emissions	Provide transit/mobility options for guests/visitors	Contribute to Regional Economic Development and Actively Engage in Regional Smart Mobility Initiatives	Align transportation improvement options with evolving mobility demands, preferences and with consideration for guest/visitor travel patterns	Support transportation services that are flexible and adaptive to advances in technology	Remain adaptable to the ever-evolving landscape of emerging mobility to be responsive to community needs	Remain flexible to invest in transportation solutions geared toward innovation and accessibility	Effectiveness - population served & ridership potential	Economy - total cost of service	Efficiency - cost per trip, per veh. Hour	Level of Service	Quality of Service	Socio-economic factors	Civil Rights Implications/Equitable Access	Organizational - operational flexibility, control, accountability	Ease of Implementation	Technical Risk	Political Risk	Financial Risk
SERVICE ALTERNATIVES																				
Personal Mobility on Demand/ RideShare																				
Scheduled Microtransit (shuttles)																				
Flexible Microtransit (shuttles)																				
Vehicle Sharing																				
MOBILITY TECHNOLOGIES																				
Trip Discovery (trip planning)																				
Trip Booking (e-Hailing)																				
Real-time Customer Information																				
Cashless (mobile) Payments																				

Figure 12. Example of the Evaluation Matrix Used to Compare Options

Summaries will include a written description of the respective conceptual alternatives; a clear definition of the alternative's objective (intent), graphics illustrating possible alignments and what destinations are to be served; and tables summarizing service hours coverage, revenue hours, bus/vehicle pull out requirements, operating costs, capital implications, ADA paratransit implications (including costs), and labor agreement implications.

It is important to recognize that a one-size-fits-all scenario is not always appropriate for inclusive transportation (and mobility) solutions. Proposed transit/mobility operational models will be evaluated in terms of what attributes (location and densities) of future residential developments may be applicable to the operating environment specific to providing connectivity to the city's major trip attractors and generators.

Finalizing Recommendations and Refined Cost Estimates

This subtask will focus on providing final recommendations and refined cost estimates for on-demand solutions. Service design attributes will inform capital and operating cost estimates for each of the scenarios.

The Flexlynqs team will begin this task by tailoring our working cost model to area context. The model will include service concept, service area characteristics (sq. mi., population, population

density), service model, level of service (operating span, number of vehicles in service, revenue hours, etc.), travel demand utilization and ridership, cost per hour, annual cost, cost per trip, fare revenue, net costs, and subsidy per trip. The model will provide a range (low and high) of travel demand, order of magnitude costs, subsidies, etc.

Key data inputs (to be populated) reflecting service area, level of service, ridership, and operating costs (including any subsidy provided, as appropriate) are illustrated below. Capital costs (vehicles, technology, stop amenities, etc.) will be presented separately.

Populated Cells are for Illustrative Purposes Only

Service Area	Service Mode(s)	Recommended Level of Service Mon. - Fri.	Recommended Level of Service Sat., Sun. & Holidays	Operating Span Weekday (hours)	Operating Span Saturday (hours)	Operating Span Sun/Hol (hours)	Weekday Average Vehicles in Service	Saturday Average Vehicles in Service	Sun/Hol Average Vehicles in Service
Identify by City and/or destination type (hospitality, ONT, Ontario Mills, key attractions, etc.)	Personal Mobility on Demand	4AM - 8AM, 10PM - 4AM	24 hours	10	24	24	3	2	2
	Flexible Microtransit	8AM - 10PM	8AM - 10PM	14	14	14	2	2	2
	Route Deviation - Microtransit	8AM - 10PM	8AM - 10PM	14	14	14	2	2	2
	Total								

Populated cells are for illustrative purposes only

Service Mode(s)	Annual Coverage Hours	Capacity per Coverage Hour	Maximum Annual Service Capacity	Low Demand	High Demand	Low Annual Ridership Estimate	High Annual Ridership Estimate	Cost per Hour	Annual Cost	Fare Revenue Low Demand	Fare Revenue High Demand	Net Cost of Service - Low Demand	Net Cost of Service - High Demand	Subsidy per Trip Low Demand	Subsidy per Trip High Demand
Personal Mobility on Demand	14,490	3	43,470	0.33	0.50	14,345	21,735	NA	NA	NA	NA	$71,726	$108,675	$5.00	$5.00
Flexible Microtransit	9,492	8	75,936	0.50	0.67	37,968	50,877	$60.00	$569,520	$37,968	$50,877	$531,552	$518,643	$14.00	$10.19
Route Deviation - Microtransit	9,492	8	75,936	0.50	0.67	37,968	50,877	$60.00	$569,520	$37,968	$50,877	$531,552	$518,643	$14.00	$10.19
Total						90,281	123,489					$1,134,830	$1,145,961	$12.57	$9.28

Figure 13. Cost-Ridership Tool

Recommendations for going forward will reflect project goals and performance metrics, building on stakeholder needs, deployment concepts, and performance management guidance discussed in previous tasks. The development of a list of expected target goals and how they will be monitored will reflect project objectives that include:

- Ability to meet community needs
- Increased access to key destinations
- Facilitate or achieve GHG or VMT reduction
- Equitable access to services
- Financial sustainability

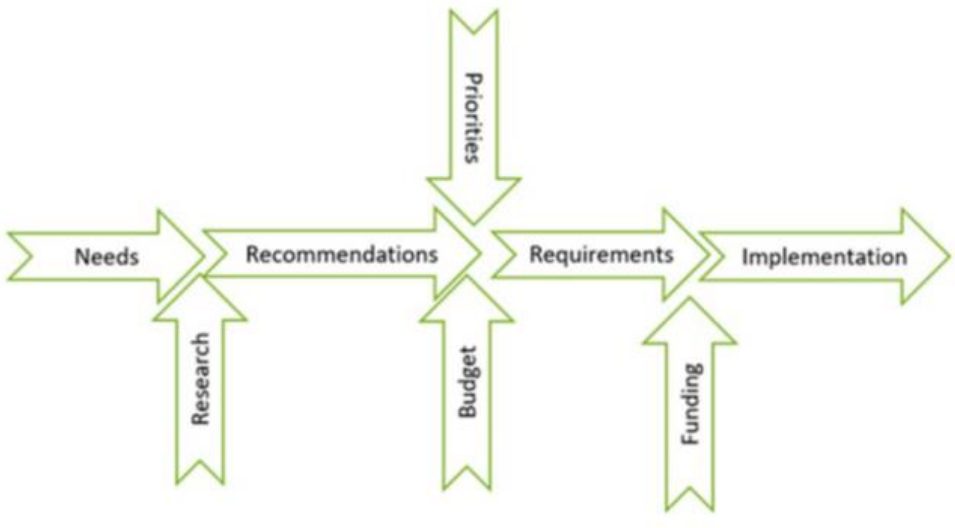


Figure 14. Our Typical Workflow from Planning to Implementation

It is important to create a data infrastructure that satisfies the performance management and evaluation goals of the project partners, funders, and Stakeholders, and allows for easy sharing of data across different entities.

Final Report (*An Eye on the Future*)

The Flexlynqs team will work with the City's Project Management Team to lay out a near-term and long-term action plan based on study outcomes including a recommended approach. The action plan will be framed with basic detail contracting models, service plans, and program and policy enhancements that are necessary for the model to be implemented. Staffing requirements, organizational structure and related organizational components will be defined. This will also identify potential pilots to test models before full implementation is considered. A full implementation plan, including funding needs, will be provided for the potential pilots.

The Action Plan will identify the steps necessary for the plan to successfully evolve, including a summary of the costs for the strategy selected to inform annual budgeting. The Action Plan will also suggest targets for the various steps and components, to ensure that progress (towards the implementation goal) can be measured.

External influences often disrupt long-term plans. The implementation plan will account for uncertainty and risk as much as possible, delineating alternate paths if critical decisions are yet to be made. Regarding the "steps" mentioned above, the specific sub-tasks will be as follows:

- Identify the specific steps in the plan corresponding to each of pre-identified component parts.
- Merge and sequence these steps in a logical order.
- Translate the steps into a series of resource requirements (e.g. human, facilities, vehicles, computers, financial, etc.).

- Review the overall budget and resource plans over the next several years, and compare them with the requirements for near term service delivery; and
- Mesh the steps in the plan with the resource constraints by appropriate phasing of the steps.

This part of the implementation plan will resemble a PERT or CPM diagram and will be cognisant of the "indivisibilities" of the steps in the sequencing, realizing that deployment ought not to be interrupted during the implementation.

The Action Plan will clearly articulate a recommended administrative and operational framework for the coordination of transportation services. Also included will be a menu of strategic growth strategies to guide the implementation. To gauge the effectiveness of the implementation strategy, we will develop an evaluation framework incorporating measures of effectiveness and efficiency. Paramount to the success is the net impact on partnering agencies or organizations.

The findings, analyses and project recommendations from the previous tasks will be presented in terms of short-term priorities, immediate action items, and a long-term program framework. This plan will detail the following:

- Vision, Purpose, and Background
- Community Engagement, Outreach, and Education
- Identified Modes, Routes, Fee Structure, and Payment
- Identified Policy Recommendations
- Evaluation and Ranking (for modes, routes, fee structure, payment, and policy)
- Roadmap for Priority Projects and Policy (design, cost, schedule, operation and maintenance).

The PDF version of the draft study will be provided in 508-compliant format. Based on feedback from the city and other key stakeholders, the team will develop the final study document, including updating the outreach summary report to reflect public feedback received during the 30-day review period. The PDF version of the draft study will also be provided in 508-compliant format.

The team will then develop a presentation for City Council for acceptance of the plan. The presentation will summarize the process of plan development and describe in greater detail the recommendations for service delivery, cost estimates, action items, short-term priorities, and a long-term framework for the City of Fresno On-Demand program.

Task 7 Deliverables:

- Refined Recommendations (Memo)
- Draft Final Report
- Final Report
- Final Analysis and Recommendations for Implementation (Presentation)

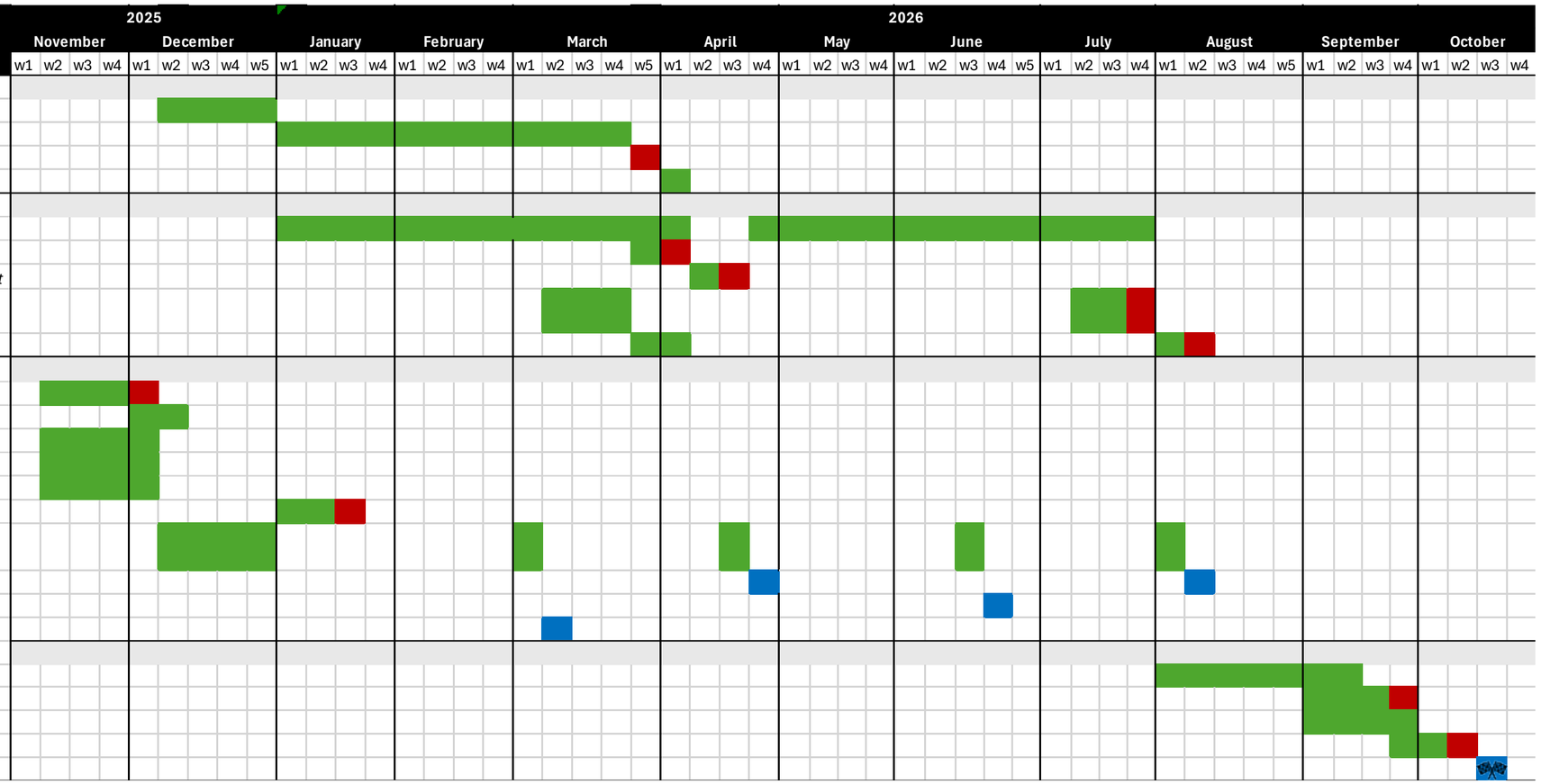
3. Schedule

Based on the work plan, we have prepared a 12-month schedule to complete this effort. We are eager to work with the City to collaborate on the schedule to ensure it reflects preparation for key dates while ensuring timely delivery. Currently, this schedule assumes all relevant data necessary for our analysis can be collected in an efficient and timely manner in Task 2. If additional data collection is required, additional time would be budgeted accordingly, and we would work with the City to complete that process as quickly as possible.

Green indicates weeks in which the Flexlynqs team is working on a task, **Blue** indicates Meetings/Conference Calls, and **Red** indicates project deliverables that will be shared with/presented to the City.

