



CAPITOL GOVERNMENT CONTRACT SPECIALISTS

PROPOSAL FOR

HUMBOLDT COUNTY ASSOCIATION OF GOVERNMENTS

Comprehensive Plan for Regional Transit and Land-Use Network Planning

September 23, 2025

Prepared For



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September 23, 2025

Humboldt County Association of Governments
Attention: Ms. Oona Smith
Senior Regional Planner
611 I Street Suite B
Eureka, CA 95501

Subject: Capitol GCS Proposal for Comprehensive Network Planning

Reference: Humboldt County Association of Governments Request for Proposal entitled
"Comprehensive Plan for Regional Transit and Land-Use Network Planning",
dated 12 August 2025

Dear Ms. Smith,

Capitol Government Contract Specialists (Capitol GCS hereafter) is pleased to provide this firm proposal to Humboldt County Association of Governments (HCAOG) in response to the Reference Request for Proposal (RFP).

Capitol GCS is a management consulting firm with a focus on the needs of very small to mid-size transit agencies. We accomplish this through the use of our unique asset, the Capitol GCS Transit Executive Bench (TEB). Through the use of our bench, we provide solutions that meet both the needs and budgets of our transit agency customers. In the following proposal, we will demonstrate the experience of both our company and our staff in addressing the requirements of HCAOG's RFP.

All correspondence and contacts shall be directed to the following individuals:

Kerry Velasquez, Chief Executive Officer, (949) 678-9134 and/or Anthony Thomas Talarico, Chief Operations Officer, (562) 889-3273. Our address is 5151 California Ave. Suite 100 Office #143, Irvine, CA 92617. Both Ms. Velasquez and Mr. Talarico are authorized to negotiate on behalf of Capitol GCS. Finally, this proposal is a firm offer and is good for 60 days from the date of submission.

Thank you for your consideration of our proposal. We look forward to the opportunity to contribute to the continued success of Humboldt County Association of Governments.

Sincerely,



Tom Talarico
Chief Operating Officer
Capitol Government Contract Specialists



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2. Understanding of Project

As a region already bearing the challenges of housing shortages and persistent unmet transit needs, Humboldt is pursuing bold new approaches to improve housing affordability and to reshape the region's transit system. Capitol GCS recognizes that the Partnering Assets & Authorities for Comprehensive Transit (PAACT) project arises from both urgent transportation deficiencies and a forward-looking vision for Humboldt County's mobility future. Developing a "Comprehensive Plan for Regional Transit and Land-Use Network Planning" is the main part of HCAOG's PAACT planning project.

As the transportation backbone for neighbors traveling to work, to school, for groceries, and for access to health services, HTA and other transit and mobility-service providers provide critical public services to Humboldt County community members. At the same time, transit operators and local governments face new constraints and changing community needs, along with structural challenges including the end of pandemic bridge funding, inflation, increased labor costs, limited technical capacity, and few forums for regional transit coordination.

While Humboldt's transit system is notable given the region's rural and low-density context, it faces persistent unmet needs in terms of service span, frequency, and multimodal connectivity. These deficiencies are compounded by land use patterns that disperse development away from transit-supportive areas, limiting opportunities to expand service efficiently. Without a coordinated, long-term strategy, the region risks continued service gaps, declining ridership, and lost opportunities to align growth with sustainable mobility choices.

The Partnering Assets & Authorities for Comprehensive Transit project directly addresses these challenges by building durable government-to-government partnerships and a structured decision-making forum that moves the region beyond ad hoc collaboration. The project's design emphasizes creating consensus across agencies and tribal governments, supported by a transit network analysis that will complement the existing Transit Development Plan. This analysis will assess opportunities to coordinate or consolidate routes, improve multimodal access, and identify funding strategies to sustain service expansion. Just as important, it will link land-use and transportation planning, guiding jurisdictions toward codes and policies that foster transit-supportive development and equitable access.



Capitol GCS understands that this effort is not simply about producing a plan, but about building a guided, active partnership forum that strengthens inter-agency trust, creates clear processes for collaboration, and ensures that directives are actionable and equitable. Government agencies by their nature stand at the front lines of transportation and land use challenges. The impact of strong government-to-government working relationships cannot be understated. By formalizing consultation and decision structures, the project will help partner agencies break through status quo barriers, align multimodal service planning with land-use priorities, and leverage shared resources to deliver impactful projects.

The project objectives emphasize both technical rigor—through improved data, analysis, and planning capacity—and institutional growth—through new governance tools, agreements, and relationships that can sustain cooperation over time. Equity will be foundational to the transit and land use planning and policy efforts of this project and will be at the forefront of the planning process.

The identified stakeholders represent a broad ecosystem of decision-makers, implementers, and community voices. Core partners on the Project Steering Working Group—HTA, local cities, Humboldt County, and tribal governments such as the Yurok Tribe and the Trinidad Rancheria—bring statutory authority and operational expertise to the table. Their active engagement ensures that regional decisions reflect both geographic diversity and functional responsibilities. While the Project Steering Working Group members are core to the project, extended stakeholders are vital in helping ensure that HCAOG activities and decisions are addressing the concerns of not only the major decision-makers and implementers but also those with a need for and use of local transportation services.

To make effective regional decisions, HCAOG will need to strike a balance between a regional governance structure that supports local priorities and coordination with partners. Therefore, the project’s goal is to identify a structure that is transparent and inclusive of various governmental and community voices in the region and also creates a governance structure that is implementable and has buy-in from all parties. As a team, we are committed to a transparent and inclusive process to build strong government-to-government working relationships to guide the completion of the transit network analysis and multimodal land use planning guide for agencies with land-use authority to increase consideration, and coordination, of multi-modal access in land use goals, policy, codes, and discretionary permitting.



3. Consultant Qualifications and Experience

3a. Firm

This section introduces the proposed team for the Comprehensive Plan for Regional Transit and Land-Use Network Planning. Capitol Government Contract Specialists will be the prime firm and will be supported by Humboldt County engagement expert Jill Sherman-Warne of the Native American Environmental Protection Coalition.

Capitol Government Contract Specialists

Capitol Government Contract Specialists (Capitol GCS) is a California S corporation founded in April 2011, and headquartered in Irvine, California. Since our inception we have provided a variety of expert consulting services to the public transit sector. These services have been centered on three specific areas:

Planning

We provide a complete suite of services including Short /Long Range Plan development, Comprehensive Operational Analysis, and Grant Writing. The members of our Executive Bench have navigated over a dozen administrations and numerous challenges to the industry. They understand how to create a road map for your agency, seize funding opportunities, and successfully realize your vision.

Operations & Management Consulting

Whether it's filling short-term executive level vacancies, developing your staff, analyzing your agency's financial health, or ensuring compliance with your FTA funding requirements, our team of former transit agency executives can ensure you meet your agency's operational goals.

Program Management

We ensure rolling stock acquisitions and overhauls are on time, on budget, and perform as expected. These cradle to grave services include specification development, on-site inspection, Buy America Audits, technical data review, document control, warranty support, on maintenance support. We also provide expertise to assist in the transition to a Zero Emission Bus future.

Capitol GCS supports transit agencies nationwide through a combination of strategic expertise, technical oversight, and operational knowledge. We achieve this through the use of our unique asset, the Transit Executive Bench. The bench is comprised of former senior executives with the FTA, state government, the largest urban agencies, and multiple mid-size agencies. These individuals span all facets of major transit agency management, including Executive Management, Operations, Engineering, Maintenance, Planning, Finance, and Procurement. Through the use of our bench, we provide solutions that meet both the needs and budgets of our transit agency customers.



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Capitol GCS Executive Bench

CEO/General Manager

FTA Relations



Milo Victoria
CEO/GM
Omnitrans



Macy Neshati
CEO
Antelope Valley
Transit Authority



Rick Ramacier
General Manager
Central Contra Costa
Transit



Ronald Kilcoyne
General Manager
Lane Transit District,
Greater Bridgeport
Transit Authority



Mike Scanlon
GM/CEO
San Mateo County
Transit



Richard DeRock
General Manager
Link Transit



Tom Roberts
Manager of Public
Transit
Napa Valley Trans.
Authority



Donna DeMartino
GM/CEO
LOSSAN/San Joaquin



Leslie Rogers
Regional
Administrator
Federal Transit
Administration (FTA)

Finance

Planning

Procurement

Paratransit

P3

Operations/Training



Bob Miller
CFO - Omnitrans



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



Dave Vila
Acquisition Policy
Officer and Contract
Administration
Manager - LA Metro



Kevin Faulkner
Director of
Procurement/
Project Manager
- Sun Tran



Margaret Schoep
Paratransit & Special
Projects Manager
-Gold Coast Transit
District



Kathleen Sanchez
Public-Private
Partnership Program
Director - LA Metro



Cynthia Karpman
Director of
Transportation
Operations - LA
Metro



Jose Medrano
Transit Operations
Manager and
Transit Training
Supervisor -
Montebello Bus
Lines

Bus Program Management/ Engineering/ Maintenance

Program Management/ Engineering

Rail Program Management/ Engineering/ Maintenance

Electronic Pay Systems

Contact Us



Dan Quigg
Senior Equipment
Maintenance
Manager - LA Metro



Elson Hao
Deputy Director for
Engineering - SFMTA



Rick Tripoli
Director of Fleet
Maintenance -
SCRRA



Suresh Shrivastava
Chief Maintenance
Engineer - Valley
Metro



Carol Kuester
Director, Electronic
Pay Systems-
SFMTA

Tom Talarico
Chief Operating Officer

(562) 889-3273

5151 California Ave, Suite 100
Office #143
Irvine, CA 92617

www.capitolgcs.com



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Here is how we focus on the needs of very small to mid-size agencies:

Providing An Affordable Resource to Define Your Issues

Through the use of our Situation Assessment Sessions, our transit executive bench can help you affordably define your issue before you go out on the street to hire a consultant. These one-hour TEAMS meetings provide you access to one, multiple, or every member of our bench who has the expertise in your issue area.

Teaching Your Staff to Perform the Services We Provide

While we can certainly provide you services in any aspect of transit agency management, our goal is to leave your agency with the ability to perform the task you are outsourcing the next time around. Whenever possible, we have our staff act in the role of as-needed Directors while your staff performs the work under their guidance.

Providing Interim Management When Key Personnel Leave

Managers in a smaller agency can often be covering three or four functions. When they leave it results in multiple gaps and finding the right replacement can be time-consuming. Our Executive Bench can step in to provide as needed management in the near term while you locate the right long-term replacement.

Coaching and Mentoring

Our bench has decades of experience managing all aspects of transit agencies. Our members can provide guidance to any manager in your organization regardless of their role. This also includes General Managers. Our members can help advise you in successfully working with the political bodies that oversee your agency.

