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

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

Dear Ms. Smith and Members of the Scoring Committee:

Transportation Management & Design, Inc. (TMD) is pleased to submit our proposal to provide consulting services to the Humboldt County Association of Governments (HCAOG) for the Regional Transit and Land-Use Network Planning project. TMD's practice reflects a broad range of multi-modal transit industry experience in service evaluation, planning and design; capital and financial planning; operations; transit management; scheduling; and marketing and public outreach. We are particularly interested in helping HCAOG undertake this project because we see opportunities to help the Humboldt region create a more connected, efficient, and user-focused multimodal network that attracts more users and better serves diverse community needs.

TMD is a women-owned transit-planning firm headquartered in Carlsbad, California, with about 25 professional team members specializing in productive, innovative, and sustainable transit networks and services. Our team, including proposed Project Manager **Ron Kilcoyne**, brings real-world transit planning and operations experience from numerous years within public transit agencies, developing expertise in fixed-route bus, demand response, paratransit, and microtransit service design, management, and operations. Throughout over 37 years in business, TMD has directed successful comprehensive transit studies and planning projects for both large and small systems, working closely with clients to understand their existing and future markets, enhance service effectiveness and operational efficiency, ensure financial sustainability, and engage productively with stakeholders to build broad public support for transit investments and services.

Assisting TMD on this project will be **SmithGroup**, a leading architecture, engineering, planning, and consulting firm with experience in transit-supportive land use planning and multimodal facility design. SmithGroup also brings extensive local knowledge, having collaborated with Cal Poly Humboldt on their Physical Campus Plan and EaRTH Center, a multi-modal transit hub designed for the Humboldt Transit Authority (HTA). We feel that our team is best positioned to complete this work for the following reasons:

- **We understand that effective regional transit requires strong partnerships.** Our approach to comprehensive transit analysis goes beyond traditional route planning, examining all aspects of service delivery and governance to identify solutions that improve coordination between agencies, enhance government-to-government relationships, and create sustainable frameworks for regional decision-making. We recognize that a successful regional network requires active collaboration between transit operators, land use authorities, and tribal governments.
- **We excel at building consensus among diverse stakeholders.** Our experience working with multi-jurisdictional partnerships has taught us the importance of facilitating meaningful dialogue between agencies with different priorities, authorities, and resources. We have successfully helped transit providers and local governments in rural regions develop shared visions and coordinated policies that balance regional and local interests while respecting each agency's autonomy and mandates. Our partnership with SmithGroup also provides local knowledge that will help produce a successful outcome.

- **We integrate land use and transit planning seamlessly.** Through our partnership with SmithGroup, we bring comprehensive expertise in transit-supportive land use policies and implementation strategies. We understand that sustainable transit networks require coordinated planning between transportation and land use, and we have experience helping jurisdictions develop policies that promote transit-oriented development, improve multimodal access, and create more walkable, bikeable communities. Our proposed Project Manager is the Chair of the American Public Transportation Association (APTA) Urban Design Standards Working Group which produces standards, guidance and best practices for integrating transit and land use in communities of all types.
- **We have extensive experience with rural and small-system transit challenges.** TMD has worked with numerous rural transit systems facing similar challenges to those in Humboldt County, including limited resources, dispersed populations, coordination between multiple operators, and the need to balance coverage with productivity. Our solutions are tailored to the unique characteristics of rural markets while incorporating innovative approaches like microtransit and mobility-on-demand services.
- **We use state-of-the-art technology tools and data analysis.** Our planning toolkit includes Remix Transit to visualize and test different service concepts; Replica to better understand travel patterns and origin-destination flows; ArcGIS to analyze demographic and land use patterns; PowerBI to evaluate service performance; and Excel financial modeling tools to ensure our recommendations are sustainable and implementable.
- **We prioritize meaningful community engagement.** We believe that effective transit planning requires extensive input from current and potential users, particularly those who are transit-reliant or face transportation barriers. Our approach includes supporting HCAOG with targeted outreach to underserved communities, multilingual engagement materials, and innovative tools to gather input from diverse populations throughout Humboldt County.

We are excited about the opportunity to help HCAOG and its partners build stronger government-to-government relationships while creating a comprehensive plan that will guide the development of Humboldt County's transit network for years to come. Our experience with small transit systems has resulted in more user-friendly services that have improved access to opportunity for entire communities, and we look forward to bringing this expertise to support the HCAOG's project's vision of a more connected, efficient, and equitable regional transportation network.

As requested in the RFP, TMD is providing all required forms along with our qualifications. We acknowledge receipt of Addendum 1 dated August 29, 2025 and have incorporated its content within our response. China Langer, President of TMD, is authorized to represent the firm in all matters regarding this proposal including any contract negotiations She can be contacted at 2701 Loker Ave. W., Suite 110, Carlsbad, CA 92010, by telephone at (760) 476-9600, or via email at clanger@tmdinc.net. All project work will be completed from TMD headquarters in Carlsbad, CA. This proposal shall remain valid for no longer than sixty (60) days. We look forward to the opportunity of working with HCAOG on this important project.

Respectfully yours,
Transportation Management & Design, Inc.



China Langer
President

Humboldt County Association of Governments

Comprehensive Plan for Regional Transit and Land-Use Network Planning



PHOTO: COURTESY OF SMITHGROUP

SUBMITTED BY:



IN ASSOCIATION WITH:

SMITHGROUP

Humboldt County Association of Governments

Comprehensive Plan for Regional Transit and Land-Use Network Planning

SUBMITTED BY:

Transportation Management & Design, Inc.
2701 Loker Ave. West, Ste. 110, Carlsbad, CA 92010

Contact: China Langer, President
(760) 476-9600, Ext. 107 | clanger@tmdinc.net

September 23, 2025

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PHOTO: COURTESY OF SMITHGROUP

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UNDERSTANDING OF CONTRACT

Project Understanding

The Humboldt County Association of Governments (HCAOG) serves as the regional transportation planning agency for Humboldt County, a geographically dispersed rural region spanning from coastal communities to inland tribal lands located 85+ miles apart across mountainous terrain. With a population of around 132,000 that has been experiencing slow growth, the county faces unique challenges in developing effective regional transit coordination. The region's demographics include 17% low-income households and 17% people with disabilities, populations that are particularly reliant on public transportation services.

Currently, Humboldt County has a transit mode share of only 1.9%, reflecting the challenges of providing effective public transportation in a rural, low-density environment where the average commute time is 21 minutes and car dependency is deeply entrenched. The region's transit landscape consists of multiple operators including the Humboldt Transit Authority (HTA), Arcata & Mad River Transit, Blue Lake Rancheria Transit, and several other local and inter-city services that have historically operated with limited coordination.

Key elements this project should consider:



Building Effective Government-to-Government Partnerships

This project must navigate complex governmental relationships among federal, state, local, and tribal jurisdictions, each with distinct authorities, resources, and decision-making processes. The Project Steering Working Group should include HCAOG, HTA, tribal governments (Cher-Ae Heights Indian Community of the Trinidad Rancheria and Yurok Tribe), cities (Eureka, Arcata, Blue Lake, Trinidad), and Humboldt County. Success requires establishing formal procedures for government-to-government consultation that respect tribal sovereignty while creating sustainable frameworks for regional decision-making. Historical patterns show missed opportunities for coordination during development review processes, indicating the need for proactive collaboration mechanisms that function beyond this planning effort.



Balancing Service Models for Rural Geography

Traditional fixed-route service alone cannot efficiently address all mobility needs across Humboldt County's challenging geography. The project should explore innovative approaches including mobility-on-demand services, micro-transit options, and first-mile/last-mile connectivity solutions. The assessment should specifically consider replacing low-ridership fixed-route trips with ADA-compliant on-demand services to reduce costs while maintaining vital connections between rural areas and urbanized cores. Service design must account for the 85+ mile span between some partner communities and the mountainous terrain that creates natural barriers to connectivity.



Integrating Equity and Environmental Justice Priorities

The project must prioritize serving disadvantaged communities as defined in the Regional Transportation Plan "VROOM 2022-2042" and address transportation equity factors including zero-vehicle households, limited English proficiency populations, off-peak hour commuters, and communities with mobility disabilities. Special attention should be given to populations overburdened by pollution and communities experiencing underinvestment in transportation infrastructure. The analysis should ensure that service improvements benefit those most reliant on public transportation and consider the unique needs of tribal communities and geographically isolated populations.



Addressing Resource Constraints and Capacity Limitations

Multiple partner agencies have explicitly stated they are "under-resourced and lack staff capacity to engage" in comprehensive planning efforts. This project must balance regional coordination goals with the practical reality that participants have limited time and resources for ongoing collaboration. Recommendations must be implementable within existing staff constraints and should include strategies for building institutional capacity over time. The planning process itself should be designed to maximize efficiency and minimize the burden on participating agencies while still achieving meaningful engagement and consensus-building.

2 Understanding of Contract



Leveraging Land Use-Transportation Integration Opportunities

While the region faces density challenges typical of rural areas, several cities have established downtown cores and existing development patterns that could support enhanced transit service. The project should identify opportunities to coordinate transit planning with land use decisions, particularly around key corridors and activity centers. This includes developing transit-supportive policies for General Plans, Tribal Plans, and specific development projects, as well as establishing regular consultation processes between HTA and land use authorities during development review. The unique mix of incorporated cities, unincorporated county areas, and tribal lands requires flexible policy approaches.



