

**Tulare County Regional Transit Agency
EXECUTIVE COMMITTEE
AGENDA**

April 28, 2023

3:00 pm

**Tulare County Regional Transit Agency
210 N. Church Street, Suite B
Visalia, CA 93291**

NOTE: This meeting will allow the public to participate in the meeting via Zoom using the following link:

https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=202120220AB361

Zoom Meeting | Direct Link: <https://bit.ly/2Zt4BQY>

Toll Free Call in: (888) 475-4499 | **Meeting ID:** 744 710 0343 | **Passcode:** 82243742

Call in only instructions: Enter your meeting ID followed by #, Enter # for participant ID, Enter the passcode followed by #.

In compliance with the Americans with Disabilities Act and the California Ralph M. Brown Act, if you need special assistance to participate in this meeting, including auxiliary aids, translation requests, or other accommodations, or to be able to access this agenda and documents in the agenda packet, please contact the Tulare County Association of Governments ("TCAG") office at 559-623-0450 at least 3 days prior to the meeting. Any staff reports and supporting materials provided to the Board after the distribution of the agenda packet are available for public inspection at the TCAG office.

- I. CALL TO ORDER, WELCOME, AND ROLL CALL**
- II. PLEDGE OF ALLEGIANCE**
- III. PUBLIC COMMENT**

**NOTICE TO THE PUBLIC
PUBLIC COMMENT PERIOD**

At this time, members of the public may comment on any item of interest to the public and within the subject matter jurisdiction of TCRTA but not appearing on this agenda. Under state law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public is invited to make comments at the time the item comes up for Board consideration. Any person addressing the Board will be limited to a maximum of three (3) minutes so that all interested parties have an opportunity to speak with a total of fifteen (15) minutes allotted for the Public Comment Period. Speakers are requested to state their name(s) and address(es) for the record.

IV. CONSENT CALENDAR ITEMS:

All Consent Calendar Items are considered routine and will be enacted in one motion. There will be no separate discussion of these matters unless a request is made, in which event the item will be removed from the Consent Calendar. All items removed from the Consent Calendar for further discussion will be heard at the end of Action and Information Items.

Request Approval of the Consent Calendar Items IV-A.

A. None

V. DISCUSSION / ACTION ITEMS:

A. Statements of Interest/Qualifications to Provide Interim Support
Services (Pages 01-29)

VI. CLOSED SESSION

A. CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION
Significant Exposure to Litigation (Government Code Section 54956.9(d)(2))
Number of Potential Cases: 1

VII. ADJOURN:

The next regularly scheduled Tulare County Regional Transit Agency (TCRTA) Board meeting will be **May 15, 2023, and will take place at 6:00 pm** at the Tulare County Regional Transit Agency (TCRTA), 210 N. Church Street, Suite B, Sequoia Conference Room, Visalia, CA 93291.

TULARE COUNTY REGIONAL TRANSIT AGENCY

EXECUTIVE COMMITTEE MEMBERSHIP

BOARD OF DIRECTORS

AGENCY

Greg Gomez – Vice Chair	City of Farmersville
Jose Sigala – Chair	City of Tulare
Rudy Mendoza	City of Woodlake

TCRTA STAFF

Albert Barragan, TCRTA Interim Executive Director

Vacant, TCRTA Finance Manager

Teresa Ortega, TCRTA Transit Analyst

Jennie Miller, TCRTA Transit Analyst

Clayton Landis, TCRTA Transit Analyst

Olivia Forte, TCRTA Transit Coordinator

*Thomas Degn, County Counsel

*Leslie Davis, TCAG Finance Director (TCAG)

*Servando Quintanilla Jr., TCAG Analyst I (TCAG)

*TCRTA is receiving support from the Tulare County Association of Governments and County of Tulare

TCRTA
210 N. Church Street, Suite B
Visalia, CA 93291
Phone: (559) 623-0450
Fax: (559) 733-6720
www.tularecog.org

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Tulare County Regional Transit Agency
EXECUTIVE COMMITTEE

AGENDA ITEM V-A

April 28, 2023

Prepared by Jennie Miller, Transit Analyst

SUBJECT:

DISCUSSION: Statements of Interest/Qualifications to Provide Interim Support Services

BACKGROUND:

The Executive Director position became vacant effective April 21, 2023. Therefore, the Agency and the interim Executive Director need the support of a transit consultant to lead and coordinate its transit services, provide supervision and guidance for staff, and assist with Board of Directors meetings, until a permanent Executive Director can be hired.

The estimated time to complete the Executive Director recruitment is four to six months.

DISCUSSION:

At the Board Meeting of April 21, 2023, the Board of Directors appointed Albert Barragan, TCRTA's Transit Manager, as Interim Executive Director. Board members also approved a draft sole source policy for professional services which will allow the Agency to expedite an agreement due to the urgency of the matter. Furthermore, members of the Board have been contacted by various transit consultants who are familiar with the Agency. Statements of interest/qualifications from three transit consultants are attached for review and discussion.