Relevant Experience

Capitol GCS has partnered with a wide range of transit agencies, metropolitan planning organizations, and state DOT's. This includes some of the largest agencies in the country such as Los Angeles County Metropolitan Transportation Authority (LACMTA), Washington D.C. Metropolitan Area Transit Authority (WMATA), and San Francisco Municipal Transportation Authority (SFMTA). In these contracts we have earned the trust of these agencies while managing contracts in excess of one million dollars. This includes the following contract currently under contract:

- Los Angeles County Metropolitan Transportation Authority (LACMTA): Capitol GCS is the prime contractor for Metro's Grant Proposal Writing contract. In this role, we lead a team of 8 companies in grant proposal writing and related services to help secure



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state and federal discretionary funding awards for a wide range of LACMTA projects. The team is tasked to successfully identify, develop and obtain Capital Investment Grants and related federal funding opportunities. Grant applications can be for either Metro-sponsored or local agency-sponsored projects. Capitol GCS is responsible as the prime contractor to ensure alignment with both transit and community development objectives.

Where Capitol GCS stands out, however, is our ability to meet the needs of the mid-size to smallest agencies. We take great pride in our ability to support the requirements of these agencies by providing the expertise of individuals with decades of experience managing similar agencies. Our bench members have truly “been there, solved that”, when it comes to the issues facing small agencies.

Capitol GCS has provided planning, grant writing, technical consulting, procurement support, and compliance oversight that directly parallels the scope of this project. These include the following contracts:

- CORE Transit (Eagle Valley, CO): Provided support for the stand-up of a new transit agency. This included assisting in defining the org structure, guidance on the accounting chart of accounts, and developing the 10-year plan.
- Mendocino Transit: Provided a variety of services including a Situation Assessment Session on funding sources, coaching of Mendocino Executive Management, and a review of the procurement system along with training of personnel in its use. In addition, and in conjunction with Humboldt Transit, developed a trifold brochure for the marketing of the “North State Express”.
- City of Turlock Transit: Our services included both grant funding proposal support and a review of the agencies Disadvantaged Business Enterprise program.
- Victor Valley Transit Authority: Capitol GCS provided support to both a mock triennial review and, ultimately, the actual review. Our assistance in training the staff led to a very successful review for the agency.

Reference information for the contracts listed above can be found in section 3c below.

Capitol GCS has never been the subject of any litigation regarding the provision of our services. We have never had any fraud convictions related to public contracts and have never had any debarments, suspensions or other ineligibility to participate in public contracts. We have never had any violations of local, state, and/or federal industry or regulatory requirements. Finally, we do not have any controlling or financial interest in any other firms, and we are not owned or controlled by any other firm or organization.



Insurance

Our standard insurance coverage has been attached, and any additional insurance requirements will be provided upon final award of the Consultant Services Agreement by the HCAOG Board.

Equal Employment Opportunity

Affirmative Action Policy:

As our company has less than 50 employees, this section is not applicable to Capitol GCS.

DBE Program:

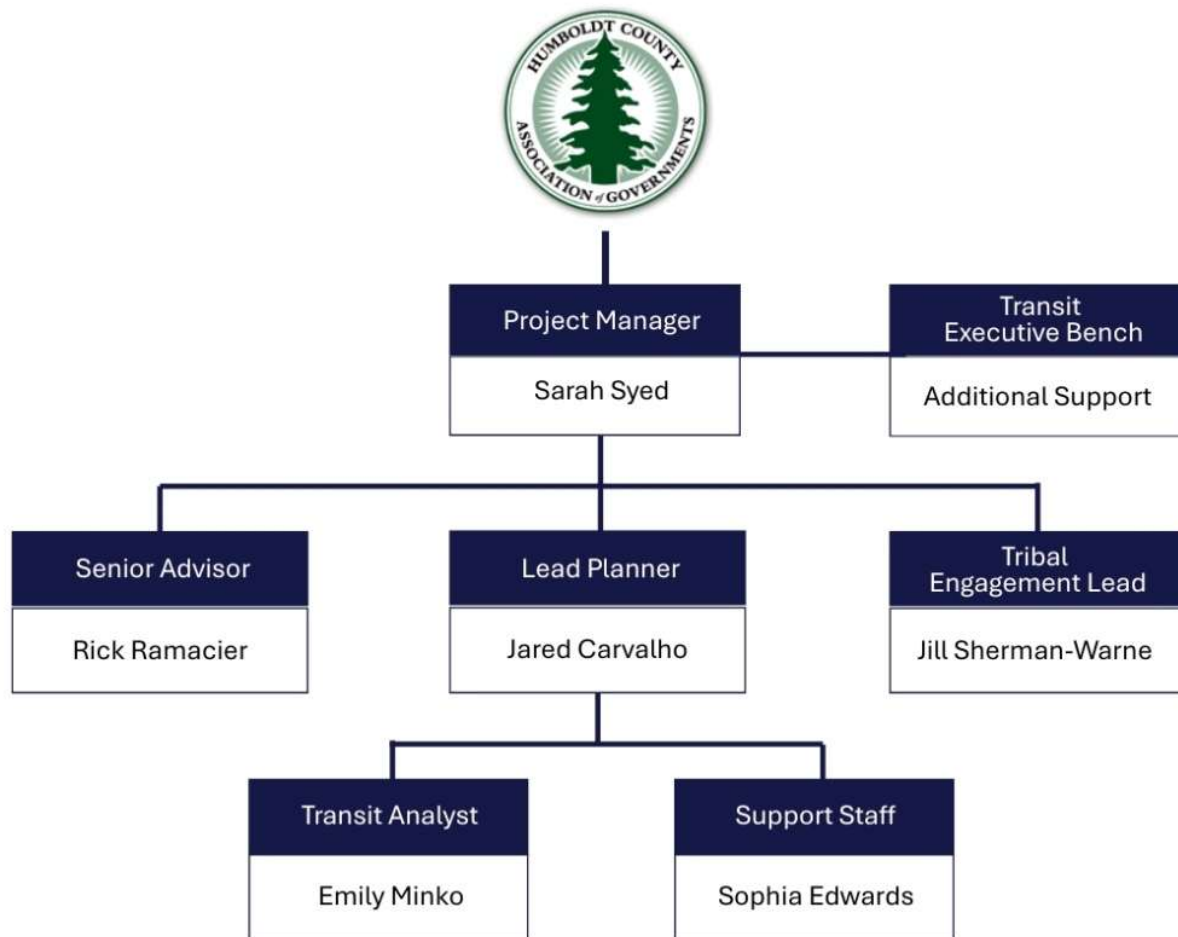
Capitol GCS is a DBE company and the performance of the work has been split out in both our approach and our cost proposal for Capitol GCS and our subconsultants.



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3b. Key Personnel



The project team will function as an integrated and collaborative unit, overseen by the Project Manager, Ms. Sarah Syed. Sarah will provide overall leadership, direction, and accountability for project delivery, with the Lead Planner, Mr. Jared Carvalho, supporting day-to-day management and ensuring continuity across all activities. In the Lead Planner role, Jared, will contribute to the technical planning efforts, coordinating closely with the Transit Analyst, Emily Minko. The Senior Advisor, Mr. Rick Ramacier, will provide specialized expertise and strategic perspective, strengthening the quality of project outcomes. Capitol GCS has partnered with subconsultant, Ms. Jill Sherman-Warne, to act as Tribal Engagement Lead. Jill will guide government-to-government coordination and ensure effective, respectful engagement with tribal partners. Support Staff, Ms. Sophia Edwards, will provide essential



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administrative assistance and outreach support to maintain efficiency and organization. Through structured communication, coordinated workflows, and shared accountability, the team will deliver a cohesive and successful project.

Additionally, HCAOG will have access to the Capitol GCS Transit Executive Bench members, who have navigated over a dozen administrations and numerous challenges facing government agencies and communities. They understand how to create a road map for any agency, seize funding opportunities, and successfully realize their vision and are a key differentiator that is available to provide strategic guidance over the course of your project. The Executive Bench is comprised of former senior executives with the FTA, state government, the largest urban agencies, and multiple mid-size agencies. These individuals span all facets of major transit agency management, including Executive Management, Operations, Engineering, Maintenance, Planning, Finance, and Procurement. Using our Executive Bench, we provide solutions across any aspect of transit agency management.



Sarah Syed, Project Manager

Years of Experience:15

Executive Roles

- Director – Alameda-Contra Costa Transit District
- Transportation Manager – UC, Berkeley
- Senior Manager– LA Metro

Education

Master of City and Regional Planning, UC Berkeley

M.S. Civil Engineering, UC Berkeley

B.A. Geography, UC Berkeley

Sarah Syed is a Senior Transit Consultant with more than 15 years of experience leading complex transit and transportation projects across California. At Santa Clara VTA, she formed and led a multi-disciplinary team to prioritize and deliver a \$100 million investment to improve transit speed and reliability in advance of the opening of Levi’s Stadium, including facilitating a steering group with partner governments and the San Francisco 49ers. She managed LA Metro’s \$180 million Bus Rapid Transit project, overseeing completion and Board approval of the Alternatives Analysis. Her local government experience includes bikeway planning for the City of Palo Alto, where she increased participation in the planning process and obtained City Council approval of bikeway designs. At UC Berkeley’s Othering and Belonging Institute, she evaluated statewide equity initiatives to advance community-based transportation planning, and at BART she led coalition building efforts with the private



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sector, government partners, and community-based organizations to deliver the award-winning \$2M Berkeley Bike Station project and revenue-generating parking policy.



Jared Carvalho, Planning Manager

Years of Experience: 7

Professional Roles

- Senior Transportation Planner & GIS Coordinator – SBCAG
- GIS and Planning Intern – AMBAG

Education

Master of Environmental Policy, Middlebury Institute of International Studies, Monterey

B.S. Sports Development, Cardiff Metropolitan University

Jared Carvalho is a Senior Transit Consultant with over seven years of experience in transportation planning, project management, and GIS analysis. At the Santa Barbara County Association of Governments (SBCAG), he successfully managed and co-managed more than 20 transportation projects and programs, overseeing all phases from work plan development to stakeholder engagement. Jared contributed to two iterations of SBCAG's *Regional Transportation Plan – Sustainable Communities Strategy* and successfully managed the *Coordinated Public Transit – Human Services Transportation Plan* for Santa Barbara County.



Rick Ramacier, Senior Advisor

Years of Experience: 32

Executive Roles

- GM – Central Contra Costa Transit Authority
- Manager of Accessible Services and Legislation
- Manager of Accessible Services

Education

Master of Public Administration, Syracuse University

B.S. Political Science & Urban Studies, University of Wisconsin

Rick Ramacier has over 32 years of executive-level experience in public transit leadership and is nationally recognized as an expert in ADA paratransit and fixed-route accessibility. In 2008, he was named California's Transit Manager of the Year by the California Association for Coordinated Transportation (CalACT) and was inducted into CalACT's Wall of Excellence in 2016.



