

**Fehr & Peers**

Humboldt County Association of Governments (HCAOG)

# Comprehensive Plan for Regional Transit and Land- Use Network Planning

September 23, 2025



**Fehr & Peers**

# **Comprehensive Plan for Regional Transit and Land-Use Network Planning**

Prepared for  
**HCAOG**

Submitted on  
**September 23, 2025**

In coordination with  
**LSC | PlaceWorks**

September 23, 2025

Oona Smith  
Senior Regional Planner  
Humboldt County Association of Governments (HCAOG)  
611 "I" Street, Suite B  
Eureka, CA 95501

**Subject:     Proposal for Comprehensive Plan for Regional Transit  
                  and Land-Use Network Planning**

Dear Oona Smith and members of the selection committee:

The opportunity to re-envision transit delivery over an entire county is rare, and it is even more rare to integrate land use and alternative funding considerations into this work. Rarer still is allocation of funds (through PAACT) to partner organizations to enable their robust participation. We applaud HCAOG and HTA for conceiving of this project and expect this effort will benefit from three considerations: (1) rural transit planning is equal parts science and art (data analysis in a rural context can be difficult); (2) it is likely that the study process needs to be flexible to respond to the evolving needs of stakeholders; and (3) building consensus around transit will require making difficult decisions rooted in local values and priorities and reflective of local constraints.

We have developed a team with these considerations in mind. Fehr & Peers will lead the team and bring our expertise in measuring the relationships between land use and transportation—we wrote the Caltrans Smart Growth Framework referenced in the RFP. LSC has deep knowledge of rural transit and intimate familiarity with Humboldt County transit and will help translate big-picture strategies to implementable actions. PlaceWorks is a leader in land use planning throughout California and has staff based in Humboldt County to support locally-appropriate land use recommendations and capacity building.

We have staffed this project with a combination of experts in rural transit (Jason Miller and Gordon Shaw), transportation-land use connections (Ian Barnes and Daniel Jacobson), and consensus process orchestration (Matthew Ridgway and Mark Teague). All are deeply committed to working collaboratively and adaptively to complete this exciting project.

### **Conflict of Interest**

Fehr & Peers warrants and covenants that no official or employee of HCAOG, nor any business entity in which an official of HCAOG has an interest, has been employed or retained to solicit or assist in procuring the final Consultant Services Agreement resulting from this RFP process, nor that any such person will be employed in the performance of such Consultant Services Agreement without immediate divulgence of such fact to HCAOG.

### **2024 CLIENT SURVEY RESULTS**

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

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

This proposal is a firm offer for at least a sixty day period. As Principal-in-Charge, I am authorized to negotiate a contract with HCAOG and sign the cover letter. Please direct any correspondence to Daniel Jacobson, Principal and Project Manager, at 415.692.7749 or [D.Jacobson@fehrandpeers.com](mailto:D.Jacobson@fehrandpeers.com).

Sincerely,

FEHR & PEERS

A handwritten signature in black ink, appearing to read "Jason Miller". The signature is fluid and cursive, with the first name "Jason" and last name "Miller" clearly distinguishable.

Jason Miller, AICP, PTP  
Principal-in-Charge

# 1. Table of Contents

---

<b>2. Understanding of Project .....</b>	<b>1</b>
<b>3. Consultant Qualifications and Experience .....</b>	<b>3</b>
A. Firm .....	3
B. Key Personnel .....	12
C. References.....	20
<b>4. Approach.....</b>	<b>22</b>
<b>5. Work Plan &amp; Schedule .....</b>	<b>25</b>
<b>6. Cost Proposal .....</b>	<b>35</b>
<b>7. Required Attachments.....</b>	<b>36</b>

## Appendices

---

Appendix A. Equal Employment Opportunity

Appendix B. Contract Exceptions

## 2. Understanding of Project

Humboldt County has an outsized transit system given its population. Yet, its dispersed land use pattern and limited funding create difficult trade-offs. The RFP, grant application, and VROOM 2022–2042 Regional Transportation Plan contain very helpful descriptions of what is working well and opportunities for improvement as it relates to transit service in Humboldt County. Key elements are summarized below.

### Transit Issues and Opportunities

- This plan should think more broadly about pedestrian, bicycle, and transit active transportation options and recommend context-appropriate solutions that create more non-auto travel options
- Transit service has not rebounded to pre-pandemic levels
- Transit service is limited:
  - There is limited funding to serve a large geography
    - Most routes operate at low frequencies
    - Routes operate with limited spans of service and no service on Sundays
  - Many areas of the County are inaccessible to transit
  - Route functions/objectives are muddy
    - Some regional routes also try to meet the needs of local service
    - Local routes can be circuitous while serving many destinations
  - Dedicated, fixed-route transit linking Blue Lake to Arcata ceased in 2023
- Many areas with equity populations are difficult to serve with transit given their land use context and remoteness
- The current HTA Joint Powers Authority does not include all incorporated cities, creating challenges for funding regional transit services
- Cal Poly Humboldt, the largest transit generator in the County, is expecting to

double enrollment by 2030—many of these students live off-campus

- SB 125 bridge funding is set to expire in fiscal year 26/27
- HCAOG recently completed an assessment of level of traffic stress (LTS), which can aid in evaluating options to increase walk/bike travel, develop access to transit recommendations, and help local agencies ground broader land use objectives in specific opportunity sites

### Current Capacity Issues and Opportunities

- HCAOG has limited control over land use policy
- In concert with Complete Streets policies that encourage walking, biking, and transit, HCAOG supports effective land use policies to create places with a mix of uses and pleasant, vibrant streetscapes
- HCAOG promotes proactive planning policies and actions that mutually consider transportation and land use, such as those presented in Caltrans' Smart Mobility Framework (written by Fehr & Peers for Caltrans in 2010)
- The project has the potential to build local agencies and tribal capacity around land use and transit that could serve the County beyond the horizon of this plan
- Allocation of grant funds to stakeholder agencies enables them to commit staff to the Project Steering Working Group
- More ambitious transit options are likely to require increased transit funding, some of which could require voter support

### Vision

The vision for this study is to comprehensively reimagine transit (something that has not occurred in 35 years) and build a stronger link between local and regional land use actions on transit service. The RFP and grant application contain the following important language:

- “Develop long-term opportunities to coordinate and consolidate routes, services and/or governance... to expand transit service and multimodal options.”
- Explore options to “leverage additional funding sources.”

- The plan should be “a guide for agencies with land use authority to increase consideration and coordination, of multimodal access in land use goals, policy, codes, and discretionary permitting.”

We have developed the approach and scope below with these goals in-mind.



# 3. Consultant Qualifications and Experience

## A. Firm

### Lead Firm: Fehr & Peers

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

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

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

### Transit and Land Use

Effective transit planning goes beyond expertise in transit alone. At Fehr & Peers, we know that access to transit and an understanding of the multimodal operating environment are as important as transit service quality and coverage. By bringing transit data to life, we complement our underlying knowledge on what makes great transit tick. Using our innovative tools, we help our clients craft transit investments and policies that allow communities to thrive and operating agencies to prosper in a dynamically changing world. Successful transit planning and design also relies

## Fehr & Peers

**Year Established**  
1985

**Type of Organization**  
S-Corporation (California)

on strategic responses to markets—both existing and emerging—to anticipate how changing trends, mobility options, and demographics will shape future context. Through our Next Generation Transit practice, our experts are on the cutting edge of integrating new and emerging forms of mobility (such as microtransit) into existing and future transit networks.

Fehr & Peers has also prepared thousands of transportation impact studies for a wide variety of land uses since the firm’s inception. As projects have become increasingly complicated and controversial, our clients rely on our analytical approach to develop a defensible transportation impact assessment with feasible recommendations to manage projects’ effects on the overall transportation system. As a part of transportation studies, we document the existing transportation conditions for all modes including roadway safety, forecast future conditions with and without the project, and assess the project’s potential impact based on agency criteria for all travel modes. Our studies routinely consider the effects of increased transportation network company use for some land use contexts and project uses and incorporate big data to better understand travel patterns in an area. We also review the choice of analytic tools with our clients at the outset of a study to determine if conditions warrant the use of microsimulation.



## Subconsultant: LSC

LSC Transportation Consultants, Inc. provides consulting services in all phases of transportation planning, transit planning, traffic engineering, and functional transportation facility design. They specialize in planning studies for rural and small suburban counties, primarily in Northern California. Originally established in 1977 as Leigh, Scott and Cleary, Inc., the firm has grown to include offices in Denver and Colorado Springs, Colorado, and Tahoe City, California, with a total of 22 professionals and support staff. LSC is financially well established, with annual billings of approximately \$4 million per year. They take pride in being able to offer the personal, flexible, and innovative characteristics of small firms. LSC brings to this study over 30 years of transit planning experience in rural communities. Their transit plans analyze a wide variety of transit options for rural transit operators such as microtransit feasibility, coordination with regional operators, and fiscally constrained financial plans.

## Subconsultant: PlaceWorks

PlaceWorks is a 100 percent employee-owned planning, design, and environmental consulting firm. The firm serves both public- and private-sector clients in the fields of comprehensive planning, urban design, landscape architecture, environmental analysis and sciences, and GIS. Founded in 1975, PlaceWorks now employs a staff of approximately 140 people in six offices.

PlaceWorks is all about places and how they work geographically, environmentally, functionally, aesthetically, and culturally. They are also passionate about how they work with their clients. PlaceWorks brings together people from diverse practice areas, offering best-of-all-worlds capability and connectivity. Just as each place they work is distinctly different, so is their thinking.

## Litigation

There have been 11 lawsuits filed against Fehr & Peers in the past 15 years. All matters below are closed. Currently, Fehr & Peers is not involved in

any active litigation matters. Nos. 3 and 4, and nos. 5, 6, and 7 below are related and were handled in tandem:

1. *Allendorf v. City of Roseville, et al.*, California Superior Court in and for the County of Placer, Case no. S CV 21291 (Fehr & Peers named on September 4, 2007).

Plaintiff alleged that he lost control of his bike when it became entangled in an unattached traffic counting cable, and alleged causes of action for general liability against Fehr & Peers' client City of Roseville, Fehr & Peers, and Fehr & Peers' traffic counting subconsultant, All Traffic Data. Fehr & Peers was defended by All Traffic Data pursuant to a tender of defense.

Outcome: All Traffic Data settled with plaintiff in May 2008. Fehr & Peers did not pay any part of the settlement and was dismissed.

2. *State of Nevada, ex rel. Its Department of Transportation v. Parsons Brinckerhoff Group Administration, Inc./Parsons Brinckerhoff Group Administration, Inc. v. BRG Engineering, Inc., et al.*, First judicial District Court of the State of Nevada in and for Carson City, Case No. 08 OC 00052 1B (Fehr & Peers named on May 2, 2008).

In 2008, Plaintiff Nevada DOT sued Defendant prime consultant Parsons Brinckerhoff Group Administration, Inc., alleging a number of design issues that were uncovered during construction of certain roadways. Defendant brought a third-party complaint against subconsultant Fehr & Peers, among others, alleging that the design issues were in part related to the work of Fehr & Peers.

Outcome: Fehr & Peers was subsequently dismissed without prejudice on October 27, 2009, without having paid any damages or settlement.

3. *De Luna, et al. v. City of Aurora, et al.*, District Court for the City and County of Denver, State of Colorado, Case No.

2015CV031490 (Fehr & Peers named on May 29, 2015); and

4. *Mena v. City of Aurora, et al.*, District Court for the City and County of Denver, State of Colorado, Case No. 2015CV031874 (Fehr & Peers named on May 29, 2015).

These are two separate lawsuits stemming from two separate motor vehicle accidents involving different plaintiffs at the same intersection. Fehr & Peers allegedly provided subconsultant traffic signal engineering design services for the renovation of a freeway off-ramp intersection in 2013. Plaintiffs claim they were traveling in the intersection when they were hit by automobiles traveling in different directions. The drivers in the automobiles that hit plaintiffs are alleged to have run red traffic signals, but plaintiffs claim that the intersection constitutes a dangerous condition and sued 15 defendants including Fehr & Peers, the prime consultant, the City of Aurora, and the Colorado Department of Transportation.

Outcome: Plaintiff in the Mena action agreed to voluntarily dismiss Fehr & Peers in June 2016. In November 2016, Fehr & Peers settled with plaintiff in the De Luna action for \$22,000 and was dismissed.

5. *Pillow v. Utah Department of Transportation, et al.*, Third Judicial District Court in and for Salt Lake County, State of Utah, Case No. 160900691 (Fehr & Peers named on February 8, 2016);
6. *Zimmerman v. Utah Department of Transportation, et al.*, Third Judicial District Court in and for Salt Lake County, State of Utah, Case No. 160904047 (Fehr & Peers named on August 15, 2016); and
7. *Erickson v. Utah Department of Transportation, et al.*, Third Judicial District Court in and for Salt Lake County, State of Utah, Case No. 160903125 (Fehr & Peers named on May 18, 2016).

These are three separate lawsuits stemming from two separate motor vehicle accidents at the same intersection, involving different plaintiffs. As a subconsultant, Fehr & Peers allegedly provided a temporary traffic re-routing

plan in a freeway on-off ramp redesign and reconstruction project. Plaintiffs Zimmerman and Erickson claim they were traveling in the intersection being reconstructed when they were hit by automobiles traveling in different directions. Plaintiff Pillow allegedly hit plaintiff Zimmerman in the Zimmerman accident. All plaintiffs claim the intersection being reconstructed constituted a dangerous condition. Fehr & Peers was not involved in the redesign, temporary configuration of the intersection, or placement of traffic signals, but was sued with myriad others related to the project.

Outcome: In January 2017, Fehr & Peers settled with plaintiff in the Erickson action for \$2,500 and was dismissed. In August 2017, Fehr & Peers was dismissed from the Pillow and Zimmerman actions.

8. *Louis Quaintance v. State of California, et al.*, Alameda County Superior Court, State of California, Case No. RGI6809853 (Fehr & Peers named in March 2017).

Fehr & Peers allegedly provided a traffic rerouting plan in a water pipeline project and rerouted traffic in an opposite direction onto a lane. Plaintiff alleges that he was riding a bike in the lane in what was previously the opposite direction, and on what was previously the outside of the lane, when his wheel was caught in a grate over a water inlet and plaintiff was injured. Plaintiff sued the state, the water agency, the contractor, and the subcontractor in charge of redirecting traffic. After a year, plaintiff, the contractor, and the subcontractor named Fehr & Peers as a defendant and cross-defendant, even though Fehr & Peers has had no part in the design, placement, or supposed replacement of the grate to make them bike-safe.

Outcome: In October 2017, Defendants reached a global settlement with plaintiff into which Fehr & Peers agreed to contribute \$80,000.

9. *Graham v. City of Saratoga, et al.*, Santa Clara County Superior Court, State of California, Case No. 115CV282466; Court

of Appeal of the State of California, Sixth Appellate District, Case No. H046067 (Fehr & Peers named on May 24, 2016).

Fehr & Peers allegedly provided a feasibility study and a conceptual plan for a bike path that runs along a state route through the City of Saratoga. Subsequent improvements were made by others to an intersection along the route. Plaintiff bicyclist alleges he was severely injured when he collided with an automobile turning left at the intersection. Plaintiff brought suit against the city and state. After a year of litigation, plaintiff added as defendants the engineering firm allegedly involved in the improvement of the state route, and also Fehr & Peers.

Outcome: Superior Court granted Fehr & Peers' motion for summary judgement, which was affirmed on appeal in February 2022.

10. *Alok Jain, et al. v. City of Milpitas, et al.*, Santa Clara County Superior Court, State of California, Case No. 18CV325365 (Fehr & Peers named on March 8, 2019).

Plaintiffs are deceased's children who allege their mother was killed while crossing South Main Street in the City of Milpitas on a mid-block crossing. Plaintiffs allege the mid-block crossing and surrounding areas constitute a dangerous and defective condition. Fehr & Peers was allegedly a subconsultant providing traffic engineering services at several intersections surrounding the mid-block crossing. It denies any involvement in the design of the mid-block crossing on which the deceased was killed. Nevertheless, it was sued with myriad others, including the alleged prime consultant for Fehr & Peers' work, the City, and a general contractor.

Outcome: In March 2022, the Superior Court entered judgment in favor of Fehr & Peers after Fehr & Peers brought an unopposed motion for summary judgment.

11. *City of San Clemente, et al. v. Foothill/Eastern Transportation Corridor Agency, et al.*, Riverside County Superior Court, State of California, Case No. RIC

1800232 (Fehr & Peers named on March 14, 2019).

Plaintiffs filed a petition for peremptory writ of mandate and a complaint for declaratory and injunctive relief to have declared void certain contracts between the Foothill/Eastern Transportation Corridor Agency (TCA), Fehr & Peers and others, and to enjoin Fehr & Peers and others from providing further professional services under those contracts. Plaintiffs allege that the TCA exceeded its authority in entering into these contracts but did not allege any wrongdoing on the part of Fehr & Peers.

Outcome: Superior Court sustained Fehr & Peers' demurrer but granted Plaintiffs leave to amend the Complaint. Subsequently, Plaintiffs stipulated that Fehr & Peers is not a defendant, but a real party in interest, and dismissed Fehr & Peers in April 2021.

LSC and PlaceWorks have no prior litigation to disclose.

## Fraud

The Fehr & Peers team has not been convicted of fraud related to public contracts.

## Debarment, Suspensions and Other Ineligibility

The Fehr & Peers team has no current or prior debarments, suspensions, or other ineligibility to participate in public contracts.

## Violations of Industry/Regulatory Requirements

The Fehr & Peers team has no current or prior violations of any local, state, and/or federal industry or regulatory requirements.

## Other Firms and Organizations

Left Lane Advisors is a wholly owned subsidiary of Fehr & Peers, the parent company.

# Project Experience

---

## Cal Poly Humboldt Master Plan (Humboldt, CA)

**Fehr & Peers** provided transportation, parking, and mobility planning services for the Cal Poly Humboldt Campus Master Plan. Our role focused on understanding how the university community travels today and identifying strategies to accommodate future enrollment growth in a sustainable and equitable way. We analyzed travel patterns, campus access points, and parking dynamics, while also considering the broader relationship between the campus and surrounding community. Building on these insights, we developed recommendations that emphasized multimodal connectivity including walking, biking, riding transit, and carpooling, alongside demand management strategies to reduce reliance on single-occupant vehicles. These recommendations were designed not only to meet immediate transportation needs, but also to advance long-term environmental goals, improve campus livability, and strengthen connections to the regional transportation network. The resulting plan provided the university with a clear framework for aligning land use and mobility decisions to support a vibrant, accessible, and sustainable campus future.