Creating Sustainable Financial Frameworks

Current transit funding relies heavily on traditional sources that may not support expanded regional coordination. The project should identify diverse local, state, and federal funding opportunities while developing realistic financial projections for recommended service improvements. Analysis should include both capital needs (vehicles, facilities, technology) and ongoing operational costs, with particular attention to how shared services or consolidated functions might achieve economies of scale. Recommendations must be financially sustainable given the region's economic constraints and declining population trends.



Establishing Long-term Implementation Pathways

Beyond developing a comprehensive plan, this project should create actionable implementation strategies that account for the time, resources, and political will required to achieve regional coordination. This includes identifying quick wins that can build momentum, phased approaches to more complex changes, and mechanisms for ongoing evaluation and adjustment. The project should establish clear next steps, assign roles and responsibilities among partner agencies, and create accountability measures to ensure recommendations move from planning to implementation.

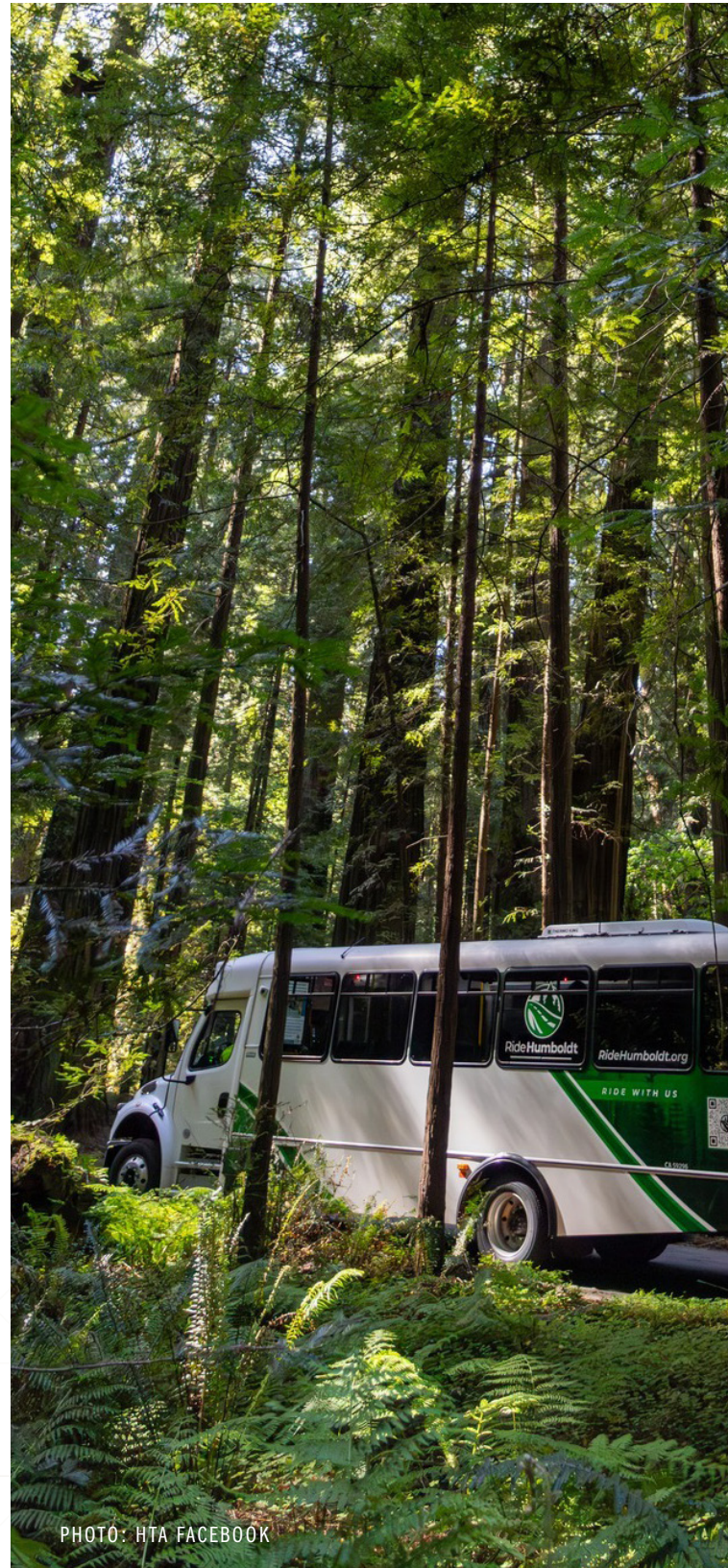


PHOTO: HTA FACEBOOK

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PHOTO: COURTESY OF SMITHGROUP

CONSULTANT QUALIFICATIONS AND EXPERIENCE

Firm Profile and Qualifications

For the past 37 years, **Transportation Management & Design, Inc. (TMD)** has been dedicated to supporting a **Vision. Plan. Implement.** approach to improving transit systems, enabling agencies to optimize their resources to operate more efficiently and grow ridership strategically and sustainably. Our projects have encompassed everything from 1) “blank slate” reimagining of transit networks and services, to 2) “tweak and tune,” to 3) phased service refinements that respond strategically to future developments, market demands, and financial realities. As an industry leader in transit planning, TMD specializes in the data analysis, service evaluation, market analysis, land use planning, and stakeholder and community engagement needed to complete HCAOG’s Comprehensive Plan for Regional Transit and Land-Use Network Planning.

TMD is dedicated to ensuring positive and sustainable results for our clients by promoting a transparent and collaborative working relationship. We approach our work with a sincere commitment to the following principles:

Experienced Staff Committed to Success

TMD’s business practice is grounded in our confidence to deliver results that exceed client expectations consistently. Our team is dedicated to ensuring positive and sustainable results by promoting responsiveness and flexibility throughout our project engagements. Several of our senior managers have served numerous years at transit agencies, bringing firsthand knowledge of bus, paratransit, and specialized transit systems. This collective experience adds value to our practice and helps ensure our work is innovative, comprehensive, and readily executed.

Improving quality of life, economic development, and social equity through enhanced public mobility is the primary focus of every TMD engagement.



VISION. PLAN. IMPLEMENT.

DUNS Information

Transportation Management & Design, Inc.
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Legal Structure

TMD is a privately-owned California C-corp founded in 1988 and established in 1998.

Location

Our office is headquartered in San Diego, CA, with regional support in the San Francisco Bay Area, New York, Seattle, Phoenix, British Columbia, and Melbourne (AU).

Our Staff

We have a staff of approximately 20 transit professionals, several of which have served numerous years within public transit agencies across the country.

Certifications

We are a women-owned business, certified as a Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE) in 22 States, including California.

Litigation, Convictions, Debarments, and Related Disclosures

Transportation Management & Design, Inc. (TMD) has not been involved in litigation, fraud convictions, debarments, suspensions, or regulatory violations. TMD does not hold a controlling or financial interest in any other firms or organizations, nor is TMD owned or controlled by any other firm or organization.

Project Team

TMD, Prime
SmithGroup, Subconsultant

Point of Contact

China Langer, President | clanger@tmdinc.net,
(760) 476-9600, ext. 107

3 Consultant Qualifications and Experience

Continuous Innovation

We utilize state-of-the-art technology tools and are constantly refining our practices and techniques. Through each project, we gain new insights and knowledge that we willingly share with clients to build innovative and sustainable results. Drawing from over 500 transit planning projects in our portfolio, we can identify areas where industry-proven strategies and adjustments can yield the greatest positive impacts.

Our industry experience is leveraged by the effective tools we employ to enable rigorous analysis and develop implementable plans. Our toolkit includes **Remix Transit** and **Remix On-Demand** to visualize and test different route concepts; **Replica** to better understand travel patterns; **ArcGIS** to visualize market and service conditions; **PowerBI** to evaluate service performance; our **Excel-based financial model** to project out revenues and expenses to ensure our plans are sustainable; and the **Adobe Creative Suite** to translate our findings and recommendations into dynamic and compelling visual messages to inform and engage riders, staff, and stakeholders.

We are also one of the few firms in the country with a dedicated scheduling practice proficient in Trapeze™, HASTUS™, and Optibus™ software.

Responsiveness and Flexibility

TMD understands that each client operates with a unique set of variables and deserves recommendations that respond to their specific needs. Grounded in our deep knowledge of industry best practices, we also welcome new ideas and opportunities that emerge from each agency's distinct operating environment. Our collaborative approach enables us to effectively serve clients' interests and provide timely, productive results.



FIGURE 1: TMD'S TRANSIT NETWORK PLANNING CLIENTS

As a small business, TMD strategically selects the projects we want to pursue.

We want to complete this project because we see opportunities to help the Humboldt region create a more connected, efficient, and user-focused network that attracts more users and better serves diverse community needs.

What Sets Us Apart

As a certified women-owned Disadvantaged Business Enterprise (DBE), it is important to us that our plans result in a positive contribution to all communities, regardless of age, race, or class. To accomplish this, we understand existing and future markets, examine travel patterns and trip usage, evaluate service effectiveness and operational efficiency, and engage productively with staff and community stakeholders to understand community mobility needs. **Because nearly every TMD project ends up in daily operation, we are committed to ensuring our recommendations work as expected and enhance mobility for everyone.**

TMD will serve as the Prime Consultant for this project.