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For 24 years, Mr. Ramacier served as General Manager/CEO of the Central Contra Costa Transit Authority. There, he managed a \$40 million annual budget, a fixed-route fleet of 121 buses, and a paratransit fleet of 55 vehicles. Under his leadership, the agency's annual ridership exceeded five million passenger trips. He also led the development and implementation of a "One-Seat" paratransit ride program for ADA riders across Contra Costa County and suburban East Alameda County.

Throughout his career, Mr. Ramacier has demonstrated a deep commitment to advancing accessible, innovative, and fiscally responsible transit solutions. His expertise in capital project planning, budgeting, zero-emission fleet transitions, procurement, operations, and staff mentorship has consistently driven agency performance and improved mobility for diverse communities.

Since January 2022, Rick has worked as the Regional Network Management (RNM) Technical Advisor (TA) to the Region's transit operator GMs as they interact with MTC leadership to design and implement RNM. RNM is the structure MTC created to implement the MTC Transit Transformation Action Plan (TAP) with 27 actions to make transit more seamless and customer friendly. Rick designed the blueprint for what became the governance structure, including the RNM Council made up of the GMs from the seven largest operators and three of the smaller operators as well as the Executive Director of MTC. Rick assists in the development of their annual Work Plan and effectiveness assessments. Rick regularly meets with individual GMs (and staff) and key individuals at MTC including the Director of RNM and the Executive Director to ensure everyone is pulling in the same direction and keeping momentum going (References can be provided upon request).



Jill Sherman-Warne, Engagement Lead

Years of Experience: 27

Professional Roles

- Executive Director – Native American Environmental Protection Coalition
- Senior Associate – The Capacity Collaborative
- California Air Resources Board Environmental Justice Committee
- California EPA Tribal Advisory Committee Member
- Deputy Government Manager – Viejas Tribal Council
- Environmental Director – Pechanga Tribal Council

Education

Bachelor of Arts, Humboldt State University

Jill Sherman-Warne brings executive-level leadership experience in tribal government, with expertise in environmental regulation, health promotion, climate change, and U.S.–Mexico



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border issues affecting tribes. She has managed over \$100 million in budgets, led tribal emergency management and FEMA recovery efforts, and advanced legislative and grassroots advocacy for Indian Country. Jill leads efforts to reach out to Tribes in California, Nevada, New Mexico and Arizona to provide guidance on new and existing Tribal approaches and programs in the solid waste, climate, water and wastewater arenas. Jill resides in Hoopa California and is a Senior Associate for the Capacity Collaborative and is also the Executive Director of the Native American Environmental Protection Coalition. Jill is a member of the Hoopa Valley Tribe and has served two terms on their Tribal Council. She is the first Native American Tribal member of the AB32 Environmental Justice Advisory Committee for the California Air Resources Board.

Communication

Capitol GCS understands that effective, efficient, and transparent communication is crucial to any project's successful delivery. To ensure on-time execution of the services provided in response to this RFP, we will define clear communication channels and implement proactive coordination processes that facilitate effective collaboration and information sharing between the project team and HCAOG staff.

Primary Points of Contact: We have identified our project manager, Sarah Syed, as the main point of contact for day-to-day coordination, scheduling, and delivery of all task orders. Lead Planner Jared Carvalho will act as the secondary point of contact, and function as the deputy Project Manager, as necessary.

Regular Meetings and Reporting:

- **Kickoff Meeting:** At the start of the project, Capitol GCS will schedule and hold a kickoff meeting with HCAOG staff to verify and clarify goals, deliverables, timelines, and expectations.
- **Regular check-in Meetings:** Capitol GCS is proposing monthly check-in meetings throughout the project.
- **Monthly Status Reports:** Capitol GCS will provide written status reports detailing progress made, schedule and budget status, and any risks or issues identified.
- **Ad Hoc Communication:** Project team members will be available via phone, email, and Teams for rapid response to quick-turnaround questions or urgent concerns.

Document and Information Sharing:

Capitol GCS will use secure, cloud-based platforms like Microsoft Teams or SharePoint to share project documents, schedules, and reports. This will ensure HCAOG staff always has



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access to the latest project information and reduces delays associated with version control problems.

Problem Identification and Resolution:

Our team uses a proactive risk management approach to identify potential problems early. In the event an issue does occur, the process we will use to work with HCAOG staff to identify and resolve the problem will include the following steps:

- Promptly alert HCAOG to the potential problem with a written notification that includes the nature, cause, and potential impacts.
- Present recommended corrective actions and alternatives with an analysis of the cost, schedule, and policy implications.
- Work with HCAOG staff to determine the most effective resolution.
- Execute the agreed-upon corrective action and monitor the results. Once the problem is confirmed to be resolved, we will provide follow-up reporting.

Commitment to Responsiveness and Transparency:

We understand that HCAOG's confidence in the project team is based on open, timely communication. As such, Capitol GCS is committed to:

- Ensuring timely and responsive communication. This includes sharing both successes and challenges candidly and addressing all concerns swiftly.
- Maintaining HCAOG's full oversight and confidence in project progress while allowing HCAOG to rely on Capitol GCS for technical leadership and problem-solving expertise.



3c. References

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Los Angeles Metro - Major Capital Project Grant Writing

Prime Contractor	Start Date	End Date	Status	Contract Value
Capitol GCS	April 7, 2025	April 6, 2027	Ongoing	\$6,332,734

Capitol GCS supports Metro's Countywide Planning & Development Department by providing comprehensive grant writing and related services to secure state and federal discretionary funding for major transportation investments. Our team develops and submits grant applications across a wide range of programs, advances major investment initiatives, and provides specialized support activities that position Metro to compete successfully for highly competitive funding opportunities.

Over the two-year period, the Capitol GCS led team will deliver up to 125 grant applications, five major investment support efforts, and 60 special support tasks, for a total of 190 grant-related assignments. Our team tailors each application to the specific program requirements, recognizing that funding opportunities demand different levels of effort. We will provide a full suite of deliverables ranging from rigorous, high, and moderate effort applications, and manage both new and revised submissions.

Every application will include preparation tasks such as kick-off meetings, drafting, coordination with Metro staff, iterative reviews, and final submissions. Capitol GCS will also support Metro's Capital Investment Grant (CIG) and other large-scale federal funding pursuits, ensuring that technical narratives, financial plans, and supporting documentation meet the highest federal standards. Special tasks will include application coordination, campaign support, and recognition activities celebrating funding awards.

Through these efforts, Capitol GCS will continue to increase Metro's competitiveness, secure critical state and federal dollars, and strengthen the agency's ability to deliver transformative, equitable, and sustainable mobility projects throughout Los Angeles County.

Key Personnel: Tom Talarico, Jared Carvalho, Sarah Syed, Emily Minko, Sophia Edwards

Reference: Patricia Chen, Sr. Director, State Legislative Analysis and Discretionary Grants
L.A. Metro, 1 Gateway Plaza, Los Angeles, CA 90012, chenp@metro.net, (213) 922-3041



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Eagle Valley Transportation Authority CORE) - On-call Transportation Consulting Services Master Agreement

Prime Contractor	Start Date	End Date	Status	Contract Value
Capitol GCS	August 01, 2023	TBD	Ongoing	\$207,500

Launched in July 2024 as Core Transit, the Eagle Valley Transportation Authority (EVTA) now serves nearly 1.9 million annual riders with a trip completion rate exceeding 99%. The agency was recognized as Colorado’s Large Community Transit Agency of the Year in 2024, marking a major milestone in its rapid development following voter approval in November 2022. With less than two years to build the agency from the ground up, the General Manager faced an accelerated timeline to establish operations and infrastructure.

To support EVTA’s launch, Capitol GCS was engaged to provide interim executive staffing and strategic consulting across multiple functions. This included a preliminary review of internal documents to inform the development of the Budget/Chart of Accounts, Organizational Chart, and Transit Development Plan, ensuring alignment with operational goals and regulatory expectations.

Capitol GCS also conducted a review of budget preparation work and the draft Chart of Accounts, responding to technical questions and offering follow-up recommendations to refine financial structuring and reporting practices.

In addition, Capitol GCS led the development of a comprehensive Request for Proposals (RFP) for a 10-year Transportation Development and Capital Plan. This effort included creating a project management framework, drafting a detailed Scope of Work, preparing supporting documentation to meet FTA, State, and EVTA procurement requirements, and assembling bidder instructions. The work ensured regulatory compliance while laying the foundation for long-term strategic planning and capital investment.

Key Personnel: Rohan Kuruppu, Daryll Simpson, Robert Miller

Reference: Tanya Allen, Executive Director, 3289 Cooley Mesa Rd, Gypsum, CO 81637, tanya.allen@evta.org, (970) 376-2088



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Mendocino Transit Authority, Transportation Consulting Services

Prime Contractor	Start Date	End Date	Status	Contract Value
Capitol GCS	October 9, 2023	N/A	Ongoing	\$31,466

Capitol GCS served as the prime consultant to the Mendocino Transit Authority (MTA), delivering targeted procurement and strategic planning support to enhance agency compliance and readiness. The firm conducted an on-site review of procurement procedures, developed customized procurement documentation and training materials, and updated the agency's procurement manual to align with federal, state, and local regulations. Capitol GCS also provided post-delivery training and implementation support.

Additionally, under the joint direction of MTA and the Humboldt Transit Authority (HTA), Capitol GCS designed and authored a public-facing advocacy document supporting the development of a branded, coordinated express bus service across the North State Super Region (NSSR). This strategic piece detailed proposed service plans, fare structure, capital and operating costs, funding sources, and alignment with state transit goals, serving as both a promotional tool and a resource for engaging policymakers and funding agencies.

Key Personnel: Rick Ramacier, Kevin Faulkner

Reference: Jacob King, 241 Plant Road, Ukiah, CA 95482, Jacob@mendocinotransit.org, (707) 234-6444

City of Turlock- FTA Grant Development Technical Assistance Services

Prime Contractor	Start Date	End Date	Status	Contract Value
Capitol GCS	March 30, 2023	June 30, 2023	Complete	\$9,000

Assisted in both short-term and long-term grant applications, provided training and technical assistance to staff for grant monitoring and reporting; reviewed current financial policies and practices, reviewed administrative procedure developed, provided a new set of financial operating procedures to meet federal requirements and to reflect local practices in Turlock. Capitol GCS also reviewed current DBE program goals to reflect upcoming programs, reviewed and assisted in identifying areas of improvement for the Title VI program to revise the next Program document.