### KEY STAFF

Ian Barnes

## Humboldt County VMT Analyses (Humboldt County, CA)

**Fehr & Peers** developed guidelines and other materials to document VMT calculation approaches used by Humboldt County member agencies. The project involved the development of model traffic study guidelines that member agencies could incorporate into their existing guidelines. Fehr & Peers provided updated guidance that considered the latest OPR Technical Advisory plus additional suggested practices

based on expectations established by the CEQA statute, guidelines, and case law. We also developed a tailored VMT web map tool for small- and medium-sized projects for use by jurisdictions in Humboldt County, using localized data on travel behavior where appropriate, and a “VMT web map tool user manual” for use by jurisdiction staff.

### KEY STAFF

Ian Barnes

## US 101/Trinidad Area Access Improvements (Trinidad, CA)

**Fehr & Peers** is preparing a Traffic Operation Analysis Report (TOAR) for the PA/ED phase of the US 101/Trinidad Area Access Improvements project in Humboldt County. As part of this effort, our team is reviewing previously completed work and using that baseline to prepare opening-year and design-year analysis models for local street intersections and freeway segments within the project area. The subsequent TOAR document will be incorporated into the project approval report and environmental document by the larger team. Additionally, Fehr & Peers is completing an ICE Step 2 memo for intersection control devices at ramp terminal intersections that will be submitted to Caltrans for approval. As an optional task for this effort, Fehr & Peers is prepared to use the county’s travel demand model to assess the change in VMT by speed bin between the no build and build alternatives for the purpose of providing VMT inputs to potentially screen the project out of CEQA requirements for VMT analysis. If required by Caltrans, the Fehr & Peers team will review the base year of the county’s model to determine if calibration adjustments are required to bring it into consistency with the required best practices.

### KEY STAFF

Ian Barnes

# Eureka Transit Study (Eureka, CA)

**Fehr & Peers** conducted a systemwide bus study for Eureka Transit Service. The primary goal of the study was to evaluate the feasibility of restructuring the system from its then-current loop configuration to a more efficient line-based system. The study aimed to improve transit customer experience by reducing passenger trip times, cutting unproductive service miles, enhancing transfer efficiency with local and regional routes, increasing ridership, and facilitating easier connections to other travel modes such as walking and biking. Fehr & Peers engaged stakeholders through surveys and interviews, conducted comprehensive ride checks to assess bus stop usage, and implemented proactive public outreach to inform and involve the community. The study developed multiple line system alternatives, including detailed route proposals, schedules accounting for driver breaks, and site assessments for new bus stops considering accessibility, safety, and operational factors. It also included a transition plan outlining steps to implement the new system, cost estimates for capital and operating expenses, and delivered periodic progress reports culminating in a final report and presentation to the City Council.

## KEY STAFF

Daniel Jacobson

# Tolowa US 101 Roundabouts (Unincorporated Del Norte County, CA)

The Tolowa Dee-ni’ Nation US 101 Intersection Improvements project aimed to enhance safety and traffic operations at three key intersections along US 101: North Indian Road, Mouth of Smith River Road, and Chinook Street. The project involved a comprehensive transportation analysis during the Project Initiation Document (PID) phase, including collision data review, existing and future traffic conditions assessment using Synchro and Sidra software, and evaluation of intersection control alternatives such as roundabouts and

signalized intersections. Multimodal elements like bike lanes and pedestrian intervals were incorporated in accordance with Caltrans guidelines. The scope also included preparing the documentation for vehicle-miles traveled (VMT) screening, conducting an Intersection Control Evaluation (ICE), and producing a Traffic Engineering Performance Assessment (TEPA) report to support further environmental review and project development. Throughout the process, **Fehr & Peers** coordinated closely with the Tolowa Dee-ni’ Nation, Del Norte County, and Caltrans staff to ensure alignment with local goals and regulatory requirements.

## KEY STAFF

Ian Barnes

# 2024 San Luis Obispo Transit and San Luis Obispo Regional Transit Authority Joint Short Range Transit Plans (San Luis Obispo County, CA)

For two planning cycles, **LSC** has conducted the joint Short-Range Transit Plan updates for the San Luis Obispo Regional Transit Authority and the City of San Luis Obispo’s SLO Transit system. Together, these two systems serve over 1.2 million passenger boardings per year, including ridership generated by the California Polytechnic University. For both cycles our work included the following:

- Onboard surveys of all routes and services, including passenger perception and transfer surveys;
- Performance review of all services;
- Cost and ridership analysis of service alternatives, capital alternatives, and management alternatives;
- Detailed evaluation of the regional Runabout paratransit program and operating costs;
- Specific evaluation of means to better coordinate the two transit services, including schedule revisions, route revisions, shared goals/objectives/standards, and fare alignment; and
- Capital planning and fare structure changes.



The 2024 updates included the following elements:

- Regional route service changes to address loss of funding from the neighboring City of Santa Maria
- Reimplementation of pre-COVID services
- Implementation of CalITP fare technology combined with a \$2 for 1 hour fare capping strategy
- New routes to serve new development within the growing City of San Luis Obispo
- Evening citywide microtransit pilot program

#### KEY STAFF

Genevieve Evans

### 2018 El Dorado Short-Range and Long-Range Transit Plan Update (El Dorado Hills, CA)

**LSC** was retained to prepare both a long-range (25-year) and short-range (5-year) comprehensive transit plan. The long-range plan was based upon a detailed analysis of land use and travel demand forecasts both within the county and throughout the region. This was used as the



basis for long-range analysis of transit demand by passenger type, trip purpose, and corridor. Long-range fleet, service levels, and facility needs were then defined, along with funding requirements.

The short-range analyses focused on service planning for the local fixed route and demand response systems. This led to revising local routes to improve transfer opportunities and avoiding unnecessary duplication of service and implementing transportation network company

service in the suburban community of El Dorado Hills. Detailed year-by-year financial plans were developed. The plan has been adopted and elements are being implemented.

#### KEY STAFF

Genevieve Evans, Gordon Shaw

### 2023-2031 Multi-Jurisdictional Housing Element Update | Solano County Collaborative (Solano County, CA)



The Solano County REAP Housing Element Collaborative is made up of the Cities of Benicia, Dixon, Fairfield, Rio Vista, Suisun City, Vacaville, Vallejo, and the County of Solano. With funding from the Regional Early Action Planning Grant Program (REAP), **PlaceWorks** conducted regional Housing Element outreach and prepared housing needs assessments and fair housing assessments at the regional scale. PlaceWorks also conducted jurisdiction-specific outreach and prepared local housing element sections for each city and the county and CEQA documentation to ensure each jurisdiction could obtain a certified Housing Element. The multi-jurisdictional approach provided an opportunity to assess and address countywide housing and development issues and identify meaningful goals to address the impacts of systemic issues such as residential segregation, housing cost burden, and unequal access to educational or employment opportunities and parks, transit, and other amenities.

#### KEY STAFF

Nicole West, Mark Teague, Rob Mazur

## Land Management Code Amendments: Incentivizing Affordable Housing and Reducing Reliance on Cars \*\* (Park City, UT)

In 2023, Park City Municipal Corporation launched the Land Management Code (LMC) Amendments project to address two critical priorities addressed in “Park City Forward: A Comprehensive Transportation Blueprint,” a supplemental General Plan document serving as the City’s long-range transportation plan: expanding opportunities to incentivize affordable housing development and reducing reliance on single-occupancy vehicles. The project began with an in-depth analysis of the LMC to identify barriers to housing production and multimodal transportation. This Initial Report also summarized relevant City policies, community and stakeholder input, and best practices from other jurisdictions. Public feedback gathered through a Planning Commission work session and an online survey informed the development of the LMC Amendments Report, which outlined proposed changes to specific chapters of the LMC. The amendments were designed to remove barriers and introduce incentives that support affordable housing while advancing sustainable, multimodal transportation options. After receiving the LMC Amendments Report, City staff presented the amendments to the City Council, which were later adopted. View the project website here: <https://engageparkcity.org/lmc-housing-transportation>.

\*\* **PlaceWorks**’ Andrew Davidov worked on this project while employed by another firm.

### KEY STAFF

Andrew Davidov

## Redding General Plan Update EIR (Redding, CA)

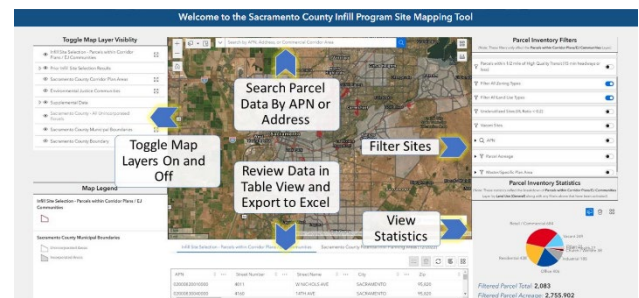
**PlaceWorks** assisted the City in their update to the General Plan. Our scope of work included preparation of a noise element, circulation element, and a comprehensive EIR for the entire

General Plan. The City updated the land use element in-house and relied upon our subconsultant GHD to prepare the circulation element. PlaceWorks assisted with editing of the General Plan and preparation of the EIR. While the update to the General Plan does not contemplate changes to land uses, or substantial changes to the circulation patterns, the new plan emphasizes infill projects and focus areas where the City hopes to incentivize investment. In March 2024, the final EIR was certified and the General Plan update was adopted by the City Council.

### KEY STAFF

Mark Teague, Rob Mazur

## Infill Program Update and Objective Design Standards (Sacramento County, CA)



**PlaceWorks** assisted the County of Sacramento in updating its existing Infill Program to further encourage infill development and increase and accelerate the production of housing, especially affordable housing throughout the unincorporated county. As part of this work, PlaceWorks inventoried and prioritized potential areas for infill, analyzed development standards and regulatory impediments to development, and developed a toolkit of incentives and strategies to maximize infill opportunities. Findings and final recommendations for the Infill Program Update were informed by community and stakeholder outreach, including with county departments, partner agencies, and advocates. PlaceWorks was also asked to assist the county by updating its mixed-use development objective design standards as an initial implementation measure of the Infill Program Update.



## KEY STAFF

Mark Teague, Rob Mazur

### **Butte County General Plan and EIR; Housing Element Update and CEQA Exemption (Butte County, CA)**

The county's outgoing General Plan 2030 (also completed by **PlaceWorks**) was intended to guide development for many years, but conditions have changed significantly since its adoption in 2010. In addition to the global pandemic, the county endured several local disasters—including the 2017 Oroville Dam failure; the 2018 Camp Fire, the deadliest and most destructive wildfire in the state's history; and the 2020 North Complex Fire. PlaceWorks helped the county develop creative policies to rebuild and recover from these events, preserve agriculture and open lands, optimize

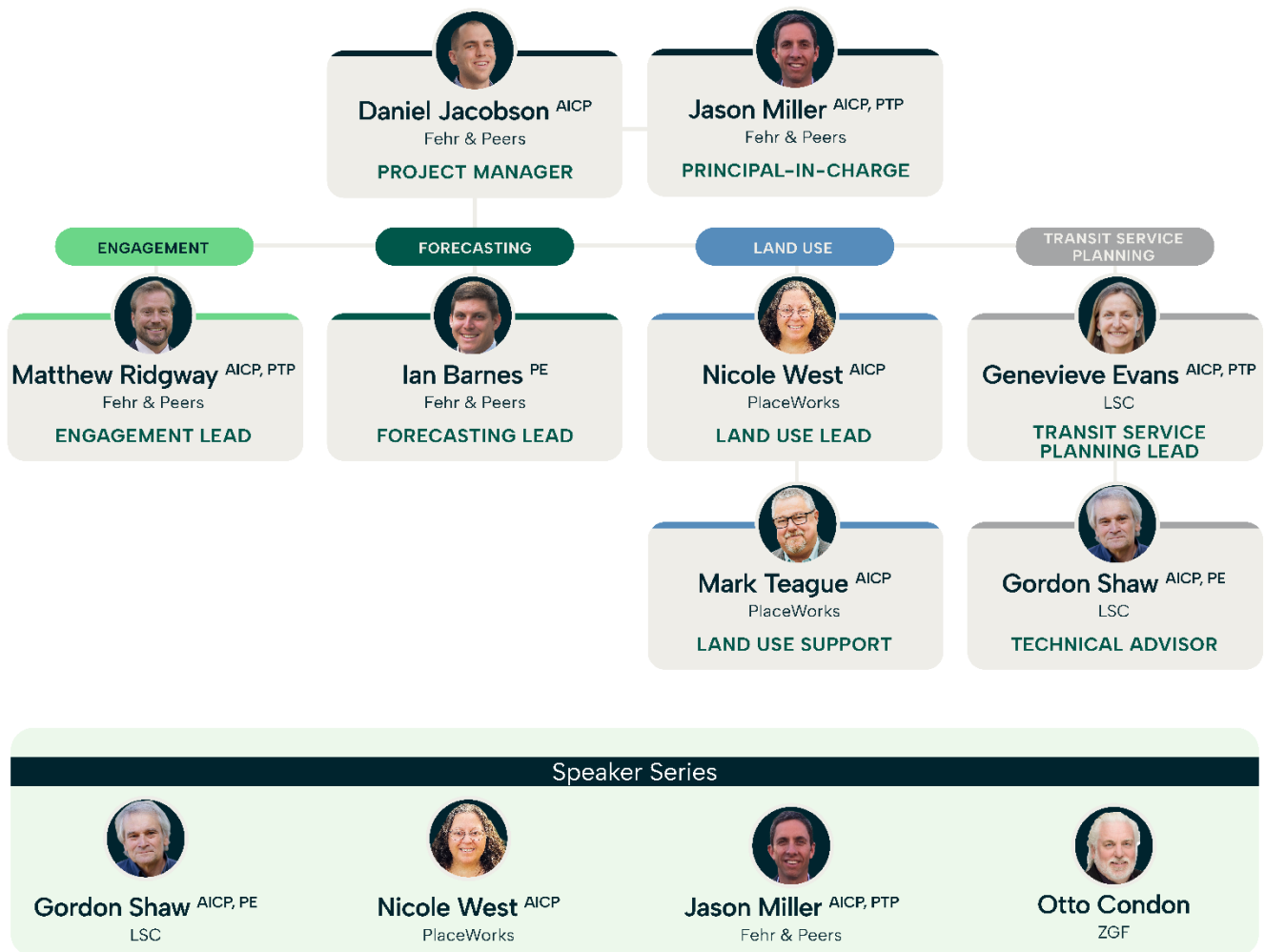
community resilience and safety, and address equity and environmental justice. The new General Plan 2040 maintains policies to support agriculture throughout the county, including policies to ensure compatibility between agriculture and other nearby uses, and to support uses such as agricultural processing and agritourism.

PlaceWorks completed the county's 6th Cycle Housing Element, which was certified by the California Department of Housing & Community Development (HCD) on February 22, 2023. The PlaceWorks team also provided nimble solutions to meet CEQA requirements in a way that best fit the county's needs.

## KEY STAFF

Mark Teague, Rob Mazur, Nicole West

## B. Key Personnel



Fehr & Peers has compiled a staff combining deep understanding of rural transit, consensus facilitation, and Humboldt County transportation.

- **Jason Miller**, who previously served as a transportation authority director in a rural area and has a deep understanding of rural transit issues as well as rural transit analysis challenges including data limitations. He will be an actively involved Principal-in-Charge grounding the work of others in what is practical and possible in a rural context.
- **Daniel Jacobson**, who will serve as the consultant team Project Manager, focuses on transportation strategy and policy, has helped transit agencies large and small strategize and implement transit solutions, and knows

Humboldt County from his prior work on the Eureka Transit Line by Line Analysis.

- **Matthew Ridgway**, who will lead the engagement strategy and interactions with the Project Steering Working Group and Project Advisory Group, is a Principal in Fehr & Peers' Petaluma office, has worked on many big-picture transit studies to help agencies overcome inertia to effect change. He served as the lead analyst for the Sonoma-Marin Multimodal Transportation and Land Use study that resulted in the SMART rail and pathway systems and the transit operations lead for the MTC-led San Francisco Transbay Terminal Redesign that has since been constructed.
- **Ian Barnes**, who will serve as the data and forecasting lead, has deep knowledge of the Humboldt County travel demand model,

potential project big data resources like Replica and StreetLight Data, and has been assisting Cal Poly Humboldt with the development of their campus master plan.

The Fehr & Peers staff is further supported by experts in Humboldt County Transit—**Gordon Shaw** and **Genevieve Evans** of LSC—and Humboldt

County land use—**Mark Teague** and **Nicole West** of PlaceWorks. Gordon and Genevieve developed many of the recent transit plans in Humboldt County. Nicole lives and works in Humboldt County, offering tremendous local knowledge and ability to provide in-person capacity building to local land use agencies.



**Daniel Jacobson, AICP**  
**Project Manager**  
**Fehr & Peers**

Daniel Jacobson is a Principal focusing on transportation strategy, policy, operations, and design projects. Daniel focuses on complex transit, Complete Streets, and development projects, drawing upon a range of experiences helping public and private sector clients. He excels at helping clients resolve challenges at all stages of project development. Daniel brings a passionate, problem-solving approach to transportation projects to achieve meaningful, implementable outcomes.

#### RELEVANT EXPERIENCE

- Eureka Transit Service Line Feasibility Study
- SamTrans Grand Boulevard Initiative/El Camino Real Program Support
- El Camino Real Bus Speed and Reliability Study
- Metropolitan Transportation Commission Transit 2050+ Plan



**Jason Miller, AICP, PTP**  
**Principal-in-Charge**  
**Fehr & Peers**

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

#### RELEVANT EXPERIENCE

- Transfort Financial Plan, Fare Free Study, Reimagined Transit System Optimization Study, and Mobility Hub Plan
- Denver Connector Studies
- West 38th Avenue Corridor Vision
- Greeley Multimodal Mobility Plan
- CO 119 First and Final Mile Study



**Matthew Ridgway, AICP, PTP**  
**Engagement Lead**  
**Fehr & Peers**

Matthew Ridgway has been involved in many of Fehr & Peers' highest visibility and most complex land use-transportation and multimodal projects. His key strength is his broad background and multimodal approach. Many of his projects have involved the development of tools for assessing unique performance measures and design of innovative transportation facilities. Matthew founded Fehr & Peers' San Francisco office in 2000 and established Fehr & Peers DC in 2015. He is now in the Petaluma office, formed in 2024. He has contributed to a number of national publications.