Firm Qualifications

As an industry leader in transit planning and restructuring, TMD specializes in the type of data analysis, network and service evaluation, and implementation support needed for this Regional Transit and Land-Use Network Planning project. Our market-based planning approach, coupled with real-world operational expertise, enables TMD to help transit systems optimize their service without adding costs, building a foundation for sustainable long-term success. To demonstrate our qualifications to successfully undertake

the development of this regional plan, we have included **Figure 2** below, which highlights TMD's experience delivering projects that employed techniques and analyses comparable to those proposed in our work plan for HCAOG. In addition, beginning on **Page 17**, we've provided references which include detailed project descriptions outlining the scope of work, project dates, key staff, and client references to further illustrate our relevant expertise and proven capabilities.

FIGURE 2: SUMMARY TABLE OF TMD'S RELEVANT PROJECT EXPERIENCE

Firm	Project Dates	Client, Project, & Location	Project Details	More Details Included
TMD	2024 Present	Yolo Transit District Short Range Transit Plan (Woodland, CA)	Existing Service and Market Conditions Evaluation • Near Term Service Recommendations • Public Engagement • Capital Improvement Plan	✓
TMD	2020; 2024-Present	Human Resources Development Council - "Streamline 2020" Transit Development Plan & 2024 TDP Update (Bozeman, MT)	Existing Service and Market Conditions Evaluation • Service Strategies Recommendations • Public Outreach • Implementation Guidance • Large Student Population • Funding Scenarios	✓
TMD	2021 Present	Solano Transportation Authority - Solano County Connected Mobility Implementation Plan (Solano County, CA)	Existing System Evaluation • Assessment of Current and Future Trip Patterns • Developed Performance Measures • Regional Integration Strategies • Microtransit	✓
TMD	2024 Present	City of Davis Unitrans Short Range Transit Plan (Davis, CA)	Existing Service and Market Conditions Evaluation • Strategies to better serve University Demand • Short and Long Term Recommendations • Public Outreach • Capital Program	
TMD	2023 2025	City of Pasadena Short Range Transit Plan (Pasadena, CA)	Existing Service and Market Conditions Evaluation • Service Consolidation Recommendations • Public Engagement • Customer Survey	
TMD	2023 2024	Whatcom Transportation Authority Cross County Microtransit Feasibility Study (Bellingham, WA)	Existing Service and Market Conditions Evaluation • Identification of Potential Zones • Zone Selection • Public Engagement	
TMD	2021 2022	Kings County Association of Governments - KART Hanford Fixed Route Study (Hanford, CA)	Existing Service and Market Conditions Evaluation • Service Strategies Recommendations • Public Outreach • Community survey • Realignment of routes to serve new Transit Center	
TMD	2021 2022	Merced County Association of Governments - Short Range Transit Plan (Merced County, CA)	Ridership & Performance Trends • Service and Market Conditions Evaluations • Service Strategies Recommendations • Comprehensive Stakeholder and Public Outreach • Service Standards	
TMD	2022	Valley Regional Transit Kuna Transit Study (Kuna, ID)	Market Conditions Evaluation • Unmet Transit Needs • Service Strategies Recommendations • Service Expansion Plan	
TMD	2020 2021	Mountain Line (NAIPTA) – Strategic Investment Plan (Flagstaff, AZ)	Existing Operations and Service Analysis • Operator Survey and Interviews • Capital and Operating Needs Analysis • Capital Improvement Plan • Cost Allocation Model • Financial Plan	
TMD	2017 2018	Rochester-Genesee Regional Transportation Authority - "Reimagine RTS" - Transit System Redesign (Rochester, NY)	Network Optimization • Existing Market Analysis • Review of Existing Land-Use Policies • Extensive Public & Stakeholder Outreach • Urban & Rural Communities in Service Area • Title VI Analysis	
TMD	2017 2018	Bannock Transportation Planning Organization - Pocatello Regional Transit Master Transit Plan (Pocatello, ID)	COA • Market Assessment, including Review of Existing Land-Use Policies • Existing System Evaluation • Service Strategies Recommendations • Public Involvement • Capital Improvement Plan	
TMD	2015 2017	Capitol Metropolitan Transportation Authority - "Cap Remap" Transit Development Plan (Austin, TX)	Service and Market Conditions Assessment • Review of Existing Land-Use Policies • Public Outreach and Stakeholder Engagement • Plan Implementation Reversed Years of Ridership Declines • Large Student Population	

Subconsultants

TMD approaches the teaming and staff selection for each proposal based on the unique project needs, including the expertise and experience needed for the work, as well as the stakeholder and decision-making environment. **TMD's approach to building our team was to include firms that:**

- Demonstrate a record of success and longevity in the industry, and are recognized as experts in their respective subject matter areas;
- Have previously worked with us effectively in the course of our industry-leading practice; and
- Complement and extend TMD's own strengths, providing HCAOG with a complete portfolio of expertise and experience upon which to draw.
- Brings local experience and understanding of regional mobility issues.

Considering the principles listed above, TMD has partnered with **SmithGroup**, to deliver a comprehensive plan that will exceed HCAOG's expectations. SmithGroup and TMD are currently working together on California High Speed Rail's planning support contract. For this project, **TMD** will be the prime consultant leading the day-to-day management of the contract, serving as the primary point of contact for HCAOG determining team resources for tasks, and monitoring our team's performance. TMD staff brings deep experience with fixed-route network and service evaluation and planning, combined with a broad understanding of industry best practices from systems across the country. **SmithGroup** will be leading the facilitation of the Project Steering Working Group (Task 2), the understanding of the community's transit and mobility values (Task 3.1), the analysis of Humboldt County's community characteristics (Task 3.2), and the land-use transportation policy connections in Task 4.

SmithGroup FIRM OVERVIEW

Type of Ownership and Structure:

SmithGroup is a wholly owned subsidiary of SmithGroup Companies, Inc., a privately held, C-Corporation .

Year Established:

1853, (1953, Incorporated)

Local Address:

301 Battery St, San Francisco, CA 94111

Contact:

Justin Skoda, Architect and Urban Designer
Justin.Skoda@smithgroup.com • (415) 343-0435

SMITHGROUP

SmithGroup is a nationally recognized, award-winning design firm that leverages research, data, empathy, advanced technologies, and design thinking to solve complex client challenges. With over 1,500 experts across 21 locations, SmithGroup delivers excellence in strategy, design, and execution—pioneering innovative methodologies that redefine how we work. SmithGroup's integrated team of architects, urban designers, landscape architects, and engineers creates sustainable, future-focused solutions for urban environments, workplaces, mixed-use developments, waterfronts, parks, and open spaces. SmithGroup offers deep expertise across all disciplines of the built environment, including architecture, civil, coastal, structural, mechanical, electrical, and plumbing engineering, landscape architecture, urban design, and planning.

Local Experience

SmithGroup's regional Urban Planning & Design Team leads transformative projects in California, including the High-Speed Rail project, which addresses complex urban and transportation planning challenges to support the state's high-speed rail program. SmithGroup is also deeply familiar with the Humboldt region, having collaborated with Cal Poly Humboldt on their Physical Campus Plan and EaRTH Center, a multi-modal transit hub design for the Humboldt Transit Authority (HTA). SmithGroup's other projects in Humboldt County include over six architectural & planning related feasibility studies, and support for the City of Arcata with their winning RC:H2B grant application. SmithGroup is currently working with HCAOG on the Humboldt Vision Zero Action Plan. These efforts reflect SmithGroup's commitment to innovative design, equity, and sustainability through collaborative, community-focused solutions.

SmithGroup will be leading and supporting Tasks 2, 3.1, 3.2, and 4.

Key Personnel

TMD approached the staffing for this effort with a clear understanding of the HCAOG's goal to develop a regional transit and land use plan. Our team reflects all critical areas of expertise and experience needed to perform the tasks described in the proposed Scope of Work. Our proposed project personnel have worked together on several projects, and brings a balance of broad experience with industry best practices and knowledge of mobility and transit issues in Humboldt County. Per the RFP, we have included the proposed personnel's resumes, complete with more detailed project experience, in **Section 7: Required Attachments** of our submittal.



The TMD key project team members include:

Ron Kilcoyne | TMD

Project Role: Project Manager



Ron is an accomplished transit management professional with over 45 years of experience in the public transportation industry as both a system general manager and planning consultant. As a member of TMD's senior management team, he brings firsthand industry experience with a range of transit systems across the country, where he built a strong track record of growing ridership and achieving cost efficiencies through operational improvements, sound fiscal management, and effective labor negotiations. He has planned and implemented complex projects involving service redesign, fare restructuring, new facilities construction and operations, and advanced technology system improvements.

As Project Manager, Ron will serve as the direct liaison and primary point of contact with HCAOG staff, and will be responsible for managing the project's performance, schedule, budget, and staff resources. He will lead Task 1: Project Management and Task 3.3: Transit Market Analysis and Regional Operations Assessment.