Key Personnel: Rohan Kuruppu, Kevin Faulkner, Leslie Rogers



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Reference: Wayne York, Transit Manager, 1418 N. Golden State Blvd., Suite 1 Turlock, CA 95380, wyork@turlock.ca.us, phone: (209) 669- 2801

City of Turlock – Transit DBE Program Technical Assistance

Prime Contractor	Start Date	End Date	Status	Contract Value
Capitol GCS	October 1, 2024	June 30, 2025	Complete	\$17,000

Capitol GCS served as the prime consultant to the City of Turlock under the Transit DBE Program Technical Assistance contract. The firm provided professional services to review the City’s transit-related Disadvantaged Business Enterprise (DBE) Program, assess program goals, recommend improvements, and deliver technical training and implementation support to ensure federal compliance and enhance program effectiveness.

Key Personnel: Tom Roberts

Reference: Wayne York, Transit Manager, 1418 N. Golden State Blvd., Suite 1 Turlock, CA 95380, wyork@turlock.ca.us, phone: (209) 669- 2801

Victor Valley Transit Authority, Mock Triennial Review

Prime Contractor	Start Date	End Date	Status	Contract Value
Capitol GCS	September 28, 2024	June 30, 2025	Complete	\$57,600

Capitol GCS served as the prime consultant to Victor Valley Transit Authority (VVTa), providing FTA compliance support and training services in preparation for the agency’s upcoming Triennial Review. The firm conducted compliance assessments, reviewed federal funding requirements, and delivered targeted training for VVTa’s Grants and Operations departments. Capitol GCS guided the agency through evolving FTA regulations and best practices to ensure readiness for the review

Key Personnel: Rohan Kuruppu, Leslie Rogers, Robert Miller

Reference: Nancie Goff, CEO, 17150 Smoketree Street, Hesperia, CA 92345, ngoff@vvta.org, (760) 995 – 3495



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Subconsultant References

Native American Environmental Protection Coalition

Manzanita

Prime Contractor	Start Date	End Date	Status	Contract Value
NAEPC	2018	2020	Complete	\$50,000

This contract provided a Transportation Assessment of the Manzanita Tribal Community. Due to Covid and the reservation access restrictions this effort was delayed for the safety of the community. NAEPC hired tribal community members living on the reservation to collect prepared surveys and administer one-on-one interviews. One hundred and seventy-seven reservation residents participated in the on-site survey process. NAEPC prepared the report with recommendations suited to the Tribe based upon detailed responses of those living on the reservation. This report was used by the tribe to determine participation in the California Air Resources Board Clean Mobility Voucher Program.

Key Personnel: Jill Sherman-Warne, Helen Medina

Reference: Patricia Frank, Manzanita Contract Service Manager, t.frank@cox.net, 619-766-4930

Community Housing Development Corporation

Prime Contractor	Start Date	End Date	Status	Contract Value
NAEPC	January 2024	December 2026	Ongoing	\$300,000

This work is to provide outreach and engagement to Tribes and Tribal Communities about the California Air Resources Board Driving Clean Assistance Program which provides up to \$12,000 to income qualified individuals who are interested in purchasing a new or used electric or Hybrid vehicle. This includes providing information to 120 Tribal communities about the CARB Clean Transportation goals and statewide efforts to reduce emissions. NAEPC work includes traveling and attending tribal events across the state. NAEPC provides engagement in-person and virtually.



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Key Personnel: Jill Sherman-Warne, Helen Medina

Reference: Adrian Gomez, Senior Community Engagement Manager, 1535 A Fred Jackson Way, Richmond A 94801-1525, agomez@communityhdc.org, 510-221-2389

GRID Alternatives

Contractor	Start Date	End Date	Status	Contract Value
Prime	January 2018	December 2026	Ongoing	\$100,000 per year

NAEPC is in its fourth (4) 2-year contract with GRID Alternatives providing outreach and data collection from Tribes and Tribal Communities on the State of California's clean transportation efforts and the building of Access Clean California One-Stop Shop. NAEPC statewide Tribal engagement statewide allowed staff to visit over 95 of the California reservations. NAEPC's collected over 7,000 surveys, creating an extensive report to use in assisting tribes to engage with State incentive and grant programs.

Data for Social Good

Contractor	Start Date	End Date	Status	Contract Value
Prime	August 15, 2025	October 31, 2025	Nearing Completion	\$60,000

Provide statewide outreach to both federally and non-federally recognized Tribes for the upcoming CARB Planning and Capacity Building Grant to increase tribal comment on the drafted Request for Proposal, respond to tribal requests for technical assistance and produce at least 10 tribes who successfully apply to the grant program. NAEPC is providing contacts across the state to 120 Tribes as identified by the state with each tribe contacted by 2 phone calls, 2 emails and at least one-on-one or identifying a key grant writing contact.

Key Personnel: Jill Sherman-Warne, Helen Medina

Reference: Jose Bedolla, CEO, P.O. Box 8041 Berkeley CA 94707, joseluis@dataforsocialgood.org



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4. Approach

4a. Our Approach

Capitol GCS will deliver the Comprehensive Plan for Regional Transit and Land-Use Network Planning through a phased and structured approach that is highly collaborative, sensitive to the local context, and aligned with the Caltrans grant schedule.

The project objectives emphasize both technical rigor—through improved data, analysis, and planning capacity—and institutional growth—through new governance tools, agreements, and relationships that can sustain cooperation over time. Our approach combines technical analysis, structured facilitation, and governance-building tools to deliver both a Comprehensive Plan and a sustainable decision-making framework to directly address the Humboldt region’s challenges of unmet transit needs, limited coordination, and land use constraints. Key project phases include Initiation, Engagement and Visioning, Technical Analysis, Scenario Development, Drafting and Policy Integration, and Public Review & Adoption. Our management plan emphasizes clear governance, consistent monthly coordination, and deliverable timelines that balance technical rigor with outreach and consensus-building. The management plan supports the HCAOG to build strong government-to-government partnerships to coordinate land use and transportation planning to better serve current and future users with a more connected, efficient, multi-modal network.

Core Distinctions of our Approach

1. Governance and Decision-Making process

We recognize that Humboldt’s success will not be determined by a Comprehensive Plan product alone, but rather by the extent to which we establish durable, decision-making structures that help to build trust across jurisdictions and governments. In particular, we recognize the history of mistrust between tribal governments and local and county agencies. Building time for reciprocity means intentionally structuring the process so that tribal governments are not just “invited to comment,” but engaged as sovereign decision-makers whose perspectives are integrated before decisions are finalized. We acknowledge that trust must be earned and that tribal consultation cannot be rushed to fit the consultant’s or HCAOG’s timelines. Our governance process is intentionally designed to address these dynamics, so that this project can serve as a foundation for genuine and lasting cooperation.



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Governance Process Framework – Building Lasting Trust

Step	Description
Individual Consultations	Pre-meetings with tribes, cities, county, and operators to share the purpose and scope of the project, confirm expectations, build respect, and honor sovereignty. Determine key personnel from each to be involved in the process.
Draft Decision Framework	Define Steering Group scope, ground rules, and documentation requirements. Refined jointly by members.
Steering Group Deliberation	Facilitated discussions using equitable-voice methods (round robins, small groups). Neutral facilitation.
Decision Record	Meeting notes summarize issues, alternatives, decisions, and reservations. Shared transparently within one week.
Governance Tools Annex	Model bylaws, agreements, and decision matrices to support long-term intergovernmental cooperation.

Foundations of Government-to-Government Respect:

We will open the project by supporting HCAOG in holding meetings (on its own) individually with tribal governments and other steering group participants, as requested, to understand expectations and concerns, and by confirming that Steering Group practices meet local government, transit agency, and tribal consultation standards (e.g., respecting sovereignty, avoiding tokenism, and ensuring decision timelines are calibrated to each institution's decision-making cadence).



Clear Decision Protocols:

At the first Steering Group meeting (Month 2), we will present a draft decision framework that will outline:

- Scope of Steering Group authority (recommendations vs. formal approvals).
- Ground rules for deliberation (consensus-seeking, structured dissent).
- Documentation requirements (decision logs, rationale for decisions/outcomes).

This framework will be further refined with Steering Group members so the group feels ownership of the governance process and the meetings.

Meeting Documentation/Minutes:

Every Steering Group meeting will result in a decision record that clearly tracks the issues brought forward, the alternatives considered, the decisions made, and reservations expressed. These records will be distributed to all members within one week of the meeting, so as to avoid misunderstandings and encourage accountability.

Facilitation for Equity of Voice:

Facilitation methods used during Steering Group meetings will ensure that all voices are heard, including structured round-robins where each member has an opportunity to speak and facilitated breakouts that allow for smaller group discussions. This will allow for smaller city, rural, and tribal perspectives to be heard and integrated fully into decision-making, rather than dominated by larger jurisdictions or louder voices.

Neutral Facilitation:

Our Project Manager will act as a neutral facilitator during Steering Group meetings, with a particular focus on managing the meeting process rather than advocating for particular substantive outcomes. This separation of roles helps build trust that no single partner — including HCAOG — is steering outcomes behind the scenes.

Cultural Competence and Relationship-Building:

We will engage our Tribal Engagement Lead to advise on cultural protocols, meeting venues (including tribal venues as appropriate), and government-to-government communications that demonstrate respect for tribal sovereignty. Taken together, these steps help ensure that the process is seen as shifting away from “status quo consultation” and moving towards genuine collaboration. This collaboration will not only include Tribal Leadership when applicable but will include the tribal staff engaged in Transportation projects and programs.



Capacity-Building Outputs:

In addition to the Comprehensive Plan, we will produce a Governance Tools Annex that contains model bylaws, decision matrices, and templates for inter-agency agreements. These tools will ensure that the Steering Group (or a successor body) can continue to function as a means for intergovernmental cooperation beyond the life of the project.

By embedding practices of respectful engagement, transparent decision logs, equity of voice, and delivering collaborative governance tools, we believe that this project directly addresses historic mistrust and that tribal, city, county, and operator partners will see this project not only as a planning effort but as a first step to creating a foundation for lasting intergovernmental trust and collaboration.

II. Embedding Equity Throughout the Process

Our team approaches equity not as a separate subtask but as a lens through which every step of the project is designed and implemented. From kickoff to final adoption, the needs of underserved riders, people living with low incomes, communities of color, tribal members, and those with limited mobility will be at the forefront of each deliverable.

How Equity is Built In:

Task 2 – Steering Group Facilitation: Meetings will be structured to ensure equitable voice. We will employ facilitated round-robins and breakout groups to prevent larger jurisdictions from dominating and to amplify tribal, rural, and underserved voices.

Task 3.1 – Understanding the Community's Transit & Mobility Values and Priorities: Vision and Purpose. Public input on local transit needs will be gathered early through a bilingual survey and targeted outreach (beginning Months 2–4). This feedback will be synthesized and presented at Steering Group Meeting #2 before the Vision and Purpose Statement is finalized. This ensures that the Steering Group cannot define regional priorities without first hearing the voices of those most impacted by transit gaps.

Task 3.2 – Existing Conditions: Equity analysis tools (Title VI, CalEnviroScreen, zero-car households) will be applied alongside qualitative input from underserved riders to validate data.