Task #	Tasks	2025 November				December					January				February				March					April				May				June					July				August					September				October			
		w1	w2	w3	w4	w1	w2	w3	w4	w5	w1	w2	w3	w4	w1	w2	w3	w4	w1	w2	w3	w4	w5	w1	w2	w3	w4	w1	w2	w3	w4	w1	w2	w3	w4	w5	w1	w2	w3	w4	w1	w2	w3	w4	w5	w1	w2	w3	w4	w1	w2	w3	w4
1	**Project Management**																																																						
1	*NTP/Kickoff Meeting*																																																						
1	*Biweekly Check-In Meetings/Conf. Calls*																																																						
1	*Invoice and Progress Reports*																																																						
1	*Drafting of Project Management Plan and Risk Register*																																																						
1	*FAX Review of Project Management Plan and Risk Register*																																																						
2	**Existing Conditions**																																																						
2	*Data Collection*																																																						
2	*Policy and Service Review*																																																						
2	*Delivery of Policy and Service Review Memo*																																																						
2	*Evaluation of Current Service*																																																						
2	*Presentation on Evaluation of Fixed-Route and Paratransit Service*																																																						
2	*Demographic Analysis*																																																						
2	*Delivery of Demographic Analysis and Map*																																																						
2	*FAX Review of Policy and Service Memo, Service Evaluation and Demographic Analysis*																																																						
3	**Needs Assessment**																																																						
3	*On-site staff interviews and tours*																																																						
3	*Delivery of Staff Engagement Summary Memo*																																																						
3	*Technology Review*																																																						
3	*Delivery of Technology and Software Review Matrix*																																																						
3	*Evaluation of NEMT Service*																																																						
3	*Delivery of NEMT Feasibility Assessment Memo*																																																						
3	*Delivery of Needs Assessment Memo*																																																						
3	*FAX Review of Stakeholder and Staff Engagement Memo, Technology Review Matrix, FEMT Feasibility Assessment Memo, and Needs Assessment Memo*																																																						

Task #	Tasks
4	**Peer Research and Best Practices**
4	*Identification of Peers and Summaries*
4	*Peer Agency Outreach and Interviews*
4	*Comparison Matrix*
4	*FAX Review of Comparison Matrix*
5	**Feasibility and Gap Analysis**
5	*Modeling*
5	*Interim Conceptual Alternatives Report*
5	*FAX Evaluation of Interim Conceptual Alternatives Report*
5	*Title IV Analysis*
5	*Delivery of Equity Analysis Maps*
6	**Public Outreach**
6	*Public Engagement Plan*
6	*FAX Review of Public Engagement Plan*
6	*Collect and develop full stakeholder registry*
6	*Stakeholder interviews*
6	*Initiate Virtual Engagement Hub*
6	*Digital Survey*
6	*Develop/Update Marketing Collateral and Presentation Materials for All Events*
6	*Public Meetings*
6	*Pop-up Outreach Event*
6	*Virtual Meeting*
7	**Final Recommendations and Report**
7	*Refinement and Final Recommendations*
7	*Draft Final Report*
7	*FAX Review of Final Report and Edits*
7	*Final Report*
7	*Presentation to Council*



4. Firm Profiles

Flexlynqs

Flexlynqs LLC, founded in 2023, is a California-based Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE) firm. The firm was founded with a bold vision to improve personal mobility through mainstream applications of innovative concepts and emerging technologies. While recently established, Flexlynqs brings staff with decades of experience in supporting government agencies at all levels in planning, designing, funding, implementing and managing innovative transportation solutions that empower agencies in elevating customer experience. Core practice areas of Flexlynqs services include:

Advisory: Planning/Policy, Design and Procurements Services for Public Transportation and New Mobility Solutions.

Solutions: Innovative Mobility Concepts, Partnership Development, Grant Writing, Implementation Services.

Data: Research, Development, Management, Analytics and Insights.

These service areas are carefully structured to help agencies advance their mission to provide safe, sustainable, reliable and equitable transportation to all, especially who need them the most.

flexlynqs

Headquartered

Newark, CA
(Certified SBE/DBE in CA)

Our Vision

Become The Enabler of Anywhere-to-Anywhere Mobility.

Our Mission

Build Personalized and Seamless Mobility Solutions for Everyone.

Our Values

Innovation: Discover New Ways
Partnerships: Collaborate with All
Integrity: Commit to Client Success
Equity: Mobility for All
Sustainability: Protect Environment

Flexlynqs staff has been at the forefront of mobility innovation concepts such as vehicle automation, electrification, mobility-on-demand (MOD) and mobility-as-a-service (MaaS). Our staff brings unique perspective to planning and deployment of these innovative concepts built upon our decades of experience a natural evolution to our understanding of transit technologies and their applications to transit operations. The image below provides a high-level overview of the number of cities and agencies our staff has worked with across the country.

Ontra Mobility

Ontra Mobility is a transit technology and consulting firm specializing in the design, optimization, and implementation of on-demand multimodal transit systems. We blend deep expertise in transit planning, operations, and technology to empower agencies to create efficient, reliable, sustainable, and equitable transportation networks. Founded by Dr. Anthony Trasatti and Dr. Connor Riley—both former Google engineers with PhDs in operations research—Ontra Mobility brings deep expertise in demand-responsive transit, microtransit planning, and multimodal integration.

Our approach emphasizes data-driven decision-making and transit planning. Our proprietary optimization models jointly evaluate fixed-route and microtransit services, incorporating factors such as ridership demand, operational strategies, travel times, and equity considerations. Leveraging cutting-edge optimization, Ontra Mobility's platform is designed to help customers meet their community needs while remaining accessible, adaptable, and sustainable.

Southwest Strategies

Southwest Strategies Group is one of California's most respected, recognized, and successful public outreach firms. Founded in 2000, we have 25 years of experience supporting public agencies throughout California with public outreach for transportation infrastructure projects, including highway, rail, active transportation, bus rapid transit, environmental mitigation, regional planning, and ports of entry. We specialize in stakeholder engagement, public awareness campaigns, and mitigating construction impacts through proactive, transparent communication.

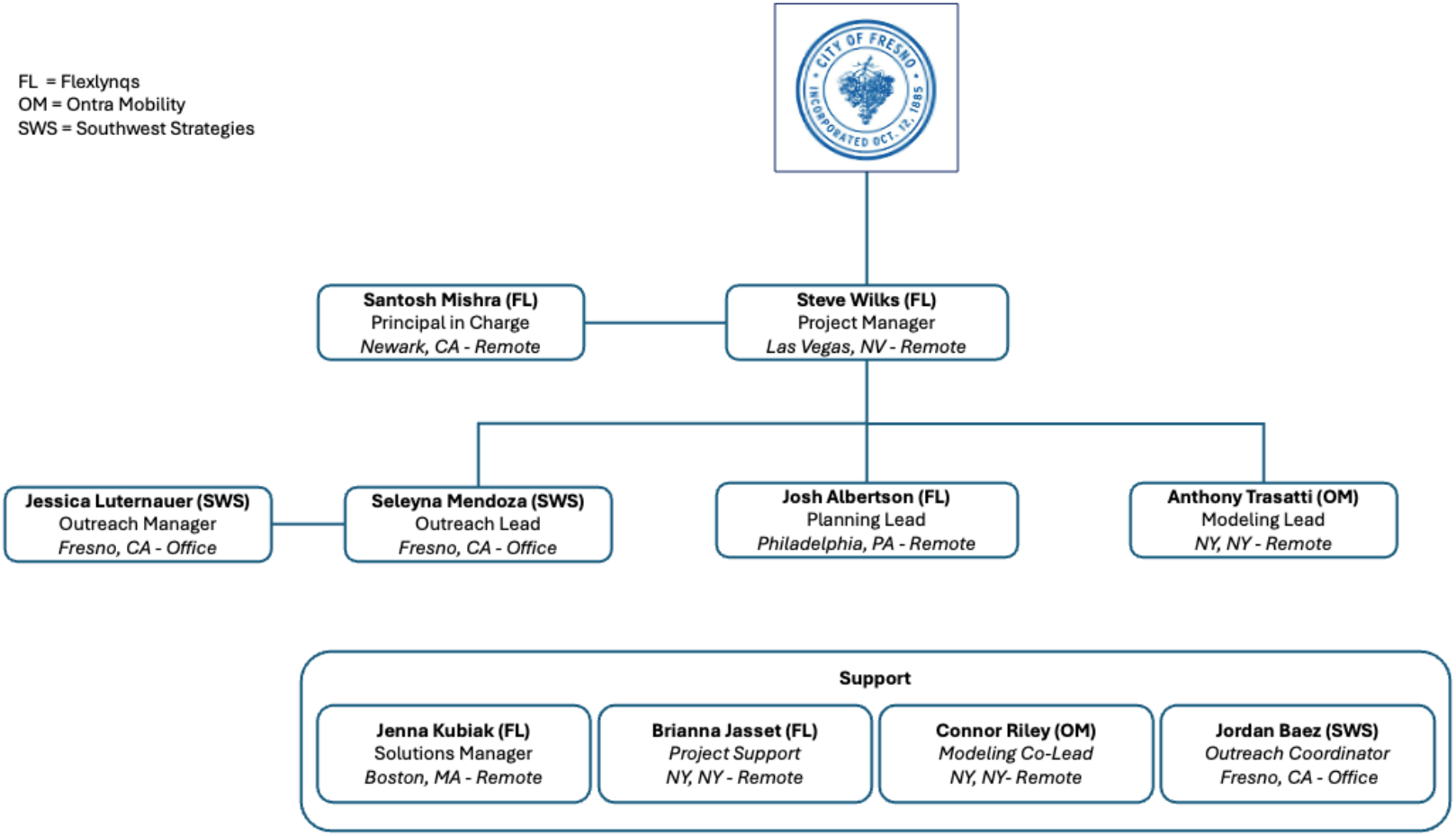
Our team has extensive experience managing outreach for high-profile urban infrastructure projects, ensuring effective coordination between cities, contractors, and diverse community

stakeholders. We have successfully executed multilingual engagement efforts, managed construction impact tracking systems, and facilitated seamless communication for projects involving road closures, traffic detours, and pedestrian access planning. With a deep understanding of diverse cultures and environments, we are well-versed in developing tailored outreach strategies that minimize disruptions, address stakeholder concerns, and foster strong public support.

SWS Group offers exceptional knowledge and expertise, having participated in several key outreach projects throughout Central Valley communities. Our work on the Fresno Council of Governments' (COG) 2026 Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS), Comprehensive Climate Action Plan, Mobility Hubs, ValleyRides Program Marketing and Outreach and Regional Early Action Planning Grants of 2021 (REAP 2.0) has provided us with valuable insights into regional goals and challenges. These experiences have equipped us to effectively collaborate with community-based organizations and stakeholders to achieve successful public education and community understanding.

5. Organization and Staff

The following org chart illustrates how our diverse and experienced team would split responsibilities for this engagement.



Staff Availability

The following table illustrates staff commitment to this project and highlights our intention to dedicate significant time and focus to this endeavor.

Table 2. Staff Availability

Team Member	Availability
Santosh Mishra	15%
Steve Wilks	30%
Josh Albertson	30%
Jenna Kubiak	30%
Brianna Jasset	30%
Ontra Mobility	20%
Southwest Strategies	30%

Flexlynqs

SANTOSH MISHRA
Principal in Charge

Santosh is the Founder, President & CEO of Flexlynqs. He brings 2 decades of experience at the intersection of planning, policy, technology, and data. He has used this diverse skillset to advise US public sector agencies with innovation in all business functions that interface with delivering personal mobility. He has assisted 150+ multimodal agencies across 30+ states, including federal, state, and local DOTs. He has advised these agencies with management of the full life cycle of technologies, including maximizing their potential with data utilization. In addition, Santosh has been providing industry leadership at national and international levels through managing USDOT-funded R&D projects and chairing standards initiatives nationally (with ITE/USDOT) and internationally (with ISO).

STEVE WILKS
Project Manager

Steve has over forty years of professional experience in the planning and operation of public transit and next-gen mobility services including microtransit, shuttles, paratransit, and other community-based transport – mobility ecosystem. This has included the management of paratransit for the elderly and disability communities, working with the taxi/livery cab industry and transportation network companies (TNCs), designing SMART shuttle operations, and providing creative/innovative solutions for the transportation industry including the integration of multiple modes and developing first/last mile operational and strategic solutions.

His experience covers the development and assessment of new and emerging operational (e-hailing) and technologies/information systems relating to next-gen mobility solutions and Mobility as a Service (MaaS) platform. Further, Steve has managed various operational and technology projects that have included procurement processes on behalf of several transit agencies, including schedule and budget control, identification of technical specifications, authoring RFP documents, vendor evaluations and negotiations. Complementing his operating experience, Steve has been responsible for conducting a variety of service and program evaluations (including COAs and SRTPs), review of alternate delivery frameworks, strategic, operational, service and policy planning including quality planning facilitation through the successful conduct of consultative sessions in workshop and focus group settings.

JOSH ALBERTSON
Planning Lead

Josh Albertson is the Director of Advisory Services at Flexlynqs. Over the past four years, he has worked in both the public and private sector to advance personal mobility and deploy innovative mobility concepts and technologies. He has worked with dozens of transit agencies across the country and developed a deep understanding of transit planning and operations. Though his background lies in transportation planning and project management, he has specific systems engineering expertise in designing, testing and deploying mobility on demand, microtransit, and other new mobility systems. Josh's approach to project delivery is

focused on clear communication, organization, and stakeholder engagement to produce the best outcomes for all involved.

JENNA KUBIAK
Solutions Manager

Jenna is the Manager of Solutions Services at Flexlynqs. She has more than 5 years of experience working with public agencies on transit technology, data and infrastructure projects. Her experience stems from a diverse background in civil engineering, systems engineering and data science. She has assisted numerous multimodal agencies with the design and implementation of innovative mobility projects with roles including, but not limited to, work on systems engineering design, the development of analytical models and visualizations for performance analysis, and stakeholder needs assessment and technology recommendations. She has also worked on large transportation related infrastructure projects funded by federal and state DOTs.

BRIANNA JASSET
Project Support

Brianna focuses on leveraging data and technology to improve public transportation systems. Brianna has assisted several public agencies on projects ranging from zero-emission bus transition plans to innovative mobility deployments. Brianna also has experience supporting executive teams in the finance sector, overseeing critical operational functions and contributing to high-impact projects related to compliance and organizational effectiveness. Her approach is grounded in a deep understanding of how systems operate, both transit networks and the organizations behind them, and how they can be made more efficient, adaptable, and centered on the needs of their users.

Ontra Mobility

DR. ANTHONY TRASATTI
Modeling Co-Lead

Anthony is a Founder and Principal of Ontra Mobility. He is a leading expert in data-driven network design of on-demand multimodal transit systems. Anthony has experience leading and driving collaborations with cities and agencies for past projects on multimodal network design and implementation to first-last mile connectivity. He has additionally led the development of applications used for on-demand ridesharing pilots, such as MARTA Reach. Anthony received his Ph.D. in Operations Research from Georgia Institute of Technology and has worked as a software engineer and project manager in the transportation space for over 6 years. He previously worked on stable releases for Android at Google.

DR. CONNOR REILEY
Modeling Co-Lead

Connor, Founder and Principal of Ontra Mobility is one of the world's foremost experts in real-time ridesharing algorithms and simulation of multimodal transportation systems. Connor is a trained computer scientist and brings over 8 years of experience in the transportation space. Connor has successfully built the technology for ridesharing deployments in Ann Arbor MI, Atlanta GA, and Savannah GA. He received his Ph.D. in Operations Research from Georgia Institute of Technology. He previously worked on large-scale real-time ad optimization at Google.

Southwest Strategies

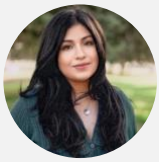
JESSICA LUTERNAUER
Outreach Manager

Jessica Luternauer is an award-winning professional with more than 16 years of experience in energy-related outreach. She has helped renewable energy developers, gas and electric utilities, and other clients achieve their goals through strategic public outreach programs and compelling messages that communicate project benefits. Her expertise includes research, strategic planning, collateral development and project management. A graduate of UC Santa Barbara, Luternauer earned a master's degree from UC San Diego, where she taught writing and humanities. Her work has won local awards for public affairs, community relations, issues management and event planning, as well as three prestigious Silver Anvil Awards from the Public Relations Society of America. Luternauer manages Southwest Strategies' Central California office.

SELEYNA MENDOZA
Outreach Lead

Seleyna is a Manager of Public Affairs at Southwest Strategies where she provides support to clients in the public and private sectors throughout the state. She is experienced in community engagement, event planning and media relations. Prior to joining Southwest Strategies, Mendoza held communications roles at Fresno County Superintendent of Schools and Fresno Unified School District. She is an experienced media and communication professional with a bachelor's degree in mass communications and journalism with a focus on Public Relations and a master's degree in Higher Education Administration from National University.

Throughout her career, she has coordinated strategic marketing communications, including promotions, events, marketing, and public relations. As a result of her efforts, she received awards from the California School Public Relations Association. She is committed to helping clients reach their goals with clear and effective communication. Mendoza is confident in her ability to create meaningful connections between clients and their target audiences.



JORDAN BAEZ
Outreach Coordinator

Jordan Baez is an Account Coordinator at Southwest Strategies, where she plays an integral role in developing and executing communication and public outreach campaigns for a wide range of clients, particularly in the areas of water, land use, and transportation. With a keen ability to craft engaging, innovative content, Jordan specializes in creating compelling messaging across diverse platforms, including social media, newsletters, press releases and other marketing collateral.