RECOMMENDATION:

That the Tulare County Regional Transit Agency Executive Committee provide direction on retaining a transit consultant to provide support to the Interim Executive Director and the Agency during the period of recruitment and hiring of a permanent Executive Director.

FISCAL IMPACT:

Expenses for professional services have been budgeted in the 2022 Operating Budget.

ATTACHMENT:

1. Proposal from Susan Hafner, Multimodal Solutions, and SBLB
2. Capability Statement from Capitol Government Contract Specialists
3. Statement of Qualifications from QK, Inc.

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Susan Hafner, Multimodal Solutions

April 24, 2023

Honorable Jose Sigala
Chair TCRTA

Re: Interim TCRTA Support Services

Dear Chair Sigala,

Please find attached a formal proposal for Interim Support Services for the TCRTA. This proposal includes myself and subconsultant SBLB offering a broad range of expertise and assistance to the TCRTA during this interim period.

The team has over 160 years of transit experience and five years of experience working collaboratively consulting for the Tulare County Region **before-during and after** the creation of TCRTA. Our prior work within the TCRTA service area will allow us to hit the ground running on this very important project supporting the staff and Agency's initiatives.

Attached is our quote submittal, company information and DBE/SBE certification.

Thank you for your consideration.

Sincerely,

Susan Hafner

Principal

Multimodal Solutions

7304 Eads Avenue

La Jolla, CA 92037

PROJECT UNDERSTANDING/SCOPE

Susan Hafner, Multimodal Solutions and SBLB understand that the project is to provide interim budgeting/funding, regulatory compliance, planning, technical review and board support as needed to assist existing TCRTA staff in continuing to progress in elevating the region's mobility.

This includes the following highlights and current issues:

TCRTA Staff Advisory Support

Budget and Financial Support

Regulatory Compliance

New Technology

Board Support

Performance Measurement

Student Transportation Support

Grant Strategy Support

Project Milestone Reviews

Other projects and tasks as needed

PROJECT QUOTE

Proposed Project Support Hours

35 Hours per week on-site and virtually.

Cost Proposal

Up to 35 hours per week @ \$160 per hour (fully loaded)

Contract Term

Six-month period with options to extend on a month-to-month basis
and a 30-day notice termination clause if TCRTA fills the position early.



Susan Hafner, Multimodal Solutions

Susan Hafner, Multimodal Solutions is a DBE/SBE sole proprietorship founded in La Jolla, California by Susan Hafner in 2008. Her strategy is to provide personalized service to clients that utilize her 360-degree understanding of public transportation provision from both the public and the private sector perspective. From the beginning her unique understanding of how to apply the best practices from both sides of the industry have played a critical role in assisting both private sector companies to compete more effectively in government service contracts and public agencies to more effectively manage private sector service contracts to focus on providing a high standard of service quality. Ms. Hafner has also assisted multiple international companies in successfully entering the US marketplace through her work in identifying International Best Practices in Mobility.

EDUCATION

BS, Public Administration,

University of Missouri, Columbia, Missouri

MBA, Rockhurst College, Kansas City, Missouri

PROFESSIONAL STRENGTHS

- Depth of technical knowledge and experience in transit operations, including vehicle acquisition, capital project policy, vehicle design and infrastructure
- Strong collective bargaining and labor management skills including contract implementation and compliance, grievance resolution and arbitration process.
- Extensive experience in contracted operations management, preparation of RFPs and proposal analysis
- Outstanding problem solving and analytical skills
- Depth of technical knowledge of various federal and state transportation funding programs and regulatory requirements

- Broad experience in service and strategic planning, grants management and development of multi-year operating and capital budgets
- Extensive liaison experience with policy boards, city, county, state and federal agencies
- Excellent communication skills

EMPLOYMENT HISTORY

FOUNDER/PRINCIPAL

Multimodal Solutions, La Jolla, CA

2008 to present

Provide consulting services to government, university and private sector clients regarding transit operations, federal funding, contracting strategies, parking management strategies, business development and sustainability programs. Specializing in programs applying technology to respond to changing mobility needs with solutions that improve passenger experience. Extensive project experience in developing post COVID ridership recovery and funding strategy plans.

ADJUNCT INSTRUCTOR & SUBJECT MATTER EXPERT

National Transit Institute, Rutgers University

2010 to present

Develop and instruct course material for Operations Service Planning and Fare Policy for the National Transit Institute.

DIRECTOR OF MULTIMODAL OPERATIONS/CONTRACT SERVICES

San Diego Metropolitan Transit System

San Diego Metropolitan Transit Development Board

2001 to 2008

Directed professional staff in funding strategy development, major capital infrastructure projects, fare policy, budget development, operational efficiency program and other strategic development programs.

Responsible for the administration and management of all privately contracted transportation (including Americans with Disabilities Act Service), taxicab regulation, transit facilities and multimodal service design. Initiated integrated performance reporting software for contract operations that provided real time operating data.