**RELEVANT EXPERIENCE**

- Noyo Harbor Multimodal Circulation Plan
- SMART Quality of Life & Economic Study
- SEMCOG Multimodal Toolbox



**Ian Barnes, PE**  
**Forecasting Lead**  
**Fehr & Peers**

Ian is an award-winning Principal in the Fehr & Peers Walnut Creek office. His enthusiasm for transportation and improving communities has led to extensive experience in transportation planning and engineering projects covering a broad spectrum of project types including industrial, infrastructure, and residential projects. Ian is recognized throughout the State of California as an expert in VMT analysis for CEQA purposes and has assisted several North Bay agencies in implementing VMT for CEQA analysis as required under Senate Bill (SB) 743. Ian is a leader in the field of program-level emergency evacuation analysis, including completing the first Assembly Bill (AB) 747- and SB 99-compliant analyses for Bay Area agencies as part of the Safety Element and Housing Element updates for Napa County and the City of Lafayette. He is an expert in microsimulation modeling, including extensive experience with VISSIM and SimTraffic software analysis packages. His studies focus on complex arterial networks as well as intricate freeway systems.

**RELEVANT EXPERIENCE**

- Cal Poly Humboldt Master Plan
- Trinidad Rancheria
- Arcata Freeway Cap Grant Application
- Tolowa US 101 Roundabouts
- Humboldt County VMT Analyses



**Genevieve Evans, AICP, PTP**  
**Transit Service Planning Lead**  
**LSC**

Genevieve Evans joined the Tahoe City office as a Transportation Planner in 2003. Over the years, Ms. Evans has served as Project Manager for various short-range transit development plan updates throughout Northern California, including Mendocino County, Lake County, Lassen County and Del Norte County to name a few. As part of these studies, Ms. Evans analyzed a variety of potential service, capital, and fare structure changes to meet changing mobility needs, technology advances, and funding changes. Recently, Ms. Evans completed the UC Merced Coordination Study which studied the feasibility of consolidating county and UC operated transit services while discussing next steps with high level stakeholders. Ms. Evans' understanding of challenges and best practices for a variety of rural transit agencies will help the study team ground truth new ideas and strategies considered as part of this project. Ms. Evans will act as Principal-in-Charge for the LSC Team and focus on the Transit Market Analysis task.

**RELEVANT EXPERIENCE**

- Mendocino Short-Range Transit Plan Update
- 2025 SLO Transit and SLO RTA S RTP
- UC Merced Coordination Transit Study
- 2025 Redwood Transit Authority Short Range Transit Plan



**Gordon Shaw, PE, AICP**  
**Technical Advisor | Speaker Series**  
**LSC**

Gordon R. Shaw, PE, AICP is a senior adviser in the Tahoe City office. Mr. Shaw has 40 years of experience conducting transportation studies throughout the western U.S. He holds a B.S. degree in Civil Engineering from Purdue University as well as an M.S. degree and an Engineering degree in Infrastructure Planning from Stanford University. He is a Professional Engineer registered in Colorado, Nevada, and California, and has accreditation from the American Institute of Certified Planners. His professional work has included a wide range of studies including comprehensive transportation plans, transit, traffic/roadway, modeling, and parking studies. As a leading expert in rural transit planning, Mr. Shaw will be featured as one of the participants in the Speaker Series to discuss best rural transit practices.

**RELEVANT EXPERIENCE**

- 2017 and 2023 Humboldt County TDP
- B-line Route Study 2023
- RABA Short-Range Transit Plan 2023a



**Nicole West, AICP**

**Land Use Lead  
PlaceWorks**

Nicole has over 18 years of experience in planning, with specialties in housing and community development; parks, open space, and trails; and community engagement with diverse populations. She has managed dozens of Housing Element Updates, ensuring that local jurisdictions achieve certification from the California Housing and Community Development Department (HCD). She continues to manage municipal affordable housing programs (below-market-rate rental and ownership, first-time homebuyer, and various loan programs). She has written a range of technical reports including disadvantaged unincorporated community analyses under Senate Bill (SB) 244, and Public Services Needs Assessments. Nicole is skilled at synthesizing quantitative and qualitative data, identifying key findings, and developing effective plans, policies, and programs. She enjoys sharing these insights and ideas by providing presentations to the public, committees, and elected officials. **Nicole works remotely and lives in McKinleyville, less than 15 miles north of HCAOG's offices.** In her spare time, she serves as a committee member on the McKinleyville Community Forest Committee (MCFC) and MCFC Trails, Infrastructure, Clean-ups, and Security Subcommittee (TICS).

**RELEVANT EXPERIENCE**

- Mendocino County Housing Element Update
- Arcata Housing Element Update
- Trinity County Housing Element Update
- California State Parks Tribal Lands Acknowledgement and Interpretation and Exhibits Project



**Mark Teague, AICP**

**Land Use Support  
PlaceWorks**

In over 35 years of public- and private-sector experience, Mark has worked throughout California in agencies large and small and is considered an innovative problem solver. His projects include planned communities, shopping center EIRs, general plan and zoning code updates, impact fees, and public outreach for projects highly scrutinized by the public. With a great deal of experience in smaller communities, Mark has experience using available resources to meet the clients' needs by using previously prepared studies and data collected for several projects and from different sources as a resource to complete tasks. By talking with the community about an issue, Mark is often able to arrive at solutions using information the agency has already acquired. He is known for recommending solutions that are less expensive and in tune with the community.

**RELEVANT EXPERIENCE**

- Statewide SB 2 Planning Technical Assistance and Accelerating Housing Production Technical Assistance (California Department of Housing and Community Development)
- Solano County Collaborative 2023-2031 Multi-Jurisdictional Housing Element Update
- City of Redding General Plan Update and EIR
- Sacramento County Infill Program Update and Objective Design Standards





## Otto Condon

### Speaker Series

### ZGF (Guest Speaker)

Otto Condon is an Urban Design Principal with more than 28 years of experience. He has been extensively involved in guiding master plans for public agencies, private institutions, private sector clients, district and neighborhood groups, and transit-oriented development across the country. While living in Boston, Portland (Ore.), Chicago, and Washington DC, his work on the development of vision plans, public realm design strategies, and development projects has provided the framework for significant public and private investment. His design experience includes mixed-use and institutional development projects, transit infrastructure, streetscape and public realm improvements and low impact development projects. His urban design and planning approach focuses on solutions that address revitalization, placemaking, triple bottom line sustainability, prioritizing mobility modes, and strategic implementation.

### RELEVANT EXPERIENCE

- National Capital Planning Commission, Washington, DC
- DC Office of Planning, Washington, DC
- Gallaudet University, Union Market Properties Vision Plan & Real Estate Advisory Services, Washington, DC
- Maryland Department of Transportation

## Communication

The core Fehr & Peers team has decades of combined experience managing complex local and regional transportation projects, allowing us to anticipate issues early on and effectively overcome obstacles. Fehr & Peers has assembled a team with a wide range of expertise in the areas needed to successfully manage this contract.

Fehr & Peers is the prime consultant and will be responsible for directing the work of the subconsultants. Daniel Jacobson will manage the consultant team and will report directly to the HCAOG project manager. All communication between subconsultants and HCAOG will go through Fehr & Peers to maintain close coordination and efficiency.

Fehr & Peers' approach includes meeting with the client to clearly define the objectives for the project and any special preferences or recommendations for the project.

Our proposed approach to administering, managing, and delivering work products is simple, and relies on four key principles:

**One Overall Project Manager.** From HCAOG's point of view, there will be one primary point of contact for the project, Daniel Jacobson. Daniel will wisely assign tasks to appropriate staff, ensure schedules are met, and ensure agency staff and project stakeholders are satisfied with the work products. Individual assignments will require direct correspondence between HCAOG staff and consultant support staff, but Daniel will be responsible for knowing who is working on which aspect(s), what current action items and status are, how individual project goals will be realized, and when project deliverables will occur.

**Rapid Identification and Resolution of Issues.** We know from our previous work with local agencies that each project will likely encounter challenges, including changes in scope of work, delays in reviews, data collection, and so on. Fehr & Peers has successfully dealt with each of these issues on

projects in Northern California over the past 40 years. Our philosophy is that it is essential to the success of the project to raise issues immediately, regardless of the issue's complexity. As with previous projects, we will develop a method of resolution with HCAOG staff, and work toward that resolution as quickly as possible. We can respond to tight schedules by reassigning staff. We can tailor our scope of work to meet budget expectations. Local neighborhood concerns can be alleviated through in-depth knowledge of the area, photos documenting conditions, micro-simulation, clear communication, empathy, etc.

#### **Pre-Defined QA/QC Personnel/Project**

**Deliverable Format.** Our Project Manager will develop a template for project deliverables and ensure that reports, memoranda, design documents, and other technical information are formatted consistently. This will simplify the review process for HCAOG staff. All work products will be reviewed by Fehr & Peers' QA/QC personnel that have already reviewed our

deliverables for other similar projects, ensuring all deliverables meet our high standard for quality. As Principal-in-Charge, Jason Miller will be responsible for overall quality control of deliverables. Our staff copy editor will read through all major deliverables. Fehr & Peers has a QA/QC Plan that all team members must follow. It includes individual responsibilities, record management and retention protocols, standard procedures for CAD and plan sheets, process checklists, review checklists, and QA/QC audit procedures.

**Exceeding Client Expectations.** Client satisfaction is of the utmost importance to us. As part of our commitment to providing our clients with outstanding service, we regularly perform surveys to assess client satisfaction and identify areas of improvement. We send a client survey after every completed project. Based on client surveys received in the past year, 99% of our clients say they would work with us again.

# C. References

## Fehr & Peers

### California State Polytechnic University, Humboldt

Michael Fisher, Interim Vice President for Administration and Finance  
1 Harpst Street  
Arcata, CA 95521  
(707) 826-5701  
[mdf15@humboldt.edu](mailto:mdf15@humboldt.edu)  
Nature of Work: Cal Poly Humboldt Master Plan  
Dates of Work: March 2023 – Present  
Firm's Staff Involved: Ian Barnes  
(Associate-in-Charge)

### Sonoma–Marin Area Rail Transit

Emily Betts, Planning Manager  
5401 Old Redwood Hwy N #200  
Petaluma, CA 94954  
(707) 794-3324  
[ebetts@sonomamarintrain.org](mailto:ebetts@sonomamarintrain.org)  
Nature of Work: SMART Quality of Life & Economic Study  
Dates of Work: June 2024 – Present  
Firm's Staff Involved: Matthew Ridgway  
(Principal-in-Charge)

### Mendocino Council of Governments

Nephele Barrett, Executive Director  
525 South Main Street, Suite B  
Ukiah CA 95482  
(707) 463-1859  
[barrettn@dow-associates.com](mailto:barrettn@dow-associates.com)  
Nature of Work: Noyo Harbor Multimodal Circulation Plan  
Dates of Work: June 2024 – Present  
Firm's Staff Involved: Kelly Bond (Project Manager); Matthew Ridgway  
(Principal-in-Charge)

## LSC

### San Luis Obispo Regional Transit Authority

Geoff Straw, Executive Director  
179 Cross Street  
San Luis Obispo, CA 93401  
(805) 781-4465  
[gstraw@slorta.org](mailto:gstraw@slorta.org)  
Nature of Work: Transit Planning  
Dates of Work: 2024, 2020, 2016, 2020  
Firm's Staff Involved: Genevieve Evans, Gordon Shaw, Justine Marmesh

### Nevada County Transportation Commission

Mike Woodman, Executive Director  
101 Providence Mine Road, Ste. 102  
Nevada City, CA 95959  
(530) 265-3202  
[mwoodman@nccn.net](mailto:mwoodman@nccn.net)  
Nature of Work: Transit Planning  
Dates of Work: 20+ years  
Firm's Staff Involved: Genevieve Evans, Gordon Shaw, Justine Marmesh, Acadia Davis, Chris Sterner

## PlaceWorks

### City of Emeryville

Valerie F. Bernardo, Economic Development & Housing Manager  
1333 Park Avenue  
Emeryville, CA 94608  
(510) 596-4300  
[vbernardo@emeryville.org](mailto:vbernardo@emeryville.org)  
Nature of Work: Affordable Housing Technical Assistance, Housing Programs Administration, 2023-2031 Housing Element (recipient of 2023 Best Practices Award of Excellence, California APA, Northern Section)  
Dates of Work: 2015-ongoing  
Firm's Staff Involved: Nicole West

## Sacramento County

Joelle Inman, Principal Planner  
827 7th Street, Room 225  
Sacramento, CA 95814  
(916) 874-6141  
[inmanj@saccounty.gov](mailto:inmanj@saccounty.gov)

Nature of Work: Land use planning, GIS analysis and mapping, recommendations for development standards and regulations, toolkit of incentives and strategies, community outreach  
Dates of Work: 2022 – 2024  
Firm's Staff Involved: Mark Teague, Rob Mazur

## 4. Approach

This approach section is split into three parts: process, land use, and transit. Beyond these, our approach is to be responsive and flexible to accommodate the shifting needs of this project. We expect that HCAOG, HTA, and other staff may have better ideas than those expressed in this proposal, and we look forward to refining this approach in collaboration with stakeholders.

### Process

The Fehr & Peers team proposes a three-step process with milestone decisions. We've designed an inclusive process that includes the Project Steering Working Group in each step of the process and Policy Advisory Group in elements of the process related to land use.

1. Define transit and mobility values and priorities – In Task 3.1 we will listen and summarize values and priorities. This will be a foundational document, and one we return to throughout the study process to guide decision making and resolve conflicts.
2. Develop land use objectives – In Task 4.1 we will define land use objectives and

sketch-level program options that will form the basis of subsequent transit scenario planning. We have added PlaceWorks to guide this effort, because they are leaders in land use planning; they can ground sketch-level land use programs in the rationality of what is possible; and their key staff person understands Humboldt's unique context as she lives and works in Arcata.

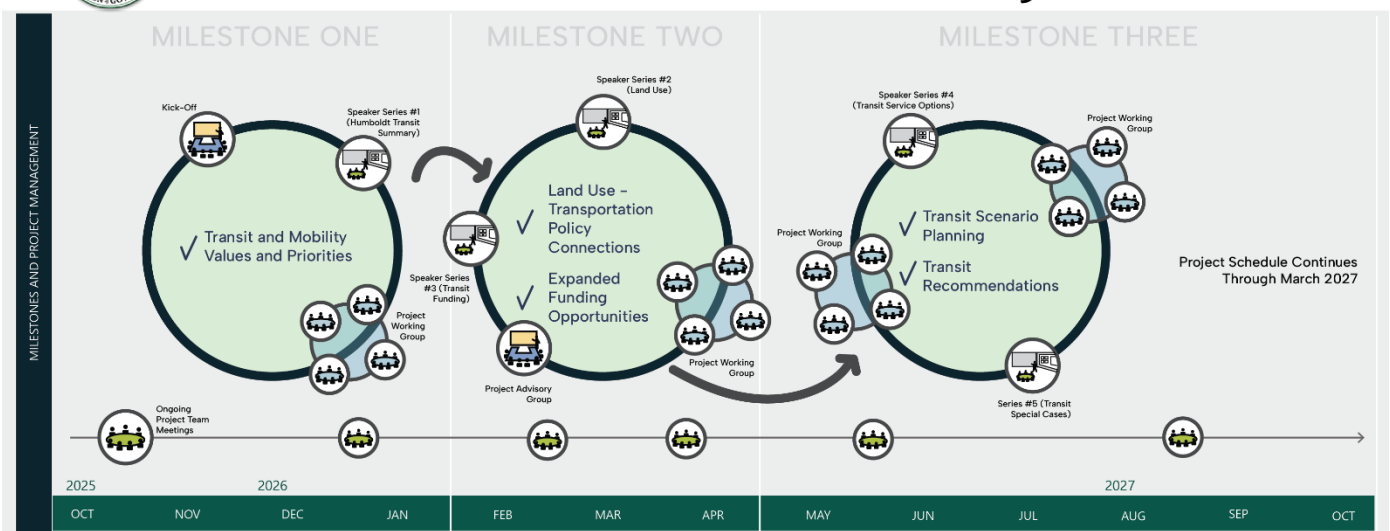
3. Gamify transit service options – In Task 3.3A, we will define a series of transit programs that could be operated based on variants of land use intensity, funding available for transit, and transit priorities. We will design an interactive exercise allowing study participants to toggle on/off different land use, funding, and transit service options to help clarify key trade-offs and measure transit priorities.

At each step, the intent is that the Project Steering Working Group sign off on assumptions before we proceed to the next step. Understanding that land use, funding, and transit options are complex and outside of the normal responsibilities of some Project Steering Working Group and Policy Advisory Group members, we have designed the



## Humboldt Comprehensive Plan for Regional Transit and Land-Use Network Planning

**Fehr&Peers**



process such that each step is accompanied by a speaker series presentation.

- **Speaker Series #1 – Mobility Values and Priorities** – Gordon Shaw of LSC will deliver the first presentation at the project outset, reviewing the considerations and outcomes of the most recent Transit Development Plan and other transit plans. Gordon, an expert in rural transit, will clearly articulate choices related to mobility values and priorities and discuss how different choices and values could result in different approaches to providing transit.
- **Speaker Series #2 – Land Use Futures** – Nicole West of PlaceWorks will describe the current land use contexts within Humboldt County; describe the envisioned future based on current General Plans (and other planning documents); and discuss options to amend these to create more transit demand.
- **Speaker Series #3 – Transit Futures** – Jason Miller of Fehr & Peers will describe transit aspirations contemplated in transit planning work to date and review other innovative ideas for providing transit. Jason combines planning expertise with agency knowledge gained from leading a regional, rural transportation authority and knows how to balance innovation with operational feasibility and service optimization.
- **Speaker Series #4 – Transit User Experience** – Otto Condon of ZGF will discuss how rider comfort, pride, and transit choice create a respectful transit environment. Otto specializes in the design of high-capacity transit systems and (if appropriate) can speak to how and where this could be applied in the County.