Before joining Southwest Strategies, Jordan spent five years refining her communications expertise at Fresno Unified School District. In this role, she developed a diverse skill set in media relations, graphic design, and storytelling, focusing on both students and staff. She was instrumental in executing internal and external communications and marketing strategies, ensuring clarity, consistency, and alignment across all messaging.

6. Project Qualifications

Flexlynqs

The following projects provide a sample of the relevant experience Flexlynqs core team members bring to this project. This range of projects cover the continuum of key functionalities required for successful outcomes, including:

- The evaluation of existing services with specific expertise in paratransit and demand-response transit solutions.
- Identification of stakeholder needs and system gaps.
- Expertise in transportation management platforms and associated technologies.
- Fleet planning and asset management.
- The preparation of Short-Range Transit Plans and Long-Range Transportation Plans.

Our transportation practice combines the expertise and perspective of managers, planners and engineers to deliver "end-to-end" planning, operations management and technology solutions for transit, paratransit and community-based transit/mobility services. Flexlynqs understands the technical skills that are necessary for the completion of this study. The following are descriptions of active and completed projects by Flexlynqs and Flexlynqs staff prior to joining the company.

Madera Metro Microtransit Feasibility Study, Madera, CA, 2025-Present

The Microtransit Feasibility Study for the City of Madera (Madera Metro) is an ongoing project designed to enhance existing service offerings and explore new microtransit services for the community. This study evaluates current services to deeply understand mobility support and models alternatives to optimize operations for Madera. Key work being completed in Madera includes:

- **Comprehensive Existing Conditions Analysis**: Detailed analytical review of Madera Metro's existing transit services, including fixed-route, demand-response, and ADA paratransit. This involves evaluating operational history, performance, and policy using collected data.
- **Authentic Community and Stakeholder Engagement**: Initial public outreach and surveys gather community opinions on current systems and desired improvements from both riders and non-riders. Heavy bilingual engagement, virtual engagement, and public events are employed for inclusive outreach.
- **Advanced Modeling for Gaps and Opportunities**: Potential microtransit and other service scenarios are developed and modeled using ridership and socio-demographic data to estimate demand and optimize joint fixed-route and on-demand services. Activity-based simulations assess fleet size, operational costs, and wait times, and costs with an equity-driven design prioritizing improvements for disadvantaged populations.
- **Refined Recommendations and Final Report**: Model outputs are refined and further analyzed using stakeholder feedback, a cost-ridership tool, and feasibility framework to create an actionable plan for integrated mobility KPIs for future services are also developed.

Status: July 2025-Present

Key Staff: Santosh Mishra, Steve Wilks, Josh Albertson, Anthony Trasatti, Connor Reiley, Jessica Luternauer, Seleyna Mendoza, Jordan Baez, Jenna Kubiak

Mobility Action Plan – Blueprint for Implementation, GOCAl, Ontario, CA

While serving at Arcadis IBI Group, Steve Wilks was retained by the Greater Ontario Convention and Visitors Bureau (GOCVB) to prepare a Mobility Plan with an initial focus on guest/visitor transportation in the provision of connectivity with area attractions, ONT (airport) and area hotels. The overarching objective was to shift the administrative and operational burden of running a shuttle system from hotels to a GOCAL operation.

The study work plan included extensive consultation/engagement with key stakeholders including the hospitality industry, ONT airport officials, management from area attractions, city officials, etc. Mobility alternatives were evaluated to improve connections between area hotels and other critical nodes such as Metro Gold line, Ontario airport and the future Bright Line (HSR) Station.

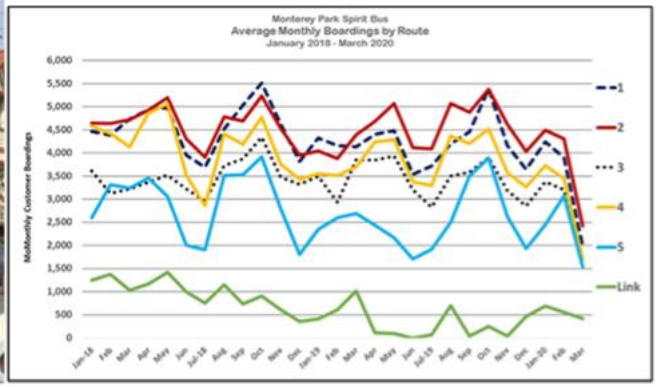
The study resulted in the development of a mobility ecosystem - within framework of fair & equitable cost-allocation; provides a range of mobility options for guests and visitors; and will contribute to regional economic development and actively engage in regional smart mobility initiatives.

Flexlynqs has subsequently been retained to assist the GOCVB in the implementation of study outcomes.

Status: 2024-Present

Key Staff: Steve Wilks, Josh Albertson

Spirit Transit Evaluation Program / Microtransit (on-demand) Service, Spirit Transit, Monterey Park, CA, 2024-Present



While serving at Arcadis IBI Group, Steve Wilks and Josh Albertson were responsible for the Spirit Transit Program Evaluation. This project is focused on evaluating transit service needs and requirements, development of service improvement options to best meet mobility needs, review of current transit policies and procedures, and the development of an action plan to guide the implementation of transit service improvements over the next 5+ year period. Key tasks and elements of the workplan include:

- Evaluation of existing fixed-route transit service
- Assessment of future conditions – next 5 years
- Community demographic/socio-economic characteristics
- Development of conceptual alternatives
- Robust evaluation framework
- Potential service delivery and network adjustment plans (& cost estimates)

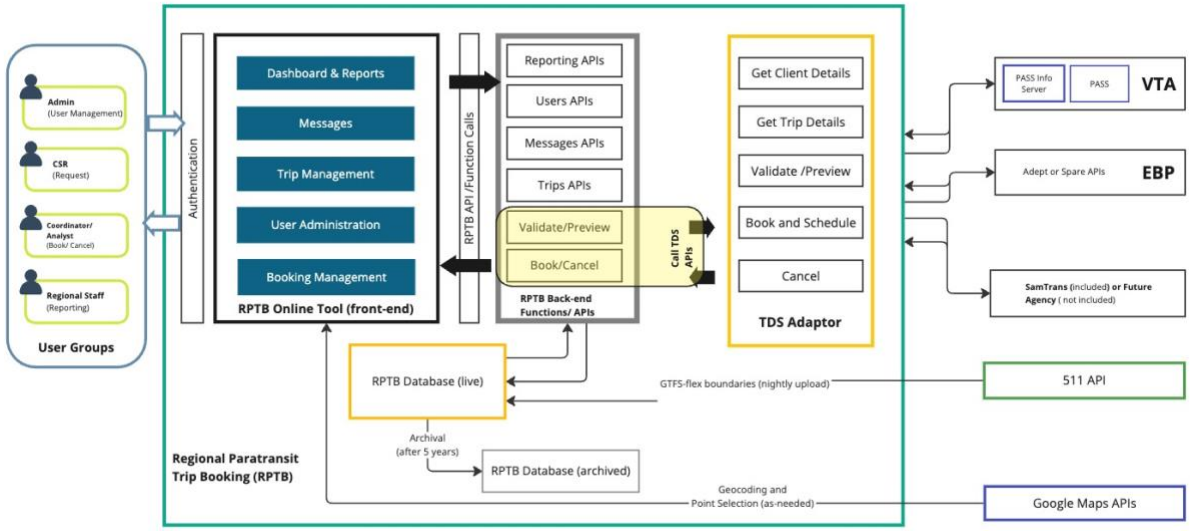
- Final Implementation Plan Development
- Development of RFP/procurement document and on-going procurement assistance

Key outcomes of initial phase of work were a proposed restructuring of routes and implementation of microtransit (on-demand) services. The city is advancing study recommendations with the implementation of microtransit services (in two zones), targeted for March 2025.

Status: 2023 - 2025

Key Staff: Steve Wilks, Josh Albertson

Regional Paratransit Trip Booking Platform, Metropolitan Transit Commission (MTC), San Francisco, CA, 2025-Present



Flexlynqs has been selected by the Metropolitan Transit Commission (MTC) to build a Regional Paratransit Trip Booking (RPTB) platform to facilitate trip coordination and enhance traveler experience for paratransit customers who may be eligible for and take cross-jurisdictional trips. Currently, the process of regional trip booking is entirely manual, which requires agencies to communicate via PDF forms with trip requests and drivers/vehicles to meet those requests. RPTB will transform this largely manual and segmented booking process into an efficient, scalable and interoperable system allowing regional paratransit trip collaboration between East Bay Paratransit (EBP), VTA and SamTrans.

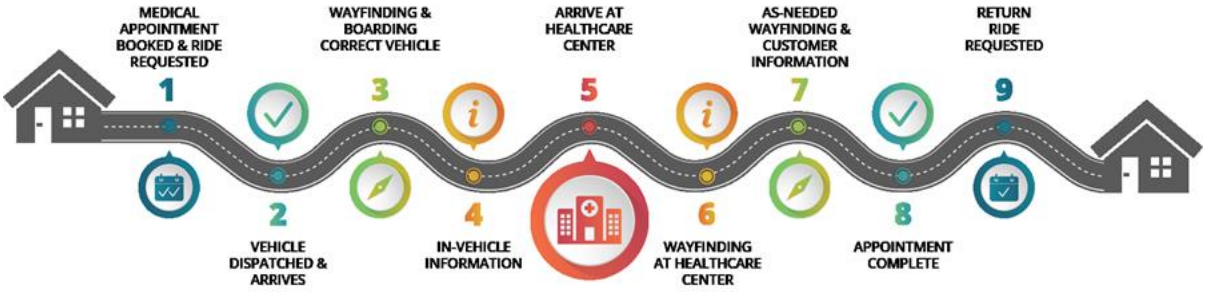
Flexlynqs will manage the development and deployment of the RPTB platform. The platform, deployed at the regional level, will be able to facilitate requests using electronic forms, manage client and request validation, and book and schedule trips by splitting them at transfer points. RPTB will also leverage Transactional Data Specifications (TDS) to enable data exchange between EBP and VTA, utilizing a TDS Adaptor module. The development process will focus

on flexibility and scalability as key features of the design, enabling the participation of additional agencies throughout the Bay area in the future.

Status: 2025-Present

Key Staff: Santosh Mishra, Josh Albertson, Steve Wilks, Jenna Kubiak

USDOT ITS4US Health Connector- HIRTA, Urbandale, IA, 2024-present



Flexlynqs is currently service as the overall **Systems Lead** for Health Connector, a novel Healthcare Transportation concept that improves end-to-end customer experience for residents in Central Iowa, served by the Heath of Iowa Regional Transit Agency (HIRTA). This deployment, in partnership with healthcare providers (hospitals, clinics, social workers), intends to revolutionize the medical transportation experience by reducing the number of medical appointment no-shows, caused by lack of access to transportation. Currently, these no-shows not only cost hospitals in the US $150B annually, they also adversely impact health outcomes as more than 3M people cannot make their medical appointments, as scheduled, due to lack of transportation access.

Earlier, Flexlynqs President, Santosh Mishra, when at IBI Group, conceptualized and wrote the competitive ITS4US grant application that helped HIRTA win ~$5M grant to deployment such unique concept- selected as only one of 5 sites nationally. The project is focused on developing a solution for helping travelers and stakeholders at every step of a medical trip, including guidance indoors. The project also intends to measure the outcomes of deploying such technology-driven solution for travelers. Key highlights of this concept are:

1. A common dashboard for healthcare and transportation professionals to review status and coordinate booking of medical appointments and corresponding transportation arrangements. Working with Dallas County Hospital and their EMR vendor Veradigm.
2. A centralized transportation management platform from Via to manage point-to-point shared ride service using HIRTA's own vehicles and third-party vehicles.

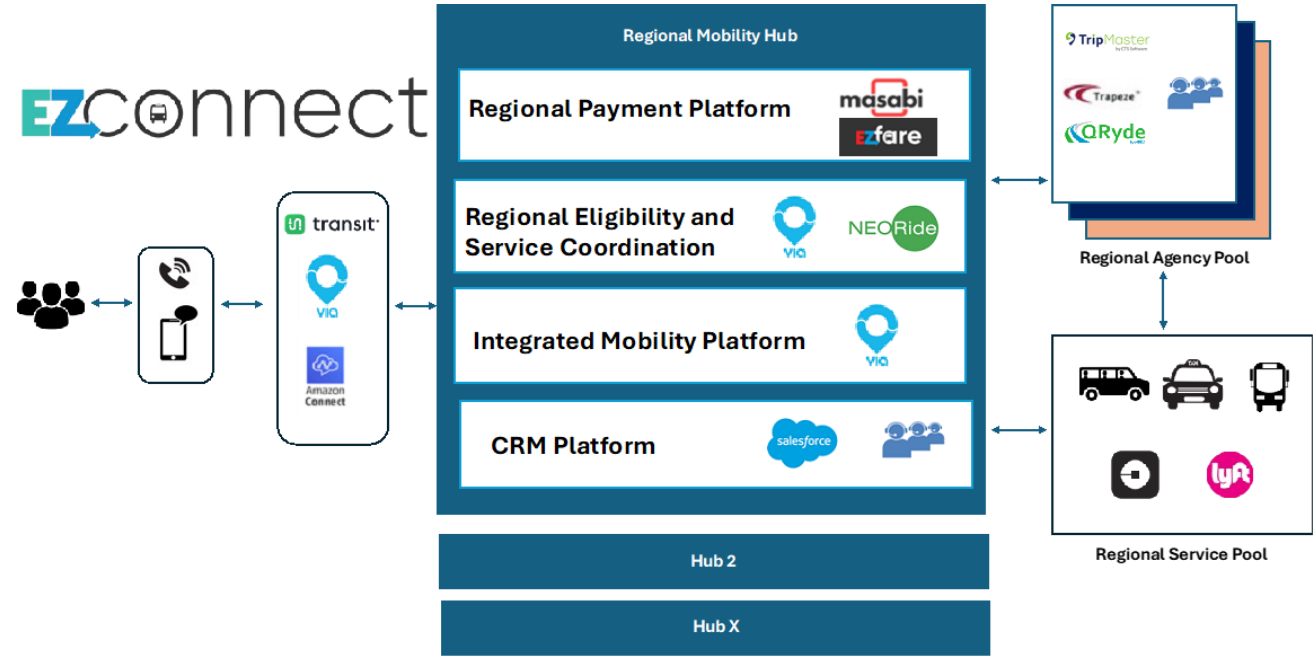
3. Customer-centric tools, that include Health Connector app, indoor/outdoor wayfinding app from NaviLens, and an infotainment system from Brightsign to guide customers at every step of their trip.
4. A middleware to enable data exchange between transportation management platform and Medicaid broker Access2Care and their API vendor, Lyft.

The project has successfully completed Phases 1 (concept development) and Phase 2 (design and development) of the project and is currently in Phase 3 (operations and maintenance) as of August 2024. Middleware products are available under open-source license on Github.

Status: 2024-Ongoing (since 2020 before Flexlynqs)

Key Staff: Santosh Mishra, Josh Albertson, Steve Wilks, Jenna Kubiak

USDOT ATCMTD-EZConnect, NEORide, OH/MI/KY, 2024-Present



Flexlynqs is currently serving as the overall **Systems Lead and Program Manager** for EZConnect, an innovative project that envisions deploying a network of regional mobility centers that will vastly improve coordination across partner agencies by reducing duplicated service and employing state-of-the-art technology. It will provide one-call/one-click centralized reservation, ride scheduling, dispatch, and customer related services that will substantially expand access and mobility for all people.