GENERAL MANAGER

Riverside Transit Agency, Riverside, CA

1990- 2000

Responsible for the public transportation agency operating in Western Riverside County covering 2,500 square miles of service area and reporting to an 18-member governing board of elected officials. Led Agency during a tremendous time of growth and coalition Building. Worked directly for a Board of over 100 elected officials during tenure.

VICE PRESIDENT

Ryder Public Transportation Services

1985-1990

Managed and marketed regional transit turnkey operations and maintenance. Developed comprehensive personnel manual and 13C Labor protection agreement. Awarded outstanding new employee of the year in 1986.

ASSISTANT CITY MANAGER

City of Berkeley, Missouri

1983-1985

Administered personnel policy, budget development, police and fire labor negotiations, economic development and risk management. Participated on the technical advisory group in the St Louis Bi-State rail planning process.

ACTIVITIES

Full Access for Coordinated Transportation (FACT) Board Member

American Public Transportation Association

(Past Vice President of Bus Operations & Board Member)

California Transit Association (Past Board Member)

Transportation Research Board, School Transportation Study Chairman

La Jolla Historical Society Member

Coronado Film Festival Judge

DBE SBE CERTIFICATIONS

Metro cALIFORNIA UNIFrnn cERTIFicAT1ON PROGRAM



February 28, 2017

CUCP#40282
Metro File # 5669

Susan Hafner
Susan Hafner, Multimodal Solutions
7304 Eads Avenue
LaJolla, California 92037

RE: Disadvantaged Business Enterprise Certification

Dear Ms. Hafner:

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

NAICS (2007)	Description
541611	Administrative Management and General Management Consulting Services
541613	Marketing Consulting Services
541614	Process, Physical Distribution and Logistics Consulting Services

Your DBE certification applies only for the above codes. You may review your firm's information in the CUCP DBE database which can be accessed at the CUCP's website at www.californiaucp.org. Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continued DBE status, you are required to submit an annual No Change Declaration Form (which will be sent to you) along with supporting documentation. If no changes are noted, then your DBE status remains current. If there are changes, Metro will review to determine continued DBE eligibility. Please note, your DBE status remains in effect unless Metro notifies you otherwise.

Should any changes occur that could affect your certification status prior to receipt of the No Change Declaration Form, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately. Failure to submit forms and/or change of information will be deemed a failure to cooperate under Section 26.109 of the Regulations.

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

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

Sincerely,

Marilyn White
Certification Consultant - HSW Services
Diversity & Economic Opportunity Department

E:\Susan Hafner, Multimodal Solutions- File 83660- DBE approval Letter - Marilyn White

Small Business Certification Unit

***** C:\Users\j... Phone: 310-312-2000, Fax: 310-312-2000 *****

Metro

February 28, 2017

Metro File # 5669

Susan Hafner
Susan Hafner, Multimodal Solutions
7304 Eads Avenue
LaJolla, California 92037

Re: Small Business Enterprise Certification

Dear Ms. Hafner:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SSE) as required under Metro's SSE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS (2007)	Description
541611	Administrative Management and General Management Consulting Services
541613	Marketing Consulting Services
541614	Process Physical Distribution and Logistics Consulting Services

Your SSE certification is good for five years from the date of this letter and applies only for the above NAICS 2007 codes. Any additions and revisions must be submitted to Metro for review and approval.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SSE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the renewal application, such as changes in your firm's name, business/mailling address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

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

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at 213-922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Jan Pahl

Marlyn White
Certification Consultant, HSW Services
Diversity & Economic Opportunity Department

SBLB Experience and Qualifications

SBLB, LLC is a four-person Limited Liability Company of individual members who as colleagues worked together for over forty (40) years in a major public transportation management and consulting firm. SBLB was formed on March 5, 2018 in Tarrant County, Texas. SBLB offers clients expertise in public transportation management, planning and operations. SBLB has four home office locations for each of its members. The principal home office location is in Fort Worth, Texas.

Each member of the proposed SBLB team is an experienced public transportation professional who has worked in every facet of the public transit industry including operations, maintenance, administration, finance, grants management, marketing, planning and service design. All four SBLB persons proposed for work with TCAG on this project have extensive experience as general managers of transit systems and have overseen multiple transit operations in a supervisory oversight capacity. Working as consultants, all have been involved in transit planning activities that range from system feasibility studies to implementation of new service to responsibility for daily operations.

The team has extensive experience specific to this procurement. This experience includes but is not limited to:

- Determining the financial impact of service expansion proposals
- Conducting fare policy analysis
- Transit capital investment planning including facility location analysis
- Expanding revenue sources to support public transportation
- FTA regulatory requirements
- Obtaining and managing grants from various sources
- Regional coordination of transit services
- Evaluation of innovative service models to improve transit service
- Preparation of short and long-range transportation plans
- Evaluating service efficiency and planning for service changes
- Communicating with all stakeholders throughout a project

Project Personnel

All members of the team have career experience pertinent to this project. General examples of that can be found in the below described career highlights of each individual.