## Land Use

PlaceWorks' approach to land use is to use data to support the discussion. Working with Fehr & Peers GIS staff, the team will develop a comprehensive view of current and General Plan buildout land use and combine that information with other place-based data to develop a heat map of transit likelihood. This is an example of how we excel at making complicated information digestible by distilling major themes, minimizing jargon and

using charts, infographics, and diagrams to effectively communicate information.

We'll help the Project Steering Working Group and Policy Advisory Group to understand land use options that would expand non-auto travel and identify challenges and opportunities associated with these options. We expect this to be a collaborative process with bold idea brainstorming, and we understand the importance of creating space for stakeholders to develop their ideas and vision as a group.

- There is great value in meeting face to face, particularly when facilitating a group seeking consensus on complex issues. PlaceWorks' project manager is local to HCAOG and available for site visits and in-person meetings.
- HCAOG and state statutory objectives promote infill development and socioeconomic equity, support the protection of environmental and agricultural resources, and encourage efficient development patterns. Creating these conditions can provide enough riders to make transit feasible, but these objectives are challenged in the HCAOG region by limited vacant land in the incorporated cities. Arcata and Eureka are completely built out and can only add new housing through the redevelopment of non-vacant sites.

PlaceWorks will take these factors into account while assessing data and developing land use implementation recommendations.

## Transit

Generally, with rural transit projects, it's important to keep the following in mind:

- Data can be spotty, non-existent, inconsistent, and filled with gaps – The Fehr & Peers team will be adaptable throughout to retain flexibility to adjust our approach based on project hurdles.
- Rural transit propensity looks very different – in other contexts (urban, small urban, suburban), data would tell you that there's no

transit demand; but in rural areas, often the services are very much life-line services that exist for relatively small, targeted demand and use cases.

- The Fehr & Peers team will bring rural transit experience to bear and mix data with best practices, outreach to existing riders, stakeholder engagement, peer studies, etc. to tell the full story (professional judgement is key, infused with an element of art/creativity to see and tell the whole story).

Land use, transit likelihood, transit quality of service, transit dependency, and equity will be mapped and visualized in overlays of data that

inform the development of land use and transit options. These analyses will be conducted spatially using an interactive GIS tool that will have a combination of defined scenarios to mix and match with one another and a series of pre-defined transit strategies to be toggled on and off. Development of these strategies will be done in collaboration with the stakeholders through Project Steering Working Groups meetings. Outputs from this tool will be transit/walk/bike mode share; transit accessibility heat maps; maps displaying alignment of transit dependent populations with transit services; and equity metrics.



# 5. Work Plan & Schedule

Our team is focused on client service and fueled by a shared objective to identify ways to reimagine transit and build consensus and capacity around land use and transit funding opportunities in Humboldt County. Our approach requires open, regular communication and collaboration at each step, leveraging our firm’s technical staff and subject matter experts. Described below are specific elements of our project approach to ensure a successful effort. For clarity, the original SOW is included in black text. *Additional details about how we intend to fulfill these tasks are shown in green italicized text.*

## Task 1. Project Management and Reporting

### Task 1.1. Project Kick-off Meeting

Consultant will take the lead to organize a project kick-off meeting (virtual or in-person) with HCAOG, consultant, and partner agency staff. The meeting will be used to verify project goals, review the scope, project approach, schedule, and deliverables.

### Task 1.2. Project Coordination

Consultant shall meet with HCAOG bi-weekly or as needed throughout the project. Meetings may be virtual or in-person, as needed. Consultant shall propose frequency and schedule of project management meetings and shall be responsible for all aspects of meetings. Meetings are intended to keep HCAOG up to date on project progress, track milestones, and discuss key decision points to keep project moving forward on budget and on schedule.

### Task 1.3. Invoicing and Reporting

Consultant will be responsible for submitting invoices with budget tracking (no more than monthly, no less than quarterly) and quarterly

reports that summarize project progress and grant expenditures.

### TASK DELIVERABLES

- Project kickoff meeting: attendance, agenda, meeting minutes; project timeline.
- Project team periodic check-in meetings: attendance, agenda, meeting minutes for *18 meetings.*
- Invoices, quarterly progress reports.

## Task 2. Lead Facilitation of Advisory Groups

The project includes establishing one or two limited-term advisory groups.

The primary working group will be a government-based Project Steering Working Group that will build upon, and serve to strengthen, government-to-government relationships. The distinct purposes of the Project Steering Working Group are to work directly with the project team and consultants to complete the comprehensive transit network analysis; tackle more difficult or costly network management decisions; develop transit-supportive land use policy directives; and achieve consensus on regional collaborative policy directives to effectively apply regional decisions. The Project Steering Working Group currently includes, but is not limited to, the following agencies: HTA, Cher-Ae Heights Indian Community of the Trinidad Rancheria, City of Arcata, City of Blue Lake, City of Trinidad, County of Humboldt, and Yurok Tribe.

Contract services will include ample interactions with the Project Steering Working Group, including facilitating discussions, facilitating site visits to transit and multimodal facilities, and one-on-one or roundtable interviews with transit operators and other mobility-service providers.

Consultants will add to the project team's resources on transit-supportive land use policies and implementation actions.

The project may additionally establish a Policy Advisory Group (or integrate with other existing advisory groups), that will directly advise on related topics, including regional planning, housing, land use, greenhouse gas reduction, public transit improvements, and new revenues for transportation in the region.

HCAOG staff will share responsibilities for managing the Project Steering Working Group, as well as for convening and facilitating a second advisory group.

### **Task 2.1. Participation Plan**

*At the outset of the study, the consultant team will develop a participation plan intended to define a study process that enables consensus at each of three milestones.*

### **Task 2.2. Project Steering Working Group (4 Meetings)**

*The Fehr & Peers team proposes four Project Steering Working Group meetings and two additional Policy Advisory Group meetings to which Project Steering Working Group members would be encouraged to attend. We will work with HCAOG and HTA to define the members of these groups but generally expect the Project Steering Working Group to be made up of people with transportation expertise in local agencies and organizations noted in the RFP. The study process is designed such that the Project Steering Working Group assists the consultant and HCAOG and HTA team to make key decisions at important milestones. These decisions will be well-documented and inform next steps.*

### **Task 2.3. Policy Advisory Group (2 Meetings)**

*In addition to the Project Steering Working Group meetings, which focus on transportation, a separate Policy Advisory Group will be formed to*

*go deeper on land use changes to support more non-auto travel. This group should be made up of individuals representing agencies responsible for developing and implementing land use policies. In addition to facilitating discussions about the connections between land use and transportation, the consultants will assess the institutional capacity of land use planners and work in collaboration with HCAOG staff to develop strategies to increase the knowledge and capacity of these agencies.*

### **Task 2.4. Speaker Series (5 Presentations)**

*To facilitate conversations about opportunities to evolve transit in Humboldt County, we propose a series of topic-specific virtual presentations followed by discussion on key opportunities including the following:*

- *What's unique about rural transit?*
- *What are the opportunities to amend land uses to generate more transit, pedestrian, and bicycle travel including rules of thumb for densities justifying transit investments?*
- *Are there opportunities to fund transit with new taxes? How much revenue could be generated and how could this translate to transit services offered?*
- *How do street/stop conditions impact the transit experience? Are there opportunities to 'think outside the bus' including considerations for rider comfort, pride, and choice as well as high-capacity transit elements?*

### **Task 2.5. Participation Summary**

*We expect it will be important to document decisions reached at each milestone and to memorialize those in at-a-glance references such that stakeholders participating in meetings recall earlier decisions and, when new participants join mid-stream, decisions to date are clear.*

### **TASK DELIVERABLES**

- **Schedule of meetings, agenda topics.**

- Steering committee purpose statement (admin draft, draft, final).
- Attendance at a minimum of quarterly meetings with Project Steering Working Group. (Some, but not all, may be held as hybrid meetings. Consultants may attend some, but not all, meetings virtually).
- Facilitate Project Steering Working Group's site visits to transit and multimodal facilities (up to three meetings).

### **Task 3. Comprehensive Plan for Regional Transit and Multimodal Networks and Networking**

The selected consultant team will provide technical, facilitation, and outreach work under this task.

#### **Task 3.1. Understanding the Community's Transit & Mobility Values and Priorities**

Facilitate the Project Steering Working Group to find consensus on a defined problem/purpose/vision statement for regional transit service and active mobility.

Prepare for, facilitate and guide discussions on key choices (priority values) for transit planning choices that compete with each other, such as ridership vs. coverage, local vs. regional service, equality vs. equity. Consultant will support educational needs on these choices to ensure Working Group members are making fully informed decisions. Discussions may also seek consensus-direction on what are priority aims for correlated values, e.g., customer experience, equity, economic drivers, financial capacity, staff capacity, independent authority, local control, strategies to lower VMT, and affordable housing.

Review and examine existing short-term and long-term transit planning goals and implementation measures and consider such planning/plans to inform and carry out applicable tasks, discussions, and reporting under this task.

This process includes outreach to engage other partners (i.e., who are not part of the Working Group) and stakeholders for initial input and/or review and comments on a draft statement.

The work will involve engaging and surveying diverse stakeholders to identify the broad community's key choices for the regional transit network.

#### **Task 3.2. Existing Conditions Report on Community and Regional Characteristics**

The consultant will analyze and summarize Humboldt County demographics, equity factors, governance, funding, and other existing conditions that impact the region's public transit system. This report should build upon, rather than replicate or update, the current Transit Development Plan.

Characteristics to gather and analyze can include, but are not limited to, the following:

- Existing land use plans.
- Existing travel demand patterns and data already available (consultant is not expected to conduct a travel demand assessment).
- Population density, housing/jobs density, activity density, and employment density (i.e., proximity of jobs, housing, destinations/major points of interest).
- Service equity factors that contribute to transportation burdens, e.g., zero-vehicle households; low-income households; race and ethnicity; age; limited English proficiency; low-wage jobs; job types; off-peak hour commutes; and mobility disabilities.
- Populations/areas overburdened by pollution.
- Disadvantaged Communities in Humboldt as defined in the RTP, *VROOM 2022-2042*.
- Dimensions designating communities as burdened by underinvestment in transportation, per USDOT: Transportation Insecurity, Climate and Disaster Risk Burden, Environmental Burden, Health Vulnerability, and Social Vulnerability.
- Other applicable factors identified as contributing to marginalizing communities.

*The objective of this task will be to compare transit needs to existing transit infrastructure and land uses to determine areas of focus for the transit market analysis. LSC will review government databases for the most recent demographic information with particular focus on factors related to this study such as Cal Poly enrollment, population density, job density, location of disadvantaged communities, commute patterns, and long-term population projections. This information will complement and build upon demographic data compiled as part of the last Short-Range Transit Plan and be used as inputs for the spatial analysis tool. The team will also conduct a review of land use patterns and non-motorized transportation infrastructure. As part of this task, the Consultant Team will identify disadvantaged populations and discuss the level of transit service and other transportation options available to these communities, along with challenges to improve mobility.*

### **Task 3.3. Transit Market Analysis and Regional Operations Assessment**

Using the results from Tasks 3.1 and 3.2, the team will develop scenarios for improving, expanding, and enhancing mobility choices and more equitable access in the regional transit network. Public input on local transit service needs should be used to inform this task.

Assessment factors should include, but are not limited to the following:

- Transit service ridership and operations statistics

- Transit-dependency
- Local and regional travel patterns
- Regional, intercity, inter-regional transit network
- Jobs density
- Residential/housing density
- Commuting trends (peak and off-peak), transit ridership trends
- Multimodal connections and first/last mile connectivity
- Land use patterns, uses, zoning
- Safety outcomes
- Funding
- Agency governance/governing structures

The assessment shall consider replacing low ridership fixed-route trips with ADA-compliant on-demand/micro-transit opportunities to reduce capital and operational costs while retaining the vital connection of rural areas to urbanized cores.

Source documents should include but not be limited to “Humboldt Transit Development Plan” (2023), Unmet Transit Needs–Report of Findings, Performance Audits, Regional Transportation Plan “VROOM 2022–2042” (2022); “McKinleyville Transit Study” (2021); “Mobility-on-Demand Strategic Plan” (2020); “Blue Lake Rancheria Transit Study” (2019); and Caltrans; Intercity Transit Plan and District 1 Complete Streets Plan (2022).

The Project Steering Working Group agencies will be responsible for reviewing data and supplying available data for their jurisdictions as needed to fill in data gaps.

*Framework – The Task 3 approach contains distinct but related activities with four key task elements.*

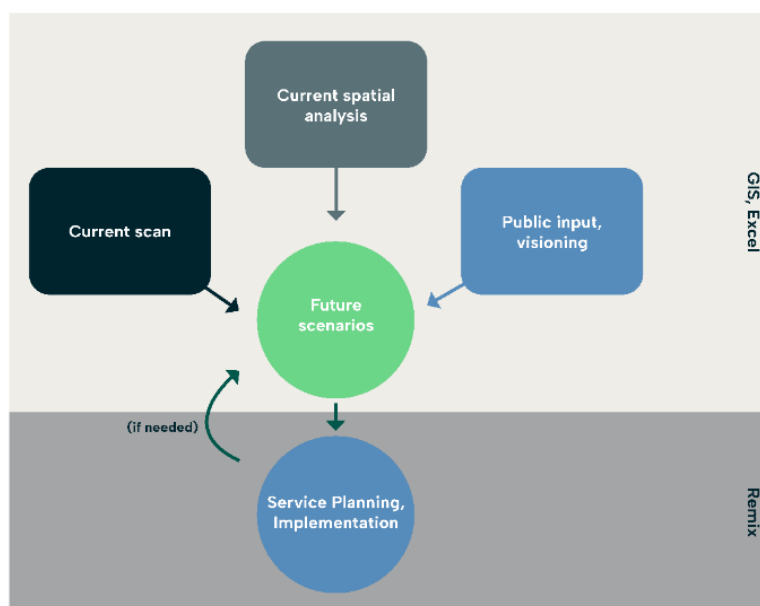
Current transit environment scan to understand state of current services	Current spatial analysis to understand travel market	Future land use and transit investment scenarios	Transit service planning
<ul style="list-style-type: none"> <li>Data review, update</li> <li>Connectivity analysis: regional, local, multimodal</li> <li>Current transit investments by service and area</li> <li><b>Tools:</b> Excel, Remix</li> <li><b>Roles:</b> LSC lead on data review (bring TDP up to date) with FP on Remix connectivity analysis</li> </ul>	<ul style="list-style-type: none"> <li>Develop transit propensity index – existing, incorporating equity factors</li> <li>Land use analysis, level of current transit support</li> <li>Transit profiles/ personas</li> <li><b>Tools:</b> GIS, available datasets, possibly use of Replica</li> <li><b>Roles:</b> FP lead with support from LSC especially on current transit investments</li> </ul>	<ul style="list-style-type: none"> <li>Decision matrix with simple scenario options (low, med, high) for land use changes, transit investments, transit philosophies (coverage vs freq, local vs regional investment, modal considerations)</li> <li>Map and tabular outputs based on scenario options</li> <li><b>Tool:</b> GIS, perhaps web based story map-ish</li> <li><b>Roles:</b> FP lead</li> </ul>	<ul style="list-style-type: none"> <li>Based on outputs of the high-level scenarios, develop detailed transit service plans</li> <li>Routes, span, frequency, connectivity, first/ last mile integration matched to scenarios</li> <li>Use Remix outputs to show impact on typical transit populations (populations served) and access isochrone maps</li> <li>Possibly update scenarios based on service planning</li> <li><b>Tool:</b> Remix</li> <li><b>Roles:</b> FP lead</li> </ul>

*These four steps facilitate a process that understands and pivots from existing conditions; builds future land use and transit investment/service scenarios; AND translates those into transit service scenarios.*

### Task 3.3A. Transit Market Analysis

*As part of this task, the Fehr & Peers team will develop and analyze a variety of transit network scenarios which further HCAOG's goal of integrating public transit and land use planning. The scenarios will build upon suggestions from the public/stakeholders and take into account gaps in transit/land use connectivity which were identified in the Existing Conditions Memo. The scenarios will address the following topics:*

- *Transportation to/from off-campus student housing*
- *Connections with Redwood Coast Express*
- *Tribal transit needs*
- *More frequent service along high use corridors*
- *Connections to bicycle paths.*
- *Possible expansion of Ride Humboldt Flex*





### **Task 3.3B. Regional Operations Assessment**

*This task will translate high-level recommendations derived in the Transit Market Analysis into actionable items for local transportation agencies. The following information will be provided for recommended service scenarios:*

- *Type of service to be offered*
- *Operating characteristics, including service areas, routes and schedules, hours of operation, vehicle mileage, ridership, etc.*
- *Qualitative ridership impacts*
- *Capital requirements needed to implement the various service alternatives*
- *Financial characteristics including operating, capital, and administrative costs, as well as fares, advertising, and other revenues*
- *Potential funding sources*
- *Provisions for meeting senior adult and disabled needs in general and requirements of the ADA*
- *Coordination opportunities*

### **Task 3.4. Develop Comprehensive Plan**

Consultant will compile all previous task results into a Comprehensive Plan that provides recommendations on transit and multimodal system design changes for Humboldt County. An administrative draft of the Comprehensive Plan shall be prepared for and reviewed by the Project Steering Working Group. A public draft Comprehensive Plan shall be prepared for public comment and review period; a final plan shall include a record of comments and incorporate comments as appropriate. This Comprehensive Plan will serve as a structure around which to develop land use and long-range planning policy recommendations in Task 4.

#### **TASK DELIVERABLES**

Purpose statement or vision statement for Humboldt regional transit service and for regional active mobility, reviewed and approved by Project Steering Working Group. (Administrative, draft, and final versions.)