Funding for the EZConnect project was raised from several sources including the ATCMTD and EMI grants from the USDOT. Additional funding was provided by the ODOT and Congressional

Grant. A total of $6M in grant money was received. Flexlynqs President, Santosh Mishra, when at IBI Group, conceptualized and wrote the competitive applications that led to award of these grants. Key features of EZConnect are:

1. A network of regional mobility hubs powered by advanced technologies and customer care staff.
2. An omni-channel cloud-based contact center with automated workflows built using Amazon Connect and Salesforce CRM. Regional hubs work in tandem with existing local call centers at agencies.
3. Unified and regional eligibility management system with automated workflows.
4. An integrated mobility platform from Via to enable web and mobile-based plan, book, pay, connect for customers. Also, the platform enables regional service coordination with agencies that may be on different vendor platforms.
5. Integrated and regional payment using EZfare provided by Masabi.

The project is being deployed in Phases. Phase 1 went live in July 2024. Last phase will go live in Mar 2025.

Status: 2024-Present (Ongoing)

Key Staff: Santosh Mishra, Steve Wilks, Josh Albertson, Jenna Kubiak

HCAOG Mobility-on-Demand Strategic Development Plan, Humboldt County Association of Governments (HCAOG), Eureka, CA

While serving at Arcadis IBI Group, Steve Wilks and Santosh Mishra led the development of a shared vision for mobility-on-demand concepts and deployments in Humboldt County. The Work plan included an analysis of exiting conditions, identification of unmet needs, next-generation mobility best practices including current and emerging technologies, and opportunities for the deployment of potential pilot projects. Outreach solutions included the use of on-line and virtual means to solicit input, given the diverse nature of the service area, which included small urban, rural and tribal, and the population served. A strategic plan was developed that recognized there was not a “one-size-fits-all” solution to meet the transportation/mobility needs, resulting in a menu of solutions tailored to the specific operating and needs environment.

Key Staff: Santosh Mishra**,** Steve Wilks

Service Evaluation and Capacity Building Plan, Anaheim Transportation Network (ATN)/Anaheim Resort Transportation, Anaheim, CA

While serving at Arcadis IBI Group, Steve Wilks led a comprehensive evaluation and outreach efforts resulting in an enhanced passenger transportation system as part of Anaheim's short and long-range transportation solutions. Responsible for the preparation of the Anaheim Resort Transportation's "ART 2035," a plan to guide the future of ART services including the feasibility of alternate service delivery scenarios, financial/fiscal analysis, ridership estimation, and deployment of advanced technologies was developed.

ATN Cost Allocation Model: As an adjunct to the *Capacity Building Plan* project, a comprehensive working/iterative Cost Allocation Model (ATN Formula Funding Allocation Options) to address a range of development types/land-use categories, and alternate approaches including business valuation and trip generation (cost distribution based on the daily number of vehicle trips precipitated by the properties) were also developed.

Key Staff: Steve Wilks

Anaheim CtrCity Microtransit Conceptual Plan, Anaheim Transportation Network/Anaheim Resort Transportation, Anaheim CA

While serving at Arcadis IBI Group, Steve Wilks was enlisted for the evaluation and development of a conceptual microtransit plan for Anaheim Resort Transportation. The project and resulting report included:

- Existing Conditions Analysis – a discussion of the CtrCity service area and existing transportation resources serving the area
- Microtransit Industry Analysis – an overview of the microtransit and ride-share industries
- Destination District/Downtown Shuttle Case Studies
- Demand/Ridership Estimates – commentary included high-level demand/ridership estimates based on the review of trip generation rates from various development types
- Alternate Delivery Concepts/Scenarios – discussion of alternate delivery schemes for servicing the CtrCity service area and CtrCity Conceptual Plan
- Preferred Plan/Recommendations – articulation of service delivery type, operating characteristics and preliminary cost estimates

Key Staff: Steve Wilks

ADA Paratransit/Mobility Software Deployment Assessment, CityBus, Lafayette, IN, 2024

CityBus, the provider of transit services in Lafayette, IN has hired Flexlynqs to conduct an expert review of its deployment of ADA paratransit and Microtransit service platform Via Transportation, which has been complete and operational since August 2021. Through a series of meetings with core stakeholders and users of Via, Flexlynqs conducted a detailed assessment of agency needs and needed enhancements. A subsequent action plan was developed to mitigate the issues being experienced by CityBus staff. Key features of the assessment included:

1. A detailed review of the ADA paratransit and Microtransit service platform functionalities currently deployed at CityBus.
2. Identification of system gaps and areas of improvement.
3. Development of an action plan including documentation of pain points, impacted stakeholders, potential reason, and a resolution path.

Status: Complete (October 2024)

Key Staff: Santosh Mishra, Steve Wilks

Specialized Transit Strategic Plan, San Diego Association of Governments (SANDAG), San Diego, CA

While serving at Arcadis IBI Group, Steve Wilks led the development of long-term strategies leveraging next-generation mobility solutions and existing and emerging technology to meet the near and long-term transportation/mobility needs of older adults and people with a disability.

Key Staff: Steve Wilks

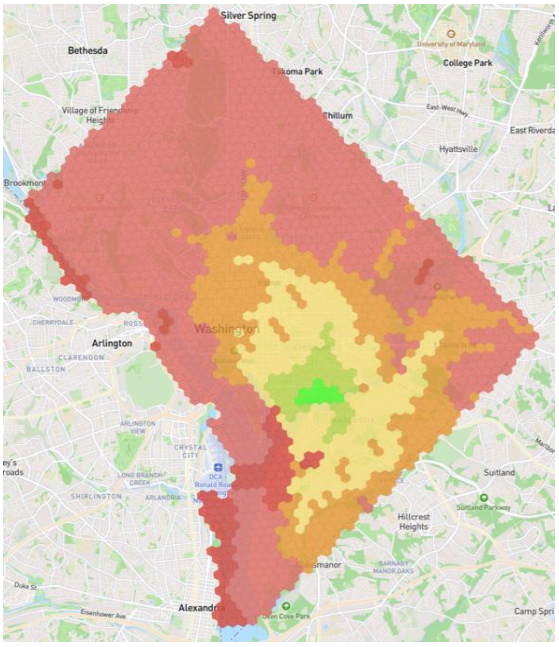
Short Range Transit Plan (SRTP), Porterville Transit, Porterville, CA

While serving at Arcadis IBI Group, Steve Wilks was enlisted for the review of transit service needs and requirements and development of service improvement options to best meet the mobility needs of residents and visitors of the city; a review of current transit policies and procedures; and the development of an action plan to guide the implementation of transit service improvements over the next 5+ year period.

Key Staff: Steve Wilks

Ontra Mobility

Microtransit Implementation – District Department of Transportation, DDOT, Washington, DC



The District Department of Transportation (DDOT, Washington D.C.) is exploring implementing microtransit to replace their existing circulator routes, which are being phased out at the beginning of 2025. Ontra Mobility has partnered with them to provide a comprehensive analysis of their transportation network in terms of coverage, convenience, and equity. Our coverage analysis and simulations helped analyze how potential projects would meet community needs as well as align with DDOT's equity and sustainability goals.

The project for DDOT consists of three distinct phases. The first phase involved data collection and analysis, where demographic information, land use patterns, and existing transit coverage were examined to understand the district's needs. This led to the identification of potential microtransit zones, evaluated based on accessibility and predicted demand. The second phase focused on operational planning, where demand patterns are analyzed to determine optimal fleet sizes. Simulations were run to test various scenarios, assessing the impact on service levels and costs. Finally, we are developing a report and presentation, where key performance indicators will be defined, and a comprehensive white paper is created.

While the project is ongoing, Ontra Mobility has already identified multiple possible microtransit zones based on predicted demand obtained from a complex activity-based model. These zones have been simulated to estimate performance metrics based on service hours, projected demand levels, number of vehicles, and connections to mass transit. The results of this study will be

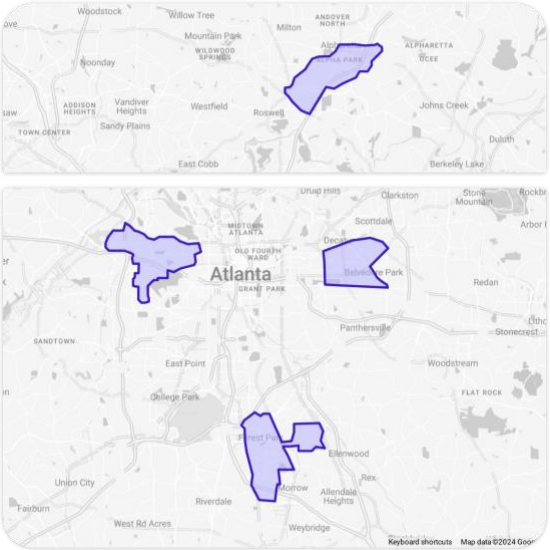
posted in October and will include a white paper explaining Ontra's recommendation for a microtransit zone in the district. After this, DDOT will write an RFP based on the findings to solicit vendors to operate the service.

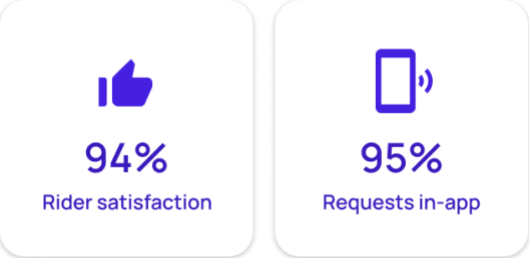
Status: September 2024

Key Staff: Anthony Trasatti, Connor Reiley

Microtransit Pilot – MARTA Reach, Atlanta, GA

MARTA Reach introduced on-demand transit solutions to improve access to fixed-route services. The goal of the microtransit pilot was to evaluate the impact of microtransit on ridership, travel times, and costs. The project explored the efficacy of such services in residential, mixed use, and industrial zones.





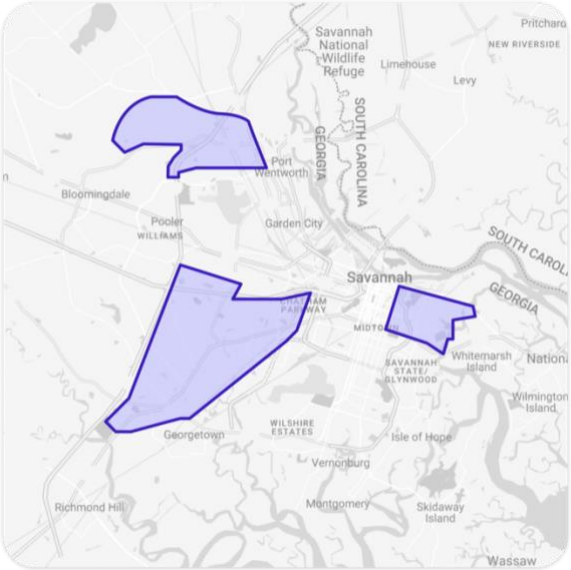
Ontra's CEO, Anthony Trasatti developed the mobile and web applications for iOS and Android that allowed on-demand ride requests within the designated service areas. Ontra's CTO Connor Riley created the backend system that coordinated ride dispatching and vehicle deployment of MARTA drivers. Sam was involved in the strategy and development of marketing materials to increase community awareness and engagement in the program. Additionally, Sam designed the training materials for vehicle operators and dispatchers.

MARTA Reach highlighted microtransit's value in enhancing public transportation accessibility, particularly in low-density areas. As a result, MARTA is actively exploring the implementation of a permanent microtransit service. The pilot demonstrated significant potential and helped gather community support. In the West Atlanta zone, 70% of the trips taken were multimodal connecting riders to the reliable, high-frequency fixed routes. The primary sources of rider dissatisfaction stemmed from disappointment over the pilot's scheduled end and frustration that MARTA Reach would not be expanding its service region or hours of service. The success of MARTA Reach has inspired similar microtransit initiatives in Georgia, including the CAT SMART microtransit pilot.

Status: January 2022 – August 2022

Key Staff: Anthony Trasatti, Connor Reiley

Strengthening Mobility and Revolutionizing Transportation (SMART) – Chatham Area Transit, CAT, Savannah, GA



The Chatham Area Transit (CAT) Strengthen Mobility and Revolutionizing Transportation (SMART) grant introduces a three-zone multimodal microtransit pilot in Savannah, Georgia, is actively running. Intended to operate for one year, The SMART pilot uses a variety of vehicles, including sedans, SUVs, and wheelchair-accessible vans, to offer on-demand rides within the designated zones. Additionally, the pilot incorporates electric vehicles, their charging schedules, and paratransit services.

As the principal software architect for the CAT SMART pilot, Connor was responsible for a wide range of tasks including developing and maintaining apps, including a rider facing application with multimodal trip planning capabilities, trip booking, and on-demand ridesharing, a driver app for on-demand ridesharing, a monitoring application for system administrators, and backend servers, databases, and infrastructure. Additionally, Connor was in charge of DevOps and led a team of engineers who assisted in developing the frontend applications and backend trip planning algorithms. Connor also led weekly with CAT staff to collect feedback and evaluate and prioritize new features.

Connor has ensured a smooth pilot launch, and has provided continuing improvements which address feedback from riders, CAT operators and management. Connor's team is working to incorporate dynamic electric vehicle charging into the system capabilities, developing software for robust multi-modal support and paratransit integration. CAT is now applying for further federal funding to expand the pilot in a phase 2.

Status: March 2024 – July 2024

Key Staff: Anthony Trasatti, Connor Reiley

Southwest Strategies

Regional Transportation Plan (RTP) - Fresno County, CA

The County of Fresno Regional Transportation Plan (RTP) served as a critical blueprint for addressing the region's current and future transportation needs. Developed with a focus on enhancing mobility, supporting economic growth, and promoting sustainability, the plan prioritized multimodal solutions to improve transportation infrastructure across the county. The RTP sought to ensure equitable access for all residents, including those in disadvantaged and rural communities, while addressing environmental and social justice considerations.

As part of the development process, Southwest Strategies helped to develop a robust public engagement program was implemented to involve residents, stakeholders, and community organizations in shaping the plan. This effort included multilingual outreach, targeted stakeholder meetings, community workshops, and an online platform to gather input and share updates. The RTP considered a variety of transportation modes, including public transit, active transportation, highway improvements, and goods movement strategies, to create a well-rounded vision for the county's future transportation network.

Status: 2023-2024

Regional Transportation Plan (RTP) – San Diego Association of Governments, SANDAG, San Diego, CA

Southwest Strategies provided outreach support for SANDAG's 2021 Regional Plan, a bold new vision for the San Diego region with a transformative transportation system, a sustainable pattern of growth and development, and innovative demand and management strategies. The Regional Plan was developed based on years of planning, data analysis, and extensive community education and engagement to ensure all community members had the opportunity to provide feedback and participate in the process.

The team conducted extensive multicultural community outreach, media relations and digital outreach for this effort. This included creating more than 20 informational videos, preparing hundreds of social media posts, coordinating innovative digital surveys to accommodate fluctuating COVID-19 protocols and coordinating close to 75 community events, almost half of which occurred in a three-month time period around a key milestone. The team also prepared dozens of news releases at various points in the project, which generated over 400 stories in local

media. Southwest Strategies coordinated over 20 innovative partnerships to reach San Diego residents in new and different ways, working with beloved local institutions, including the Padres, Gulls, Zoo Wildlife Alliance, Circuit Free Ride, Automotive Museum and more to further drive awareness. All of this outreach garnered more than 35 million impressions—enough to reach every San Diego County resident about 11 times—to ensure all community members were informed and encouraged to participate. This culminated in the SANDAG Board of Directors adopting the 2021 Regional Plan in December 2021, ushering in a new era of multimodal transportation, equity and prosperity throughout the region.