Task 3.3 – Transit Market Analysis and Operations Assessment: Scenario development will explicitly include an “equity first” option that prioritizes service span, off-peak coverage, and connections to tribal and rural communities.



Task 3.4 – Comprehensive Plan: Equity considerations will be embedded in recommendations, performance metrics, and funding strategies, ensuring that adopted policies do not inadvertently widen service disparities.

Task 4 – Land Use Transportation Policy Connections: Equity-focused land use policies will be drafted (e.g., prioritizing affordable housing near transit) and tested with jurisdictions and tribes to maximize successful implementation.

Task 5 – Outreach, Engagement, and Input: All outreach activities (surveys, flyers, public meetings) will be bilingual, tribalized, ADA accessible, and designed with feedback from community partners to maximize reach among underserved populations. Example: In a similar outreach for the California Air Resources Board, our team designed this flyer for outreach to the Torres Martinez Desert Cahuilla Indians in Imperial and Riverside counties.





Motivating Underserved Participation:

We recognize that underserved residents face barriers to participation — including lack of time, financial constraints, transportation challenges, and historic mistrust of planning processes. To ensure their voices meaningfully shape the Comprehensive Plan, our approach includes concrete incentives, outreach channels, and trust-building strategies that meet people where they are.



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Options to Motivate Participation:

Small Stipends: Provide \$10 gift cards to local grocery stores, pharmacies, or transit passes for participants who complete surveys or attend focus groups. This recognizes community members' time as valuable and reduces financial barriers to participation.

Example: On a prior project, our team partnered with the Hoopa Shopping Center to purchase \$10 grocery cards to offset food costs for families living paycheck-to-paycheck, making participation feasible. This resulted in higher survey response rates from residents who are often excluded from planning processes.

Targeted Outreach in Community Spaces:

- Partner with local health clinics, food banks, and social service agencies to distribute bilingual flyers and survey links.
- Attend tribal and community events with project information booths.
- Place ads in local publications promoting the survey and educating residents about the project.

With targeted outreach in community spaces, the project can reach community members where they already gather, rather than expecting them to come to us.

Trusted Messengers:

Work with tribal liaisons, community-based organizations, and transit operators who already serve underserved communities to co-host survey distribution and workshops.

Provide mini-grants or stipends to these partners to support their role as trusted messengers.

Result:

Residents hear about the project from people and institutions they already trust, reducing skepticism.

Accessible Engagement Options:

Offer multiple modes for survey completion (online, paper forms at bus stops/grocery stores, and phone interviews).

Schedule workshops at evening/weekend times and provide childcare or food.



Result:

Removes practical barriers that often prevent participation by low-income families and service workers.

Why Addressing Barriers to Participation Matters for the Project:

Further Reach: Small stipends and grocery store promotions extend project awareness into everyday life of underserved residents, ensuring outreach is not limited to those already civically engaged.

Builds Equity Into Deliverables:

By incentivizing early participation, the project ensures that public input on local transit needs is integrated into Steering Group Meeting #2, directly shaping the Vision and Purpose Statement.

Supports Trust-Building:

Compensating time and meeting people in trusted spaces demonstrates respect, helping to overcome historic mistrust of planning efforts.

Outcome:

Equity is not a checkbox or an add-on; it is structurally embedded in the governance process, technical tasks, and public engagement timeline. Our approach ensures that underserved communities influence the vision and criteria for success, not only the final outputs.

III. Measuring and Reporting Progress:

Our approach to measuring and reporting progress goes beyond standard status updates. A key differentiator is the development of a comprehensive Project Management Plan (PMP) at the outset of the project (Task 1). The PMP will function as the central accountability tool to track deliverables, manage assumptions, and ensure efficient review cycles.

Key Elements of Our Progress Management Approach:***Project Management Plan (PMP)***

Delivered following the kickoff meeting, the PMP will include:

- Deliverable tracker with milestones, deadlines, and responsible parties.
- Data request log to ensure timely provision of needed information.
- Assumptions register documenting agreements reached.
- Parking lot for unresolved issues requiring Steering Group or HCAOG input.



Differentiator:

By formalizing these tools in one living document, we reduce risk of misunderstandings, prevent scope creep, and allow HCAOG to see progress transparently at any point.

Meeting Documentation:

Coordination meeting notes will be prepared for all kickoff and status meetings (monthly with HCAOG; Steering Group at milestones). Notes will summarize decisions made, action items, and issues requiring escalation.

Structured Deliverable Reviews:

In alignment with the PMP, all deliverables will undergo no more than two rounds of review. HCAOG staff will be allotted seven (7) days to compile and return consolidated stakeholder comments. Comments will be logged in a comment resolution form to document how each point was addressed, ensuring no feedback is overlooked.

Pre-Alignment on Draft Structures:

Before drafting major reports (e.g., Existing Conditions, Comprehensive Plan), we will vet a report outline with HCAOG staff. This avoids costly rework and ensures expectations are aligned before production begins.

Communication Protocols:

A structured communication plan (part of the PMP) will establish:

- Preferred modes (email, shared drives, online project portal).
- Response times for consultant and client team.
- Escalation process for unresolved issues.

By embedding these practices into Task 1, we provide HCAOG with a transparent, structured, and efficient process that ensures deliverables are produced on time, reviewed efficiently, and aligned with client expectations. The Project Management Plan is not simply an administrative tool but a mechanism to safeguard quality, build trust, and keep the project on track.



4b. Challenges and Our Approach to Solving Them

Balancing Reciprocity with Schedule:

We recognize the tension between moving at the “speed of trust” and adhering to a grant-driven schedule. Our approach is to:

- Front-load tribal engagement so trust-building happens early (Months 1–3), before Steering Group milestones. We will support the client with facilitation guides, primers on Tribal Transportation plans already in place, and recommended strategies for its meetings individually with tribal governments, and other agencies as needed, to understand expectations and concerns.
- Use rolling deliverables (draft outlines, annotated tables) that allow tribes to respond in increments, not only to polished documents.
- Reserve contingency hours for extended facilitation when tribal–local trust-building requires more time.

Limited Steering Group Meetings:

With only 5 Steering Group meetings, every session must be highly structured and outcomes focused. We will front-load preparation (briefing materials, draft recommendations) so that meetings are decision-ready and efficient. Milestone Alignment: Steering Group meetings are scheduled to coincide with key deliverables (Vision, Existing Conditions, Scenarios, Draft Plan, Final Plan). By structuring the project around five (5) Steering Group meetings and embedding monthly project coordination, we will deliver a Comprehensive Plan that is rigorous, feasible, and supported by the region’s partners.

Balancing Regional and Local Priorities:

A central challenge for the project is reconciling the need for regional strategies with the local responsibilities and priorities of participating jurisdictions, tribes, and transit operators. Capitol GCS will support HCAOG in balancing these interests through a structured, transparent, and inclusive facilitation process that ensures both regional goals and local voices are represented in every decision. Through structured facilitation, decision matrices, and transparent records, Capitol GCS will help HCAOG foster a governance environment where local concerns are integrated into regional strategies and cohesion. For example, suppose rural jurisdictions express concern that regional service investments are concentrated in Eureka/Arcata. Our team could:

- Prepare an equity analysis identifying mobility gaps by area.



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- Facilitate Steering Group discussions around minimum service guarantees for rural routes while also addressing the efficiency of urban corridors.
- Document both perspectives in the decision log, highlighting compromises between rural service and urban networks. This approach balances efficiency with coverage, demonstrating that both regional and local priorities have been weighed.
- Support HCAOG in deliberately aligning regional and local priorities to create a shared sense of ownership in the Comprehensive Plan.

Capacity Constraints:

Given operator and jurisdictional staff workloads, we will provide “ready-to-use” materials—staff reports, model policies, and formatted deliverables—to reduce demands on local partners.

Sustaining Engagement:

The efficacy of this initiative fundamentally depends on sustained momentum between the formal quarterly steering group meetings. When multiple governmental entities collaborate across jurisdictional boundaries, the intervals between structured engagements often become critical junctures where progress either accelerates or deteriorates. Our approach recognizes that momentum is not merely maintained but actively cultivated through strategic intervention at key junctures in the collaborative timeline. Our familiarity with the different governance structures among participating entities informs our employment of differentiated engagement modalities calibrated to each institution's decision-making cadence to maintain collaborative momentum between quarterly steering group meetings.

Momentum often stalls due to competing organizational priorities, staff turnover, and implementation ambiguity. Our momentum maintenance framework addresses these vulnerabilities through (1) integrated multi-agency calendaring to identify potential resource conflicts, (2) comprehensive onboarding protocols for new participants, (3) explicitly delineated action items with responsible parties and deliverable dates, and (4) contingency planning for key milestones to prevent cascading delays. We have developed options for HCAOG to strategically utilize intermediate delivery milestones during inter-quarterly periods to maintain momentum and distribute accountability throughout the cycle, preventing the common pattern of productivity concentration immediately surrounding quarterly meetings.



5. Work Plan and Schedule

Proposed Project Schedule and Staff Hours

Task	FY 2025-26										FY 2026-27									
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Task 1 - Project Management & Reporting																				
Task 1.1 Project Kick-off Meeting																				
Project Manager		5																		
Lead Planner		8																		
Tribal Engagement Lead		5																		
Senior Advisor		3																		
Support Staff		5																		
Task 1.2 Project Coordination																				
Project Manager		3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Lead Planner		4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Support Staff		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Task 1.3 Invoicing and Reporting																				
Lead Planner		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Support Staff		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Task 2 - Lead Facilitation of Advisory Groups																				
				KO	SV	INT	#2	SV	INT	#3				#4			#5			
Project Manager				8	5	5	8	5	5	8				8			8			
Lead Planner				10	5	5	10	5	5	10				10			10			
Tribal Engagement Lead				5	5	5	5	5	5	5				5			5			
Senior Advisor				3			3			3				3			3			
Support Staff				5	2	2	5	2	2	5				5			5			
Task 3 - Comprehensive Plan for Regional Transit and Multimodal Networks & Networking																				
Task 3.1 Understanding the Community's Transit & Mobility Values																				
Project Manager		5	5	5	4	8	5													
Lead Planner		10	10	10	10	10	10													
Senior Advisor				2		3														
Transit Analyst				4	5	4	4													
Support Staff			3	3	4	3	3													
Task 3.2 Existing Conditions Report on Community & Regional																				
Project Manager					5	5	5	5	5											
Lead Planner					35	35	35	35	35											
Senior Advisor					3			3	3											
Transit Analyst					5	5	5	5	5											
Support Staff					5	5	5	5	5											
Task 3.3 Transit Market Analysis & Regional Operations Assessment																				
Project Manager					5	8	8	8	8	5	5									
Lead Planner					25	35	35	35	35	20	20									
Senior Advisor					2	2	2	3		2										
Transit Analyst					5	5	10	10	5	10	5									
Support Staff					5	5	5	10	5	5	5									
Task 3.4 Develop Comprehensive Plan																				
Project Manager										5	5	5	5	5	5	5	5	5	5	5
Lead Planner										15	15	15	15	15	15	15	15	15	15	15
Senior Advisor										5		5		5		5		5		5
Transit Analyst										5	5	5	5	5	5	5	5	5	5	5
Support Staff										10	10	10	10	10	10	10	10	10	10	10
Task 4 - Land Use - Transportation Policy Connections																				
Project Manager										5	5	5	5	5	5	5	5			
Lead Planner										15	15	15	15	15	15	15	15			
Senior Advisor										3			3			3	3			
Transit Analyst										5	5	5	5	5	5	5	5			
Support Staff										10	10	10	10	10	10	10	10			
Task 5 - Stakeholder Outreach, Engagement, & Input																				
Project Manager			3	3	3	3							6			6				
Lead Planner			5	5	10	10							20			20				
Tribal Engagement Lead			8	8	16	16							20			20				
Transit Analyst			5	5	5	5							10			10				
Support Staff			10	10	10	10							10			10				



The schedule outlined above is proposed by Capitol GCS and reflects a timeline from November 2025 through May 2027. It includes five Tasks with defined deliverables, and it will span two fiscal years. Activities are intentionally overlapped to allow for coordination across activities, effective stakeholder engagement, and timely completion of the Comprehensive Plan.