RELEVANT PROJECT EXPERIENCE INCLUDES:

- YoloTD Short Range Transit Plan (Yolo County, CA)
- HRDC Transit Development Plan (Bozeman, MT)
- Solano County Connected Mobility Plan (Solano County, CA)



Value Added: Experience with Rural Systems

Ron was the project manager for the HRDC's Transit Development Plan for Bozeman, MT branded as "Redesign Streamline 2020". The plan was implemented in August 2021 and the changes were well-received by the community. Following implementation of Redesign Streamline 2020 plan, the FTA recognized Streamline as one of six Outstanding Rural Transit Agencies that have gone above and beyond for their communities amid the pandemic. Streamline was a recipient of the "Connecting Rural Communities" Award for their exemplary work during the pandemic to provide transportation to essential workers and improve the quality of life in their communities. The Redesign Streamline 2020 study was also voted #1 Best Use of Taxpayer Dollars in Bozeman's Choice Awards.



FIGURE 3: RON PARTICIPATING IN A POP-UP OUTREACH EVENT IN SOLANO COUNTY

3 Consultant Qualifications and Experience

Daniel Peña | TMD

Project Role: Senior Planner



Daniel brings diverse experience working on a variety of transit planning, performance evaluation, and policy related projects. Daniel has rejoined TMD after working as a Senior Transit Planner for the Metropolitan Council in the Twin Cities, Minnesota. Daniel's work with the Metropolitan Council included evaluating transit service performance, developing long range transit plans, developing regional transit policy, peer research, evaluating grant proposals, and working with stakeholders on regional projects. During his previous experience with TMD, Daniel worked on SRTPs/COAs throughout the US including Los Angeles, Buffalo, Austin, and San Antonio. He is also fluent in Spanish. **Daniel will provide support throughout the project and will lead Task 3.4: Develop Comprehensive Plan.**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- YoloTD Short Range Transit Plan (Yolo County, CA)
- Sound Transit Service Planning Support (Seattle, WA)
- VVTA Comprehensive Operational Analysis (Victorville, CA)

Michael Couvrette | TMD

Project Role: QA/QC Manager



Michael is a strategic transit planning leader with over 15 years of experience in service design, scheduling, and project oversight. He began his career at TMD, later served more than a decade at Sound Transit where he advanced to Deputy Director of Service Planning, and has since returned to TMD to bring his expertise full circle. Michael is adept at communicating complex transit topics in an approachable way, ensuring that design choices are both technically sound and responsive to community needs.

As QA/QC Manager, Michael will review all task work, ensuring application of best practices and all deliverables meet TMD's corporate QA/QC standards.

RELEVANT PROJECT EXPERIENCE INCLUDES:

- Long Beach Transit Comprehensive Operational Analysis (Long Beach, CA)
- Valley Metro Comprehensive Operational Analysis (Phoenix, AZ)
- RTA Comprehensive Operational Analysis (Riverside, CA)

Zaref Anderson | TMD

Project Role: Associate Planner



Zaref Anderson is a recent graduate of the University of Washington, where he majored in Community, Environment & Planning and participated in several projects bettering transportation and housing in Seattle. As a student, he designed, planned and taught a course on public transit planning basics to 24 other undergraduate students for his senior project, and during his time at Intercity Transit, he led planning efforts to restore a bus route that was suspended during the COVID-19 pandemic. Since joining TMD, Zaref has worked as an associate planner on several projects, including Comprehensive Operational Analyses in San Diego and Phoenix, and has played a major role working with Sound Transit providing transit planning expertise and guidance. His work and interest in public transit led him to be invited to speak at the 2025 North State Transit Symposium in Fortuna, CA. **Zaref will provide technical support throughout the project.**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- Sound Transit Service Planning Support (Seattle, WA)
- Valley Metro Comprehensive Operational Analysis (Phoenix, AZ)
- MTS Comprehensive Operational Analysis (San Diego, CA)



FIGURE 4: TMD SENIOR PLANNER, DANIEL PEÑA, CONDUCTING FIELDWORK

3 Consultant Qualifications and Experience

Britney Tran | TMD

Project Role: GIS Specialist



A graduate of the University of California, Berkeley, Britney majored in Environmental Design with minors in City Planning and Geographical Information System (GIS). Britney supports a variety of TMD's projects by conducting transit network analyses and mapping demographic data, service performance, existing infrastructure, and recommended route networks. Britney's interest in geospatial representation and design fosters her pursuit towards creating more sustainable modes of transportation. **Britney will support all technical analyses and will be responsible for creating all project maps.**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- YoloTD Short Range Transit Plan (Yolo Co., CA)
- RTA Sustainable Services Plan (Riverside, CA)
- VVTA Comprehensive Operational Analysis (Victorville, CA)

Bobbi Jo Duley | TMD

Project Role: Graphic Designer



Bobbi Jo Duley is a professional graphic and web designer with over 25 years of experience providing custom design and marketing services for a broad range of customers and projects. As TMD's in-house graphic designer, she works closely with our clients to plan and produce online and print media, build custom project websites, and produce other collateral, such as surveys, brochures, posters, maps, etc., to inform and engage project stakeholders. Her custom graphics and strategic infographics also help make TMD's technical planning work and deliverables more accessible to diverse audiences. With a background in Fine Arts and a proficiency in a full range of design and publishing applications (Adobe Creative Suite, WordPress, HTML, etc.), Bobbi brings a comprehensive creative approach to all of her design work. **Bobbi will be responsible for the development of all public engagement materials in Task 5 including the project webpage, flyers, social media posts, and survey(s).**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- Los Angeles Metro NextGen Bus Study (Los Angeles, CA)
- Santa Clarita Transit Development Plan (Santa Clarita, CA)
- Pasadena Short Range Transit Plan (Pasadena, CA)

SMITHGROUP

The SmithGroup key project team members include:

Georgia Sarkin | SmithGroup

Project Role: Advisory Principal



Georgia Sarkin is an award-winning architect, urban planner, and designer with over 25 years of experience. She is the leader for SmithGroup's West Region Cities Practice. She has led complex urban design and planning projects, including mixed-use urban development, transit-oriented development, campus planning, large-scale master planning, and neighborhood development, both in the US and internationally. She is adept at working with authorities and incorporating planning regulations, land use zoning, and guidelines into the process. Her deep knowledge of integrated planning, from guiding projects through planning and entitlements to built architecture to integrating environmental, social, and economic goals, provides her the expertise to think strategically, creatively, and into the far future. **Georgia will serve as the Advisory Principal, providing project insight and strategic leadership throughout the project and support interface with the Advisory Committees.**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- Humboldt Transit Authority Eureka Intermodal Transit Center
- Cal Poly Humboldt Physical Campus Physical Plan
- California High Speed Rail Statewide Planning Support



FIGURE 5: SMITHGROUP'S GEORGIA SARKIN SHARING PROJECT GOALS DURING HUMBOLT VISION ZERO COMMUNITY MEETING IN EUREKA

3 Consultant Qualifications and Experience

Justin Skoda | SmithGroup

Project Role: Technical & Planning Lead



Justin has over 12 years of experience as an architect and urban designer having worked on transportation projects and planning, campus plans, strategic plans and urban design projects. He is a leader as part of SmithGroup's Cities studio and Mobility practice area and is passionate about sustainability, resiliency, and human-centric design thinking to build a better world for all people. He is an avid public transit advocate and user and brings that passion to his work and creative analysis and strategic thinking. Justin's past project experience has included multiple projects involving complex stakeholder groups, large institutions, government agencies, and work with communities and stakeholders to achieve consensus around vision and strategic alignment. His background with both transit, city, planning, and land use related work aligns with the project's goals and his experience coordinating teams on technically complex, interrelated, and overlapping project needs will be an asset to the project team. **Justin will lead the SmithGroup team and be the main point of contact. Justin will coordinate with Georgia Sarkin and the planning support team. He will help lead the outreach and engagement of the Advisory Committees, development of the vision, policy research and recommendations, and lead the technical analysis of the planning support team.**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- California High Speed Rail Statewide Planning Support
- San Rafael Transit Center
- San Joaquin Regional Rail Commission – ACE Station Design and System-wide Guidelines & Criteria Development



Christina Jeyaseelan | SmithGroup

Project Role: Planning Support



Christina is an urban designer and planner with a strong foundation in architecture and geospatial analysis, contributing to campus planning, visioning studies, transit-oriented development, interior design, and healthcare architecture. Committed to equity, climate resilience, and community-driven design, she skillfully integrates data, policy, and place-based narratives. Christina has experience on multiple planning projects at a variety of scales. Additionally, Christina has conducted GIS analysis, land use and equity studies, and in-field site work for all seven cities in Humboldt County. She excels at translating complex planning frameworks into actionable solutions and distilling GIS and data analysis into clear recommendations, as demonstrated in her work on high-speed rail planning in Gilroy. **Christina, in collaboration with Justin, will lead the planning analysis for land uses as well as develop graphics and consolidate information for conciseness in deliverables and documentation for research findings, presentations, reports, and memoranda.**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- HCAOG Vision Zero
- Cal Poly Humboldt Physical Campus Plan
- California High Speed Rail Statewide Planning Support



FIGURE 6: SMITHGROUP'S JUSTIN SKODA LEADING THE CHSRA PALMDALE STATION WORKSHOP

Project Organization and Communication

In establishing a team to respond to the requirements of this project, TMD has found from prior experience that certain organizational elements are critical for success.