Status: 2018-2021

Regional Transportation Plan (RTP) – Fresno Council of Governments, Fresno COG, Fresno, CA

In 2023, Fresno COG conducted a comprehensive public engagement initiative as part of its RTP. This initiative aimed to foster economic growth and enhance the state's supply chain efficiency, with a particular focus on inland regions like Fresno County. Southwest Strategies helped the program implement an inclusive, multilingual community engagement strategy to ensure diverse stakeholders, including those from disadvantaged communities, were informed and able to provide feedback. The approach followed a "rule of seven," reaching individuals through multiple methods to build awareness and engagement. A two-pronged strategy was employed: one to inform the public and another targeting residents near potential project sites. The engagement plan identified various target audiences, such as business organizations, transportation agencies, and environmental advocacy groups. Collateral materials were prepared to facilitate understanding, and an interactive project website was developed for ongoing updates and feedback collection. Community workshops were held at different phases to present information and gather input, with summaries provided to Fresno COG staff after each session. The initiative concluded with a comprehensive public engagement summary report detailing the outreach conducted and feedback received. December 2021, ushering in a new era of multimodal transportation, equity and prosperity throughout the region.

Status: 2022-2024

Proposer's Name Flexlynqs LLC
(Submit with Proposal)

CHECK LIST

Proposers are requested to submit this Checklist and the following information, providing the content in the sequence shown below. If the documentation provided is incomplete, the Proposer may be ineligible for award of a Contract.

REQUIRED

[X] 1. **COVER LETTER**

[X] 2. **COST PROPOSAL**, page 11

[X] 3. **PROPOSER QUALIFICATION QUESTIONNAIRE**, page 12

[X] 4. **REFERENCES**, page 14

[X] 5. **ACCEPTANCE OF INDEMNIFICATION & INSURANCE**, page 15

[X] 6. **DISCLOSURE OF CONFLICT OF INTEREST**, page 16

[X] 7. **SIGNATURE PAGE**, page17

[_] 8. **SAMPLE CERTIFICATION**, page 19

[X] 9. **SAMPLE SERVICE CONTRACT**, page 20

[_] 10. **PRE-PROPOSAL CONFERENCE (See *pg. 4* for details)**

[X] 11. **ADDENDA** - Signature page of all Addenda issued

[X] 12. **KEY PERSONNEL RESUMES**

COST PROPOSAL

Having carefully examined the Request for Proposals, attachments and related documents, the undersigned proposes and agrees to provide to the City of Fresno, in accordance with the Specifications annexed hereto and made a part thereof, the following items and services at the following rates:

Task #	Task Description	Costs
1	Project Initiation and Work Plan Development	$ 28,000
2	Existing Conditions	$ 35,000
3	Needs Assessment	$ 61,000
4	Peer Review and Best Practices Research	$ 29,000
5	Feasibility and Cost Analysis	$ 99,000
6	Public and Stakeholder Outreach	$ 108,000
7	Recommendations and Final Report Development	$ 20,000
8	Travel Costs	$ 15,000
	TOTAL COSTS	$ 395,000

Note: The proposer's cost proposal will be a lump sum, firm fixed amount which shall include all labor, materials, taxes, fees, and any and all other expenses. The cost is not subject to any adjustment on the basis of the proposer's cost experience in performing the contract.

Proposer Note: As a proud California DBE/SBE business, Flexlynqs LLC will be leading most of tasks as the prime contractor and has allocated 53% of the budget for our services.

Proposer's Name: Flexlynqs LLC
(Submit with Proposal)

PROPOSER QUALIFICATION QUESTIONNAIRE

The undersigned Proposer submits the following information in accordance with the proposal Specifications:
(Use additional sheets as needed.)

1. a. Business Name (If using more than one business name, please list all names.):
   Flexlynqs LLC

   b. Address: 39899 Balentine Dr.

   Is your firm operating as a franchisee? Yes ☐ or No ☑

   If yes, list the franchiser, and number of years your business has been franchised:

2. Provide the names, titles, qualifications, years of experience, and years with your firm, for all key personnel in authority in your business, including the key personnel that will be involved in this project, and the extent to which they will be involved in the performance of this Contract.
   Please see the attached proposal.

3. How many years has your business been established? 1

   How many years has your business been under your present name? 1

   How many years under former names? (List names and number of years)

4. How many years has your business been providing services? 1

5. Does your business operate contracts with other agencies/entities for similar services as requested by this RFP?
   Yes

Proposer's Name Flexlynqs LLC
(Submit with Proposal)

PROPOSER QUALIFICATION QUESTIONNAIRE (Continued)

6. What other types of services does your business provide?

   Provide advisory, solution and data services to public sector clients focused on transportation and mobility services

7. Do you have any affiliated companies? (If parent company, list subsidiaries and divisions. If subsidiary or division, name parent company, its principals, and their addresses):

   Not Applicable

8. Have there been any contract terminations for the services your firm performs before the fulfillment of the contract within the past three years? Yes ☐ or No ☑
   a. If so, list the date, client, and reason for termination below:

9. Provide an organization chart, indicating full-time personnel, job titles, locations, and whether each individual works out of an office or is in the field.

   Please see the attached proposal.

10. Outline your support services including establishing direct lines of communication between City technical staff and the program manager.

    Please see the attached proposal.

11. Submit a comprehensive plan for addressing the requirements listed in the Scope of Work.

    Please see the attached proposal.

Please provide attachments as needed to accommodate responses.

Proposer's Name Flexlynqs LLC
(Submit with Proposal)

REFERENCES

Please list at least three references of similar size and type of services, including governmental agencies, if available.

1. AGENCY/COMPANY NAME: Heart of Iowa Regional Transit Agency (HIRTA)

   ADDRESS: 2824 104th Street Urbandale, Iowa 50322

   CONTACT PERSON: Brooke Ramsey PHONE NUMBER: 515-309-9282

   FAX NUMBER_____ EMAIL BRamsey@ridehirta.com

   LENGTH OF CONTRACT: 1 (ongoing) (YEARS)

   TYPES OF SERVICES PROVIDED: Systems Engineering, Procurement, Deployment (see proposal)

2. AGENCY/COMPANY NAME: NEORide

   ADDRESS: 1250 Canal Road Lafayette, Indiana 47904

   CONTACT PERSON: Katherine Conrad PHONE NUMBER: 330-607-3574

   FAX NUMBER_____ EMAIL katherinec@neoride.org

   LENGTH OF CONTRACT: 1 (ongoing) (YEARS)

   TYPES OF SERVICES PROVIDED: Systems Engineering, Procurement, Deployment (see proposal)

3. AGENCY/COMPANY NAME: GoCAL

   ADDRESS: 200 East Convention Center Way Ontario, California 91764

   CONTACT PERSON: Lorraine Chapman PHONE NUMBER: 909-937-3017

   FAX NUMBER_____ EMAIL lchapman@go-cal.org

   LENGTH OF CONTRACT: 1 (ongoing) (YEARS)

   TYPES OF SERVICES PROVIDED: Development of Mobility Action Plan (see proposal)

Proposer's Name Flexlynqs LLC
(Submit with Proposal)

STATEMENT OF ACCEPTANCE OF THE INDEMNIFICATION AND INSURANCE REQUIREMENTS

The Proposer shall sign below that the Proposer accepts in whole the Indemnification and Insurance Requirements set forth in these Specifications. If the Proposer takes exception to some portions, those portions shall be listed here below, and the Proposer shall sign that the Proposer accepts all portions of the requirements not listed.

Note: Any exceptions may cause a Proposer to not be awarded a contract.

☑ **ACCEPT**
☐ **DO NOT ACCEPT**

If "DO NOT ACCEPT" is checked, please list exceptions:

Signature of Authorized Person

Santosh Mishra
Type or Print Name of Authorized Person

Proposer's Name Flexlynqs LLC
(Submit with Proposal)

DISCLOSURE OF CONFLICT OF INTEREST

		YES*	NO
1	Are you currently in litigation with the City of Fresno or any of its agents?	☐	☒
2	Do you represent any firm, organization, or person who is in litigation with the City of Fresno?	☐	☒
3	Do you currently represent or perform work for any clients who do business with the City of Fresno?	☐	☒
4	Are you or any of your principals, managers, or professionals, owners or investors in a business which does business with the City of Fresno, or in a business which is in litigation with the City of Fresno?	☐	☒
5	Are you or any of your principals, managers, or professionals, related by blood or marriage to any City of Fresno employee who has any significant role in the subject matter of this service?	☐	☒
6	Do you or any of your subcontractors have, or expect to have, any interest, direct or indirect, in any other contract in connection with this Project?	☐	☒
* If the answer to any question is yes, please explain in full below.			

Explanation: _____

☐ Additional page(s) attached.

Signature

9/4/2025
Date

Santosh Mishra
Name

Flexlynqs LLC
Company

39899 Balentine Drive, Suite 200
Address

Newark, CA 94560
City, State, Zip

Proposer's Name Flexlynqs LLC
(Submit with Proposal)

SIGNATURE PAGE

By my signature on this proposal I certify, under penalty of perjury under the laws of the State of California, that the statements contained in this proposal are true and correct.

PROPOSAL SUBMITTED BY:
(Please follow the instructions for each line, as explained below.)

(1) Flexlynqs LLC (510)306-9894 ( )
Firm Phone Fax

(2) Corporation
(Corp.) (Individual) (Partner) (Other)

(3) 39899 Balentine Drive, Suite 200
Business Address

Newark CA 94560
City State Zip Code

(4) By: _____
Signature of Authorized Person

Santosh Mishra, President & CEO
Type or Print Name of Authorized Person and Title

Federal Tax I.D. No.: 93-4828728 Date: 08/21/2025

INSTRUCTIONS FOR SIGNATURE PAGE

LINE 1: The name of the Proposer must be the same as that under which a license is issued, if a license is required. If the Proposer is a corporation, enter the exact name of the corporation under which it is incorporated; if Proposer is an individual, enter name; if Proposer is an individual operating under a trade name, enter name and dba (trade name in full); if a partnership, enter the correct trade style of the partnership; if a joint venture, enter exact names of entities joining in the venture.

LINE 2: Identify here the character of the name shown under (1), i.e., corporation (including state of incorporation), individual, partnership, or joint venture.

LINE 3: Enter the address to which all communications and notices regarding the Proposal and any Contract awarded thereunder are to be addressed.

LINE 4: (a) If the Proposer is a corporation, the Proposal must be signed by an officer or employee authorized to sign Contracts on behalf of the corporation evidenced by inclusion of one of the following certified by the secretary of the corporation, authorizing the officer or employee to sign contracts (sample certification attached): a copy of the Secretary of State printout, a copy of the Articles of Incorporation, a copy of the Bylaws, a copy of the Board Resolution or Minutes authorizing the officer or employee to sign Contracts.

(b) If Proposer is an individual, he/she must sign the Proposal, or if the Proposal is signed by an employee or agent on behalf of the Proposer, a copy of a power of attorney must be on file with the City of Fresno prior to the submission deadline or must be submitted with the Proposal.

(c) If the Proposer is a partnership, the Proposal must be signed by all general partners; or by a general partner(s) authorized to sign Contracts on behalf of the partnership evidenced by inclusion of either a copy of the Partnership Agreement or a recorded Statement of Partnership.

(d) If the Proposer is a joint venture, the Proposal must be signed by all joint venturers; or by a joint venturer(s) authorized to sign Contracts on behalf of the joint venture evidenced by inclusion of either a copy of the Joint Venture Agreement or a recorded Statement of Joint Venture; and if the joint venturer(s) is a corporation or a partnership signing on behalf of the Joint Venture, then Paragraphs (a) and c) above apply respectively.

Where Proposer is a partnership or a corporation, the names of all other general partners, or the names of the president and secretary of the corporation, and their business addresses must be typewritten below:

NAME	ADDRESS
Santosh Mishra	39899 Balentine Drive, Suite 200, Newark, CA 94560

NOTE: All addresses must be complete with street number, City, State, and Zip Code.

SAMPLE CERTIFICATION

I, Santosh Mishra, certify that I am the secretary
Name
of the corporation named herein; that Santosh Mishra who signed this
Name
Bid Proposal on behalf of the corporation, was then President and CEO of
Title
said corporation; that said Bid Proposal is within the scope of its corporate powers and was duly signed for and on behalf of said corporation by authority of its governing body, as evidenced by the attached true and correct copy of the Articles of Organization
Name of Corporate Document

By: _____

Name: Santosh Mishra

Title: Secretary

Date: 08/21/2025

202359917664

STATE OF CALIFORNIA
Office of the Secretary of State
ARTICLES OF ORGANIZATION
CA LIMITED LIABILITY COMPANY

California Secretary of State
1500 11th Street
Sacramento, California 95814
(916) 653-3516

For Office Use Only

-FILED-

File No.: 202359917664
Date Filed: 12/12/2023

B2326-3033 12/12/2023 4:49 PM Received by California Secretary of State

Limited Liability Company Name	
Limited Liability Company Name	Flexlynqs LLC
Initial Street Address of Principal Office of LLC	
Principal Address	39899 BALENTINE DRIVE SUITE 200 NEWARK, CA 94560
Initial Mailing Address of LLC	
Mailing Address	39899 BALENTINE DRIVE SUITE 200 NEWARK, CA 94560
Attention	
Agent for Service of Process	
Agent Name	Santosh Mishra
Agent Address	39899 BALENTINE DRIVE SUITE 200 NEWARK, CA 94560
Purpose Statement	
The purpose of the limited liability company is to engage in any lawful act or activity for which a limited liability company may be organized under the California Revised Uniform Limited Liability Company Act.	
Management Structure	
The LLC will be managed by	One Manager

Additional information and signatures set forth on attached pages, if any, are incorporated herein by reference and made part of this filing.

Electronic Signature

☒ By signing, I affirm under penalty of perjury that the information herein is true and correct and that I am authorized by California law to sign.

Santosh Mishra	*12/12/2023*
Organizer Signature	Date

SAMPLE SERVICE CONTRACT

THIS CONTRACT is made and entered into by and between the CITY OF FRESNO, a California municipal corporation (City), and [Contractor Name], [Legal Identity] (Contractor) as follows:

1. CONTRACT DOCUMENTS. The "Notice Inviting Proposals," "Instructions to Proposers," "Proposal" and the "Specifications" including "General Conditions," "Special Conditions", “Federal Conditions”, “Functional Specifications” and “Technical Requirements” for the following: [Title] (Request for Proposals No. [Number]) copies of which are annexed hereto, together with all the documents specifically referred to in said annexed documents, including the Performance Bond, if required, are hereby incorporated into and made a part of this Contract, and shall be known as the Contract Documents.

2. PRICE. For the monetary consideration of [WRITTEN $ AMOUNT] DOLLARS AND [WRITTEN CENTS AMOUNT] CENTS ($[DOLLAR AMOUNT]), as set forth in the Proposal, Contractor promises and agrees to perform or cause to be performed, in a good and workmanlike manner, and to the satisfaction of City, and in strict accordance with the Specifications, all of the work as set forth in the Contract Documents.

3. PAYMENT. City accepts Contractor's Proposal as stated and agrees to pay the consideration stated, at the times, in the amounts, and under the conditions specified in the Contract Documents.

4. INDEMNIFICATION. To the furthest extent allowed by law, CONTRACTOR shall indemnify, hold harmless and defend CITY and each of its officers, officials, employees, agents and volunteers from any and all loss, liability, fines, penalties, forfeitures, costs and damages (whether in contract, tort or strict liability, including but not limited to personal injury, death at any time and property damage), and from any and all claims, demands and actions in law or equity (including reasonable attorney's fees, litigation expenses and cost to enforce this agreement) that arise out of, pertain to, or relate to the negligence, recklessness or willful misconduct of CONTRACTOR, its principals, officers, employees, agents or volunteers in the performance of this Agreement.

If CONTRACTOR should subcontract all or any portion of the services to be performed under this Agreement, CONTRACTOR shall require each subcontractor to indemnify, hold harmless and defend CITY and each of its officers, officials, employees, agents and volunteers in accordance with the terms of the preceding paragraph.

This section shall survive termination or expiration of this Agreement.

[Signatures follow on the next page.]

IN WITNESS WHEREOF, the parties have executed this Contract on the day and year here below written, of which the date of execution by City shall be subsequent to that of Contractor's, and this Contract shall be binding and effective upon execution by both parties.