Mr. Lett has managed three (3) transit systems including Knoxville Area Transit and provided management oversight for several others. He led the start-up of eight (8) transit systems and was lead manager for new start-ups or transitioning transit system operations. Mr. Lett participated in or led strategic planning studies in Knoxville, Tennessee; Oxford, Mississippi; Athens, Georgia; and Edmond Oklahoma.

Mr. Babbitt has managed two (2) transit systems and provided oversight for more than thirty (30) systems in his role as President of McDonald Transit Associates. In that capacity, he led business development, new system start-up and system transition in more than twenty (20) instances. He is a recognized expert in multiple transit disciplines as demonstrated in his current role as instructor for the National Transit Institute. Mr. Babbitt has conducted short and long-range

transit planning for numerous transit systems and MPOs throughout the United States.

Mr. Scott has managed three (3) transit systems as General Manager. In Waco, Texas, he was responsible for all aspects of the city's transit system including grants management, marketing, planning, scheduling and operations. In Charlotte, North Carolina, he managed a fixed route operation of over three-hundred (300) buses. He managed or provided oversight of operating contracts at four national parks. In addition, he served as the chief pricing modeler for corporate operating contract proposals through McDonald Transit Associates.

Mr. Fischer has managed two (2) transit systems as a General Manager. He managed the Volusia County, Florida transit system for twenty-seven years. During his tenure, he grew the system from one million customers serving the eastside of the county to a countywide system serving four million customers. This required several reorganizations of the transit system. In his corporate role, he has worked with various transit agencies throughout the U.S. He has worked on the startup of transit services in Ocala, FL, Naples, FL, Gwinnett County, GA, and the Express Bus service in Atlanta, GA.

RESUMES



ROBERT BABBITT – PROJECT SPECIALIST

Professional Summary

Owner member of SBLB, LLC and president of Robert T. Babbitt, PLLC. Experienced in transit management, planning, executive recruiting, teaching, research, and project management. Robert T. Babbitt, PLLC was formed in November 2016 with the goal of building better transit. Practice areas include executive recruiting/team building; transit service and organization design; FTA/state regulation compliance; community outreach; vehicle maintenance; and improving execution. One of the principals of transit recruiting firm, KL2 Connects. Visited 194 transit systems. Member of APTA, SWTA, CalACT, FPTA, TTA, ATA, KPTA and SHRM.

EXPERIENCE

SBLB, LLC – Owner and member 2018 - 2021

Project Manager for SBLB services to: (1) Dutchess County Public Transit, NY (2) Tulare COG, CA, (3) Capital Metro, Austin, TX.

Robert T. Babbitt, PLLC

Selected as part of Bowman Engineering team for \$7.2 million FTA Project Management Oversight contract of BRT projects in Miami, Tacoma, Seattle and Lynnwood. Contracts also include Reger Holdings, Fort Wayne PTC and Tower Transit.

McDonald Transit Associates, Inc. (McDt) 1997 - 2016

McDonald Transit Associates CEO (2002-16); GM for Nashville MTA and Abilene Transit; and, Director of Administration, Fort Worth Transportation Authority. In Nashville, led construction of new operations facility and three transit centers, and commuter rail line project from concept thru preliminary engineering. As CEO of McDonald Transit, grew company gross revenue from \$10 to \$109 million per year.

OTHER EXPERTISE

Adjunct Instructor for Transportation Planning Process & Fare Policy – Rutgers - NTI Guest lecturer – UT - Arlington, Vanderbilt, Tennessee State University.

Graduate instructor in Research and Statistics, UT – Arlington, conducted transit performance metrics workshops, ITRE (North Carolina State Univ) and SWTA.

EDUCATION

BA in Political Science, University of Texas at Arlington

PhD in Administration (PhD, UTA), University of Texas at Arlington Licensed CPA



TIMOTHY LETT – PROJECT SPECIALIST

Professional Summary

A transportation executive with 46 years' experience in all facets of public transit. Specialist in evaluation and design of fixed bus route and schedules, transit performance reviews and transportation planning. Mr. Lett has won numerous awards at transit systems during his career including the APTA Outstanding Achievement Award for best transit system in the United States.

EXPERIENCE

SBLB LLC Owner and Member 2018-Present One of four team members of a transit consulting service utilizing over 44 years of transportation management experience to achieve common sense solutions to transportation planning, operations, maintenance, service design and funding issues.

Project manager for SBLB, LLC services to: (1) Visalia Transit maintenance review; (2) Victor Valley Transit Authority start-up oversight services; and (3) Fayetteville, NC on- call consulting services.

Senior Vice-President, McDonald Transit Associates, Inc. 2001-2017

Lead Quality Control for all systems managed and operated by McDonald Transit Associates. Lead startup and oversight of transit systems throughout the United States. Performed consulting contracts in planning, operations, scheduling, and maintenance.