- The lines of authority need to be as straightforward as possible. Therefore, a “single point of contact” will be utilized to facilitate and simplify open communication for HCAOG at all times. The principal point of contact is the Project Manager, **Ron Kilcoyne**, who will manage the project scope of work, schedule, and budget, coordinate task work among the team members, and ensure the timely completion of all deliverables. Additionally, each of the consultant staff will be available for direct communication as desired by HCAOG.
- Ron will also be supported by our QA/QC Manager **Michael Couvrette**. Michael will provide oversight for all project task work, including the application of best practices and quality assurance for task deliverables. More details regarding TMD’s corporate QA/QC program can be found in the Management Plan in Section 4 of this proposal, beginning on **Page 34**.
- Ron will be assisted by Task and Subtask leads. We’ve assigned key team members to lead each task and subtask. Each Task Lead will maintain effective control over their assigned task and coordinate task work among the members of the task team. The Task Leads will report directly to the TMD project manager.

This structure ensures clear management control of tasks and overall work effort, but permits flexibility and responsiveness through assignment of specific task leaders with direct responsibility for various task elements reporting to the project manager.

On the following page (**Pg.16**), we have provided the project organization chart which summarizes our proposed team structure and staff assigned to this project by Task.

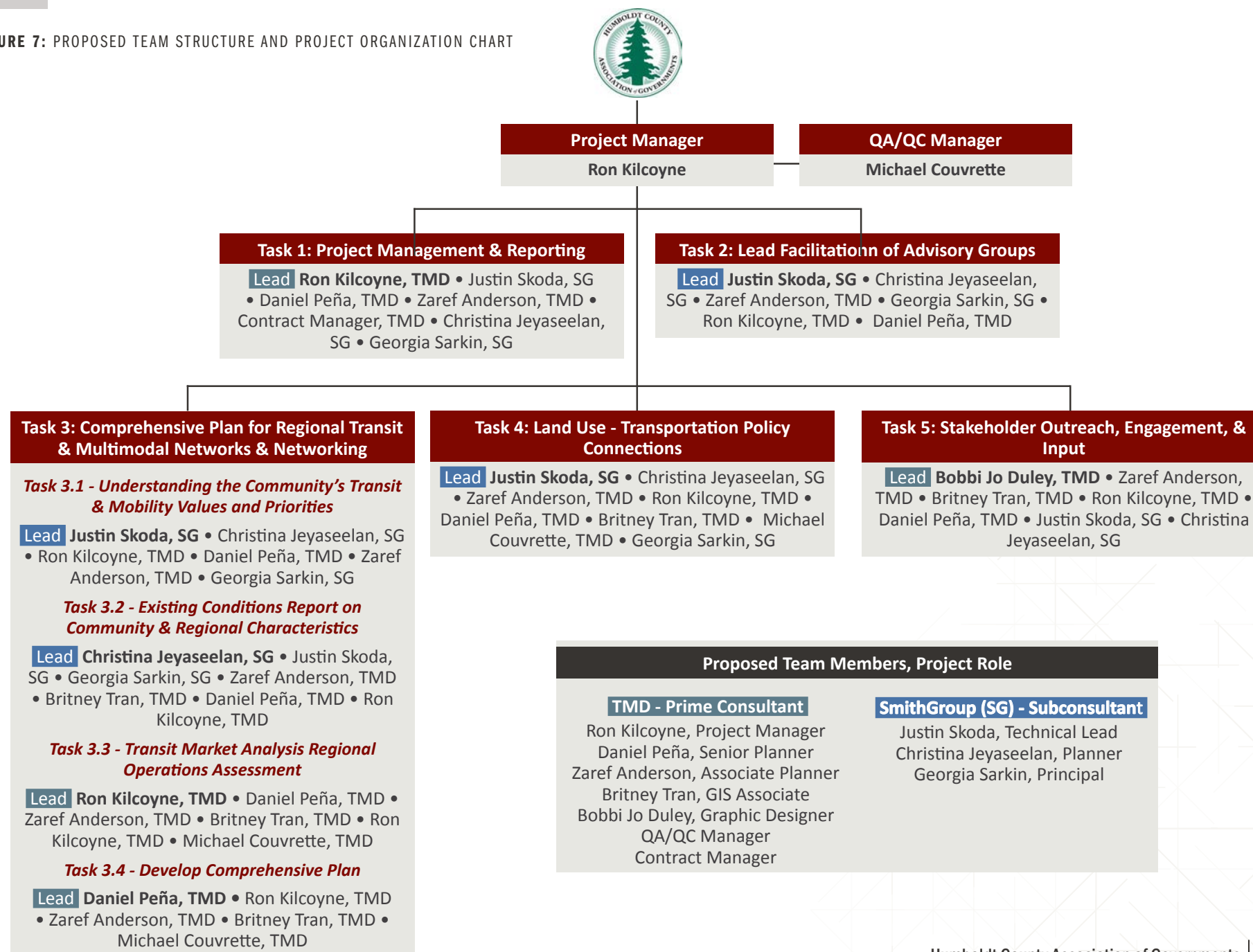
To ensure HCAOG is fully aware of the state of the project, client liaison will include:

- Frequent informal reviews and discussions of work in progress with the HCAOG project staff, where appropriate.
- A formal review of the draft deliverables by HCAOG’s Project Manager.
- Regular contact between TMD and the HCAOG’s project staff, especially if issues and questions arise.

Should a complaint or issue arise, TMD requests that the HCAOG staff present the complaint to the PM or QA/QC Manager, as appropriate, and TMD will address any issues or complaints within one to two business days. TMD’s goals are **“no surprises”** and to **“exceed expectations”** for HCAOG.

3 Consultant Qualifications and Experience

FIGURE 7: PROPOSED TEAM STRUCTURE AND PROJECT ORGANIZATION CHART



Relevant Project Experience and References

Our team is confident that we can draw from our deep transit industry knowledge, past project experiences, and proven analytical capacity and tools to deliver HCAOG a Comprehensive Plan for Regional Transit with Land-Use Policy implementation measures. Included on the following pages are project examples that highlight our team's extensive experience completing work similar to the HCAOG's proposed project.

Over the past three decades, we have successfully delivered over 500 transit plans for a myriad of transit agencies throughout the United States and abroad.



FIGURE 8:
TMD TEAM MEMBERS
IN ACTION HELPING
CLIENTS MEET THE
MOBILITY NEEDS OF
THEIR COMMUNITIES

YOLO COUNTY TRANSPORTATION DISTRICT



YOLOTD SHORT RANGE TRANSIT PLAN (04/2024 - ESTIMATED COMPLETION 11/2025)

TMD partnered with Yolo County Transportation District (YoloTD) to develop their comprehensive Short Range Transit Plan (SRTP) for 2024-2031. Our team conducted a rigorous analysis of YoloTD's multimodal services, including fixed-route, microtransit, and paratransit operations, leveraging Replica Data to evaluate existing travel patterns. The community engagement strategy included creating and administering passenger surveys and facilitating multiple public outreach events to gather essential stakeholder input. Operating within a regional planning context, TMD is in the process of developing draft recommendations that are aligned with concurrent efforts in the region in order to maximize service coordination and operational efficiencies. Our team is developing four distinctive service scenarios, providing the agency with flexible implementation options responsive to varying financial forecasts. This strategic approach will ensure that YoloTD could advance service improvements while maintaining fiscal responsibility regardless of funding outcomes. The draft recommendation scenarios, will be presented to the public in late Summer 2025 for feedback. The final SRTP will be refined based on public input and will be submitted to the YoloTD Board of Directors for final review and approval in Fall 2025.



TIME FRAME

April 2024 to Present

CLIENT

Yolo County Transportation District
350 Industrial Way
Woodland, CA 95776

CONTACT

Lola Torney
Senior Planner
(530) 402-2822
ltorney@yctd.org

PROJECT DIRECTOR

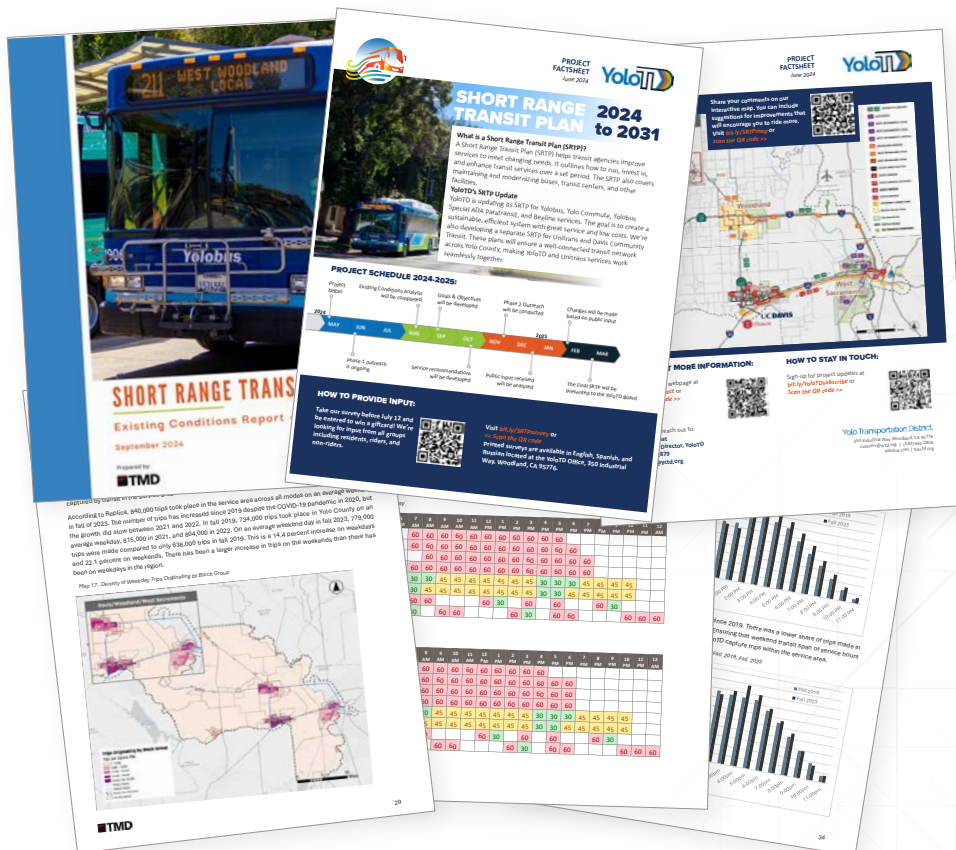
Russ Chisholm

PROJECT MANAGER

Ron Kilcoyne

ADDITIONAL KEY PERSONNEL

Daniel Peña - Deputy PM
Britney Tran - GIS Specialist
Obadiah Valdez - Associate Planner
Bobbi Jo Duley - Graphic Designer