CITY OF FRESNO, A California municipal corporation By: _____ [Name], [Title/Dept.] APPROVED AS TO FORM: City Attorney By: _____ [Name] Date Deputy City Attorney ATTEST: TODD STERMER, MMC City Clerk By: _____ Date Deputy	[CONTRACTOR], [Legal Identity] By: _____ Name: Santosh Mishra Title: President and CEO (If corporation or LLC., Board Chair, Pres. or Vice Pres.) By: _____ Name: _____ Title: _____ (If corporation or LLC., CFO, Treasurer, Secretary or Assistant Secretary) REVIEWED BY: _____
Addresses: CITY: City of Fresno Attention: [Name] [Title] [Street Address] Fresno, CA [Zip] Telephone: (559) [#] E-Mail: [E-Mail address]	CONTRACTOR: Flexlynqs LLC Attention: Santosh Mishra President and CEO 39899 Balentine Drive, Suite 200 Newark, CA 94560 Telephone: 312-451-7694 E-Mail: santosh.mishra@flexlynqs.com

City of
FRESNO
Gregory A. Barfield, Director
2223 G Street
Fresno, California 93706
(559) 621-RIDE
www.fresno.gov

CITY OF FRESNO TRANSPORTATION

ADDENDUM NO. 1
PROFESSIONAL CONSULTANT SERVICES
TRANSIT ON-DEMAND FEASIBILITY STUDY
REQUEST FOR PROPOSALS NO. 12600257

NOTICE TO ALL BIDDERS

This Addendum is attached to and made a part of the above-entitled specifications for the City of Fresno with a scheduled bid opening of **5:00 P.M., on Thursday, September 4th, 2025**.

QUESTION & ANSWER

1. Proposer Question #1

Question: I am reaching out with a question about RFP #12600257. Although the RFP does not specify a budget for this project, we came across an article stating that grant funds have been allocated for an on-demand improvement study for $450,000. Can you confirm if that is the budget for this project?

Answer: The budget for the project is not being released at this time.

2. Proposer Question #2

Question: Does FAX have funding for the feasibility study? What is the budget for this project? Does FAX have existing planning studies, reports, or initiatives related to On-Demand Transit that can be shared with interested parties?

Answer:
Yes, the feasibility study is funded.

The budget for the project is not being released at this time.

No, FAX does not have existing planning studies, reports, or initiatives related to On-Demand Transit that can be shared with interested parties.

3. Proposer Question #3

Question: If we, as the selected proposer for this feasibility study, are affiliated with a larger company that includes paratransit operations within its portfolio, would completing the study disqualify us from subsequently submitting bids for any future paratransit or demand-response operations RFPs issued by FAX?

Answer: The scenario described may require FAX to exclude the contractor from future contracting opportunities that is informed by the feasibility study. To ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, or invitations for bids must be excluded from competing on those procurements.

City of Fresno
Department of Transportation

Richard Baldon
Project Manager

The bidder shall sign below indicating he/she has thoroughly read and understands the contents of this Addendum No. 1.

Signed: _____

Company: Flexlynqs LLC

This addendum is being distributed ONLINE only and will not be sent U.S. Mail. The bidder shall submit a signed copy of this addendum with their bid.

Santosh Mishra

President and CEO

Santosh is the Founder, President & CEO of Flexlynqs. In this capacity he leads firm's strategic direction and operations. Prior to Flexlynqs, Santosh served as the National Director of Transit/Emerging Mobility Practice at Arcadis IBI Group. He has 2 decades of experience at the intersection of planning, policy, technology, and data. He has used this diverse skillset to advise US public sector agencies with innovation in all business functions that interface with delivering personal mobility. He has assisted 150+ multimodal agencies across 30+ states, including federal, state, and local DOTs. In addition, Santosh has been part of R&D of several next generation concepts related to emerging mobility funded by the USDOT.

Further, Santosh is a recognized international expert on transit/mobility technologies and standards, working with Transportation research Board, USDOT and the International Organization of Standardizations (ISO).

Core Skills:

Mobility Innovation-Research and Development

Strategic Planning

Systems Design and Engineering

Transit Operations

Technology Procurements

Mobility Data

Work Experience:

President & CEO, Flexlynqs
2024-Present

Director, Arcadis/IBI Group
2016-2024

Project Manager, TranSystems
2005- 2016

Intern, Chicago Transit Authority
Summer 2004

Software Engineer, Citigroup
2003-2005

Education:

MS-Transportation, University of Illinois at Chicago
2003-2005

BE(HONS)- Civil Engineering BITS-Pilani, India
1997-2001

Work Experience

ITS4US/ HIRTA Health Connector Project, Urbandale, IA (2021-Present): Santosh is leading the team that was awarded the competitive ITS4US grant by the USDOT as Systems Engineering Lead (SEL). This project involves developing, operating and maintaining the system that will provide an end-to-end customer experience solution for HIRTA customers looking for medical transportation.

EZConnect and EZfare programs, NEORide, 35+ agencies across 10 States (2020-Present): As Systems Lead, Santosh has been coordinating a team of 20+ partners to plan, design and deploy a modern mobility operations center-EZConnect. Santosh also led the grant applications for ATCMTD, FTA-EMI and ODOT that have funded the project. NEORide. EZConnect will serve as the vendor-agnostic information clearinghouse for plan, book, pay and connect functions for third party applications that are used by customers and agencies. Santosh also led the procurement to upgrade the existing EZfare platform.

Fresno/FAX CAD/AVL Replacement, Fresno, CA (2020-2023): Santosh managed the team that conducted assessment of existing technologies and system environment at FAX and developed recommendations and functional requirements for enhancements. The team will helped FAX with implementation of recommended improvements.

Madera Microtransit Feasibility Study, Madera, CA (2025-Present): City of Madera has selected Flexlynqs-led team to assess existing conditions and determine feasibility for on-demand transportation that integrates with existing multimodal service. Santosh is providing advisory services.

MTC Regional Paratransit Booking Platform, San Francisco, CA (2025- Present): MTC has selected Flexlynqs-led team to develop a platform to allow Bay Area agencies to coordinate door-to-door trips with each other. Santosh is the Solution Architect.

CityBus Mobility Software Deployment Assessment, Lafayette, IN (2024): Santosh has been advising CityBus with assessment of the existing software deployment, identifying gaps and providing recommendations on needed improvements.

Humboldt MoD Strategic Plan, Eureka, CA (2018-2020): Santosh was involved as the mobility technologies specialist for the MoD strategic Plan for the Humboldt County and will be helping with identification of mobility needs, service zones and appropriate solutions for meeting for customers in those zones/needs.

Rochester Mobility Solutions Study, Rochester, NY (2018-2019): Santosh was involved as the mobility technologies specialist for identifying appropriate mobility solutions for predefined 7 mobility zones for RGRTA as part of Phase 1 of the study. Phase 2 and 3 of the study involve deploying solutions identified under Phase 1.

Lextran/UK MaaS Concept Demonstration, Lexington, KY (2020-2024): Santosh served as the Director-in-charge and advisor for implementation of a university campus-focused MaaS solution for mobility service options available to students at the University of Kentucky..

Route 128 Business Council Smart Bus, Massachusetts Area Planning Council (MAPC), Boston, MA (2013-2014)-Santosh assessed the needs of the128 Business Council for the development and deployment of a flexible, on-demand, and dynamically-routed Smart Bus system designed primarily to satisfy the off-peak needs of riders. Further, Santosh led the development of a concept of operations and the functional specification for the smart bus system.

SCAG Mobility Technology Plan, Laguna Woods (2022-2023): Santosh served as the Mobility Technology specialist to develop a Mobility Technology Plan for an autonomous mobility solution for the City of Laguna Woods**.** The plan defined strategies with actionable steps to establish new mobility service capabilities through technology implementation. The overall goal of this project was to harness innovative technology to support lifelong mobility for older adults and persons with disabilities.

Pace-Taxi Access Program (TAP) System Replacement, Arlington Heights, IL (2023-2024): Santosh managed the study that required conducting an assessment of the existing process and system infrastructure used by the TAP program and replace that with a modern and scalable system.

RTA Chicago ADA Paratransit Innovation, Chicago, IL (2019-2022). Santosh served as the mobility technologies specialist for identifying and evaluating innovative strategies for improving ADA and on-demand services in the 6-county region of Chicago. The purpose of this study was to assess current issues with the way paratransit trips are being delivered today and recommend improvements.

FlexBus Implementation Support, LYNX, Orlando, FL (2009-2014)-Santosh was part of the team that assisted LYNX and regional partners with the implementation of the FlexBus demonstration project in suburban Orlando area. As part of this project, Santosh supported and led tasks related to ITS functional requirements definition, systems gaps analysis and systems design.

Core Skills:

Mobility Innovation – Research & Development

Strategic & Regional Planning

Technology Procurements

Transit Operations

Work Experience:

Senior Consultant, Flexlynqs
2024-Present

Associate - Mobility Specialist, Arcadis/IBI Group
1995-2024

Transportation Management Inc. (TMI), Senior Consultant (1994 & 1995: Paratransit Coordinator - management contract with Ann Arbor Transportation Authority)
1993-1995

Hickling Corporation, Toronto, Ontario, Manager of Practice in Disability & Ageing
1989-1993

WheelTrans & Corporate Planning, Toronto Transit Commission, Policy Analyst
1986-1989

Edmonton Transit/ DATS, City of Edmonton, Planning Supervisor
1982-1986

BC Transit, Victoria, BC, Custom Transit Planner
1981-1982

Education:

Bachelor of Applied Arts (Urban Planning), Ryerson University
1978

International Politics, McMaster University
1977

Steve Wilks

Senior Consultant

Combined with academic studies in Urban Planning, Steve has over forty years of professional experience in the planning and operation of public transit and next-gen mobility services including microtransit, shuttles, paratransit, and other community-based transport – mobility ecosystem. This has included the management of paratransit for the elderly and disability communities, working with the taxi/livery cab industry and transportation network companies (TNCs), designing SMART shuttle operations, and providing creative/innovative solutions for the transportation industry including the integration of multiple modes and developing first/last mile operational and strategic solutions within a framework of strategic and regional planning and data analytics.

His experience covers the development and assessment of new and emerging operational (e-hailing) and technologies/information systems relating to next-gen mobility solutions and Mobility as a Service (MaaS) platform. Further, Steve has managed various operational and technology projects that have included procurement processes on behalf of several transit agencies, including schedule and budget control, identification of technical specifications, authoring RFP documents, vendor evaluations and negotiations.

Complementing his operating experience, Steve has been responsible for modeling and data analytics specific to a variety of service and program evaluations (including COAs and SRTPs), review of alternate delivery frameworks, strategic, operational, service and policy planning including quality planning facilitation through the successful conduct of consultative sessions in workshop and focus group settings.

Steve has been engaged by private, public-sector, and tribal clients throughout North America and the United Kingdom.

Work Experience

Microtransit Feasibility Study, City of Madera (Madera Metro), Madera, CA (2025–Present): Project Manager for this recently initiated study evaluating and redesigning Madera Metro's service offerings to explore new microtransit solutions that enhance community mobility. Work plan includes a comprehensive analysis of existing conditions for fixed-route, demand-response, and ADA paratransit services, assessing operational performance, policy, and equity impacts. This project will culminate in refined recommendations and an actionable implementation plan that establishes KPIs and an equity-focused framework for future on-demand service.

GOCAL Mobility Action Plan – Blueprint for Implementation, Ontario, CA – Project Manager working with the Greater Ontario Tourism District in the exploring of opportunities to improve transit services for visitors and employees in the region. In particular, mobility alternatives are being evaluated to improve connections between area hotels and other critical nodes such as Metro Gold line, Ontario airport, and the future Bright Line (HSR) Station.

Transit Service Evaluations - Short Range Transit Studies: City of Monterey Park, CA (work-in-progress); City of West Covina, City of

Duarte, CA; City of Arcadia, CA; Morongo Basin Transit Authority, CA; Visalia Transit, CA; City of Tracy, CA; Porterville Transit, CA; City of San Luis Obispo (CA); City of Glenwood Springs, CO. Review of transit service needs and requirements and development of service improvement options to best meet mobility needs, review of current transit policies and procedures; and the development of an action plan to guide the implementation of transit service improvements over the next 5+ year period.

Transit Shuttle/Circulator Feasibility Studies: Fountain Valley, City of Tustin, City of Vernon. Feasibility of a local transit circulator and other microtransit solutions addressing the transportation/mobility needs of city residents, the business community, and visitors to the city.

First and Last Mile Strategies Study - Central Ohio Transit Authority (COTA), Columbus, OH – Project Manager responsible for the analysis of exiting conditions, best practices, current and emerging technologies, and opportunities for the deployment of potential pilot projects.

Analysis of Mobility Options - Regional Transit Service (RTS), Rochester, NY - Responsible for the analysis of best practices, current and emerging technologies, development of conceptual alternatives/service modes, evaluation framework/analysis and opportunities for the deployment of potential pilot projects including service planning.

City of Whittier, CA – Automated People Mover Project – Project Manager for study that looked at potential routes for a small-scale circular transit route that would connect key destinations in the study area. This microtransit project (work-in-progress) will build upon lessons learned from several similar initiatives implemented throughout the nation, while focusing on addressing key mobility needs in the Whittier community. Working with broad stakeholder constituency including developers, hospitality industry, health and education communities, etc.

Southern California Association of Governments (SCAG)/City of Laguna Woods – Mobility Technology Plan - Project Manager for study that defined strategies to potentially establish new mobility service capabilities for individuals, businesses, and visitors through technology implementation such as connected and automated vehicles. Worked with team in the development of a Concept of Operations (ConOps) addressing service delivery scenarios, data sharing/analytics, infrastructure (transportation & communication) requirements, culminating in a 'mobility playbook' able to be replicated elsewhere in the SCAG service area.

Anaheim Transportation Network/Anaheim Resort Transportation – Service Evaluation and Capacity Building Plan – Project manager and principal author of comprehensive evaluation and outreach efforts resulting in an enhanced passenger transportation system as part of Anaheim's short and long-range transportation solutions. Responsible for the preparation of the Anaheim Resort Transportation's "ART 2035," a plan to guide the future of ART services including the feasibility of alternate service delivery scenarios, financial/fiscal analysis, ridership estimation, and deployment of advanced technologies. Key study outcomes included the development of microtransit delivery scenarios within a framework of first-last mile strategies and the development of a comprehensive working *Cost Allocation Model* reflecting a range of development types/land-use categories, and alternate approaches including business valuation and trip generation).

Subsequent ATN/ART contract to develop the *Anaheim CtrCity Microtransit Conceptual Plan*, having led to ART's deployment of the FRAN service.

North San Diego County CA Transit (NCTD) 2020 Mobility Plan, San Diego, CA – Responsible for service planning and financial analysis specific to community-based transit services: substitution of non-traditional service for marginal fixed routes in lower density areas for marginal fixed routes. The NCTD Mobility Plan included transit access to Camp Pendleton.

Mobility-On-Demand Strategic Plan – Humboldt County Association of Governments (HCAOG), Eureka, CA - Developing a shared vision for mobility-on-demand concepts and deployments in Humboldt County. Work plan included an analysis of existing conditions, identification of unmet needs, next-generation mobility best practices including current and emerging technologies, and opportunities for the deployment of potential pilot projects.

Josh Albertson

Director of Advisory Services
Philadelphia, PA

Josh is the Director of Advisory Services at Flexlynqs. Over the past four years, Josh has worked in both the public and private sectors to advance personal mobility and deploy innovative mobility concepts and technologies. He has worked with dozens of transit agencies across the country, developing a deep understanding of transit planning and operations. Although his background lies in transportation planning and project management, he possesses specific systems engineering expertise in designing, testing, and deploying mobility on demand, microtransit, and other emerging mobility systems. Josh's project delivery approach focuses on clear communication, organization, and stakeholder engagement to produce the best outcomes for all involved.