- Survey (or alternative best tool(s), ADA accessible) to inform and solicit public input; record of responses.
- Existing Conditions Report (ADA accessible admin draft, draft, and final).
- Transit Market Analysis & Regional Operations Assessment (ADA accessible admin draft, draft, and final).
- Comprehensive Plan (administrative draft, record of comments from Project Steering Working Group and other stakeholders, public review draft, and final draft (all ADA accessible)).
- Presentation of draft and/or final plan at public meetings (ADA accessible). (Minimum of four meetings required; may include presentation(s) at regularly scheduled board/committee/ council meetings. It is preferred that the Consultant present in-person at least one meeting.)

## **Task 4. Land Use–Transportation Policy Connections**

This task includes work to facilitate the transit operators and planners and land use authorities to explicitly discuss, study, dialogue on, and document what strategies would best govern the vision (developed and agreed upon in prior tasks) of Humboldt’s regional transit service and multimodal networks. The consultant will research relevant land use policies and identify applicable best practices that promote transit and active transportation for the purpose of sharing this with local jurisdictions.

Identify procedures for improving regular governmental agency consultation with Humboldt Transit Authority. Facilitate the Project Steering Working Group and partners to explore and consider opportunities to incorporate more of these policies into local and tribal jurisdictions’ applicable planning documents and processes (e.g., General Plans, Tribal Plans, Specific Plans, Transit Development Plans, etc.). Facilitation should help partners build consensus for

regionally-focused policy, as well as support agencies to adopt local policy, processes, and/or programs that can impact the regional multimodal network.

Assist HCAOG in preparing agency partners to propose, adopt, and/or implement the identified procedures/best practices or policy corresponding to this task. As applicable, Project Steering Working Group members will help coordinate and facilitate meetings, review, or input with other pertinent staff, departments, and elected officials of their respective agencies.

#### **Task 4.1. Envisioned Land Use Future(s)**

*PlaceWorks will research relevant land use policies and identify applicable best practices that promote transit and active transportation for the purpose of sharing this with local jurisdictions. PlaceWorks will study rural and/or transitioning areas and places where aspects of the development patterns, demographics and temperate climate share some similarities with Humboldt County. These may include the North Bay, Contra Costa County, and Shasta County. College towns such as the City of Santa Cruz and rural communities on the cusp of being urban such as Woodland and Redding may also be helpful to study. PlaceWorks will coordinate closely with the project team to identify examples of multimodal transportation systems where operators, planners, and land use authorities have implemented successful strategies for facilitating greater reliance on multimodal transportation and improved access for people with disabilities and people with low or no income.*

*PlaceWorks will coordinate closely with the project team to ensure the best practices literature review aligns with the work completed in the previous tasks and is directly applicable to the land use futures envisioned by the Project Steering Working Group and Policy Advisory Group. PlaceWorks will provide a technical memo summarizing best practices of pro-transit policies. While conducting this literature review, PlaceWorks will compile any readily available information about the process of implementing*

*these pro-transit policies and the relationships among transit operators, planners, and land use authorities that facilitated successful outcomes.*

*PlaceWorks will produce an administrative draft Best Practices Technical Memo for review by Fehr & Peers and address any comments to create an administrative draft Best Practices Technical Memo for review by HCAOG. PlaceWorks will address HCAOG's review and create a final draft Best Practices Technical Memo.*

*PlaceWorks will provide assistance with staff reports for the respective Project Steering Working Group representative for their respective subject meeting. PlaceWorks will attend meetings of the Project Steering Working Group and Policy Advisory Group, as covered in Tasks 2.2 and 2.3.*

#### **Task 4.2. Envisioned Transit Futures**

*Fehr & Peers and PlaceWorks will work together and in close coordination with HCAOG and HTA to define a series of land use scenarios that would enhance non-auto travel in Humboldt County. It is our expectation that these scenarios will be thematic, with potential strategies of creating 15-minute neighborhoods and intensifying major corridor land use density and diversity.*

#### **Task 4.3. Land Use Implementation Recommendations**

*PlaceWorks will coordinate closely with the project team to understand the perspectives and priorities expressed by the Project Steering Working Group as it pursues consensus on a defined problem/purpose/vision statement for regional transit service and active mobility. Additionally, PlaceWorks will review the assessment of demographics and existing conditions completed in previous tasks. These insights, coupled with the lessons learned from the best practices literature review, will inform the pro-transit land use policies and implementation recommendations.*

*PlaceWorks will provide targeted recommendations to address the identified gaps in Humboldt County's multimodal transportation*



system. These recommendations will leverage existing assets and build upon established relationships. For example, the research on transit routes and population density completed in earlier tasks will highlight unrealized potential for addressing transit and land use simultaneously. PlaceWorks anticipates that the Project Steering Working Group and Policy Advisory Group will use that information to identify desired changes in housing types, jobs, density, transit systems, streetscape improvements, street connectivity, accessibility, and added amenities. PlaceWorks will support these envisioned land use and transit futures by recommending procedures for government-to-government consultations and new pro-transit land use policies and implementation measures. PlaceWorks recognizes that any recommendations not authentically embraced by decision-makers are unlikely to be implemented. Thus, PlaceWorks will coordinate closely with the project team to ensure all recommendations stem from the goals and objectives of the Project Steering Working Group and Policy Advisory Group.

PlaceWorks will produce an administrative draft Land Use Recommendations Technical Memo for review by Fehr & Peers and address any comments to create an administrative draft Land Use Recommendations Technical Memo for review by HCAOG. PlaceWorks will address HCAOG's review and create a final draft Land Use Recommendations Technical Memo.

PlaceWorks will provide assistance with staff reports for the respective Project Steering Working Group representative for their relevant subject meeting. PlaceWorks will attend meetings of the Project Steering Working Group and Policy Advisory Group, as covered in Tasks 2.2 and 2.3. PlaceWorks may conduct GIS analysis and produce maps, if applicable, to support this effort.

#### **Task 4.4. Capacity Building Recommendations**

PlaceWorks will support the project team's efforts to coordinate with the Policy Advisory Group and will develop capacity-building recommendations

on topics including regional planning, housing, land use, greenhouse gas reduction, public transit improvements, and new revenues for transportation in the region. This support will include but may not be limited to convening and facilitating discussions. PlaceWorks' project manager is local and can attend meetings in-person, including site visits to transit and multimodal facilities.

#### **TASK DELIVERABLES**

- Technical memo of literature review/best practices of pro-transit policies. (Admin draft and final (all ADA accessible.))
- Write-up of procedures for government-to-government consultations and/or new pro-transit land use policies or (as applicable) implementation measures. (Admin draft, draft, and final (all ADA accessible.))
- Attendance at meetings of Project Steering Working Group agencies, as requested, to present corresponding task deliverables to their respective staff or decision-making body. (Up to eight meetings; attendance may be virtual/remote.) Assist respective Project Steering Working Group representative with staff report for their relevant subject meeting.

### **Task 5. Supporting Stakeholder Outreach, Engagement, and Input**

HCAOG and the whole project team will carry out/carry on community engagement throughout the project timeline. Consultant will not take a primary role in public engagement for the overall project but shall support outreach and engagement efforts to maximize effectiveness of their tasks and deliverables (e.g., collecting existing conditions data, soliciting public comments on draft documents, etc.).

#### **Task 5.1. Project Website**

Fehr & Peers will develop either a stand-alone project website or content to be hosted on a HCAOG or HTA website. We have a Creative

*Studio team who will coordinate with the agencies on the best approach. It is our expectation that the website will contain a concise description of the study and on-going milestone decisions to be built at the project outset and updated at the three milestones and at the publication of the Draft Report.*

### **Task 5.2. Community Interactive Engagement**

*Fehr & Peers will support HCAOG and HTA in developing materials to support on-going community engagement including development and summary of a survey.*

### **Task 5.3. Announcements, Press and Social Media**

*Fehr & Peers will support HCAOG and HTA in developing up to three batches of announcements, press releases, and social media posts (similar content across all three types of media).*

#### **TASK DELIVERABLES**

- Project website page, ADA accessible. (Can be hosted on HCAOG and/or HTA existing website.)
- Community survey, polls, or other interactive engagement tool(s) (English and Spanish, ADA accessible), as identified under previous tasks.
- Announcements, PSA/press releases, flyers, and/or social media posts (all ADA accessible) for public-review draft documents identified under previous tasks.
- Stakeholder input and community outreach meetings, as identified under previous tasks.

## **Task 6. Administrative, Draft and Final Plan**

### **Task 6.1. Administrative Draft Plan**

*We have included an explicit task related to development of a Plan to assure that sufficient resources are available to translate the technical work described above into a compelling and inspirational document.*

### **Task 6.2. Draft Plan**

*We have allocated nearly 60 hours to internal review responses to comments on the Administrative Draft Plan.*

### **Task 6.3. Final Plan**

*We have allocated nearly 40 additional hours to make final revisions to the Draft Plan.*

Schedule		2025			2026												2027				
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
<b>1</b>	<b>Project Management and Reporting</b>																				
1.1	Project Kick-Off																				
1.2	Project Coordination (18 meetings)																				
1.3	Invoicing and Reporting																				
<b>2</b>	<b>Lead Facilitation of Advisory Groups</b>																				
2.1	Participation Plan																				
2.2	Project Steering Working Group (4 meetings)																				
2.3	Policy Advisory Group (2 meetings)																				
2.4	Speaker Series (4 presentations)				#1			#2			#3			#4							
2.5	Participation Summary																				
<b>3</b>	<b>Comprehensive Plan for Regional Transit and and Multimodal Networks and Networking</b>																				
3.1	Transit and Mobility Values and Priorities																				
3.2	Existing Conditions																				
3.3A	Transit Market Analysis & Defining Transit Scenarios																				
3.3B	Regional Operations Assessment																				
3.4	Comprehensive Plan (see Task 6)																				
<b>4</b>	<b>Land Use – Transportation Policy Connections</b>																				
4.1	Envisioned Land Use Future(s)																				
4.2	Envisioned Transit Futures																				
4.3	Land Use Implementation Recommendations																				
4.4	Capacity Building Recommendations																				
<b>5</b>	<b>Supporting Stakeholder Outreach, Engagement and Input</b>																				
5.1	Project Website																				
5.2	Community interactive engagement																				
5.3	Announcements, Press and Social Media																				
<b>6</b>	<b>Administrative, Draft &amp; Final Plan</b>																				
6.1	Administrative Draft Plan																				
6.2	Draft Plan																				
6.3	Final Plan																				

Fehr & Peers proposes completing this study in 18 months beginning in Octboer 2025 and wrapping up in March 2027. We have built this schedule around a series of Project Steering Working Group and Project Advisory Group meetings with technical tasks designed to inform milestone decisions occurring during these meetings.

## 6. Cost Proposal

The project fee has been allocated to split roughly evenly among:

- Facilitation/coordination/consensus building – \$78,984 in Tasks 1, 2 and 5
- Transit Scenario Planning and Analyses – \$90,473 in Task 3
- Land Use Policy Connections – \$61,777 in Task 4
- Documentation/Report Preparation – \$63,154 in Task 6

This allocation reflects the Fehr & Peers team’s belief that, to be successful, this study needs to focus on understanding and answering questions posed by HCAOG, HTA, the Project Steering Working Group and Project Advisory Group; contain intuitive and compelling technical analysis of transit and land use options; and develop a final deliverable that can build further support for major changes to transit and land use practices in Humboldt County. This study could be the beginning of a larger set of changes.

Our cost proposal is included as a separate attachment.

## 7. Required Attachments

- Resumes
- Attachment D – Subconsultant List



# Daniel Jacobson, AICP

## Principal | Project Manager

### About

Daniel Jacobson is a Principal focusing on transportation strategy, policy, operations, and design projects. Daniel focuses on complex transit, complete streets, and development projects, drawing upon a range of experiences helping public and private sector clients. He excels at helping clients resolve challenges at all stages of project development. Daniel brings a passionate, problem-solving approach to transportation projects to achieve meaningful, implementable outcomes.

### Relevant Project Experience

#### Eureka Transit Line by Line Analysis (Eureka, CA)

As lead planner, Daniel helped Eureka Transit rethink its bus network to meet the evolving mobility needs of the city. The agency operated five one-way loop routes across the city. The study evaluated restructuring the network to provide a more simplified route structure with more frequent service on trunk corridors.

#### SamTrans Grand Boulevard Initiative/El Camino Real Program Support (El Camino Real, CA)

Daniel serves as program manager for the Grand Boulevard Initiative (GBI), a multi-agency collaboration to advance mobility and safety improvements along El Camino Real in San Mateo County. GBI aims to modernize the 25 mile corridor to transform the highway-like design into a walkable, bikeable, transit-oriented corridor. Daniel's role includes leading several interrelated workstreams, including developing a countywide Action Plan, navigating the Caltrans project development process, facilitating stakeholder and community outreach, overseeing complete streets corridor studies in several cities, supporting grant applications, and guiding the overall program strategy.

#### El Camino Real Bus Speed and Reliability Study (San Mateo County, CA)

As project manager, Daniel led a study of bus speed and reliability for Route ECR, a 28 mile bus route that serves as the backbone of SamTrans' network. The study analyzed bus data to better understand the causes of the route's travel time and reliability challenges. Based on this analysis, Fehr & Peers analyzed potential solutions ranging from more transformative changes like bus lanes, transit signal priority, and stop consolidation, to more targeted changes such as bus bulbs, queue jumps, and all-door boarding. The study developed recommendations based on stakeholder and public outreach efforts.

#### Metropolitan Transportation Commission Transit 2050+ Plan (Bay Area, CA)

As technical advisor, Daniel supported the preparation of a regional transit plan to improve network connectivity and transit efficiency throughout the Bay Area. The study centered around a travel market analysis of regional transit gaps and a bus speed analysis using data from the California Integrated Travel Project (Cal-ITP). Based on these analyses, new transit services and projects were identified for incorporation into the next Regional Transportation Plan.

### Education

BA, with Honors, Urban Studies,  
Stanford University

### Certifications

Certified Planner (AICP),  
American Planning Association

### Expertise

Complete Streets Planning and  
Design

Bus and Rail Service Planning

Travel Markets Analysis

Traffic Operations and  
Forecasting



**California High Speed Rail Station Planning Program Management (Statewide, CA)**

Daniel serves as the lead transportation planner for the California High Speed Rail Authority's statewide station planning program. In this role, Daniel is responsible for overseeing the work of station design efforts in the Central Valley and planning efforts elsewhere in the state as it relates to station access and circulation. Key areas of focus include the sizing of roadways, active transportation facilities, transit centers, and passenger loading zones for high speed rail travel, and considering the phasing and interface with local transportation systems.

**SamTrans Strategic Plan (San Mateo County, CA)**

As task lead, Daniel helped SamTrans develop a new Strategic Plan covering the agency's evolving role as a transit agency and mobility manager in San Mateo County. The Strategic Plan process included extensive internal and external engagement including workshops with staff, stakeholders, and board members. Daniel focused on assisting SamTrans develop a 10-year budget framework for Measure W, a 2018 sales tax measure intended to enhance transit service and infrastructure.

**Monterey-Salinas Transit Designing for Transit Update (Monterey County, CA)**

As a technical advisor, Daniel supported an update to MST's *Designing for Transit* guide, a resource for the agency to interface with cities and developers. The guide includes information on bus stops, stop placement, street design, transit signal priority, and pedestrian and bicycle access to transit.

**I-580 Sustainable Corridor Strategy (East Bay, CA)**

As technical lead, Daniel led the transit analysis for the I-580 Sustainable Corridor Strategy, a plan by the Alameda County Transportation Commission to promote equity, safety and sustainability through transportation investments, policies and management approaches. The SCS included a travel market analysis using StreetLight data and review of existing local and regional transit services along the corridor. The study also considered transit, bike, and pedestrian improvements to MacArthur Boulevard in collaboration with the City of Oakland and AC Transit. Fehr & Peers conducted a bus speed and reliability analysis alongside safety and travel market analyses to understand the corridor's existing performance, opportunities, and challenges. Based on this analysis, multimodal improvement measures will be identified in collaboration with stakeholder and community input, with an emphasis on transit priority measures aimed at reducing bus travel times.

**Caltrain Business Plan (San Francisco Peninsula, CA, 2018-2021)**

As technical team lead, Daniel managed a multi-disciplinary team to develop a 20-year business plan to grow Caltrain service. The project analyzed Caltrain's market potential, rail operations, infrastructure needs, and interface with the communities it serves. Daniel focused on analyzing the market potential for Caltrain service, evaluating Caltrain's effects on equity and disadvantages communities, developing service plans, quantifying changes in ridership over time, analyzing the mobility and environmental benefits of service changes, and synthesizing results to project partners and agency leadership. The Business Plan contributed to board adoption of two major policy changes – a 2040 Service Vision and an Equity, Connectivity, Recovery, and Growth Strategy – along with voter approval of Measure RR, Caltrain's first dedicated funding measure. Daniel continues to actively support Caltrain with ongoing needs related to service, access, and capital improvement planning.



# Jason Miller

**Principal | Principal-in-Charge**

## About

Jason is a national transit expert with over 20 years of experience in planning and implementing multimodal and transit solutions. His work spans transit system service plans and redesigns, microtransit, TNC partnerships, BRT corridors, first/last mile planning, smart infrastructure, and integrated bike/pedestrian systems. A former regional transportation authority director in a rural setting, Jason is passionate about creating implementable, community-focused transportation plans. He's a strategic thinker and skilled collaborator who builds consensus and delivers results.

## Relevant Project Experience

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

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

### Denver Connector Studies (Denver, CO)

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

### West 38<sup>th</sup> Avenue Corridor Vision (Denver, CO)

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

### Greeley Multimodal Mobility Plan (Greeley, CO)

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

### CO 119 First and Final Mile Study (Boulder, CO)

As microtransit lead, Jason helped shape the SH 119 First and Final Mile Study, which built on prior BRT planning to improve access to the corridor's proposed bikeway and transit stations. The project combined robust community engagement with data-driven analysis to develop phased recommendations for active

## Education

Bachelor of Science: Electrical Engineering, University of Colorado, Boulder, CO

## Affiliations

American Planning Association –Colorado

Community Transportation Association of America

League of American Bicyclists – Certified Instructor and Member

## Presentations

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

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

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

transportation, shared parking, wayfinding, and microtransit feasibility. Jason's work supported integrated strategies for first/last mile connections, including TDM tools like bike share, trip booking, and incentive programs.