RELEVANCE TO PROJECT:

- ✓ YoloTD operates multiple different services (Fixed route, Express, Microtransit, Paratransit) in both rural and urban markets
- ✓ Multi-agency planning effort
- ✓ Interregional Transit Planning



SOLANO TRANSPORTATION AUTHORITY



SOLANO COUNTY CONNECTED MOBILITY IMPLEMENTATION PLAN (2021-PRESENT)

TMD is developing a Connected Mobility Implementation Plan for Solano County in the San Francisco Bay Area, to be facilitated by the Solano Transportation Authority (STA), which is responsible for countywide transportation planning, programming, funding, service and project delivery, and project prioritization. To better align Solano County's mobility programs with the Metropolitan Transportation Commission's (MTC's) Blue Ribbon Transit Recovery Task Force recommendations, TMD is comprehensively evaluating the county's wide range of local and regional mobility offerings to identify opportunities and strategies for enhanced integration with networks across the Bay Area and Sacramento regions. In addition to conducting an evaluation of Solano County's existing mobility environment, including an assessment of current and future trip patterns using Replica, TMD is developing targeted, data and best practice-informed performance measures for STA's SolanoExpress intercity bus system, the county's five local transit providers, and an array of alternative mobility programs. These measures will be engaged to analyze the overall connectedness of the county's mobility network, as well as identify changes and enhancements required for meeting MTC's recommendations. Based on the analysis, TMD is generating a Connected Mobility Plan, which will examine all mobility programs, determine gaps and deficiencies in program performance and level of integration, and issue recommendations for improving seamless, countywide or regional trip-making that will reduce the percentage of single-occupancy vehicle trips, achieve greenhouse gas emissions reduction goals, and adapt to post-Covid travel behavior changes.



TIME FRAME

2021 to Present

CLIENT

Solano Transportation Authority
One Harbor Center, Suite 130
Suisun City, CA 94585

CONTACT

Ron Grassi
Director of Programs
(707) 399-3233
rgrassi@sta.ca.gov

PRINCIPAL-IN-CHARGE

Russell Chisholm

PROJECT MANAGER

Ron Kilcoyne

DEPUTY PROJECT MANAGER

Stuart Geltman

ADDITIONAL KEY PERSONNEL

Bobbi Jo Duley - Graphic Designer

RELEVANCE TO PROJECT:

- ✓ Multi-agency planning effort
- ✓ Interregional Transit Planning
- ✓ Microtransit/fixed route integration



HUMAN RESOURCE DEVELOPMENT COUNCIL OF BOZEMAN, MT



“REDESIGN STREAMLINE 2020” TRANSIT DEVELOPMENT PLAN (2019-2021)

The Streamline Transit Development Plan involved creating a short term plan within existing resources, and a long-term plan to be presented to voters to obtain a dedicated funding source and to meet future needs of the community. The main goals of this project included assessing the transportation needs within the Bozeman community, assessing the regional commuter needs of Four Corners, Belgrade, and Livingston, examining potential fixed-route expansions within Belgrade, and potential commuter service expansions to Manhattan and Three Forks, and to create a comprehensive Transit Development Plan that takes into account the transit needs identified in HRDC’s needs assessment, as well as the strategic plan, and any other transit needs identified by community members via public meetings, open houses, and focus groups.

The local transit service in Bozeman was established in 2006 and has not been substantially changed over time, despite growth in both residential population and student enrollment at Montana State University. Furthermore, the 2020 Census anticipated Bozeman becoming a small metropolitan area, resulting in FTA 5311 funding being replaced with FTA 5307 funds. HRDC, as a nonprofit, is no longer an eligible recipient of funds, therefore requiring the creation of a transit district. The plan was developed to address both changing demands and strategies to transition from a rural to urban designation. The draft plan was submitted to HRDC in November 2020 and adopted in April 2021.

Following the adoption of the plan, TMD supported HRDC with implementation of the plan. TMD developed route schedules in Optibus and public-facing route and system maps. The recommendations were implemented in August 2021 and were well-received by the community.

TMD was recently hired by HRDC to undertake an update of the TDP to reflect changes planned in the next three to five years, and ensure HRDC’s transit services are meeting the growing and evolving needs of the Gallatin Valley. The updated TDP will be completed in early 2026.

Following implementation of Redesign Streamline 2020 plan, the FTA recognized Streamline as one of six Outstanding Rural Transit Agencies that have gone above and beyond for their communities amid the pandemic. Streamline was a recipient of the "Connecting Rural Communities" Award for their exemplary work during the pandemic to provide transportation to essential workers and improve the quality of life in their communities. The Redesign Streamline 2020 study was also voted #1 Best Use of Taxpayer Dollars in Bozeman's Choice Awards.



TIME FRAME

October 2019 to August 2021

CLIENT

Human Resource
Development Council
32 South Tracy
Bozeman, MT 59715

CONTACT

Sunshine Ross
Transportation Director
(406) 587-2434
sross@thehrdc.org

PRINCIPAL-IN-CHARGE

Russ Chisholm

PROJECT MANAGER

Ron Kilcoyne

ADDITIONAL KEY PERSONNEL

China Langer, QA/QC Manager
Anna Joos, Lead Planner
Bobbi Jo Duley, Graphic Designer
Britney Tran, GIS Specialist



RELEVANCE TO PROJECT:

- ✓ Urban/rural planning
- ✓ University service
- ✓ Integration with neighboring transit provider



SMITHGROUP

**HUMBOLDT TRANSIT AUTHORITY EARTH CENTER -
EUREKA REGIONAL TRANSIT & HOUSING CENTER**

The concept of the EaRTH Center multi-model transit hub brings together regional planning, diverse transit needs, and an opportunity for supportive land uses for increased housing, commercial uses, and activated public space. SmithGroup was retained by the Humboldt Transit Authority to ensure the development of the transit center would holistically serve the needs of the Authority and community, while having both the short term and long term goals of the region in mind. This project included the creation of a transit plaza, which collects a variety of users heading to and from Amtrak, Greyhound, Inter and Intra-City buses and micromobility means to get to their destinations. The site is dynamic, also offering student and workforce housing, a community courtyard, daycare facility, pharmacy, and bicycle services.

November 2021 - September 2023

- Roadmap for future planning and development of streets, parks, housing, and associated land use around the new transit facility
- Supported increased urban density and mixed-use zoning by integrating affordable workforce and student housing with community-serving amenities
- Enhanced streetscape near the Transit Center to prioritize pedestrian- and transit-friendly circulation and active transportation options
- Promoted partnerships and resource-sharing strategies to optimize parking management
- Project secured a successful TIRCP Grant award of \$38m

Greg Pratt, General Manager
Humboldt Transit Authority
611 I Street, Suite B, Eureka, CA 95501
(707) 443-0826 | greg@hta.org



3 Consultant Qualifications and Experience

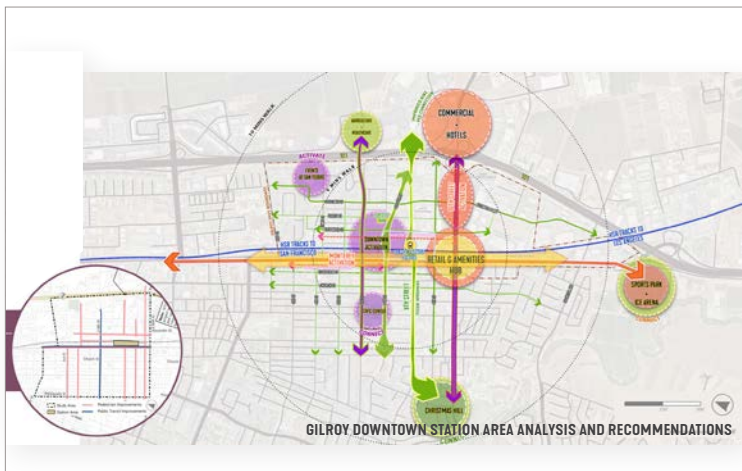
CALIFORNIA HIGH-SPEED RAIL AUTHORITY, CA HSR DELIVERY SUPPORT & TECHNICAL ASSISTANCE

Key Personnel: Justin Skoda, Technical Architect • Christina Jeyaseelan, Planner • Georgia Sarkin, Urban Design Lead

The California High-Speed Rail Authority (Authority) is responsible for planning, designing, building, and operating the first high-speed rail system in the nation. It will connect the mega-regions of the state, contribute to economic development and a cleaner environment, create jobs, and preserve agricultural and protected lands.