Work Experience

Microtransit Feasibility Study, City of Madera (Madera Metro), Madera, CA (2025–Present): As Planning Lead, Josh is evaluating and redesigning Madera Metro's service offerings to explore new microtransit solutions that enhance community mobility. He is conducting a comprehensive analysis of existing conditions for fixed-route, demand-response, and ADA paratransit services, assessing operational performance, policy, and equity impacts. He helps manage other subconsultants including Ontra and Southwest Strategies and ensures public engagement and modeling objectives are being met. This project will culminate in refined recommendations and an actionable implementation plan that establishes KPIs and an equity-focused framework for future on-demand services.

ITS4US/HIRTA Health Connector Project, Urbandale, IA (2022- Present): This project involves developing, operating, and maintaining the system that will provide an end-to-end customer experience solution for HIRTA customers looking for medical transportation. Josh serves as the Technical Lead for the HIRTA Health Connector Project. In this role, he manages the project schedule, oversees day-to-day activity related to systems engineering, and ensures all deliverables are complete. His involvement ranges from coordinating system design, testing, and implementation to support on performance evaluation, stakeholder outreach, and participant training.

EZConnect and EZFare, NEORide, 30 agencies across 7 States (2024-Present): Funded by ATCMTD and FTA-EMI, EZConnect will serve as the vendor-agnostic information clearinghouse for planning, booking, paying, and connecting functions for third-party applications that are used by customers and agencies. Serving as the systems lead, Josh ensures that various tasks and subtasks are on track and collaborates with vendors and agencies to clear hurdles, allowing relevant projects to be deployed correctly and within the project's budget and schedule.

Core Skills:

- Strategic Planning
- Systems Design and Engineering
- Transit Operations
- Project Management
- Grant Writing

Work Experience:

Director of Advisory Services, Flexlynqs
2024-Present

Mobility Specialist, Arcadis/IBI Group
2022-2024

Transit Planning Intern, City of Culver City
2021- 2022

Planning Intern, City of Jonestown
2020-2021

Section Services Manager, Association of American Law Schools
2017-2020

Education:

MS-Transportation Planning, University of Southern California
2020-2022

BA(HONS)- College of William and Mary
2012-2016

GOCal Mobility Blueprint, Ontario, CA (2024- Present): The Greater Ontario tourism district is exploring opportunities to improve transit services for visitors and employees in the region. In particular, mobility alternatives are being evaluated to improve connections between area hotels and other critical nodes such as Metro Gold Line stations, the Ontario airport, and the future Bright Line Station. Josh has been involved with stakeholder engagement and the design of conceptual alternatives.

SLO Transit Innovations Plan, San Luis Obispo, CA (2023-2024):

San Luis Obispo Transit evaluated current technologies such as APCs, CAD/AVL, AFC, and fleet management software to determine what were the biggest needs and opportunities for technology improvements. Josh served as project manager and developed a transit innovations plan which evaluated each technology and developed a clear list of priorities for replacing aging or malfunctioning systems. Recommendations were complete with cost estimates, lead times, key vendors and other critical considerations.

SCAG Mobility Technology Plan, Laguna Woods, CA (2022-2023):

Josh served as a Mobility Specialist in developing a Mobility Technology Plan for autonomous mobility in the City of Laguna Woods**.** The plan defined a phased approach with actionable steps to establish new mobility service capabilities through technology implementation. The overall goal of this project was to harness innovative technology to support lifelong mobility for older adults and persons with disabilities.

Teton County Mobility Hub Analysis, Jackson, WY (2023-2024):

Teton County and the City of Jackson developed a list of tactical mobility actions that could improve mobility in the region. The project also evaluated potential sites for mobility hubs and developed preliminary design for hubs at one pilot site in Jackson. Josh led efforts to develop the mobility tactical actions catalog and facilitated high level design and features at the mobility hubs. He also developed the evaluation framework used for determining appropriate sites for future mobility hubs.

Virginia DRPT Zero-Emission Transition Guide, Richmond, VA (2023-2024):

This project focused on developing a template, user guide, and other tools to assist transit agencies in developing zero-emission transition plans. Josh helped to develop an easy-to-use excel tool that evaluated current and projected fleet costs and emissions related to a zero-emission transition for any agency. He also developed user guides and videos for how to use the tool to create the most accurate and up to date projections.

RCTC Fleet Transition Plans, Riverside, CA (2022-2023):

Josh assisted with zero-emission fleet transition plans for five small Riverside County, California agencies. Josh led tasks related to demographic analysis and mapping (using GIS), facility assessments, and financial assessments. Josh helped develop several tools as part of this project, including financial modeling tools, ZEB facility checklists, and evaluation frameworks.

Move Culver City, Culver City, CA (2021-2022):

Move Culver City envisions reimagining streets as public spaces and prioritizes personal mobility over vehicular mobility to meet sustainability goals and reduce congestion. The project has a variety of components, including the implementation of new bike infrastructure, bus/bike platforms, circulator transit service, intersection camera systems, asphalt art, and mobility hubs. Josh was involved in a variety of tasks while interning with the City's transportation department, including organizing procurements, selecting micromobility vendors, developing KPIs for service, creating staff reports, and researching new technologies for implementation.

Jenna Kubiak

Manager - Solutions Services

Jenna is the Manager of Solutions Services at Flexlynqs, a mobility innovation company started in 2024. Jenna has more than 5 years of experience working with public agencies on transit technology, data and infrastructure projects. Her experience stems from a diverse background in civil engineering, systems engineering and data science. She has assisted numerous multimodal agencies with the design and implementation of innovative mobility projects with roles including, but not limited to, work on systems engineering design, the development of analytical models and visualizations for performance analysis, and stakeholder needs assessment and technology recommendations. She has also worked on large transportation related infrastructure projects funded by federal and state DOTs.

Core Skills:

Mobility Innovation- Research and Development

Strategic Planning

Systems Design and Engineering

Transit Operations

Technology Procurements

Mobility Data

Work Experience:

Manager – Solutions Services
2024-Present

Transit Technology & Data Analyst, Arcadis
2023-2024

Software & Engineering Consultant, Leyton
2020-2023

Virtual Design & Construction Engineer, Skanska USA Civil
2018-2020

Education:

MS - Systems Engineering, University of California, Berkeley
2022-2023

BS - Civil Engineering, Tufts University
2014-2018

Work Experience

MTC Regional Paratransit Trip Broker Platform, San Francisco, CA (2025-Present): Jenna serves as the Integration and Quality Assurance Lead for this USDOT funded initiative to develop a new software platform that coordinates and enhances the agency experience for cross-jurisdictional paratransit trips in the Bay Area. This critical project aims to transform a largely manual and segmented booking process into an efficient, scalable, and interoperable system by leveraging the Transactional Data Specification (TDS) for seamless data exchange between agencies like EBP and VTA.

ITS4US/ HIRTA Health Connector Project, Urbandale, IA (2023-Present): Jenna works as a member of the team that was awarded the competitive ITS4US grant by the USDOT as Systems Engineering Lead (SEL). This project involves developing, operating and maintaining the system that will provide an end-to-end customer experience solution for HIRTA customers looking for medical transportation. Her work specifically has included systems engineering design and documentation as well as software engineering for the development of supporting middleware products.

WMATA Planning, Modelling and Data Analytics: Linking Incidents to Customers (LINC), Washington Metropolitan Transit Authority (2023-2024): Jenna worked as a data scientist and data engineer on the development of an improved LINC model, which is designed to link rail incidents to customer delays. Jenna's focus on the development of the model included circuit-level rail movement analysis, allowing delay detection and delay-cause inference at a more granular level. Combined with machine learning algorithms, delays inferred at the circuit level and delays reported at the stop level were tied to customer impacts throughout the rail network. Jenna also assisted in the development of a series of performance-related dashboards to be used internally by WMATA.

OC Transpo GTFS-realtime and Data Quality, Ottawa-Carlton Regional Transit Commission (2023): Jenna served as a data analyst on the evaluation of OC Transpo's GTFS and GTFS-realtime data quality and assisted in the development of recommendations for achieving the agency's long-term goals pertaining to GTFS and GTFS-realtime. Her work also included RFP development to assist the agency with related vendor procurements.

OC Transpo TIS Stakeholder Processes, Ottawa-Carlton Regional Transit Commission (2023-2024): Jenna lead a series of stakeholder information sessions to assist OC Transpo with the documentation of operational and technological processes related to their existing Transit Information Screens before the deployment of over 100 additional screens. The purpose of these sessions were to identify stakeholder needs and recommendations for future improved operational processes.

RTD Realtime Passenger Information (RTPI) and Rider Alerts, Denver Regional Transportation District (2023): Jenna worked as a data analyst as part of a team supporting RTD with continued RTPI and Rider alerts expertise and assistance. Her work on the project includes analysis of automated passenger counter (APC) feeds and GTFS-realtime feeds for RTD's bus network passenger crowding reporting.

ATL Regional Zero-Emission Bus Fleet Transition Plan, Atlanta-region Transit Link Authority (2023):

Jenna worked as part of a team that was selected by ATL to provide support in the development of a Zero-Emission Fleet Transition Plan for 5 agencies in the Atlanta region. This included the development of recommendations and a series of reports documenting the transition plans.

MBTA Bus Stop Inventory and Evaluation, Massachusetts Bay Transportation Authority (2023):

Jenna worked as part of a team assisting the MBTA in conducting an inventory of their existing bus network stop signage as part of a bus network redesign.

Chelsea Viaduct Replacement, MassDOT (2020): As part of Skanska, Jenna worked as a Virtual Design & Construction (VDC) engineer during the preconstruction phase of the Chelsea Viaduct Replacement project in Chelsea, Massachusetts. Her work included the development of 3D models used for visualization, construction coordination, and quantity estimations with the goal of reducing project risks during construction.

Providence I-95 Viaduct Northbound, RIDOT (2020): As part of Skanska, Jenna worked as a VDC engineer during the preconstruction phase of the replacement of a 1,295-foot Providence Viaduct Bridge and reconfiguration of on and off ramps. Her work included the development of 3D models used to coordinate traffic phasing and reduce congestion and delays throughout the course of construction.

Brianna Jasset

Manager – Business Operations

Brianna focuses on leveraging data and technology to improve public transportation systems. Brianna has assisted several public agencies on projects ranging from zero-emission bus transition plans to innovative mobility solutions. Brianna also has experience supporting executive teams in the finance sector, overseeing critical operational functions and contributing to high-impact projects related to compliance and organizational effectiveness. Her approach is grounded in a deep understanding of how systems operate, both transit networks and the organizations behind them, and how they can be made more efficient, adaptable, and centered on the needs of their users.

Core Skills:

- Transit Operations
- Systems Design and Engineering
- Technology Procurements
- Strategic Planning
- Workflow Enhancement

Work Experience:

Manager – Business Operations
2025-Present

Executive & Administrative Assistant, Edgemont Capital Partners
2024-2025

Transportation Technology Analyst I & II, Arcadis
2021-2024

Education:

BA - Enviornmental Studies, University of Vermont
2017-2021

Work Experience

Transit Technology Management Strategy, Procurement, and Implementation, Southeastern Regional Transportation Authority (SRTA), New Bedford, MA (2021-2024): As the Deputy Project Manager, Brianna supported the procurement and deployment of a series of Intelligent Transportation Systems (ITS), including Computer Aided Dispatch / Automatic Vehicle Location (CAD/AVL) for fixed-route and paratransit vehicles, maintenance management, fuel management, and phone.

ITS Solution to Dynamically Manage Bus Capacity for Accelerating Innovative Mobility (AIM) Grant, Lextran, Lexington, KY (2021-2024): Brianna served as the Deputy Project Manager on a team that was selected by Lextran to support the testing of a technology platform aimed to dynamically deploy buses on the University of Kentucky (UK) campus based on schedule adherence and real-time information. Brianna supported the development of a Concept of Operations (ConOps), system requirements, and testing plans for the project.

ITS4US/ HIRTA Health Connector Project, Urbandale, IA (2021-2024): Brianna served as an analyst on a team that was awarded the competitive ITS4US grant by the USDOT to develop an end-to-end customer experience solution for HIRTA customers looking for medical transportation. Brianna assisted in developing the documentation to support the design, testing, and implementation of the system.

Stride BRT Bus System Requirements, Sound Transit, Seattle, WA (2022-2024): Brianna worked on a team to support the design of a battery electric bus charge management system that was connected to several other internal systems including but not limited to scheduling, operations management, and reporting. Brianna assisted in the development of system requirements and updated the ConOps.

Electric Vehicle Fleet Transition Plan, Topeka Metro, Topeka, KS (2022-2023): As an analyst, Brianna supported a team that was tasked to develop an FTA compliant fleet transition plan considering existing bus routes, infrastructure upgrades, vehicle replacement schedules, and recommendations on operational changes.

School Bus Electrification Plans for 12 New York School Districts, New York State Energy Research & Development Authority (NYSERDA), (2022-2024): Brianna worked on a team that developed a standardized approach to create zero-emission transition plans for 12 New York school districts that were compliant with NYSERDA's transition plan guidance and New York State's mandate to have fully electric fleets by 2035.

Bus Stop Inventory and Evaluation, Massachusetts Bay Transportation Authority (MBTA), Boston, MA (2023): Brianna assisted the MBTA in conducting an inventory of their existing bus network stop signage as part of a bus network redesign.

Anthony Trasatti

Years of Experience: 6

Education:
- PhD in Operations Research, Georgia Institute of Technology
- BS in Management with a concentration in Computer Science, BS in Mathematics, Boston College

Employment History:
- Ontra Mobility – Jun 2024 - Present
- Google – Dec 2022 - Jun 2024
- Georgia Institute of Technology – Aug 2018 - Dec 2022
- MIT Lincoln Laboratory, May 2018 - Aug 2018, May 2019 - Jul 2019

Public Sector Experience:
- MARTA - Atlanta, GA
- DDOT - Washington D.C.
- The Roads and Transport Authority - Dubai
- City of Madera - Madera, California
- TCATA - Benton Harbor, Michigan
- Argonne National Lab - DuPage County, Illinois
- FBI Research - Quantico, VA

Principal - Ontra Mobility

Dr. Anthony Trasatti is the Founder and CEO of Ontra Mobility, a technology company dedicated to empowering communities with seamless, sustainable and equitable shared transportation. He is an expert in full-stack development, network design optimization, multimodal trip planning, data analytics, and public transportation.

Anthony has over six years of experience building technology. He has led transit planning studies for on-demand services and bus network redesign for multiple agencies. This includes an on-demand ridesharing deployment MARTA Reach in Atlanta, GA, a microtransit feasibility study for DDOT, and a data-driven bus network redesign for RTA. His assignments have included network design optimization, project management, full-stack development, and more. His research has been published in Transportation Research, IEEE Transactions on Intelligent Transportation Systems, and Travel Behaviour and Society.

Key Accomplishments:

- Designed the Ontra Mobility planning platform that leverages AI-driven algorithms for transit network redesign and microtransit zone evaluation, supporting agencies with data-driven decision-making.
- Led the design and development of the MARTA Reach applications for the on-demand ridesharing pilot with MARTA in Atlanta, GA.
- Directed a microtransit feasibility study for DDOT evaluating demand, fleet sizing, and operational models to support decision-making for equitable and efficient transit solutions in Washington D.C.
- Invented optimization algorithms for joint network design on-demand zones and bus line designs based on potential adoption
- Developed ridership forecasting and scheduling models to manage transit demand after special events for MARTA in Atlanta, GA to reduce wait times and congestion.