Task 1 – Project Management & Reporting

Project management activities will occur throughout the duration of the project.

An internal Project kick-off meeting is scheduled for November 2025 to officially launch the project, set expectations, define roles and responsibilities, and review the work plan.

Monthly project coordination will be held from November 2025 through May 2027 to ensure the project is on track and to ensure timely responsiveness to emerging needs. The Capitol GCS project team is proposing monthly project check-in meetings. Additional project meetings will be scheduled as needed.

Invoicing and reporting will take place on a monthly basis throughout the project.

Task 2 – Lead Facilitation of Advisory Groups

A Project Steering Working Group will be actively engaged throughout the project to guide the development of the plan. The first Steering Group meeting, the Kick-off meeting, is scheduled to take place in January 2026. Steering Group meetings will take place every three months throughout the duration of the plan. Steering Group meetings are scheduled to coincide with key milestones of the plan to allow for input on and review of key documents. The proposed schedule of Steering Group meetings is as follows:

- Kick-Off in January 2026
- Meeting #2 in April 2026
- Meeting #3 in July 2026
- Meeting #4 in October 2026
- Meeting #5 in January 2027

In addition to Advisory Group meetings, Task 2 includes Site Visits and Stakeholder Interviews. An initial Site Visit is planned for February 2026 with Stakeholder Interviews to follow in March 2026. Additional Site Visits and Stakeholder Interviews are anticipated to take place in May and June 2026, respectively.



Additionally, HCAOG may convene a second policy advisory group for which consultant support is required, necessitating the contracting of additional consultant services through the exercise of a contract option or change order. The Cost Proposal includes a table outlining consultant costs per additional meeting, organized by meeting type.

Task 3 – Comprehensive Plan for Regional Transit

This Task will complete the key planning documents and technical analyses.

Activities from December 2025 through May 2026 will focus on gathering community and stakeholder input to inform the development of the Understanding the Community’s Transit and Mobility Values and Priorities document.

Concurrently, development of the Existing Conditions Report will take place from March 2025 through July 2026 to document existing characteristics of the community and the region.

Technical analysis to complete the Transit Market Analysis and Regional Operations Assessment will take place in April and October 2026, respectively, and will include identification of opportunities and service gaps. Capitol GCS will

The comprehensive plan will be developed from September 2026 through April 2027 and will pull together findings, recommendations, and implementation strategies.

Task 4 – Land Use and Transportation Policy Connections

Activities will focus on connecting land use planning efforts with transit and mobility strategies and it will be undertaken during January–April 2027. This will allow for Task 4 to be completed once the bulk of the technical analysis is complete.

Task 5 – Stakeholder Outreach, Engagement, and Input

HCAOG has been identified as the public outreach lead and the Capitol GCS team will support outreach activities throughout the project. Three distinct Outreach phases are recommended to ensure stakeholders and the community understand how and when to participate. These phases are timed to support completion of the technical work.

Phase 1: Local Transit Service Needs

Following the project kick off, public engagement activities will begin to capture input on local transit service needs from local stakeholders and members of the public. This input will be used to inform Task 3.3: Transit Market Analysis and Regional Operations



Assessment. Phase 1 will be completed by March 2026 to support the Project Steering Group's work at its second meeting in April 2026.

Phase 2: Building Land Use Policy Consensus

Phase 2 will occur in Fall/Winter 2026 and is focused on supporting agencies and partners in socializing draft policy recommendations with the public. This includes supporting creating dialogue and opportunities for exchange of ideas, actively listening to input, and reflecting the input into the recommendations to make them more responsive and effective, demonstrating that their involvement made a difference.

Phase 3: Public Draft Comprehensive Plan

Following the response to comments on the administrative draft of the Comprehensive Plan, a public draft Comprehensive Plan shall be prepared for public comment and review. Phase 3 will take place in Winter 2027 and includes supporting HCAOG during the public comment and review period and preparing a record of comments for the final Comprehensive Plan.



6. Cost Proposal

Activity	Project Manager hours	Project Manager cost	Lead Planner hours	Lead Planner cost	Engagement Lead hours	Engagement Lead cost	Senior Advisor hours	Senior Advisor cost	Transit Analyst hours	Transit Analyst cost	Support Staff hours	Support Staff cost	Total Labor	Other Costs (travel)	Total Activity Cost
Task 1 -Project Management & Reporting															
Task 1.1 Project Kick-off Meeting	5	\$1,039.50	8	\$1,288.24	5	\$748.00	3	\$866.25			5	\$ 355.39	\$4,297.38		\$4,297.38
Task 1.2 Project Coordination	54	\$11,226.60	72	\$11,594.17				\$0.00			36	\$ 2,558.83	\$25,379.60		\$25,379.60
Task 1.3 Invoicing and Reporting			18	\$2,898.54				\$0.00			36	\$ 2,558.83	\$5,457.38		\$5,457.38
Task 2 - Lead Facilitation of Advisory Groups	Task 1 Total:														\$35,134.36
Project Steering Group Kick Off Meeting	8	\$1,663.20	10	\$1,610.30	5	\$748.00	3	\$866.25			5	\$ 355.39	\$5,243.14	\$1,975	\$7,218.14
Project Steering Group Meeting #2	8	\$1,663.20	10	\$1,610.30	5	\$748.00	3	\$866.25			5	\$ 355.39	\$5,243.14		\$5,243.14
Project Steering Group Meeting #3	8	\$1,663.20	10	\$1,610.30	5	\$748.00	3	\$866.25			5	\$ 355.39	\$5,243.14		\$5,243.14
Project Steering Group Meeting #4	8	\$1,663.20	10	\$1,610.30	5	\$748.00	3	\$866.25			5	\$ 355.39	\$5,243.14		\$5,243.14
Project Steering Group Meeting #5	8	\$1,663.20	10	\$1,610.30	5	\$748.00	3	\$866.25			5	\$ 355.39	\$5,243.14		\$5,243.14
Site Visits	10	\$2,079.00	10	\$1,610.30	10	\$1,496.00		\$0.00			4	\$ 284.31	\$5,469.62	\$1,975	\$7,444.62
Stakeholder Interviews	10	\$2,079.00	10	\$1,610.30	10	\$1,496.00		\$0.00			4	\$ 284.31	\$5,469.62		\$5,469.62
Task 3 - Comprehensive Plan for Regional Transit and	Task 2 Total:														\$41,104.95
Task 3.1 Understanding the Community's Transit & Mobility	32	\$6,652.80	60	\$9,661.81		\$0.00	5	\$1,443.75	17	\$1,982.35	16	\$ 1,137.26	\$20,877.96		\$20,877.96
Task 3.2 Existing Conditions Report on Community &	25	\$5,197.50	175	\$28,180.27		\$0.00	9	\$2,598.75	25	\$2,915.22	25	\$ 1,776.97	\$40,668.71		\$40,668.71
Task 3.3 Transit Market Analysis & Regional Operations	47	\$9,771.30	205	\$33,011.17		\$0.00	11	\$3,176.25	50	\$5,830.44	40	\$ 2,843.15	\$54,632.31		\$54,632.31
Task 3.4 Develop Comprehensive Plan	40	\$8,316.00	120	\$19,323.61		\$0.00	20	\$5,775.00	40	\$4,664.35	80	\$ 5,686.30	\$43,765.26	\$1,975	\$45,740.26
Task 4 - Land Use - Transportation Policy Connections	Task 3 Total:														\$161,919.24
Task 4.1 Policy & Procedure Consensus Building	15	\$3,118.50	45	\$7,246.35			3	\$866.25	15	\$1,749.13	30	\$ 2,132.36	\$15,112.60		\$15,112.60
Task 4.2 Best Practices for Transit Policy	15	\$3,118.50	45	\$7,246.35			3	\$866.25	15	\$1,749.13	30	\$ 2,132.36	\$15,112.60		\$15,112.60
Task 4.3 Governance Tools Annex	10	\$2,079.00	30	\$4,830.90			6	\$1,732.50	10	\$1,166.09	20	\$ 1,421.57	\$11,230.07		\$11,230.07
Task 5 - Stakeholder Outreach, Engagement, & Input	Task 4 Total:														\$41,455.26
Phase 1 Local Transit Service Needs	12	\$2,494.80	30	\$4,830.90	48	\$7,180.80			20	\$2,332.18	40	\$ 2,843.15	\$19,681.83		\$19,681.83
Phase 2 Building Land Use Policy Consensus	6	\$1,247.40	20	\$3,220.60	20	\$2,992.00			10	\$1,166.09	10	\$ 710.79	\$9,336.88		\$9,336.88
Phase 3 Draft Comprehensive Plan	6	\$1,247.40	20	\$3,220.60	20	\$2,992.00			10	\$1,166.09	10	\$ 710.79	\$9,336.88		\$9,336.88
														Task 5 Total:	\$38,355.58
														Total	\$317,969.39

Professional Staff Rates

Name	Position	Direct Labor Rate	Fully Burdened Rate
Sarah Syed	Project Manager	\$90.00	\$207.90
Jared Carvalho	Lead Planner	\$69.71	\$161.03
Rick Ramacier	Senior Advisor	\$125.00	\$288.75
Emily Minko	Transit Analyst	\$50.48	\$116.61
Jill Sherman-Warne	Engagement Lead	\$136.00	\$149.60
Sophia Edwards	Support Staff	\$30.77	\$71.08

Cost of Additional Optional Meetings

Meeting Type	Labor Cost	Travel Cost	Total Cost per Meeting
Coordination Meeting (virtual)	\$1,409.98	N/A	\$1,409.98
Working Group Meeting (virtual)	\$5,243.14	N/A	\$5,243.14
Working Group Meeting (in-person)	\$5,243.14	\$1,975	\$7,218.14

7. Required Attachments

SUBCONSULTANT LIST – RFP EXHIBIT C

The proposal shall include a complete list of all proposed subconsultants. All subconsultants listed must be provided a meaningful element of work within the defined scope of work. Changes to this Subconsultant List will not be allowed without prior written approval from RTPA.