#### **North Federal Community Transportation Plan (Adams County/Westminster, CO)**

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

#### **Routt/Steamboat/Craig RTA Feasibility and Transit Planning (Steamboat, CO)**

Fehr & Peers led transit planning to support a multi-agency effort to create a regional transportation authority (RTA) as an optimal way to plan, finance, implement, and operate a regional transit system for three clients: Steamboat Springs, Routt County, and Craig, Colorado. Leveraging Jason's previous career experience as an RTA director, this effort was a targeted but comprehensive analysis of transit services to guide the growth, development, and adaption of the system into an RTA. Fehr & Peers addressed how to balance and determine ideal transit service levels, locally and regionally; infrastructure/fleet needs and capital project costs; speed and reliability of transit operations; land use patterns and growth predictions; and how to integrate transit with other transportation modes.

#### **Summit Stage Short Range Transit Plan (Summit County, CO)**

With Jason as Project Manager, Fehr & Peers developed a Short-Range Transit Plan for Summit Stage, one of the largest rural transit agencies in the country. Through that process, we identified local need for more frequent transit service, shorter travel times that would make Summit Stage a viable choice over driving, and a desire to restore service that had previously been cut back. The final Short Range Transit Plan included recommendations for adding late night service, new express routes, and recommendations for increasing organizational capacity.

#### **Citibus Comprehensive Operations Analysis Update (Lubbock, TX)**

Fehr & Peers provided transit planning elements associated with Citibus facility project to define new locations, space requirements, preliminary costs, funding strategies, and route implications for a new maintenance/administration facility, a new downtown transit plaza, and mobility hubs.

In a subsequent contract, Fehr & Peers was selected to plan the next five to ten years of evolution of transit services in Lubbock including reimagined services for fixed route, university routes, microtransit, and paratransit. The goal is to reconcile recently completed planning efforts and create a new direction for Citibus that can be implemented effectively to better serve existing and new riders within Lubbock. The project includes strategic visioning, public outreach/engagement, updated service planning, financial planning, compliance planning, and implementation support (run cutting, compliance review, policy updates). The new service plan was recently adopted by the Citibus Board.

As part of this work, Fehr & Peers also completed a Title VI Equity analysis for Citibus. A Title VI equity analysis is a review that transit providers must conduct (required by FTA) to ensure that proposed changes to fares or services are equitable and do not discriminate against low-income or minority populations.



# Matthew Ridgway, AICP, PTP

Principal | Engagement Lead

## About

Matthew has been involved in many of Fehr & Peers' highest visibility and most complex land use-transportation projects. Many years ago, he led the transportation analysis for the Sonoma-Marin Multimodal Transportation and Land Use Study that resulted in the SMART rail system in Marin and Sonoma counties, and he continues to serve SMART. He has worked on a number of station-area plans and other large-area plans where movement of people by non-autos has been of foremost importance and was instrumental in the development of layered networks philosophy, designed to make transit more viable. He has significant experience designing station area access and circulation, especially as it relates to intermodal transfer areas and designing pedestrian and bicycle circulation and has worked on a number of studies contemplating atypical transit solutions including gondolas and water taxis. Matthew founded Fehr & Peers' San Francisco office in 2000 and established Fehr & Peers DC in 2015. He is now in the Petaluma office, which was formed in 2024.

## Education

B.A., Urban Studies, San Francisco State University, 1990

## Registrations

American Institute of Certified Planners (011694)

Professional Transportation Planner (80)

## Affiliations

American Planning Association (APA): National Capital Chapter Member

Institute of Transportation Engineers (ITE): Pedestrian & Bicycle Council Executive Committee Member

Association of Pedestrian & Bicycle Professionals (APBP): Member

## Presentations

*Countywide Planning Framework to Identify Continuous & Connected Multimodal Arterial Networks.* TRB, 2017.

*A Multimodal Trip Generation Model to Assess Travel Impacts of Urban Developments in DC.* TRB, 2017.

## Relevant Project Experience

### SMART Quality of Life & Economic Study (Sonoma County, CA)

Fehr & Peers is examining the role of SMART's rail and pathway construction and operation in driving outcomes for key quality of life indicators, including mobility, the economy, land use, the environment, public health, safety, accessibility, and equity. The study quantifies and contextualizes SMART's contribution to North Bay to date and analyzes the potential scale of impact that would result from securing funding to fully build out and operate SMART in the future. Matthew is serving as the Principal-in-Charge for this effort.

### Noyo Harbor Multimodal Circulation Plan (Mendocino County, CA)

Matthew led the Noyo Harbor Multimodal Circulation Plan, which provided a comprehensive study of multimodal access through Noyo Harbor. The plan assessed the feasibility of improving safety conditions for active transportation users, adding transit service (bus and water taxi), improving wayfinding and making other changes to make non-auto access more intuitive and safer. The plan is in its end stages, with a final report coming soon. More information is available on the project's [website](#).

### SEMCOG Multimodal Toolbox (Detroit, MI)

Fehr & Peers and subconsultant MKSK continues to work with the Southeast Michigan Council of Governments (SEMCOG), the Michigan Department of Transportation (MDOT), and agency partners from the 7-county SEMCOG region to develop a [suite of multimodal corridor planning tools](#). These web-based GIS tools established pedestrian, bike, transit, auto, and freight networks across the region, identified tiers for different modes, allows users to design context-sensitive cross-sections, and visualizes the resulting configuration options. The objective was to streamline corridor planning by creating a tool that can be used universally by SEMCOG, MDOT, and the region's counties and local jurisdictions. Matthew ideated the tool and served as Principal-in-Charge on its implementation.

## **Community-Based Transportation Plans (Santa Rosa & Rohnert Park, CA)**

The residents and businesses of South Santa Rosa and Central Rohnert Park most certainly have mobility, access, and transportation safety concerns, and these plans will give voice to those concerns as well as offer a collaborative planning process to help shape local ideas into implementable projects with agency buy-in. This study seeks to identify a set of near, mid, and long-term solutions that build on active city and county efforts, as well as asserting and defining new ideas introduced by community members. CBTPs will engage residents, workers, and community organizations in a participatory prioritization process to establish which projects are most important. Matthew is a Technical Advisor for this ongoing effort.

## **SF Transbay Terminal Redesign (San Francisco, CA)**

Fehr & Peers was involved in a two-phase plan to formulate the long-term transit needs and improve the passenger experience for bus riders using the Transbay Terminal in San Francisco. Four alternatives were developed and analyzed, including a retrofit option, a two-level bus terminal, and two variations to the existing terminal. Additionally, Fehr & Peers' staff provided multi-modal operational analysis using VISSIM micro-simulation model throughout the project's consensus-building process. The final solution involved eliminating the loop ramps allowing development of two city blocks. Bus mid-day storage and staging were accommodated through the development of a bus storage area under the western approach to the Bay Bridge. Fehr & Peers was subsequently involved in the design and operations analysis of the bus deck of the now-built Transbay Terminal, design of the bus storage facility, and design of the temporary terminal that operated for a decade while the new terminal was built. Matthew served as the Project Manager.

## **WMATA Short-Term Ridership Forecast Model & Tool (Washington, DC)**

Fehr & Peers worked with VHB to develop a series of direct ridership models for the Washington Metropolitan Area Transit Authority (WMATA) with the development of models that are better able to predict ridership implications of station area land use, changes in demographics and transit reliability, among other factors. Matthew served as project manager and principal in charge.

## **Selected Additional Projects**

Matthew has been involved in numerous projects involving ridership forecasting and transit access.

- Micromobility Ridership Forecasting (for Lyme)
- TripsDC – DDOT Mixed Use Trip Generation Tool
- UCSF Mission Bay Master Plan (4th Street Rail, UCSF-operated shuttles)
- MacArthur BART Access Feasibility Plan, Oakland
- MTC Safe Routes to Transit Prog Eval, SF Bay Area





## Ian Barnes, PE

### Principal | Forecasting Lead

#### About

Ian is an award-winning Principal in the Fehr & Peers Walnut Creek office, where he also serves as a Senior Market Leader. Mr. Barnes has nearly 15 years of experience in multimodal planning and operations analysis over a broad spectrum of settings in the Bay Area and Northern California. He is an expert in microsimulation modeling, including extensive experience with the VISSIM and SimTraffic software analysis packages. His studies focus on complex arterial networks, as well as complex freeway systems. He previously served as the Legislative Chair of the Institute of Transportation Engineers San Francisco Bay Area Section, and was a founding officer of the San Francisco Bay Area chapter of the Young Professionals in Transportation professional society.

#### Relevant Project Experience

##### Cal Poly Humboldt Master Plan (Humboldt, CA)

Fehr & Peers provided transportation, parking, and mobility planning for the Cal Poly Humboldt Campus Master Plan. We focused on understanding current travel behaviors and developing sustainable strategies for future growth. Our recommendations sought to enhance multimodal connectivity and reduce reliance on single-occupant vehicles, aiming to meet immediate needs, advance environmental goals, and improve campus livability. The plan offered a clear framework for aligning land use and mobility decisions to support a vibrant, accessible, and sustainable campus future. Ian served as Associate-in-Charge.

##### US 101/Trinidad Area Access Improvements (Trinidad, CA)

Fehr & Peers is preparing a Traffic Operation Analysis Report (TOAR) for the PA/ED phase of the US 101/Trinidad Area Access Improvements project in Humboldt County. The team is reviewing previous work to create analysis models for local intersections and freeway segments. The TOAR will be part of the project approval and environmental documents. Additionally, Fehr & Peers is completing an ICE Step 2 memo for intersection control devices at ramp terminals for Caltrans approval. Optionally, the team may use the county's travel demand model to assess VMT changes and potentially screen out of CEQA requirements. If needed, the team will review and adjust the base year of the county's model for consistency with best practices. Ian is serving as Project Manager & Principal-in-Charge.

##### Arcata Freeway Cap Grant Application (Arcata, CA)

Fehr & Peers completed a State of California Highways to Boulevards grant application for the US 101 freeway, SR 299 freeway and SR 255 Samoa Boulevard corridors in and around Arcata. The work involved Cal Poly Humboldt, the City of Arcata, HTA, HCAOG, Caltrans D1, and others. Ian oversaw this project as Principal-in-Charge.

##### Tolowa US 101 Roundabouts (Unincorporated Del Norte County, CA)

Fehr & Peers prepared the Traffic Engineering Performance Assessment Analysis (TEPA) for three intersections along US 101 in Del Norte County near Tolowa Dee-ni' Nation land. Fehr & Peers coordinated closely with Caltrans and other stakeholders throughout the process. Our team's responsibilities included leading

#### Education

M.S., Civil Engineering,  
University of California at  
Berkeley, 2011

B.S., Civil Engineering, Magna  
Cum Laude, California  
Polytechnic State University at  
San Luis Obispo, 2010

#### Registrations

Civil Engineer, State of  
California (C81389)

#### Affiliations

Institute of Transportation  
Engineers (ITE): International  
Traffic Engineering Council,  
International Consultants  
Council

Transportation Research Board:  
Member – Disaster Response,  
Emergency Evacuations and  
Community Continuity  
Committee

#### Publications

*Impact of Peak and Off-Peak  
Tolls on Traffic in the San  
Francisco-Oakland Bay Bridge  
Corridor*, Lead Author,  
University of California at  
Berkeley Global Metropolitan  
Studies, 2011

#### Expertise

Travel Demand Model  
Development

Travel Demand Model  
Applications

CEQA/NEPA Analysis

Evacuation Analysis

Caltrans Facility Project  
Process



the review of collision data, conducting traffic modeling, and evaluating intersection control alternatives, including roundabout and signalized options. As Principal-in-Charge, Ian ensured the timely delivery of key reports that supported the project's advancement through the Project Initiation Document phase.

#### **Humboldt County VMT Analyses (Humboldt County, CA)**

Fehr & Peers developed guidelines and other materials to document VMT calculation approaches used by Humboldt County member agencies. The project involved the development of model traffic study guidelines that member agencies could incorporate into their existing guidelines. Fehr & Peers provided updated guidance that considered the latest OPR Technical Advisory plus additional suggested practices based on expectations established by the CEQA statute, guidelines, and case law. We also developed a tailored VMT web map tool for small and medium-sized projects for use by the jurisdictions in Humboldt County, using localized data on travel behavior where appropriate, and a "VMT web map tool user manual" for use by jurisdiction staff. Ian served as a technical advisor.

#### **Rohnert Park General Plan Update & CEQA VMT (Rohnert Park, CA)**

Ian is the Project Manager for Fehr & Peers' efforts in the updating of the Rohnert Park General Plan. In addition to updating the goals and policies in the General Plan and developing a plan for a robust multimodal system, Fehr & Peers will be producing traffic volume and VMT forecasts for Year 2040 conditions using the new Sonoma County Transportation Authority travel demand model. The volume forecasts will be used to help with the rightsized transportation system, as well as providing VMT estimates, which will be used as the basis for the CEQA analysis of the preferred General Plan alternative. Big Data will be used to supplement the analysis and ensure that base year modeled origin-destination patterns are reasonable. Big Data was also used to verify the minor modifications needed to calibrate and validate the model to local conditions; Fehr & Peers effectively worked with City staff, their consultants, and SCTA staff to identify the best course of action concerning model updates. Data from the SCTA travel demand model was also supplemented by data from the EPA-approved MXD+ mixed-use trip generation methodology, as applied in the MainStreet tool (which links MXD+ to data from the SCTA model). This approach provided additional precision in the analysis by supplementing the trip generation component in the SCTA model with a methodology that reduces the potential for over-estimation of trip generation associated with the mix of land uses considered in the General Plan update.

#### **Koi Nation Shiloh Resort Evacuation EIS (Sonoma County, CA)**

Fehr & Peers supported the Koi Nation Shiloh Casino project team in the evacuation assessment as part of the Environmental Impact Assessment (EIS) effort. The primary purpose of this evaluation is to document the effect of the proposed Project on evacuation times for the area surrounding the project (including the Town of Windsor) and other adjacent areas along the US 101 corridor during potential wildfire events, as required by the National Environmental Policy Act (NEPA), the Council on Environmental Quality Guidelines for Implementing NEPA, and the BIA NEPA guidebook. Based on discussions between Fehr & Peers and the project team, Fehr & Peers completed an analysis of the project's effect on evacuations of the local area due to wildfires. In addition, we developed mitigation measures in response to the evacuation impact identified through this analysis. Ian was the Principal-in-Charge for this effort.



## Genevieve Evans, AICP *Principal*

### Experience

- 22 years of transportation planning experience
- Short Range and Long-Range Transit Plan Updates
- Regional Transportation Plan Updates
- Part of the Lassen County Transportation Commission staffing team
- Transportation Development Act (TDA) Triennial Performance Audits for rural transit operators and Regional Transportation Planning Agencies
- Grant writing assistance

### Education

Bachelor of Arts, Economics at the University of California, Berkeley

### Professional Registrations

American Institute for Certified Planners (AICP)



Genevieve Evans joined LSC Transportation Consultants, Inc. as a Transportation Planner for LSC's Tahoe City, California office in 2003. Over the years, she has served as Project Manager for multiple Transit Planning studies, Triennial Performance Audits, and Regional Transportation Plans. She is currently part of the Lassen County Transportation Commission staffing team.

### PROJECT EXPERIENCE

#### **San Luis Obispo Joint Short Range Transit Plan Update (2024)**

Project Manager - Although operated by different entities, coordination is an important focus of these transit plan updates, particularly as they share the main transfer point. Joint committee meetings, onboard surveys, and community surveys guided the process. The Study included recommendations for a new flat fare structure for RTA along with expansion of SLO Transit services in anticipation of a more year-round Cal Poly academic schedule. Final Plans were adopted in early 2025.

#### **Mendocino County Short Range Transit Plan Update (2024)**

Project Manager - With an anticipated budget deficit and allocation of SB 125 funding in mind, the plan replaces poor-performing services with more productive options for a short-term neutral cost impact, including the introduction of microtransit services.

#### **Lake County Transit Plan Update (2023)**

Project Manager - Lake County has a relatively high number of transit-dependent residents who need Lake Transit Authority's services for daily mobility needs. This plan update analyzed options to increase transit efficiency through microtransit and schedule changes in larger communities while recognizing the need to continue lifeline service to outlying communities.

#### **Atomic City Transit Plan Update (2023)**

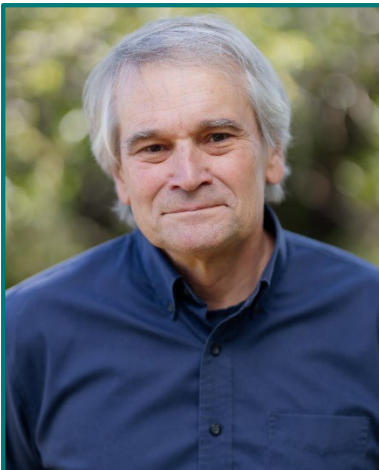
Project Manager - Located in Los Alamos, New Mexico, Atomic City Transit serves a unique transit-oriented community centered around the Los Alamos National Laboratory (LANL). In addition to five-year service recommendations, the plan reviewed strategies to deal with significant driver shortage problems for the region and coordination with regional operators and LANL.

#### **Western Placer Short Range Transit Plan Update (2019 and 2024)**

Project Manager - Ms. Evans was part of the study team for updating the Short-Range Transit Plans for all western Placer County transit operators, including the development of four separate financially constrained plans. LSC is part of the team currently conducting the 2024 Short-Range Transit Plan update in conjunction with a Comprehensive Operational Analysis.

#### **El Dorado Short Range and Long Range Transit Plan Update (2019) and On-Call Services**

Project Manager - The Plan included 5 and 20-year recommendations. For multiple years, LSC has maintained an on-call contract with El Dorado Transit for transit planning services. Ms. Evans conducted research and prepared a memo regarding potential service to Lake Tahoe.



## Gordon Shaw, PE, AICP

### *Senior Advisor*

#### PROJECT EXPERIENCE

As a past Principal of LSC, Gordon has conducted over 300 transportation studies for both public and private clients, including traffic engineering studies, traffic model and simulation analyses, transit planning studies, parking analyses, transit facility designs, and bicycle/pedestrian studies. Gordon's skill set ranges from large-scale urban transit and transportation planning to site-specific, preliminary engineering design and traffic analysis to rural public transit planning.