SmithGroup is leading technical and planning support for all stations from Los Angeles to San Francisco. Our work includes leading all engagement activities across the entire system and coordinating with local jurisdictions to ensure strategic planning alignment. As part of this work, we have led workshops, open houses, and focus sessions in most cities. We have developed vision studies, transit-oriented development planning, and complete streets connectivity at the stations.

Key to the success of each station is further analysis and supportive planning around mobility connectivity and urban design and planning. To that end, SmithGroup and the Authority have worked together to involve stakeholders and develop criteria and guidance for the station design team and surrounding transit-oriented development and urban integration. All the stations are being evaluated to ensure safe, desirable, transit-supportive connectivity and adequately plan and coordinate with local municipalities so that the multiple investments, project timelines, and overall public works are well coordinated.



Time Frame

April 2023 - Ongoing (Est. Completion: June 2026)



Relevance To This Project

- Community driven planning to support mixed-use programs and housing development and land use coordination
- Extensive existing conditions analysis to support planning goals
- Engaged with local jurisdiction stakeholders and agencies to ensure planning alignment, infrastructure planning success, and harmonize investments
- At Gilroy: Analyzed, proposed land use strategies for the station area - prioritizing access to resources, density, walkability, and preservation of place in the downtown and around the station.
- At Gilroy: Analyzed efficiency and safety of existing multi-modal networks and proposed pedestrian and bicyclist-friendly routes between key destinations/districts and the CHSRA station.
- Identify and support successful grant applications including a RAISE Grant award of \$20m, and Reconnecting Communities Pilot (RCP) Program for Palmdale of \$1m

Client Contact

Ben Lichty, Principal Transportation Planner
Planning and Sustainability
California High Speed Rail Authority
770 L Street, Suite 620, Sacramento, CA 95814
(916) 281-7390 | Ben.Lichty@HSR.CA.GOV



4



APPROACH

Project Approach

Task 1: Project Management & Reporting

Task 1.1 Project Kick-Off Meeting

TMD will facilitate a project kick-off meeting within thirty (30) days of the NTP to provide an opportunity for our team to:

- Discuss project expectations, goals, objectives, and outcomes to reach agreement and understanding of these important overarching project elements.
- Confirm and discuss the project work plan.
- Review the project schedule.
- Discuss our team's coordination and communication protocols and QA/QC plan.
- Review initial data needs, including discussion of TMD's proposed data share site, which is Microsoft Teams. *(This tool will allow HCAOG and the TMD team to seamlessly communicate, transfer files, and review project deliverables).*

TMD will prepare and distribute a kick-off meeting agenda and associated materials to allow attendees to review ahead of the meeting. TMD will also prepare and submit minutes from the kick-off meeting to HCAOG.

Task 1.2 Project Coordination

Our team will conduct bi-weekly meetings with HCAOG staff through out the project to discuss the project progress, resolve any issues that develop, and share key findings. These meetings can transition to be weekly or monthly based on the project needs. TMD proposes to host these meetings using Microsoft Teams.

TMD understands that clear communication is integral to the success of any project. The project manager will ensure that both internal and external communication is of the highest priority throughout the project. We work hard to identify any potential issues early on so the study process is not impacted and can be completed on time and on budget.

Task 1.3 Invoicing & Reporting

Each month, TMD will submit a monthly invoice and progress report that documents work performed and planned work for the following month.

Task 1 Deliverable:

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

Task 2: Lead Facilitation of Advisory Groups

Task 2 represents the foundational relationship-building component that will determine the success of the project. Unlike traditional transit planning that focuses primarily on technical analysis, this project's effectiveness depends on building genuine consensus among diverse governmental partners including tribal governments, cities, county agencies, and regional authorities. The advisory group facilitation work directly enables the government-to-government partnerships that are essential for implementing recommendations developed in later tasks. Without strong stakeholder alignment achieved through Task 2, even the most sophisticated transit network analysis will fail to create the regional coordination necessary for improved service delivery. This task establishes the collaborative foundation that transforms individual agency planning efforts into a coordinated regional approach to transit and land use integration.

The Project Steering Working Group (PSWG) will be managed by TMD staff as the primary project management entity, with SmithGroup providing specialized facilitation expertise and government-to-government partnership support.

Prior to formal group meetings, our team will work with HCAOG to develop culturally appropriate engagement protocols that respect tribal sovereignty and accommodate different governmental decision-making processes. This preparation ensures the PSWG operates effectively across diverse jurisdictional structures.

4 Approach

Our team is proposing to attend, develop materials, and facilitate, up to 6 PSWG meetings. Potential PSWG Session agendas may include:

- 1). **Meet the Groups; Collect input for Purpose Statement Development**
- 2). **Share Final Draft Purpose Statement/ Best Practice Research** including service analysis and research report out; start to build consensus on priority values for transit planning
- 3). **Site Tour(s)** of transit and multimodal facilities (*up to 3 have been budgeted*)
- 4). **Draft Scenario Brainstorming**
- 5). **Policy Recommendations** - Policy recommendations discussion
- 6). **Conclusions and Next Steps** - Final recommendations and implementation planning

Meeting structure will accommodate both in-person and virtual participation, our team has budgeted attending up to 3 meetings in person and 3 meetings virtually.

Following the first meeting our team will prepare a Steering Committee purpose statement based on stakeholder input. A final draft statement will be shared at the second meeting with a draft and final document submitted to HCAOG.

To aid discussion, interactive collaboration, and synchronous and asynchronous feedback, SmithGroup recommends utilizing the digital whiteboard tool **Miro**. SmithGroup uses Miro extensively on multiple projects to capture notes, thoughts, markups, and host interactive workshop exercises. The platform allows a highly flexible set of materials

(images, text, notes, documents) to be readily available and referenced and can speed up discussions, understanding, and collaboration. Additionally Miro would allow asynchronous feedback if certain participants are unable to join a particular meeting and see other's notes and thoughts.

Additionally, in coordination with TMD and HCAOG, SmithGroup will prepare, identify, and invite transit operators and mobility-service providers for virtual **one-on-one round-table interviews**. These should occur prior to the first PSWG meeting, or as soon as possible, in order to better understand each agency's priorities, constraints, potential concerns, and preferred communication styles.

SUCCESS METRICS AND ACCOUNTABILITY

Our team will establish measurable outcomes to track the effectiveness of the PSWG meetings including meeting attendance rates, consensus achievement levels on key decisions documenting both agreements and disagreements, implementation commitment levels from each partner agency, and stakeholder satisfaction with the facilitation process through post-meeting feedback surveys.

To ensure accountability, our team will record all virtual meetings and take detailed meeting minutes that can be shared with all stakeholders following each PSWG meeting. Our team will also maintain consensus tracking matrices showing the evolution of agreement over time and document decision rationale for future reference.

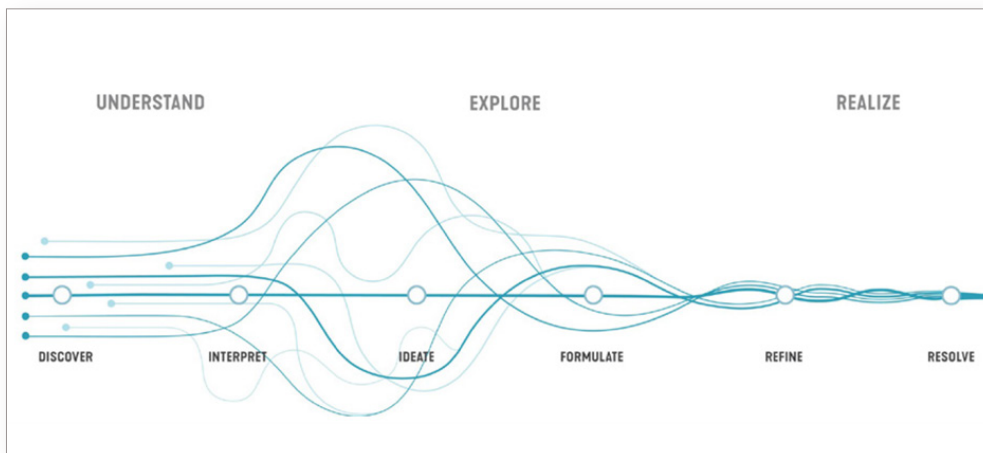


FIGURE 9: STAGES OF ENGAGEMENT

Task 2 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 (3)).

Task 3: Comprehensive Plan for Regional Transit & Multimodal Networks & Networking

Task 3 represents the technical and analytical core of this project, building upon the stakeholder relationships and consensus established in Task 2 to develop data-driven recommendations for Humboldt County's regional transit network. This comprehensive analysis will translate the community's vision and values into actionable service improvements, policy frameworks, and implementation strategies. The work progresses systematically from understanding community priorities and existing conditions through market analysis and operations assessment, culminating in a comprehensive plan that provides clear direction for enhancing regional transit coordination, improving service effectiveness, and creating stronger connections between transit and land use planning.