Other Positions

General Manager, Knoxville (TN) Area Transit	1994-2001
Director of Public Transportation	
Athens-Clarke County, GA Unified Government	1998-1994
General Manager, Abilene TX Transit System	1984-1988
Director of Planning & Scheduling, CITRAN, Ft Worth, TX	1981-1984
Assistant Director of Maintenance, CITRAN, Ft Worth, TX	1979-1981
Service Analyst/Schedule Maker, CITRAN, Ft Worth, TX	1975-1979

EDUCATION

Bachelor of Arts-Mathematics, University of Texas at Arlington Management Development Program, University of Georgia
Human Resource Development, Wharton School University of Pennsylvania Operations Management, University of Southern California



KIRK SCOTT – PROJECT SPECIALIST

Professional Summary

Transit executive with 40 years' experience in public transit. Expertise includes financial management, labor relations, safety and security, transportation planning and operations management. Specialist in transit operations management, and competitive contract price analysis.

EXPERIENCE

SBLB LLC Owner and Member March 2018 – Present

Transit planning, operations, maintenance, service design and funding. Project Manager providing independent cost estimates to Tower Transit Group, LTD for its Los Angeles DASH transit service proposal. Interim on-site administrator for Dutchess County Public Transit in 2018. Project manager for current zero emissions transition study for Huntsville, Alabama transit; Project manager for South Central Regional Transit District completing its 2021 updated Ten Year Transit Plan.

Senior Vice-President, McDonald Transit Associates 1991 – 2017

Management responsibilities at multiple transit systems. Audit and oversight of McDonald Transit system properties. Prepare project budgets to corporate office for competitive proposals for transit operations contract procurements.

General Manager, Transit Management of Charlotte (TMC) 2013 to 2017 Responsible for Charlotte Area Transit System's Bus Operations Division (BOD) consisting of 875 employees and 315 revenue vehicles.

Other positions

Assistant General Manager, TMC	2010 to 2013
General Manager, Zion National Park bus operations	2000 - 2010
General Manager, Waco Transit System, Waco, Texas	1991-2000
Director of Safety/Risk Management, The T, Fort Worth	1984-1991

EDUCATION

Bachelor's Degree, Psychology, Texas Tech University, Lubbock, Texas
Master's Degree, City & Regional Planning, Univ. of Texas at Arlington



KEN FISCHER – PROJECT SPECIALIST

Professional Summary

A transit professional with extensive experience serving as General Manager for two transit systems and in corporate roles for RATP Dev USA. He grew the Votran system (Volusia County, FL) from one million customers serving the eastside of the county to a countywide system serving four million customers. APTA recognized Votran with its Outstanding Achievement award for best small transit in the United States in 1993. Inducted into the Florida Public Transportation Association's Hall of Fame in 2006. Recognized by the Florida Commission for the Transportation Disadvantaged with the William Bell Lifetime Achievement Award for promoting the coordination of paratransit services.

In his corporate role, he worked with transit agencies throughout the U.S. He assisted with starting transit services in Ocala & Naples, FL; Gwinnett County, GA; and, Express Bus service in Atlanta, GA. He developed the Health Check Review process for RATP Dev USA. This process examines processes utilized by transit systems to deliver safe, courteous, dependable, and environmentally sound public transportation service.

EXPERIENCE

Interim Senior VP for Safety - RATP Dev USA Jan 2021 – Aug. 2021 Assigned the task of reorganizing the RATP Dev USA Safety Department by the Chief Executive Officer. The Safety Department has oversight of the safety departments of 32 bus operations and 2 streetcar operations. Managed an eight-month Safety Mgmt. Sys. (SMS) Action Plan to get the Safety Dept realigned for proper integration of SMS.

Director Quality & Standards - RATP DEV USA 2017 - 2020

Developed and managed the Health Check Review process for RATP Dev USA. The Health Check Review examines business processes utilized by RATP Dev USA systems. The processes for all functional areas included operations, maintenance, customer service, human resources, finance, safety, and training were examined. In completing the reviews, business processes were reviewed for compliance with corporate direction, FTA guidelines, and State DOT guidelines.

Other Positions

Senior Vice President for Business Development 2013 - 2015

Vice President and Managing Director 1999 - 2012

General Manager, Votran 1981–2005, 2009 - 2012

General Manager, National City Transit 1979 – 1981

EDUCATION

Bachelor of Science, Urban Planning, Columbus State University Human Resources Management, University of California, Irvine

Public Relations for Small Business, Daytona Beach Community College



SUSAN HAFNER –PROJECT MANAGER

Ms. Hafner brings over 25 years of professional experience in planning and developing transportation projects and programs. She has extensive experience in assembling funding sources to complete complex capital projects. Her areas of expertise include financial management, regulatory compliance, service planning, competitive bidding, and collaboration with funding agencies.

EMPLOYMENT HISTORY

Principal, Multimodal Solutions, La Jolla, CA 2008 to present

Provide consulting services to government, university and private sector clients regarding transit operations, federal funding, contracting strategies, business development and sustainability programs. Specializing in programs that provide government privatization in order to adapt to the changing economy.