A strong focus of his work history is for resort areas developing transportation plans for environmentally sensitive areas that can efficiently accommodate large variations in travel demands. Gordon also conducted transportation modeling efforts for roadway design studies associated with numerous large developments in California, Nevada, and Colorado.

Transit system studies have guided the focus of Gordon's transit experience with the firm since joining in 1983. He has served as Project Manager for over 100 transit studies throughout the American West, including planning for fixed-route urban systems, suburban commuter services, demand-response services and emerging mobility options. Recent projects have included comprehensive operational analyses and short- or long-range plans for urban areas (such as the Redding Area Bus Authority, San Luis Obispo, and Vacaville in California) as well as plans for rural and recreational areas such as Aspen, Colorado; Park City, Utah; and Yosemite National Park. Gordon has also analyzed the feasibility of implementing microtransit services in resort areas such as Truckee and Mammoth Lakes in California.

Gordon prepared chapters of a transit planning guidebook for federal public lands for the Federal Transit Administration as well as a transit performance manual for the California Department of Transportation. In addition, he conducted a statewide transit needs assessment for the Arkansas Governor's Office. He conducted transit-planning workshops in California, Arizona, New Mexico and Colorado. In addition, Gordon has developed transit maintenance, intermodal and bus rapid transit facility plans that have been constructed in California, Colorado, Nevada, Utah, Vermont and Washington.

Parking has constituted another element of Gordon's work history, including work for downtown centers, hospitals, resort communities and universities. In addition, he developed transportation facility engineering and functional designs for municipalities and college campuses as well as for other private and public projects. Gordon served as Project Manager for a variety of pedestrian and bicycle studies in Colorado and California.

#### Education

Engineer's Degree in  
Civil Engineering,  
Stanford University

Master of Science,  
Infrastructure Planning,  
Stanford University

Bachelor of Science,  
Civil Engineering,  
Purdue University

#### Professional Registrations

Registered Professional  
Engineer in California,  
Colorado, Nevada, and  
Utah

#### Professional Memberships

American Institute for  
Certified Planners (AICP)

American Planning  
Association (APA)

Institute of Transportation  
Engineers (ITE)





## NICOLE WEST AICP

### Senior Associate



Nicole has over 18 years of experience in planning, with specialties in housing and community development; parks, open space and trails; and community engagement with diverse populations. She has managed dozens of Housing Element Updates, ensuring that local jurisdictions achieve certification from the California Housing and Community Development Department (HCD). Her experience includes collaborating with PlaceWorks' housing team on multiple multijurisdictional Housing Element Updates. She continues to manage municipal affordable housing programs (below-market-rate rental and ownership, first-time homebuyer and various loan programs). She has written a range of technical reports including disadvantaged unincorporated community analyses under Senate Bill (SB) 244, and Public Services Needs Assessments.

Nicole is skilled at synthesizing quantitative and qualitative data, identifying key findings and developing effective plans, policies and programs. She enjoys sharing these insights and ideas by providing presentations to the public, committees and elected officials. Nicole works remotely and lives in McKinleyville, less than 15 miles north of HCAOG's offices. In her spare time, she serves as a committee member on the McKinleyville Community Forest Committee (MCFC) and MCFC Trails, Infrastructure, Clean-ups, and Security Subcommittee (TICS).

## HIGHLIGHTS OF EXPERIENCE

### Housing Element Updates

- City of Arcata
- County of Trinity
- County of Mendocino
- City of Grover Beach
- City of Marysville
- City of Yuba City
- City of Ontario
- City of Laguna Hills
- City of Anderson
- City of Corning
- City of Emeryville
- City of Vacaville
- City of Yountville
- City of Stockton
- City of Soledad
- City of Huron
- City of Sanger

## EDUCATION

- Master of Landscape Architecture and Master of Regional Planning, University of Massachusetts, Amherst
- Bachelor of Science in Sustainable Living, Humboldt State University (now Cal Poly Humboldt)

## CERTIFICATIONS

- American Institute of Certified Planners

## AFFILIATIONS

- American Planning Association

Team member since 2019



## NICOLE WEST

Senior Associate

nwest@placeworks.com

- City of Selma
- City of Kingsburg
- City of Reedley

### SB 244 Disadvantaged Unincorporated Communities Analyses

- County of Imperial
- City of Marysville
- County of Yuba
- City of Lincoln
- City of Auburn
- County of Butte
- County of Mendocino
- County of Lassen
- City of Corning
- County of El Dorado

### Parks and Open Space Planning

- California State Parks Tribal Lands Acknowledgement and Interpretation and Exhibits | Statewide CA
- Tolowa Dunes State Park Cornerstone Document | Del Norte County CA

### Additional Projects

- Lake County Housing Action and Implementation Plan | Lake County CA
- Rohnert Park ADU Handbook Website | Rohnert Park CA
- Emeryville Affordable Housing Assistance for the Metropolitan Transportation Commission (MTC) | Emeryville CA
- SB 2 Planning Technical Assistance and Accelerating Housing Production Technical Assistance | Statewide CA
- Housing Programs Administration for the Cities of Emeryville and Rohnert Park
- Tracy Affordable Housing Initiative Facilitation | Tracy CA
- Monterey Vulnerable Communities Needs Assessment | Monterey CA

### AWARDS

- 2023 Best Practices Award of Excellence, California APA, Northern Section | Emeryville 2023-2031 Housing Element



# MARK TEAGUE AICP

## Principal Advisor, Land Use and Environmental Strategies

In over 35 years of public- and private-sector experience, Mark has worked throughout California in agencies large and small and is considered an innovative problem solver. His projects include planned communities, shopping center EIRs, general plan and zoning code updates, impact fees, and public outreach for projects highly scrutinized by the public. Mark is often able to offer a unique approach to meeting a critical goal of a project. His experience as a planning director, staff liaison, and ability to see the whole of the project, ensures that every document meets the need of the client. He has served as on-call extension of staff for numerous cities throughout northern and southern California including Anderson, Mount Shasta, Wildomar and Eastvale.

Mark is also an excellent public speaker and regularly presents at the League of California Cities Planning Commissioner's Academy on topics such as design guidelines, CEQA compliance, and how to read an EIR. He also teaches planning to staff with a focus on how new legal decisions affect daily activity. Because of his public outreach skills, Mark has helped with projects ranging from Walmart to water-bottling plants and conducted town hall meetings about development services department efficiencies and increases in utility fees.

With a great deal of experience in smaller communities, Mark has experience using available resources to meet the clients needs. Small agencies have the same issues to resolve as larger agencies, what they lack is resources. Using previously prepared studies, data collected for several projects and from different sources as a resource to complete tasks. By talking with the community about an issue, Mark is often able to arrive at solutions using information the agency has already paid for. He is known for recommending solutions that are less expensive and in tune with the community.

## HIGHLIGHTS OF EXPERIENCE

- SB 2 and LEAP/REAP Technical Assistance | Statewide CA
- River Crossing Market Place Specific Plan EIR | Redding CA
- Redding General Plan Circulation and Noise Element and EIR | Redding CA
- Addendum to Northeast Quadrant Specific Plan EIR | Dixon CA
- Loomis General Plan Housing and Land Use Element Update | Loomis CA
- Colfax General Plan and Housing Element Update | Colfax CA
- Yuba City General Plan Update | Yuba City CA
- Elk Grove Kammerer Road Annexation Area | Elk Grove CA
- Davis Core Area Plan and EIR | Davis CA



## EDUCATION

- BA, Political Science, California State University, Stanislaus

## CERTIFICATIONS

- American Institute of Certified Planners #019631

## AFFILIATIONS

- American Planning Association
- Association of Environmental Professionals

Team member since 2016





## MARK TEAGUE

Principal Advisor

mteague@placeworks.com

- Envision Contra Costa 2040 General Plan Update, Climate Action Plan, Zoning Code Update, and EIR | Contra Costa County CA
- Greentree Mixed-Use Development Project | Vacaville CA
- Lincoln Housing Element Update Environmental | Lincoln CA
- Lodi General Plan EIR | Lodi CA
- Barstow General Plan EIR and General Consulting Services | Barstow CA
- Rancho Cucamonga General Plan Update and EIR | Rancho Cucamonga CA
- On-Call Environmental Services | Beaumont CA
- City Planner | Weed CA
- Temple City General Plan Update EIR | Temple City CA
- Temple City Development Code Update | Temple City CA
- North School Reconstruction EIR | Hermosa Beach CA
- John Killen/Fox Luggage Warehouse Project IS/MND | Industry CA
- Residential Care Facility Specific Plan IS/EIR | Solana Beach CA

## SPEAKING ENGAGEMENTS

- CEQA Basics | 2024 League of California Cities Planning Commissioners Academy | Long Beach, CA
- Planning Commissioners Training | 2024 Inland Empire APA Riverside
- Perfect Mitigation Measures | 2024 California Association of Environmental Planners Anaheim
- Policy Implications of Planning | 2024 New Councilmembers and Mayors Academy Monterey

## ACTIVITIES

- Engineering, Environment Planning Internship Chareete (EEPIC) Lead for PlaceWorks

## AWARDS

- Envision Wildomar 2040 | 2025 Daniel Burnham Award of Merit for a Comprehensive Plan, California APA, Inland Empire Section



## OTTO CONDON

Principal | ZGF Architects, DC

Otto Condon is an Urban Design Principal with more than 28 years of experience. He has been extensively involved in guiding master plans for public agencies, private institutions, private sector clients, district and neighborhood groups, and transit-oriented development across the country. While living in Boston, Portland, OR, Chicago, and Washington DC, his work on the development of vision plans, public realm design strategies, and development projects has provided the framework for significant public and private investment. Design experience includes mixed-use and institutional development projects, transit infrastructure, streetscape and public realm improvements and low impact development projects. His urban design and planning approach focuses on solutions that address revitalization, placemaking, triple bottom line sustainability, prioritizing mobility modes, and strategic implementation.

### EDUCATION

Master of Architecture &  
Urban Design

University of Washington

Diplomado de Arquitectura Urbana

Universidad Autonoma Metropolitana,  
Xochimilco, Mexico City

Bachelor of  
Environmental Design

University of Colorado, Boulder

### PROFESSIONAL REGISTRATIONS AND AFFILIATIONS

American Planning Association

Lambda Alpha International, George  
Washington - Washington, DC

Urban Land Institute

### ULI PARTICIPATION

The H Street Transformation - Track to the  
Future, Panelist, 2019

ULI Baltimore & Washington TOD Product  
Council, Current

ULI Washington - Learn from the Best,  
Panelist, 2017

ULI Advisory Services Panelist

- » University of New Mexico / Lomas  
Corridor, Albuquerque, NM, 2011
- » Point Park University, Pittsburgh,  
PA, 2007

### SELECT CONFERENCE PRESENTATIONS

American Institute of Architects, Local  
and National

American Planning Association, Local  
and National

American Society of Landscape  
Architects, National

RailVolution

Placemaker Leadership Conference

### SELECT RELEVANT EXPERIENCE

- National Capital Planning Commission,  
WASHINGTON, DC
  - » PA Avenue Initiative
  - » SW Ecodistrict
- DC Office of Planning WASHINGTON, DC
  - » Deanwood/Ward 7 Strategic Development  
Plan
  - » Central 14th Street Vision Plan and  
Revitalization Strategy
  - » Columbia Heights Public Realm Framework
- Gallaudet University, Union Market Properties  
Vision Plan & Real Estate Advisory Services  
WASHINGTON, DC
- Ward 7 - Parkside Blocks 8, 9 & 10 Mixed Use  
Planned Unit Development WASHINGTON, DC
- Coalition for Smarter Growth, Downtown  
Ward 7 TOD Vision Plan WASHINGTON, DC
- Placemaking Concepts WASHINGTON, DC
  - » Downtown DC BID
  - » Golden Triangle BID
  - » NOMA BID
  - » Congress Heights Community Association
  - » Crystal City BID
- Maryland Department of Transportation  
BALTIMORE, MD
  - » Baltimore Red Line TOD Study
  - » Howard Street LRT Enhancement Strategy
- City of Portland, Oregon
  - » River District Illustrative Vision Plan
  - » North Macadam-South Waterfront  
Framework Plan
  - » Transit Mall Revitalization
  - » Portland Streetcar
- Production Way Mixed Use Development Plan  
- Tram Concepts BURNABY, BRITISH COLUMBIA,  
CANADA
- m2 Real Estate, Digomi Park Neighborhood  
Master Plan & Isani Park Mixed-Use Master Plan  
TBILISI, REPUBLIC OF GEORGIA
- Gallois Invest, Podil Lake Mixed-Use Master  
Plan and Phase 1 Architecture KIEV, UKRAINE
- GSA, St Elizabeths West Campus DHS  
Headquarters Master Plan Amendment #2  
WASHINGTON, DC
- Montgomery County Department of  
Transportation MONTGOMERY COUNTY, MD
  - » US29 BRT Design & Implementation
  - » MD355 BRT Planning
- Georgetown-Rosslyn Gondola Feasibility Study  
WASHINGTON, DC
- Charlotte Area Transit System, Gateway Station  
Concept Design, CHARLOTTE, NC
- District Department of Transportation  
WASHINGTON, DC
  - » K Street Centerway / Union Station to  
Georgetown Streetcar
  - » Connecticut Ave NW Streetscape & Plaza
  - » Dupont Circle Overlook Kinetic Plaza
  - » Minnesota Ave NE Great Street Design
  - » 15th Street NW/New Hampshire Ave  
Improvements
- Metropolitan Washington Council of  
Government Transportation Land-Use  
Connections Program WASHINGTON, DC
  - » Montgomery County BRT Prototype  
Design
  - » Farragut Square Pedestrian Safety Study
  - » 19th Street NW LID Design
- National Park Service, Banneker Park Pedestrian  
Access Improvements WASHINGTON, DC
- Dickinson College Sustainable Master Plan  
CARLISLE, PA
- Reed College Master Plan PORTLAND, OR
- Goose Lake, University of Alaska - Anchorage,  
Alaska Pacific University District Master Plan  
ANCHORAGE, AK
- Experience while with other firms:
  - » Chicago Central Area Plan, CHICAGO, IL
  - » Near Northwest Side Plan, CHICAGO, IL
  - » Washington DC Draft Framework Plan
  - » Canary Wharf-Heron Quay Infrastructure,  
LONDON, UK

## 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 LSC Address 2690 Lake Forest Rd, Suite C, Tahoe City, CA 96145	Transit Planning & Analysis	\$54,313
Name PlaceWorks Address 2040 Bancroft Way, Suite 400, Berkeley, CA 94704	Land Use Planning, GIS, Community Outreach	\$40,230
Name Address		\$
Name Address		\$
Name Address		\$
Name Address		\$

Fehr & Peers

Name of Lead Firm

Meghan Mitman | Vice President & Regional Principal-in-Charge

Printed Name and Title of Signatory



Signature

9/22/25

Date

# Appendix A. Equal Employment Opportunity

A copy of Fehr & Peers' Affirmative Action policy is attached.

## DBE Compliance Policy Statement

Fehr & Peers is dedicated to supporting the government and state agencies in meeting the goal of subcontracting to small and disadvantaged businesses. Fehr & Peers will give small and disadvantaged businesses the maximum practicable opportunity to participate in performing contracts.

To achieve proposed goals, each project and scope of work will be analyzed to determine, from a historical viewpoint, the types of products and/or services that have been furnished by small and disadvantaged business concerns. Project managers will make a good faith effort to match the subcontracting opportunities to qualified and capable small and disadvantaged businesses. A second step requires review of the project and scope of work to identify materials and services which appear to be obtainable from small or disadvantaged business concerns. To help identify which qualified businesses to use, our vendor list, sub-consultant list and other sources are consulted.

**Vendor Lists.** Vendor information that includes a vendor's socioeconomic status is tracked and available in Fehr & Peers' project management database. Vendor lists can be created on-demand and filtered by ten small and disadvantaged business classifications.

**Sub-Consultant List.** Sub-consultant information that includes a sub-consultant's socioeconomic status is available in Fehr & Peers' project management database. Sub-consultant lists can

be created on-demand and filtered by ten small and disadvantaged business classifications.

**Other Source Information.** In addition to reliance on internal databases and lists for identification of potential disadvantaged businesses, company personnel will use outside directories, the National Minority Purchasing Council Vendor Information Service, the local Chamber of Commerce, the Small Business Administration's Dynamic Small Business Search, and state DBE databases. Company personnel also attend local organization meetings that are well attended by small and disadvantaged businesses to meet and develop relationships with small and disadvantaged businesses.

In its effort to increase subcontracting opportunities for small and disadvantaged businesses, Fehr & Peers promotes restricted competition to allow small and disadvantaged businesses the opportunity to compete in a fair environment. Small businesses are given evaluation preferences and often solicitations are set-a-side for small and disadvantaged firms. Businesses are then selected for subcontracting opportunities on the basis of technical qualifications, management abilities, and price.

Fehr & Peers schedules opportunities for small businesses to provide in-depth service and/or product overviews to selected technical and marketing segments of the company. To the most practicable extent possible, Fehr & Peers will provide guidance to small and disadvantaged businesses regarding both potential opportunities and the most expedient way of obtaining subcontracting opportunities with Fehr & Peers.

Fehr & Peers will work to establish and foster mutually beneficial, long term business

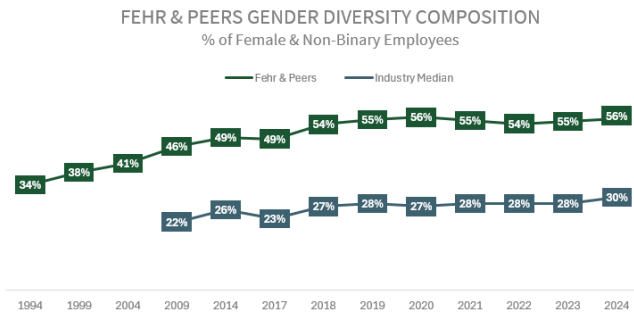
relationships with small and disadvantaged firms. Additional efforts to ensure equitable opportunities to the business concerns include tracking and reporting our contribution to the success of this plan.

Outreach efforts include providing qualified firms with managerial, technical, production and quality control assistance when appropriate. Contract requirements will continue to be scrutinized to try to develop more subcontracting opportunities with small and disadvantaged businesses.