Core Areas of Knowledge:

Full-stack development, data analysis and visualization, algorithm design, data/system integration, software development, machine learning, artificial intelligence, optimization, network design, multimodal transit planning, activity-based simulation, public transit

Assignment Experience:

- **RTA Bus Network Redesign, Dubai, UAE:** Led demand modeling and optimization for the Roads and Transport Authority's bus network redesign. Developed algorithms for network design under real-world constraints including operating costs, ridership growth targets, and multimodal integration.
- **DDOT Microtransit Study, Washington, D.C.:** Led a comprehensive feasibility study for DDOT, identifying potential zones for microtransit, estimating demand, and proposing fleet sizes and operational models to optimize efficiency and equity.
- **Ontra Journey Planning Application** - The Ontra Journey Planning Application is a mobile and web app for trip planning in select cities. Its key features include multimodal journey planning, service discoverability, real-time transit data, and a user-friendly interface. Benefits include efficient trip planning, easy discovery of public transit options, real-time information, and a state-of-the-art UI. The app targets commuters, tourists, visitors, and anyone needing to get around a city. Anthony led the development of the mobile and web applications.
- **Android Release Metrics, New York, NY** - Google developed a platform to help safely release Android OS software updates to billions of users. Anthony led a number of projects to improve Android release process operations, leading user interviews, coordinating with UX designers, scoping project tasks, and aligning project decisions with long-term goals. Anthony developed methods to automated detection of regressed slices and reduce false positives to improve coverage and actionability of release signals.
- **MARTA Reach, Atlanta, GA** - The project focused on the implementation of the on-demand ridesharing service for MARTA to improve first-and-last mile service. Anthony led the design and development of the rider, driver, monitor, and dashboard applications for MARTA Reach and helped evaluate the service plan in terms of potential ridership, fleet size, and cost. He supervised 6 developers on the pilot project, managed weekly meetings, and scoped milestones.
- **POLARIS, Atlanta, GA** - The POLARIS project is a state-of-the-art activity-based transportation simulation tool created by Argonne National Laboratory. Anthony leveraged multinomial logistic regression (MNL) to implement the mode and destination choice models for the Atlanta, GA metropolitan area. These models helped to predict individual travel behaviors, including mode selection (e.g., driving, transit, rideshare) and destination preferences across the region.
- **Special Event Demand Forecasting and Scheduling, Atlanta, GA**: Developed ridership forecasting and scheduling tools for MARTA to address demand spikes after special events to reduce wait times and congestion.
- **IdPrism, Lexington, MA**: IdPrism, an advanced DNA forensic system developed at MIT Lincoln Laboratory. Anthony contributed to the creation and successful FBI adoption of IdPrism. He invented the SCOPE and Spectrum methods for deconvolving unknown profiles from DNA mixtures. Additionally, he enhanced and tested a Bayesian model used to predict kinship relationships of 1st, 2nd, 3rd, or higher degree.

Connor Riley

Years of Experience: 8

Education:
- PhD in Operations Research, Georgia Institute of Technology
- BSE Computer Science & Engineering, University of Connecticut

Employment History:
- Ontra Mobility – July 2024 - Present
- Georgia Institute of Technology – Nov 2023 - June 2024
- Google – Sept 2022 - Nov 2023
- Georgia Institute of Technology – Aug 2018 - Aug 2022
- University of Michigan – May 2016 - Aug 2018

Public Sector Experience:
- MARTA - Atlanta, GA
- Chatham Area Transit - Savannah, GA
- DDOT - Washington D.C.
- The Roads and Transport Authority - Dubai
- City of Madera - Madera, California

Principal - Ontra Mobility

Connor Riley is the Chief Technology Officer for Ontra Mobility, a technology company dedicated to empowering communities with seamless, sustainable and equitable shared transportation. He is an expert in multimodal on-demand ride-sharing systems, multimodal trip planning, data analytics, simulation, and public transportation.

Connor has over eight years of experience building technology for transit projects including the on-demand ridesharing deployments in Ann Arbor MI, Atlanta GA, and Savannah GA. In all three deployments, Connor managed the technology platform, was responsible for customer support, system up-time, system architecture, cloud computing, dispatching, and trip planning algorithms, and backend software development. Recently, he worked to help develop microtransit zones for Washington D.C.'s public ridesharing program.His assignments have included requirements gathering, industry research, system architecture, novel algorithm development and implementation, and system assessments. His research has been published in Transportation Research and has been cited over 150 times, including by ACM Fellows, IEEE distinguished members, Scientists at Amazon, and the U.S. government.

Key Accomplishments:
- Designed the Ontra Mobility planning platform that leverages AI-driven algorithms for transit network redesign and microtransit zone evaluation, supporting agencies with data-driven decision-making.
- Chatham Area Transit's CAT SMART Pilot. Connor led a team of engineers who built on the technology from MARTA Reach to develop a point-to-point on-demand ridesharing system.
- MARTA Reach: built and deployed the technology for a 4-zone on-demand ridesharing pilot as a team of two engineers.

Core Areas of Knowledge:

Project management, strategic planning, system engineering, data/system integration, software development, requirements gathering and system specification, implementation and operations, algorithm design and implementation, machine learning and artificial intelligence, high performance computing, cloud computing, data analysis and visualization.

Assignment Experience:

- **MARTA Reach, Atlanta GA** - The project was an on-demand ridesharing platform for a pilot in Atlanta GA. Connor took on the critical role of primary backend engineer and architect. He designed and implemented the core ridesharing algorithm, which efficiently matched riders with available drivers in real-time, optimizing for factors like travel time, distance, and vehicle capacity; architected and managed the cloud infrastructure, leveraging cloud services to ensure scalability, reliability, and cost-effectiveness; implemented monitoring, alerting, and other reliability measures to ensure the system remained highly available and performant, minimizing downtime and service disruptions; established and managed DevOps processes; developed and maintained the backend server and business logic, handling API requests, managing user data, and implementing core business rules; built automated reporting tools to track key metrics and generate insights, enabling data-driven decision-making and performance optimization; and managed the project database, ensuring data integrity, security, and efficient access.
- **CAT SMART, Savannah GA** - Connor Riley was the project lead for the CAT SMART on-demand ridesharing pilot in Savannah, Georgia. He successfully launched the project and guided the development of a trip planning algorithm, new APIs for dispatching, and improved reliability and user experience. He was also responsible for project management and collaborating with the CAT team to develop priorities, requirements, and the feature roadmap.
- **RTA Bus Network Redesign, Dubai UAE**: Led technical analysis and simulation for the Roads and Transport Authority's bus network redesign including kpi development, ridership analysis, and platform improvements.
- **RITMO University of Michigan, Ann Arbor MI** - This project was an on-demand ridesharing pilot on the University of Michigan's Ann Arbor campus. Connor was responsible for developing and implementing the ridesharing algorithms that efficiently matched riders with available drivers in real-time. These algorithms optimized for factors such as travel time, distance, and vehicle capacity. Connor also developed marketing materials, and provided training to drivers to ensure they understood the system and how to operate it effectively.
- **Ontra Journey Planning Application** - The Ontra Journey Planning Application is a mobile and web app for trip planning in select cities. Its key features include multimodal journey planning, service discoverability, real-time transit data, and a user-friendly interface. Benefits include efficient trip planning, easy discovery of public transit options, real-time information, and a state-of-the-art UI. The app targets commuters, tourists, visitors, and anyone needing to get around a city. Connor built the multimodal journey planning portion of this application, and developed the backend application stack which provides real-time public transportation data to the mobile and web applications.

Jessica Luternauer

Senior Vice President & Partner

Jessica Luternauer is an award-winning professional with more than 16 years of experience in energy-related outreach. She has helped renewable energy developers, gas and electric utilities, and other clients achieve their goals through strategic public outreach programs and compelling messages that communicate project benefits. Her expertise includes research, strategic planning, collateral development and project management. A graduate of UC Santa Barbara,

Luternauer earned a master's degree from UC San Diego, where she taught writing and humanities. Her work has won local awards for public affairs, community relations, issues management and event planning, as well as three prestigious Silver Anvil Awards from the Public Relations Society of America. Luternauer manages Southwest Strategies' Central California office.

Select Project Experience

City of Madera, Microtransit Feasibility Study

STRATEGIC COUNSEL

Luternauer oversees all outreach activities, including developing an engagement plan designed to facilitate outreach efforts and collect community feedback regarding the study. Additionally, she oversees development of the project website and messaging platform, which provides guidance for all associated communication materials.

Enel Green Power North America (EGPNA), Jewel Valley Project

PROJECT MANAGER

Luternauer served as project manager on EGPNA's Jewel Valley Project, a proposed wind and solar project in San Diego County. This effort involved research, message and collateral development, strategic planning, and community outreach to build third-party support. Supporters were mobilized to write letters and speak in favor of installing meteorological testing equipment at the site, ultimately winning approval from the Planning Commission. Luternauer also helped EGPNA introduce the Play Energy science fair to local schools, coordinating logistics and media outreach.

PG&E, Customer Communications

PROJECT SUPPORT

Luternauer has supported Pacific Gas and Electric Company's (PG&E) Customer Communications team since 2018. Her work includes the

Areas of Expertise

- Project Management
- Strategic Planning
- Research and Messaging

Education

- M.A. Literatures In English, UC San Diego
- B.A. English, UC Santa Barbara

Affiliations

- Public Relations Society of America
- Phi Beta Kappa

Awards

- Business Street Online 40 Under 40, 2016
- 2019 MarCom Platinum Award, Comm/PR/Communication Plan (Fresno Housing)
- 2015 PRSA Silver Anvil Award of Excellence, Issues Management

development of messaging, communications strategies and informational materials for the utility's gas and electric work. She also developed several award-winning educational campaigns for children, including print materials on gas and electric safety and an interactive website about emergency preparedness.

SDG&E, Sunrise Powerlink Transmission Line

PROJECT SUPPORT

Luternauer supported planning and outreach during permitting and construction of the Sunrise Powerlink, a controversial transmission line that required approval from the California Public Utilities Commission, Bureau of Land Management and Forest Service. She helped engage and mobilize a third-party coalition, the Community Alliance for the Sunrise Powerlink, to secure project approvals.

Fresno COG REAP 2.0

OUTREACH LEAD

Led outreach efforts to educate eligible applicants about available REAP 2.0 funding and the application process. Assembled and managed committee to score submitted projects and finalize grant funding recipients

City of Fresno Organics Recycling

STRATEGIC COUNSEL

Provided strategic counsel for the City's new organics recycling program as required by Senate Bill (SB) 1383. Oversaw development of branding, messaging, collateral materials and an outreach strategy to educate the public about new requirements for the green cart.

San Joaquin Valley Air Pollution Control District

PROJECT MANAGER

Oversaw planning and facilitated Steering Committee meetings for South Central Fresno under Assembly Bill (AB) 617, which requires additional emissions reporting, monitoring and reduction plans in disadvantaged communities.

Seleyna Mendoza

Manager of Public Affairs

Seleyna is a Manager of Public Affairs at Southwest Strategies where she provides support to clients in the public and private sectors throughout the state. She is experienced in community engagement, event planning and media relations. Prior to joining Southwest Strategies, Mendoza held communications roles at Fresno County Superintendent of Schools and Madera Unified School District. She is an experienced media and communication professional with a bachelor's degree in mass communications and journalism with a focus on Public Relations and a master's degree in Higher Education Administration from National University.

Throughout her career, she has coordinated strategic marketing communications, including promotions, events, marketing, and public relations. As a result of her efforts, she received awards from the California School Public Relations Association. She is committed to helping clients reach their goals with clear and effective communication. Mendoza is confident in her ability to create meaningful connections between clients and their target audiences.

Select Project Experience

Mark Thomas, KARGO C-CAMS

OUTREACH LEAD

Serve as Outreach Lead for the Kern COG KARGO C-CAMs project. Responsible for creating and executing the community outreach plan to maximize feedback and ensure communities were well-informed of the feedback opportunities developed for the project. Efforts include planning and coordinating logistics for community events, meetings and outreach efforts to educate and inform the public about the project and feedback opportunities.

Antelope Valley Union High School District, Strategic Plan

PROJECT COORDINATOR

Serve as project coordinator for the development of the AVUHSD strategic plan. Responsibilities involved developing a concise, easy-to-understand strategic plan in coordination with the school district's goals and future plans. I assisted in developing the rollout timeline along with an implementation plan and message platform to help the district effectively communicate the strategic plan.

Madera County Transportation Commission, RTP/SCS

OUTREACH LEAD

Areas of Expertise

- Event Coordination
- Community Outreach
- Public Relations
- Bilingual Communication

Education

- M.S. Higher Education Administration, National University
- B.A. Mass Communications and Journalism, Fresno State

Affiliations

- PRSA

Awards

- CalSPRA Communication Tactics Award for Newsletter - February 2020 We Believe Newspaper
- CalSPRA Communication Special Events Recognition Awards - 2020

Office Location

- Fresno

Serve as Outreach Lead and provide support on all outreach efforts to garner community feedback to develop the Madera County Transportation Commission RTP/SCS. Responsibilities Include logistics coordination, event planning and collateral development.

Fresno County of Government (Fresno COG), Mobility Hubs

OUTREACH LEAD

Service as the Outreach Lead to develop strategies to target rural and disadvantaged communities throughout Fresno County to garner input on the location of new mobility hubs throughout the county. Outreach efforts include outreach plan development and implementation, collateral development and event planning.

PG&E and SDG&E Community Resource Centers (CRCs)

TRAINING AND VIDEO DEVELOPMENT LEAD

Serve as the training and video development lead for community resource center (CRCs) staff. Training development include yearly calendar planning, graphics, and video development. Additional responsibilities include supporting Public Safety Power Shutoff events as communication lead for CRC staff on site.

Jordan Baez

Account Coordinator

Jordan Baez is an Account Coordinator at Southwest Strategies, where she plays an integral role in developing and executing communication and public outreach campaigns for a wide range of clients, particularly in the areas of water, land use, and transportation. With a keen ability to craft engaging, innovative content, Jordan specializes in creating compelling messaging across diverse platforms, including social media, newsletters, press releases and other marketing collateral.

Before joining Southwest Strategies, Jordan spent five years refining her communications expertise at Madera Unified School District. In this role, she developed a diverse skill set in media relations, graphic design, and storytelling, focusing on both students and staff. She was instrumental in executing internal and external communications and marketing strategies, ensuring clarity, consistency, and alignment across all messaging.

Select Project Experience

City of Madera, Microtransit Feasibility Study

ACCOUNT COORDINATOR

Jordan assisted with the development of the project engagement plan to facilitate outreach efforts and collect public input for the study. She also coordinated the project website by securing a contract with Social Pinpoint and managing the messaging platform used to guide the development of all project collateral materials.

Madera County Transportation Commission, 2026 Regional Transportation Plan

ACCOUNT COORDINATOR

This project will engage Madera County residents in the development of the Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS) through extensive outreach across multiple platforms.

Jordan will educate the public about the RTP/SCS process, ensuring broad awareness using the "Rule of 7" to reach people in diverse ways. By partnering with community leaders and stakeholders, she will form a network of transportation advocates to promote participation. The outreach will be inclusive, with tailored communications, multilingual materials, and accessible venues, ensuring all communities.

Areas of Expertise

- Press Release Writing & Distribution
- Social Media - Caption Writing
- Multicultural Outreach
- Social Media Management

Education

- Associate In Arts / Emphasis In Communications , Fresno City College

Skills

- Digital Marketing
- Content Creation / Copywriting
- Community Relations / Public Outreach
- Strategic Messaging & Narrative Development

Awards

- CalSPRA - 2023 Award of Merit General Publications / Collateral Materials
- CalSPRA - 2023 Award of Merit Internal Communications Campaign
- CalSPRA - 2024 Award of Merit Multimedia / Visual Communication

Office Location

- Fresno, California

PG&E and SDG&E, Community Resource Center

ACCOUNT COORDINATOR

Contribute to the development and delivery of comprehensive training materials for over 1,000 staff members in preparation for their roles at Community Resource Center (CRC) sites during Public Safety Power Shutoffs (PSPS) and extreme weather events.

This included creating and standardizing content on emergency protocols, customer service best practices, safety measures, and resource management, ensuring that all staff were equipped with the necessary knowledge.