National Transit Institute, Rutgers University

2010 to present

Adjunct Planning Instructor assisting with the design and instruction of transit planning courses.

San Diego Metropolitan Transit Development Board

2001 to 2008

Directed professional staff in funding strategy development, major capital infrastructure projects, fare policy, budget development, operational efficiency program and other strategic development programs.

Riverside Transit Agency, Riverside, CA

1990- 2000

General Manager

Responsible for the public transportation agency operating in Western Riverside County covering 2,500 square miles of service area and reporting to an 18-member governing board of elected officials.

Ryder Public Transportation Services

1985-1990

Managed and marketed regional transit turnkey operations. Developed comprehensive personnel manual and 13C Labor protection agreement. Awarded outstanding new employee of the year in 1986.

City of Berkeley, Missouri

Assistant City Manager

1983-1985

Administered personnel policy, budget development, police and fire labor negotiations, economic development land use program and risk management. Participated on the technical advisory group in the St Louis Bi-State rail planning process.

EDUCATION

Master's Degree, MBA Rockhurst College

Bachelor's Degree, Public Administration, University of Missouri, Columbia MO

Capitol Government Contract Specialists

Unparalleled Expert Transit Consulting



With over 400 years of combined executive level transit industry experience, the Capitol GCS Transit Executive Bench and Subject Matter Experts provide comprehensive program management, operations and oversight solutions to public transit agencies across the country.

SERVICES



Program Management for Rolling Stock Acquisition, Overhaul & Maintenance

We ensure rolling stock acquisitions and overhauls are on time, on budget, and perform as expected. We also provide engineering expertise to meet the latest fleet emissions requirements, incorporate the latest technology, and assist in the transition to a Zero Emission Bus future.

Operations & Management Consulting

Whether it's filling short-term executive level vacancies, analyzing your agency's financial health, or planning your next major project or acquisition, our team of former transit agency Directors, GM's, CFO's and CEO's can help you meet your goals.

FTA Oversight Services

Our expert consultants, including both former Senior FTA executives and Transit Agency Senior Procurement Management, understand the requirements that come with FTA funding and can ensure compliance.



SATISFIED CLIENTS

Washington DC Metro Transit Authority
Los Angeles County Metro Transit Authority
Southern California Regional Rail Authority
Transit Joint Powers Authority (*Merced County*)
North County Transit District (*San Diego County*)
Victor Valley Transit Authority
Antelope Valley Transit
Santa Clarita Transit
Monterey-Salinas Transit



CERTIFICATIONS

- ▷ Woman owned business
- ▷ HUBZone certified by the U.S. SBA
- ▷ DBE and SBE certified in over 20 states



NAICS CODES

- 541611 - General management consulting services
- 541614 - Transportation management consulting services
- 541330 - Engineering services
- 561110 - Office administrative services



S Corporation, California - 4/26/11
DUNS: 051958487
CAGE: 6HZC2

CONTACT

Tom Talarico, Chief Operating Officer
TTalarico@capgcs.com | (949) 725-2208

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TO LEARN MORE**

Capitol GCS Transit Executive Bench



The Capitol GCS Transit Executive Bench includes former senior transit agency executives with experience covering all aspects of agency management. Whatever the issue, they've been there, and solved it. With Capitol GCS, you access their expertise to help solve your most pressing problems.

Over 400 years
of executive level
transit industry
experience



Mike Scanlon

- GM/CEO - San Mateo County Transit
- Director - Broward County Transit
- Director of Transit Operations - Port Authority of Allegheny County



Milo Victoria

- CEO - Omnitrans
- Assistant GM, Bus Service - WMATA
- Deputy Executive Officer - LA Metro



Macy Neshati

- CEO / Executive Director - Antelope Valley Transit Authority



Rohan Kuruppu

- Director of Planning - Riverside Transit Agency
- Director of Planning - Livermore Amador Valley Transit Authority
- Director of Planning - Omnitrans



Cynthia Karpman

- Director of Transportation Operations - LA Metro
- Assistant Manager, Bus Operations Control Center - LA Metro



Dan Quigg

- Senior Equipment Maintenance Manager - LA Metro
- Engineering Program Manager - LA Metro



Dave Vila

- Acquisition Policy Officer - LA Metro
- Director, Contract Administration - ITT Aerospace



Leslie Rogers

- Regional Administrator - Federal Transit Administration (FTA), Region IX
- Regional Counsel - FTA, various regions



Rick Ramacier

- General Manager - Contra Costa Transportation Authority



Robert Miller

- CFO - Omnitrans
- CFO - Capital Transit, LA



Kathleen Sanchez

- Public-Private Partnership Program Director - LA Metro
- Bus Rapid Transit Project Manager - LA Metro



Elson Hao, P.E.

- Deputy Director for Engineering - SFMTA



Suresh Shrimavle, P. E.