Proposed Subconsultants		
Subconsultant Firm Name and Address	Scope of Work	Dollar Amount of Work
Name Jill Sherman Address Native American Environmental Protection Coalition (NAEPC) 41185 Golden Gate Circle Suite 209, Murrieta CA 92562	Ms. Jill Sherman-Warne, to act as Tribal Engagement Lead. Jill will guide government-to-government coordination and ensure effective, respectful engagement with tribal partners.	\$ 20,644.80
Name Address		\$
Name Address		\$
Name Address		\$
Name Address		\$
Name Address		\$

Capitol Government Contract Specialists

Name of Lead Firm

Kerry Velasquez, CEO

Printed Name and Title of Signatory

Kerry Velasquez Digitally signed by Kerry Velasquez
Date: 2025.09.19 11:04:09 -07'00'

Signature

Date



Capitol GCS

Comprehensive Plan for Regional Transit
and Land-Use Network Planning



SARAH SYED

Senior Transit Consultant

CAREER SUMMARY:

With more than 15 years of public and private sector experience delivering local and regional scale transportation projects, Sarah Syed collaborates with other professionals to advance research, projects, and programs. Across her career at multiple agencies, she has years of experience in grant writing and her specialties include transit project management including complex planning studies and large multi-year planning, design and engineering contracts, inclusive community engagement, active transportation, and parking policy.

ALAMEDA-CONTRA COSTA TRANSIT DISTRICT

Director

December 2022 - Present

- Set policy and oversee District administration, supervising the General Manager, General Counsel, and District Secretary, while regulating transit facilities and services, creating necessary positions, and bargaining with labor organizations.

OAKLAND UNIFIED SCHOOL DISTRICT

Guest Teacher

October 2023 - Present

- Instructed students according to lesson plans, maintained progression, managed behavioral issues, and adapted to meet classroom and institutional needs

UNIVERSITY OF CALIFORNIA, BERKLEY

Transportation Manager

July 2021 – July 2023

- Led the Community Power and Policy Partnerships Program, building capacity and relationships to support eight California communities in implementing equitable transportation planning, developing strategies for equity initiatives, and evaluating transportation equity programs.

LOS ANGELES METRO

Senior Manager

November 2017- June 2021

- Project Manager for a \$180M Bus Rapid Transit Project, completing a \$1M Alternatives Analysis Study and securing Board approval to advance the project, while integrating community feedback and planning analysis to create a more effective project alternative.

CITY OF PALO ALTO

Senior Planner, Transportation Engineering

April 2015 - November 2017

- Managed consultant teams and over a dozen bikeway projects, refining concepts through community involvement, securing Council approval, overseeing active transportation improvements in high-stress locations, and managing community advisory committees to enhance community relations.

SANTA CLARA VTA

Program Manager

October 2011 – April 2015

- Led the \$100M Light Rail Efficiency Program for Santa Clara Valley Transportation Authority, overseeing transit planning, capacity analysis, and operations planning with the City of Santa Clara and San Francisco 49ers, and managing a \$9.9M consultant contract for planning and design services.
- Supervised two staff members as Design Manager and Responsible Engineer for the \$63M Mountain View Double Track Project, ensuring project success through efficient planning and coordination

BAY AREA RAPID TRANSIT DISTRICT

Planner

July 2006 – October 2011

- Led a \$2M project to triple bicycle parking at an award-winning Bike Station, conducted research and planning to support new parking fees generating over \$10M annually, and served as Deputy Project Manager for the BART Core Systems Impact Study.

UNIVERSITY OF CALIFORNIA, BERKLEY

Graduate Student Researcher

August 2005 – May 2007

- Researched travel behavior impacts of parking fees at rail stations under Professor Elizabeth Deakin, designed and oversaw surveys and focus groups, supervised staff, selected a technology vendor, completed statistical analysis, co-authored an article, and served as a teaching assistant for the "Urban Transportation Planning" course with Professor Martin Wachs.

EDUCATION

University of California, Berkley

- Master of City and Regional Planning

University of California, Berkley

- Master of Science, Civil Engineering
- Syed, Sarah. "Parking user fees impact on travel behavior of park-and-riders of the San Francisco Bay Area Rapid Transit District," Master's Thesis, May 2008'

University of California, Berkley

- Bachelor of Arts, Geography



JARED CARVALHO

Senior Transit Consultant

CAREER SUMMARY:

Jared Carvalho is an experienced Senior Transportation Planner and GIS Coordinator with 7 years of experience managing a variety of transportation projects, programs, and workplans. In his career, he has remained current and knowledgeable on the necessary State and Federal policies in order to adeptly prepare reports and recommend the best actions needed going forward on projects. Using his skillset on policy and program management, he has successfully performed funding and grant development and administration for the Santa Barbara County Association of Governments (SBCAG) from 2018-2024. Jared joined the Capitol GCS team in early 2025.

PROFESSIONAL EXPERIENCE:

Capitol Government Contract Specialists

Irvine, California

Planning & Grant Writing Manager

February 2025 - Present

- Serves as point-of-contact project manager for planning and grant writing initiatives.
- Delivers planning and grant writing services for public agencies, advancing project goals.
- Utilizes Geographic Information Systems (GIS) capabilities to provide spatial data analysis and mapping to support planning and grant writing projects.
- Supports overall program management through implementation of Quality Assurance and Quality Control (QA/QC) measures.

Santa Barbara County Association of Governments (SBCAG)

Santa Barbara, California

Senior Transportation Planner & GIS Coordinator

July 2018 – October 2024

- Successful management and co-management of approximately 20 transportation projects, studies, programs and initiatives on-time, in adherence to budget, and in accordance with State and Federal requirements.
- Demonstrated experience in all phases of the project management, including; developing work plans consisting of mission, objectives, scope of work, budget, schedules, baseline requirements, implementation strategies; presentations to policy boards, project advisory committees, interest groups, and the public.
- Researched, tracked, and monitored State and Federal policy, legislative, and funding changes; preparing technical reports, data visualizations, and recommending actions, as applicable.
- Performed funding/grant development and administration, including conducting grant research, writing proposals, administering awarded grant funds, contract negotiation, hiring and managing of contractors.
- Successfully developed and managed relationships with a variety of audiences including; government staff, elected officials, non-governmental/ community-based organizations, advisory committees, general public.
- Served as *GIS Coordinator*, successfully managing the agency's 3-year *GIS Implementation Plan (2019-2022)*, and continuously advancing the organization's GIS capabilities, including development and maintenance of a public-facing GIS data dashboard, and providing GIS trainings for colleagues.

Association of Monterey Bay Area Governments (AMBAG)

Monterey, California

GIS and Planning – Intern

January 2018 – May 2018

EDUCATION

Middlebury Institute of International Studies, Monterey (MIIS) Monterey, California

- M.A. International Environmental Policy - Concentration in Business, Sustainability & Development
- Certificate in Project Design, Partnering, Management, & Innovation

Cardiff Metropolitan University (Formerly UWIC) Cardiff, Wales, UK

- Bachelor of Science - Sport Development

Saint Mary's College of California Moraga, California

- General Education



RICK RAMACIER

Senior Transit Consultant

CAREER SUMMARY:

- 32 years of expertise in public transit leadership, advisement, advocacy, employee relations, project planning, zero-emission technology, procurement, and ADA accessibility.
- 24 years as GM/CEO of a successful mid-sized agency with a \$40 million budget, overseeing 121 buses, 55 paratransit vehicles, and five million annual trips.
- Developed a diverse management team, personally mentoring and grooming the new GM/CEO for the agency.
- Created the Bay Area Clipper Executive Board to manage the regional transit fare payment system.
- Maintained County Connection's financial stability, with nearly a year's worth of operating revenue in reserve despite the pandemic.
- Successfully negotiated fair and sustainable labor agreements with employees and unions.
- Oversaw four major system overhauls, each increasing ridership and/or productivity by at least 10%.
- Created the "One-Seat" paratransit ride program for ADA riders, improving accessibility across multiple transit systems.
- Worked with state and federal officials on funding and legislation, earning recognition as California's Transit Manager of the Year in 2008.

PROFESSIONAL EXPERIENCE:

CAPITOL GOVERNMENT CONTRACT SPECIALISTS

Senior Transit Consultant

April 2023 - Present

- Executive level consulting in governmental relations, policy development, program management, and project monitoring, including legislation, budget, and administrative oversight.

INDEPENDENT CONTRACTOR – SELF EMPLOYED

Present

- Technical Advisor to the Bay Area General Managers on the MTC Regional Network Management implantation project – under contract to BART.

CENTRAL CONTRA COSTA TRANSIT AUTHORITY (COUNTY CONNECTION)

General Manager

January 1998 – December 2021

Director of Service Planning, Paratransit & Legislation

May 1995 – December 1997

Manager of Accessible Services & Legislation

December 1994 – April 1995

Manager of Accessible Services

August 1992 – November 1994

Transit Planner/Analyst

September 1989 – July 1992

EDUCATION:

Syracuse University – Maxwell School of Citizenship & Public Affairs

- Masters of Public Administration

University of Wisconsin, River Falls (1985)

- B.S. in Political Science & Urban Studies

KEY HIGHLIGHTS:

- Chair of the MTC Clipper Executive Board February 2020 thru December 2021
- Chair of the MTC Bay Area Partnership Board 2015-2021 & 2008-2010
- Chair of the CalACT Legislative Committee 2001-Present
- Chair of the California Transit Association (CTA) State Legislative Committee Dec 2018- Dec 2021
- Chair of the CTA Transportation Development Act (TDA) Reform Task Force Jan 2019 – Dec 2021
- Chair of the American Public Transportation Association (APTA) Access Committee 2010-2013
- Chair of the Contra Costa County Welfare-to-Work Transportation Committee 1997-98
- Presented Paper, "Overcoming Transportation Barriers with Aging Programs" to the 1996 White House Conference on Aging

Jill Sherman-Warne

619-957-7467 | jillfishes@gmail.com | Hoopa, CA and San Diego, CA

Summary

Executive Level Senior Tribal Government Management Experience · Experience in Tribal Environmental Regulation, Environmental Health Promotion, US Mexico- Border Issues for Tribes, Climate Change, Capacity Building · Experience in Tribal Emergency Management (Fire & Flood) and FEMA Recovery · Extensive Budget Development and Management experience in managing over \$100 Million · Extensive Legislative and Grassroots Advocacy for Indian Country · Engaged in Tribal Food Sovereignty Efforts

Work Related Experience

EFC West

Senior Consultant (Remote) | 01/2021 - Present

- Provided expert tribal perspective on climate change mitigation strategies, environmental health issues, solid waste management, environmental management, emergency planning and drought response.
- Initiated and established connections with tribes as the first line of contact and connection based upon tribal experience and knowledge.
- Identified and addressed gaps in proposed activities and plans through a tribal lens of experience and understanding.
- Implemented successful methodologies used by other tribes that may address tribal needs elsewhere.
- Collaborated directly with tribal leadership to develop partnerships and collaborations.