While our proposed project team does not include any DBE firms, Fehr & Peers remains committed to providing opportunities for these firms whenever possible. We are also committed to diversity, equity, and inclusion internally, as shown further below.

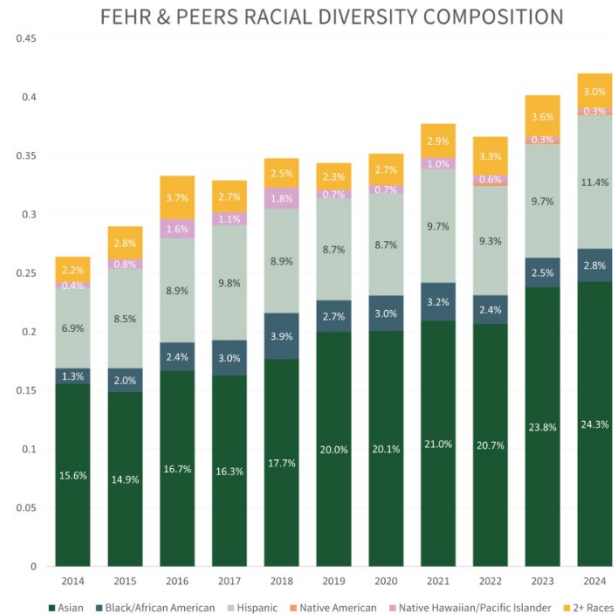
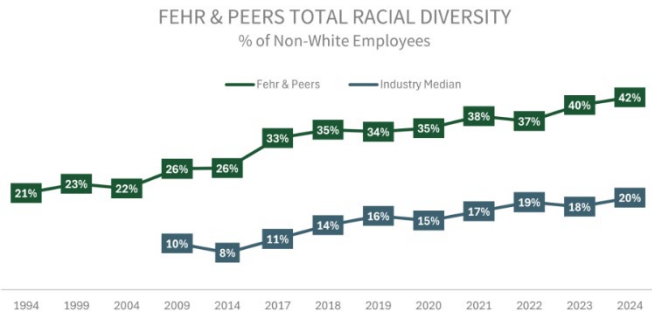
## Gender Diversity

Gender Diversity refers to the representation of women and non-binary individuals in our workforce. Fehr & Peers continues to exceed the representation of our industry.



## Racial Diversity

Racial Diversity refers to the following ethnicity and race as defined by the U.S. Census: Hispanic or Latino, Black or African American, Asian, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, and Two or More Races. Fehr & Peers has consistently far exceeded the representation in our industry.



### Equal Employment Policy (continued)

#### Requesting Disability, Pregnancy or Religious Accommodations:

If you need an accommodation for Religious, Pregnancy or Disability reasons, make the request of your Operations Manager or Corporate Human Resources. You may be asked to include relevant information such as:

- A description of the proposed accommodation
- The reason you need the accommodation
- How the accommodation will help you perform the essential functions of your job or resolve the conflict between your religious beliefs or practices (or lack thereof) and your work requirements

After receiving your request, the Company will engage in an interactive dialogue with you to explore potential accommodations that could overcome identified limitations. The Company encourages you to suggest specific reasonable accommodations. However, the Company is not required to provide the specific accommodation requested by you and may provide an alternative accommodation, to the extent any reasonable accommodation can be made without imposing an undue hardship on the Company.

The Company will not discriminate or retaliate against employees who, in good faith, request accommodations for religious, pregnancy, and disability reasons.

#### Affirmative Action Policy:

It is the intention of Fehr & Peers to take positive and affirmative measures to provide equal opportunity to all employees. We are committed to their protection and advancement, and our overall goal is to increase the representation of any underrepresented group within the Company to a level comparable to their representation in the relevant labor force.

#### Diversity, Equity and Inclusion (DEI):

Fehr & Peers is committed to fostering a diverse and inclusive environment. We celebrate and value both our similarities and differences in the varied perspectives of our employees. By ensuring everyone's contributions are valued and respected, we can all play a role in strengthening a supportive, inviting, and inclusive culture. This holistic view of diversity, equity and inclusion extends into the work that we do by bringing a variety of characteristics, experiences, and perspectives into our consulting. We are focused on the development of our staff through regular knowledge-sharing, career development and research and development around DEI in our work.



# Appendix B. Contract Exceptions

Should Fehr & Peers be selected for this contract, we would like to request the following changes:

## 1. Title to Documents. Section 1.I

Changes Requested: Title to all graphic design files, video files, hard drives as required by the Project, plans, specifications, maps, estimates, reports, manuscripts, drawings, descriptions, equipment, and other final work products compiled by the Consultant under the contract ("Work Product") shall be vested in HCAOG, none of which shall be used in any manner whatsoever, by any person, firm, corporation, or agency without the expressed written consent of HCAOG. However, notwithstanding the foregoing, or any provision to the contrary in this Agreement, intellectual property owned or created by any third party other than Consultant, its subconsultants, or HCAOG ("Third-Party Content"), and inventions, improvements, discoveries, methodologies, models, formats, software, algorithms, processes, procedures, designs, specifications, findings, and other intellectual properties developed, gathered, compiled or produced by Consultant or its subconsultants prior to or independently of their performance of this contract ("Background IP"), including such Third-Party Content or Background IP that Consultant or its subconsultants may employ in their performance of this contract, or may incorporate into any part of the Work Product, shall not be the property of HCAOG. Consultant, or its subconsultants as applicable, shall retain all rights, titles, and interests, including but not limited to all ownership and intellectual property rights, in all such Background IP. Consultant, and its subconsultants as applicable, grant HCAOG an irrevocable, non-exclusive, non-transferable, royalty-free license in perpetuity to use, reproduce, prepare derivative works based upon, distribute, disclose, derive from, perform, and display such Background IP, but only as an inseparable part of, and only for the purpose intended by creation of, the Work Product. In the event the Work Product contains, or incorporates, any Third-Party Content, or derivative work based on such Third-Party Content, or any compilation that includes such Third-Party Content, Consultant shall secure all licenses to any such Third-Party Content, but only as an inseparable part of the Work Product, where such licenses are necessary for HCAOG to utilize and enjoy Consultant's services and the Work Product for their intended purposes. Any use of Consultant's Work Product for any other project or purpose not authorized in writing by Consultant, any modifications to the Work Product made by anyone other than Consultant, and any use of incomplete Work Product ("Unauthorized Uses") shall be at HCAOG's sole risk, and Consultant shall bear no liability for HCAOG's Unauthorized Uses of the Work Product. HCAOG agrees to indemnify, defend and hold Consultant and its officers, agents and employees harmless from any claims, losses, damages, costs, including without limitation attorneys' fees, arising out of any such Unauthorized Uses of the Work Product by HCAOG.

Reason for Changes: First, we may use or integrate some of our own pre-existing intellectual properties into our work product, which we believe will enhance our services and further the goals of our clients' projects. However, we cannot take the risk of losing our rights to our intellectual properties. The only alternative would be to not use any of them. Second, we may have to use third-party content, such as big data provided by third-party data providers, for which we may receive only a limited-use license and not ownership. It is often necessary for such third-party providers to retain ownership of such data for the uses of other clients or purposes. In such cases, we will secure a license for HCAOG to such content if it is incorporated into our deliverables.

## 2. Insurance. Section 3.B.3.

Changes Requested: Consultant shall take out and maintain errors and omissions insurance ~~to protect HCAOG from~~ for damage or loss to the extent caused by any negligent act, error or omission of Consultant or

any person employed by Consultant. Such insurance shall be maintained in full force and effect during this entire term of this agreement in an amount not less than \$500,000.00.

Reason for Changes: Errors and omissions insurance is not written to protect the insured's clients per se. It is written to cover the monetary damages an insured consultant causes its clients due to the insured's negligent acts, errors, or omissions.

### **3. Laws to be Observed. Section 3.E.**

Changes Requested: Throughout the term of this agreement, the Consultant shall use the standard of care in its profession (as defined in Section 1.B.1 of this contract) to keep themselves ~~fully reasonably~~ informed of and shall make every reasonable effort to comply with applicable state and federal laws and county and municipal ordinances and regulations that are then in effect at the time of Consultant's performance of its services under this contract which in any manner affect those engaged or employed in the work, the use of equipment, safety requirements, or the materials used in the work, or which in any way affect the conduct of the work, and of all such orders and decrees of bodies or tribunals having any jurisdiction or authority over the same. Consultant shall at all times make every reasonable effort to observe and comply with, and shall cause all their agents, subcontractors, and employees to make every reasonable effort to observe and comply with all such existing ~~and future~~ laws, ordinances, regulations, orders and decrees of bodies or tribunals having any jurisdiction or authority over the work that are then in effect at the time of Consultant's performance of its services under this contract. If Consultant becomes aware of a conflict of such laws, Consultant will contact HCAOG in writing, and the parties shall work cooperatively to resolve the conflict.

Reason for Changes: We cannot agree to comply with all future laws that are not yet in effect. We cannot know what future laws may require. The Consultant can only agree to comply with all laws that are then in effect at the time of the Consultant's performance of its services.

### **4. Ownership of Work Product. Section 3.J.**

Changes Requested: ~~Documents, data, reports, graphs, maps (Work Products")~~ Subject to the limitations and requirements set forth in Section 1.I. of this Agreement, Work Product created by the Consultant pursuant to this Agreement shall be considered the property of HCAOG. Consultant shall not be held liable for any re-use or modification of the HCAOG owned Work Products for purposes outside of this agreement. Except for Consultant's marketing purposes, all Work Products and Deliverables created by the Consultant shall not be reused by the Consultant without written permission from HCAOG which permission shall not be unreasonably withheld or delayed.

Reason for Changes: See Reason for Changes to Section 1.I. above.

### **5. Indemnity. Section 3.K.**

Changes Requested:

When the law establishes a professional standard of care for Consultant's services, to the fullest extent permitted by law, Consultant shall, indemnify, defend and hold harmless HCAOG, its officials, ~~and~~ employees ~~and agents~~ (collectively, "Indemnified Parties") from and against any and all losses, liabilities, damages, costs and expenses, including reasonable attorney's fees and costs to the extent ~~same are~~ caused ~~in whole or in part~~ by any negligent or intentionally wrongful act, error or omission of Consultant, its officers, agents, employees or sub-Consultants or any entity or individual for which Consultant shall bear legal liability in the performance of professional services under this Agreement. In no event shall the cost to defend charged to Consultant exceed Consultant's proportionate percentage of fault.

Other than in the performance of professional services and to the fullest extent permitted by law, Consultant shall, indemnify, defend and hold harmless HCAOG, and any all of the Indemnified Parties from and against any liability (including liability for claims, suits, actions, arbitration proceedings, administrative proceedings, regulatory proceedings, losses, expenses or costs of any kind, whether actual, alleged or threatened,

including reasonable attorney's fees and costs, court costs, interest, defense costs, and expert witness fees), ~~where the same arise out of, are a consequence of, or are in any way attributable to, in whole or in part, to the extent caused by the physical activities and operations in~~ the performance of this contract, ~~other than the performance of professional services,~~ by Consultant or by any individual or entity for which Consultant is legally liable, including but not limited to officers, agents, employees or sub-Consultants of Consultant. Notwithstanding any other provision of this agreement, no Party shall be liable or responsible for any consequential, special, incidental, or punitive damages arising from this agreement.

Reason for Changes: The Consultant will be performing professional services for the HCAOG. Therefore, the insurance policy most likely to be implicated to cover this indemnity obligation is the Consultant's Professional Liability Insurance. However, Professional Liability Insurance coverage is not triggered unless the insured consultant caused its client to suffer monetary damages due to the consultant's negligence in the performance of its professional services. This type of insurance will only provide coverage to the insured consultant for this defense and indemnity obligation if the consultant caused someone or some entity to suffer monetary losses or damages due to the consultant's actual negligent acts, errors, or omissions in the performance of its professional services. There has to be negligence on the part of the insured to trigger coverage under this policy. This indemnity provision can be triggered by either negligent or wrongful acts, which means that the Consultant would be agreeing to pay the full cost of any lawsuits against HCAOG that arise from its wrongful acts, whether or not the acts rise to the level of negligence. Perhaps by wrongful act, HCAOG means an intentionally wrongful act, which is certainly above the level of negligence and not below.

With our changes to the second paragraph, this creates an indemnity obligation arising out of the Consultant's on-site physical activities and operations in its work for HCAOG. This would be the area of work which is not covered by the first paragraph. If the Consultant causes a personal injury on-site, on-site property damage, or one of its employees is injured while working on site, an applicable insurance policy of the Consultant would pay for the damages HCAOG suffers resulting from this, such as the Consultant's General Liability, Auto Liability, Workers' Compensation, or Employer's Liability insurance. No finding of negligence on the Consultant's part is necessary to trigger coverage under those policies for damages the Consultant causes in its physical activities and operations.

Fee Proposal for Humboldt Comprehensive Plan for Regional Transit and Land-Use Network Planning

Tasks	Fehr & Peers (Prime)											Subconsultants																			Total Hours	Total Costs
												LSC									PlaceWorks											
	Jason Miller	Daniel Jacobson	Ian Barnes	Matthew Ridgway						Labor Hours	Direct Costs	Total	Gordon Shaw	Genevieve Evans				Labor Hours	Direct Costs	Total	Mark Teague	Nicole West					Labor Hours	Direct Costs	Total			
	Principal-in-Charge	Project Manager	Forecasting Lead	Engagement Leader	Associate Planner / Engineer	Senior Planner / Engineer	Planner / Engineer	Project Coordinator					Technical Advisor	Principal	Senior Planner	Planner	Assistant Planner				Project Director	Project Manager	GIS Lead	GIS Planner	Land Use Planner	Graphics	Technical Editing	Word Processing				
	\$295.37	\$287.89	\$301.36	\$382.36	\$207.68	\$181.42	\$160.43	\$172.43				\$215.47	\$236.24	\$132.40	\$109.03	\$90.86				\$377.63	\$221.37	\$263.69	\$146.50	\$179.05	\$113.94	\$162.77	\$123.71					
Task 1 - Project Management and Reporting																																
1.1 Project Kick-Off	4	4	2	4				2	16	\$50	\$4,860	2	4	1	1		8		\$1,617								0		\$0	16	\$6,477	
1.2 Project Coordination (18 meetings)	18	18		10				6	52	\$100	\$15,457	2	6	6			14		\$2,643	2	6			2			10	120	\$2,562	62	\$20,661	
1.3 Invoicing and Reporting	4	8				24		5	41	\$0	\$8,701						0		\$0								0		\$0	41	\$8,701	
Task 2 - Lead Facilitation of Advisory Groups																																
2.1 Participation Plan		8		2				1	11	\$100	\$3,340						0		\$0								0		\$0	11	\$3,340	
2.2 Project Steering Working Group (4 meetings)	4	16	2	8				4	34	\$4,250	\$14,389		8				8	\$ 1,279	\$3,169		10			2			12		\$2,572	46	\$20,130	
2.3 Policy Advisory Group (2 meetings)		8	2	4				2	16	\$2,125	\$6,905						0		\$0		10			2			12		\$2,572	28	\$9,477	
2.4 Speaker Series (4 presentations)		8		4				2	14	\$2,000	\$6,177	8	4				12		\$2,669								0		\$0	14	\$8,846	
2.5 Participation Summary				20				3	23	\$100	\$8,264						0		\$0								0		\$0	23	\$8,264	
Task 3 - Comprehensive Plan for Regional Transit and Multimodal Networks and Networking																																
3.1 Transit and Mobility Values and Priorities	8	8	4	4				3	27	\$1,500	\$9,418						0		\$0								0		\$0	27	\$9,418	
3.2 Existing Conditions	8	8	4					3	23	\$100	\$6,489		10	20	40	30	100		\$12,097								0		\$0	23	\$18,586	
3.3A Transit Market Analysis & Defining Transit Scenarios	16	8	4	4	20	40	40	17	149	\$100	\$30,623	5	10				15		\$3,440								0		\$0	149	\$34,062	
3.3B Regional Operations Assessment	8	16						3	27	\$100	\$7,587	5	35	40	40	20	140		\$20,820								0		\$0	27	\$28,406	
3.4 Comprehensive Plan (see Task 6)																																
Task 4 - Land Use - Transportation Policy Connections																																
4.1 Envisioned Land Use Future(s)		8		4				2	14	\$100	\$4,277						0		\$0	4	26	2	8	39	2	2	1	84		\$16,626	98	\$20,903
4.2 Envisioned Transit Futures	12	8	4	4	8	20	20	10	86	\$100	\$18,905						0		\$0								0		\$0	86	\$18,905	
4.3 Land Use Implementation Recommendations	2	4		2				1	9	\$100	\$2,779						0		\$0	4	26	1	4	39	2	2	2	80		\$15,900	89	\$18,679
4.4. Capacity Building Recommendations		8		2				1	11	\$50	\$3,290						0		\$0								0		\$0	11	\$3,290	
Task 5 - Supporting Stakeholder Outreach, Engagement and Input																																
5.1 Project Website	1	4		2		20		3	30	\$300	\$6,657						0		\$0								0		\$0	30	\$6,657	
5.2 Community interactive engagement	1	4		2		20		3	30	\$150	\$6,507						0		\$0								0		\$0	30	\$6,507	
5.3 Announcements, Press and Social Media	1	4				8		2	15	\$150	\$3,393						0		\$0								0		\$0	15	\$3,393	
Task 6 - Administrative, Draft & Final Plan																																
6.1 Administrative Draft Plan	12	24	4	4	40	40	20	18	162	\$100	\$35,165	4	20		10		34		\$6,677								0		\$0	162	\$41,842	
6.2 Draft Plan	4	12				20	16	7	59	\$100	\$12,138		5				5		\$1,181								0		\$0	59	\$13,320	
6.3 Final Plan	4	12					16	4	36	\$100	\$7,993						0		\$0								0		\$0	36	\$7,993	
Total for all Tasks	107	198	26	80	68	192	112	102	885	\$11,775	\$223,316	26	102	67	91	50	336	1,279	\$54,313	10	78	3	12	84	4	4	3	198	120	\$40,230	1,083	\$317,859

Notes:

This fee proposal is valid for a period of 90 days from the proposal submittal date.

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

Mileage is billed based on Caltrans' Travel Guide policies.

Rates and non-key staff are subject to change without notice within the total budget shown.