- Chief Maintenance Engineer - Valley Metro
- Rail Fleet Services Engineering Manager - LA Metro



Kevin Faulkner

- Director of Procurement/Project Manager - Sun Tran
- Director of Maintenance - Sun Tran



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STATEMENT OF QUALIFICATIONS

INTERIM TRANSIT DIRECTOR



Table of Contents

About QK	3
Understanding: TCRTA Interim Director Needs	4
Experience: Transit Projects	4
Resume: Christine Chavez	5



QK Headquarters
Visalia, CA

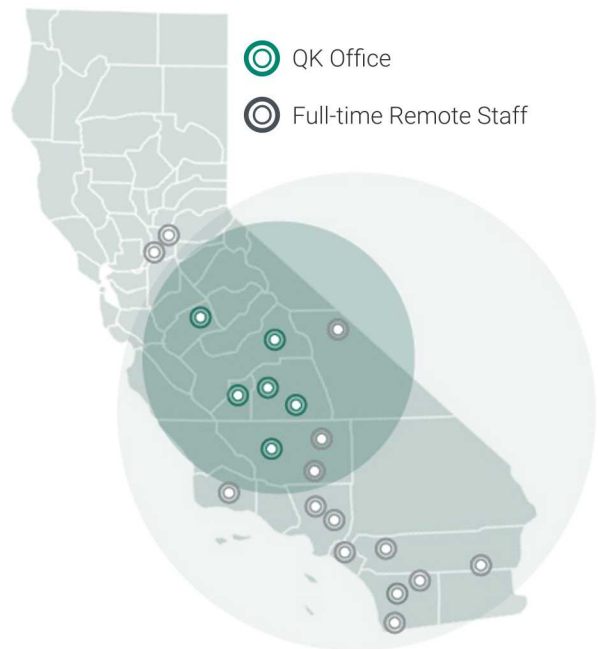
About QK



Since 1972, QK has successfully partnered with cities, counties, state agencies, and other public agencies to develop efficient solutions that have lasting positive impacts on Central Valley communities. Founded on the idea of providing high-quality engineering and planning services to Central Valley cities, we now offer an array of services that contribute to sustainable communities and elevate the quality of life.

Our diverse staff of over 140 employees provides civil engineering, land surveying, utility coordination, construction management, labor compliance, urban design, landscape architecture, geographic information systems, land use planning, environmental planning and permitting, and biological resources from six Central Valley offices. We take pride in the ability to offer in-house, programmatic professional services to serve our diverse clientele.

Offices: Bakersfield | Porterville | Hanford | Visalia | Clovis | Merced



Understanding: TCRTA Needs

TCRTA is facing the resignation of its director while it is still in its infancy and an organization. The ability to maintain and support existing services, systems, processes, and policies is important to maintain the integrity of the Agency during the four-to-six months in which the recruitment for a director is undertaken. QK is committed to assisting TCRTA to keep the administrative processes and support functional to allow for an easy transition of the incoming transit director, once selected. With Christine's expertise in Transit JPA Administration and QK's commitment to quality services in the Central Valley, we believe we would be a great partner with TCRTA during this time of transition.

Experience: Transit Projects

QK has extensive relevant experience that will allow us to assist TCRTA during this interim period. First we propose Christine Chavez as TCRTA's Interim Director based on her exceptional local transit experience as detailed on her resume in the following pages. To support Christine, QK's staff brings experience working with multiple jurisdictions served by TCRTA, the Cross-Valley Corridor Plan, and several transit centers detailed below.

PROJECT SPOTLIGHT

Farmersville Transit Center & Bus Turnaround/Transfer Site

Self-Help Enterprises, Inc. | Farmersville, CA

The Farmersville Transit Center project is a significant development that aims to enhance local transportation services. QK played a vital role in this project by providing a range of professional services, including surveying, civil engineering design, environmental compliance, utility coordination, and landscape and irrigation design. Additionally, QK is involved in the south Farmersville bus turnaround/transfer site project.

This project involves developing a new 1,400 SF Transit Center on Front Street in Farmersville, plus approximately 2,000 SF of covered seating. The QK team worked closely with the City of Farmersville to coordinate the type of facility, aesthetic character, and needs. Additionally, the facility was designed to have a platform for pedestrian traffic from the San Joaquin Valley Rail line in anticipation of the proposed Cross Valley Rail connection to this facility in the future. Overall, QK's involvement in this project is helping to benefit the community for years to come.