Native American Environmental Protection Coalition (NAEPC)

Executive Director (Hybrid) | 09/2009 - Present

- Lead day-to-day operations, managed staff, and coordinated all grants administered by NAEPC making sure compliance with regulations and objectives of each workplan.
- Prepared grant applications and reported grant status updates to the NAEPC Board of Directors and maintained a strong working relationship with Board members, Tribal Chairpersons, Councils, and environmental and administrative personnel.
- Coordinated the Tribal Environmental Health Collaborative.
- Coordinated Tribal involvement in the US EPA US-Mexico Border program with CA, AZ, and TX tribes on solid waste issues and composting, solid waste management, and recycling.
- Coordinated Climate Change strategy planning for southern CA Tribes.
- Assisted the CA Air Resource Board with outreach and education on Clean Transportation
- Prepare information for law and policy on Tribal Food Sovereignty

Grant-Writer (Remote)

Consultant/Contractual | 08/1992 - Present

- Analyzed specific grant programs for Tribal fit that aligned with Tribal goals and grant objectives for achievable outcomes.
- Formulated Tribal narratives needs, long and short-term outputs with outcomes in accordance with grant criteria.
- Identified staff functions and responsibilities to oversee and manage grants.
- Secured successful grant applications (over \$50 million) from agencies such as: DOE RSA Vocational Rehabilitation (\$2.5 million), CalTrans (\$5 million) EPA Exchange Network (\$500,000)
- Submitted grant proposals timely and accurately to federal, state and other philanthropic organizations

Viejas Tribal Council

Deputy Government Manager (Onsite) | 05/2007 – 07/2009

- Oversight of day-to-day Tribal operations, including Public Works, Treasury, Community Services (Education, Recreation and Wellness), Cultural Monitors, and Fire.
- Led a team of 32 staff, developing policies, programs and initiatives to address the needs of the Tribal community's needs.
- Collaborated with governmental agencies (Federal, State and County) to advance Tribal goals.
- Researched, wrote agenda reports, developed training programs, established an environmental program.
- Served as the Public Works Director overseeing and managing systems of Water, Sewer, Solid Waste, Landscape and Maintenance program, and prepared annual Tribal operations budget of \$100 million.

Pechanga Tribal Council

Environmental Director/ Initiative Coordinator (Hybrid) | 11/1998 - 06/2007

- Developed and administered environmental protection programs for regulatory compliance and community outreach, reporting directly to the Pechanga Tribal Council.
- Established the organizational structure for long-term environmental protection office and developed a Tribal environmental plan.
- Drafted emergency response plans for hazards and solid waste and created effective public education and outreach programs.
- Developed and Implemented Solid Waste Transfer Station, and a strategy for waste reduction and recycling at Tribal Economic Production facilities.
- Coordinated with local and federal agencies including: USFWS, USFS, BIA, US Army Corps, US EPA, Riverside County and the City of Temecula

Certifications and Trainings

- **FEMA EMI Emergency Management for Tribes (L0580) Certificate**
- **FEMA EMI Environmental Health in Emergency Response (AWR922) Certificate**
- **40 Hour Hazardous Waste Management Certificate**
- **Class A EPA Underground Storage Tank Certificate**
- **Brown & Tully Campaign Management Certificate**

Education

Post graduate credits

- **Sinte Gleska University, 6 credits**
- **San Diego State University, 18 credits.**

Humboldt State University

Bachelor of Arts in Social Science Teacher Prep

Skills

Public Speaking, Grant-writing and management, Budget & Finance, Tribal Engagement

Related Experience

CalEPA Tribal Advisory Committee Member 2023 to present

USEPA Clean Air Advisory Committee Member 2023 to present

California Air Resources Board Environmental Justice Committee Member 2022 to present

UC San Diego Chancellor's Advisory Board Member 2021 to present

San Diego American Indian Health Board Member 2011 to present

CFFN Regional Food and Farming Work Groups (2022 to present

Elected Tribal Council Member: 1995-1997 and 2022-2024

California Native American Heritage Commissioner 2001 to 2015



EMILY A. MINKO

Operations Manager/ Senior Contract Administrator

CAREER SUMMARY:

Emily Minko is an Operations Manager with over 10 years of experience overseeing business office functions and delivering executive-level support to principals and clients. A key organizational leader, adept at managing daily operations, optimizing workflows, and implementing strategies that enhance productivity and efficiency. Brings cross-functional expertise in Payroll, Accounts Receivable, Accounting, Marketing, Staffing, and Document Control, with a proven ability to align resources, lead teams, and solve complex problems to achieve operational and contractual goals.

PROFESSIONAL EXPERIENCE:

CAPITOL GOVERNMENT CONTRACT SPECIALISTS

Operations Manager/ Senior Contract Administrator

2021 - Present

Responsible for overseeing company operations with active involvement in Marketing, HR, Payroll, and administrative functions. Manages day-to-day business workflows, supervises cross-functional teams, and ensures alignment of departmental activities with organizational goals. Provides strategic and administrative support across multiple contracts and subcontracts, including compliance tracking, reporting, and client coordination. Leads process improvement initiatives, develops and enforces internal procedures, and supports budgeting and resource planning. Oversees staff onboarding, performance tracking, and interdepartmental communication to maintain operational continuity and drive efficiency across office functions. Responsibilities include:

- **Proposal Development & Procurement Research:** Assists with the preparation of competitive proposals by researching upcoming procurement opportunities, analyzing solicitation requirements, and aligning responses with agency expectations and compliance standards.
- **Professional Correspondence & Document Editing:** Drafts, edits, and refines formal communications, including executive letters, client correspondence, and internal memos with precision and attention to tone, clarity, and audience.
- **Document Control & Records Management:** Maintains organized filing systems for contracts, certifications, and operational documents both internally and with clients. Ensures version control, document integrity, and timely retrieval of records for audits, reporting, and compliance. Coordinates document workflows across departments and supports standardized formatting and archiving practices.
- **SharePoint & Dropbox Administration:** Configures, maintains, and provides user support for cloud-based document management systems, optimizing team collaboration and secure access to operational files. Maintains data integrity across systems and supports audit readiness by documenting data sources, methodologies, and validation processes.
- **Trend Analysis & Performance Metrics:** Analyzes operational, financial, and transit-related data to identify patterns, assess performance, and support strategic decision-making. Develops visual reports to communicate insights to clients.
- **DBE Certification Management:** Oversees the renewal and compliance of Disadvantaged Business Enterprise (DBE) certifications across multiple states, ensuring timely submissions and adherence to evolving regulatory requirements.
- **Employee Lifecycle Coordination:** Conducts background checks and manages onboarding/offboarding processes, ensuring a seamless transition for new hires and departing staff while maintaining compliance with internal policies and legal standards.
- **Bi-Weekly Payroll Administration (ADP):** Manages end-to-end payroll processing using ADP, including data validation, reporting, and coordination with HR and finance to ensure accuracy and timeliness.
- **Contract Invoicing & Financial Coordination:** Generates monthly invoices for active contracts and collaborate with the company accountant to provide inputs for government-mandated accounting systems, supporting fiscal transparency and audit readiness.
- **CRM Data Management (InfoFlo):** Maintains and updates customer relationship data within InfoFlo, ensuring accurate tracking of client interactions, contract milestones, and operational metrics.
- **Internship Program Oversight:** Provides hands-on training, supervision, and task delegation for a team of office interns, fostering skill development and supporting a range of administrative and operational functions.

EDUCATION:

California State University of Long Beach

- Bachelor of Arts in English: Rhetoric and Composition



SOPHIA EDWARDS

Operations Administrator

CAREER SUMMARY:

Ms. Edwards is an operations and marketing professional with experience in business analysis, administrative management, and digital marketing across corporate, nonprofit, and academic settings. Her expertise in proposal development, CRM management, data analysis, and creative design enables her to streamline operations and deliver impactful marketing and organizational outcomes.

PROFESSIONAL EXPERIENCE:

CAPITOL GOVERNMENT CONTRACT SPECIALISTS

Operations Administrator

January 2025 - Present

- Proficient in creating and automating spreadsheets, analyzing complex datasets, and delivering actionable insights using tools such as ChatGPT Premium, Co-pilot, and Gemini.
- Manage digital marketing initiatives, including website updates, conference materials, and client engagement tracking.
- Provide administrative support through document control, payroll processing, report generation, and invoice management to ensure accuracy and efficiency.
- Lead proposal development efforts by preparing documents, organizing files, drafting technical content, attending pre-proposal conferences, and creating proposal graphics.
- Serve as graphic design leader for internal marketing projects and provide design consulting for external clients.

Business Analyst Intern

January 2024 – January 2025

- Manage customer relationship (CRM) system, Info Flo.
- Manage certification status with metropolitan transit agencies around the nation.
- Analyze Request for Proposals (RFPs), Request for Quotations (RFQs).
- Office administration (e.g. document scanning/filing), accounts receivable.
- Manage digital marketing initiatives.

UC Irvine Panhellenic

Recruitment Counselor

March 2024 – October 2024

- Maintained schedules of over 80 potential new members (PNMs), ensuring organization during schedule changes.
- Regularly communicated with Chapter Houses to ensure all recruitment processes ran smoothly.
- Guided PNMs throughout the recruitment process with regular 1vs1 meetings, ensuring a positive experience.

University of California, Irvine

Undergraduate Mentor

2023 - 2024

- Provided personalized academic guidance to mentees, offering insights and strategies to enhance their overall educational experience.
- Guided students in setting and achieving personal development goals and held monthly meetings to ensure they are on the right track.

HomeTeam Inspection Service of San Diego

Digital Marketing Specialist

2021 - 2024

- Contributed to the planning, development, and execution of digital marketing campaigns to meet strategic objectives.
- Maintained and enhanced social media presence across Facebook, Instagram, LinkedIn, creating engaging content to foster brand awareness and customer engagement.
- Utilized analytical tools to measure, analyze, and report on the performance of digital marketing campaigns, providing insights for continuous improvement.

Education

San Diego State University, Fowler College of Business (2027)

Master of Business Administration, Management

University of California, Irvine, School of Social Sciences

Bachelor of Arts in Sociology, Cum Laude

Languages

English, Spanish