QK RESOURCES

- 15** Land Use & Environmental Planners
- 21** Professional Engineers (PE)
- 7** Professional Land Surveyors (PLS)
- 2** Licensed Landscape Architects (LLA)
- 10** Assistant & Associate Engineers
- 10** CADD Technicians & Designers
- 4** Construction Managers
- 16** Environmental Scientists
- 14** FAA-Certified Drone Pilots
- 3** Geographic Information System Specialists

ADDITIONAL TRANSIT PROJECTS

- Woodlake Transit Center
- Solana Beach Transit Facility
- Visalia Transit Center
- Porterville Transit Center
- Corcoran Transit Facility
- Tulare County Transit Operations & Maintenance Facility
- Delano Transit Facility



Christine Chavez

Senior Planner

Role: Interim Transit Director



EDUCATION

Master of Public Administration
California State University, Fresno

B.A. Sociology
University of the Pacific

EXPERIENCE

QK Tenure > 1 year
Industry Tenure 17 years

CERTIFICATIONS

Management and Supervisory Certificate
Tulare County | City of Visalia

Transit and Paratransit Management Certificate

AFFILIATIONS

CalACT & California Transit Association

Merced City Bicycle and Pedestrian Advisory Committee

Tri Delta Chapter Alumni Advisor

Sequoia Regional Leadership Graduate

Christine is a highly skilled and dedicated Senior Transportation/Traffic Planner with nearly two decades of experience in planning, modeling, and public administration for multimodal transportation projects throughout the Central Valley. She has a strong background in managing multimodal planning and policy, regional transit service operations and maintenance, and local, state, and federal funding and compliance. With a keen interest in using her public administration skills to improve transportation, Christine has developed planning documents, implemented policies, and created funding strategies that have led to increased local funds for capital and operational improvements.

Christine is fluent in English and Spanish and possesses excellent communication and public speaking skills, allowing her to work effectively with diverse teams and partner agencies. Her extensive experience in contract management, transit/multimodal planning, and state and federal statutes and guidelines make Christine an invaluable asset to any transportation-focused organization.

RELEVANT EXPERIENCE

Transit Manager

Merced County Association of Governments

November 2019 - January 2023

Christine led staff on contract turnover/transition for service providers in Merced County and YARTS, and managed both transit systems during the pandemic. Christine oversaw vehicle and facility repair and maintenance, ensuring high-quality contractor and staff oversight. Under her leadership, the FTA Triennial Inspection was completed with zero findings.

She also updated planning documents and policies for both The Bus and YARTS, and directed staff in securing millions of dollars in grant funding for capital and operating expenses. She implemented MicroTransit services in rural communities and secured funding to replace 42 buses with diverse specifications. As a member of the California Transit Association Committee, she contributed to the IT, Legislative, and Small Operators Committees. Christine regularly prepared and presented updates to the MCAG and YARTS Governing Boards and built strong relationships with partner agencies at local, regional, and national levels.

Transit Management Analyst

City of Visalia

June 2014 - November 2019

Christine managed facility maintenance for the Transit Division. One of her primary responsibilities was overseeing the operations and maintenance contract for the City of Visalia. She also oversaw various contracts related to bus stop maintenance, marketing, facility maintenance, fuel procurement, carbon credit management, and short-range transit planning.



Christine Chavez

Senior Planner

Role: Interim Transit Director



RELEVANT EXPERTISE

Transit/multi-modal planning

State and Federal statutes and guidelines

Grant writing

Public policy

Contract management

Bilingual: English/Spanish

Public speaking

Christine managed and implemented the Intelligent Transportation System for Visalia Transit's fixed route and paratransit systems. She also addressed customer complaints and responded to community requests for transit improvements.

Associate Regional Planner

Tulare County Association of Governments

July 2012 - June 2014

Christine served as the project manager for the Santa Fe Trail Connection Multi-use Trail and led multiple Short Range Transit Plans, Regional Transit Plans, Programs, and Transit Committees. As the Tulare County Association of Governments Transit, Bicycle, and Pedestrian Liaison, she supported agencies in applying for, reporting on, and receiving state and federal funding. Christine also acted as a bilingual liaison, providing multimodal and rideshare information to Tulare County residents and employers. Furthermore, she was responsible for administering and managing regional transit funding from various sources, such as FTA, Measure R, LTF/STA, and Prop 1B.

Regional Planner

Tulare County Association of Governments

September 2007 - July 2012

Christine managed various regional transit planning studies and was responsible for Tulare County's regional bicycle planning and grant assistance. Christine served as a project manager for multiple transit committees, including CalVans, San Joaquin Valley Rail Authority, Tulare County Transit Forum, and SSTAC. She also led the Santa Fe Trail Connection project and managed year-round transit and multimodal outreach to Tulare County residents and employers. In this role, Christine prepared and presented information and action items to the TCAG Board, Tulare County Transit Forum, Bicycle Advisory Committee, and SSTAC on a regular basis.

Transportation Planning Technician II

Tulare County Association of Governments

November 2006 - September 2007

Christine worked with the Tulare County Travel Forecast Model and data collection, where she compiled data and researched information for reports and inquiries. She assisted in updating the Regional Transportation Plan and the Tulare County Bicycle Plan. Christine also coordinated county-wide census efforts and demonstrated her mapping skills by drafting rough maps and plotting land use information. Her experience demonstrates her proficiency in data analysis, planning, and coordination within the transportation field.



Engineering | Land Surveying | Planning | Environmental | Landscape Architecture | Construction Management

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