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

The TMD team will interface with the PSWG to identify priorities and facilitate consensus-building on a defined problem, purpose, and vision statement for regional transit service and active mobility throughout Humboldt County. This collaborative process will establish the foundational framework that will guide all subsequent technical analysis and policy recommendations.

This workshop, likely meeting #2, will address competing transit planning choices such as ridership versus coverage, local versus regional service, and equality versus equity considerations. The workshop will also evaluate priority aims for correlated values including customer experience, equity, economic drivers, financial capacity, staff capacity, independent authority, local control, VMT reduction strategies, and affordable housing connections.

Prior to the consensus-building workshop, our team will conduct thorough preparation including providing background research and precedent examples from comparable rural transit systems and regional coordination efforts. The team will develop innovative interactive activities to effectively gauge stakeholder options and priorities, ensuring meaningful participation from diverse governmental partners. Our team will also review applicable existing planning documents including the Humboldt Transit Development Plan (2023), Regional Transportation Plan "VROOM 2022-2042," and other relevant studies to inform workshop discussions and build upon previous planning efforts.

Following workshop completion, the TMD team will design and help support the implementation of outreach to engage partners and diverse stakeholders outside of the PSWG to gather input on the draft purpose statement. This process will help the team understand the broader community's goals for the regional transit network vision and ensure the purpose statement reflects countywide priorities. Our team assumes HCAOG will host the draft purpose statement on the project website, while the TMD team will coordinate targeted outreach to stakeholders including cities, school districts, tribal organizations, community-based organizations, and large institutions such as Cal Poly Humboldt through email distribution and focused engagement sessions.

Throughout the consensus-building process, our team will provide educational support to ensure PSWG members and other stakeholders can make fully informed decisions about transit planning priorities. This includes presenting case studies, best practices, and data-driven examples that illustrate the implications of different value choices and planning approaches.

TMD will create a comprehensive memo recapping the workshop activities, stakeholder feedback, recommendations, and outcomes related to the generation of the purpose statement. This documentation will capture the evolution of consensus-building, areas of agreement and disagreement, and the rationale behind final recommendations to provide a clear record for future reference and implementation planning. The deliverable for this task will be a purpose statement for Humboldt regional transit service and regional active mobility that has been reviewed and approved by the PSWG in administrative draft, public draft, and final versions, along with supporting documentation of the consensus-building process and stakeholder input received.

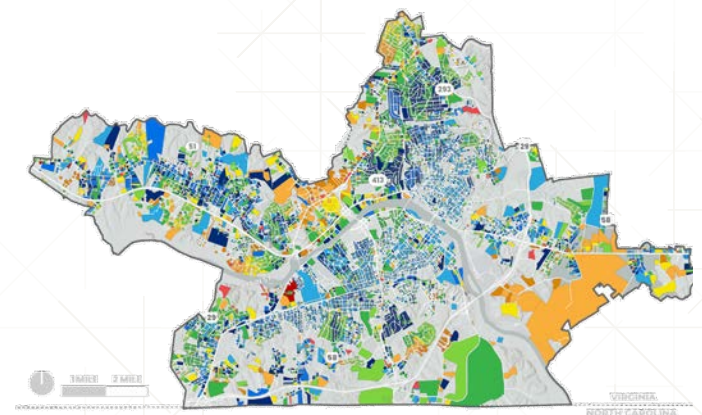


FIGURE 10: EXISTING LAND USE AND DEVELOPMENT PATTERNS IN DANVILLE. MAP PREPARED BY SMITHGROUP TO SHOW CURRENT CONDITIONS AND KEY CORRIDORS INFORMING PLAN DANVILLE'S HOUSING, MOBILITY, TRANSIT, AND GROWTH STRATEGIES

Task 3.2 Existing Conditions Report on Community & Regional Characteristics

The TMD team will conduct a comprehensive existing conditions analysis that establishes the demographic, geographic, and policy foundation for all subsequent transit planning recommendations. This analysis will build upon existing planning efforts while identifying key opportunities and constraints that will influence regional transit coordination and land use integration strategies. The work systematically examines current conditions across multiple factors from population characteristics and employment patterns to equity factors and development opportunities. This will ensure that transit recommendations are grounded in local realities and address the specific needs of Humboldt County's diverse communities. **For this task, our team will:**

- Review prior Transit Development Plan, city and county regional planning documents including General Plans for the cities within Humboldt County
- Identify key communities and areas and where growth is planned
- Identify key employment centers, civic and institutional locations, and other significant destination points

- Analyze population density, housing/jobs density, employment density, populations overburdened by pollution, disadvantaged communities defined in the RTP and VROOM 2022-2042
- Identify areas where transit is lacking for key communities based on analysis against established frameworks in the previous tasks
- Identify areas where new development could take advantage of existing services, transit, underutilized land, avoid environmental hazards and climate hazards
- Analyze population age demographics geographically to support options to "age in place" and the needs for county populations to maintain access and mobility in the region
- Analyze equity factors such as zero-vehicle households, low-income populations, lack of access to jobs, to identify where land uses may change

Our team will summarize all findings, analysis, and maps into an Existing Conditions report that will lay the foundation for understanding market opportunities, service gaps, and policy integration needs to inform the transit network recommendations and land use coordination strategies developed in subsequent project tasks.

RELEVANT PROJECT EXPERIENCE SPOTLIGHT

St. Louis Transportation and Mobility Plan

SmithGroup is developing a comprehensive mobility and transportation plan for the City of St. Louis, focusing on understanding the existing conditions, best practices, community sentiments, and policy changes needed to accomplish the vision. SmithGroup is providing a thorough review of the existing conditions, policies, and ordinances, and identifying outdated processes and gaps in the mobility network. SmithGroup is providing input on policy changes and annual reporting structures, developing new policies to support street design guidelines, researching Vision Zero policies, and documenting best practices.

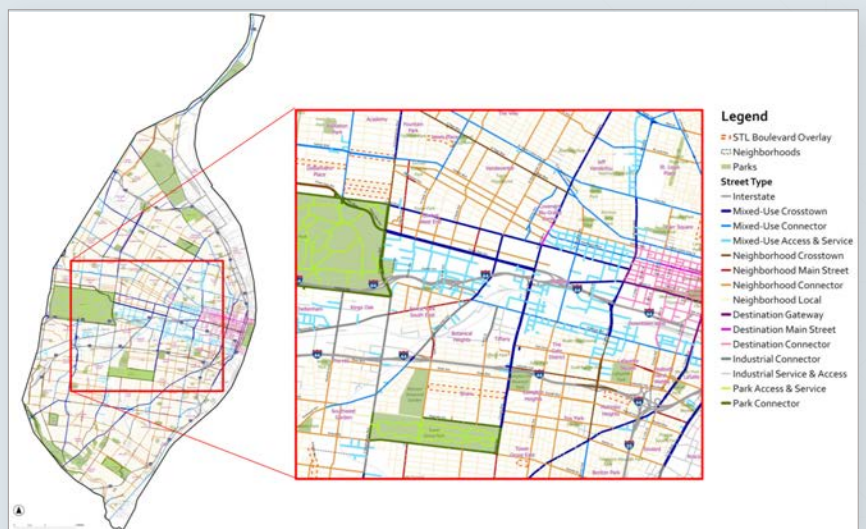


FIGURE 11: ST. LOUIS TMP STREET DESIGN FRAMEWORK MAP DEVELOPED BY SMITHGROUP

Task 3.3 Transit Market Analysis & Regional Operations Assessment

Building on the community vision established in Task 3.1 and the existing conditions analysis completed in Task 3.2, TMD will conduct an assessment of Humboldt County's transit market and operations to inform coordinated regional service improvements. This analysis will specifically address how enhanced inter-agency coordination can improve accessibility to opportunity (employment, education, healthcare, shopping, and social) throughout the county, with particular focus on populations with limited mobility options and tribal communities. The assessment will evaluate current coordination challenges between operators and identify opportunities for improved regional integration that supports the government-to-government partnership objectives central to this project. Our approach for this task will take place over three phases.

1. DATA GATHERING

TMD will compile available information to develop a comprehensive overview of the network and mobility offerings in Humboldt County. This foundational analysis will be organized around four key areas:

Operations & Performance Data:

- History of transit in Humboldt County
- Existing service profile including current routes, service types, description of operating days/hours
- Transit ridership and performance
- Connectivity among transit services and quality of access to transit (first/last mile)
- Latest Title VI Program Update
- Unmet Needs Hearings findings

Demographics & Travel Patterns (leveraged from Task 3.2):

- Local and regional travel patterns, including time of day and trip purpose for all modes
- Transit propensity
- Residential and employment density
- Urban form – land use, zoning, walkability
- Tribal community mobility needs and travel patterns

Infrastructure & Technology:

- Capital program, including available fleet, facilities, current technologies in use, and other relevant infrastructure
- Current and emerging transportation technologies applicable to regional coordination
- Fare structure

Financial & Governance:

- Funding sources (existing and planned)
- Agency governance/governing structures
- Past transit plans and studies

2. TRANSIT ASSESSMENT

Leveraging the collected data, TMD will seek to answer strategic questions organized around key themes to assess transit service performance and operations:

Service Performance & Efficiency:

- What are the key routes that attract the majority of the system's ridership and which segments have the highest ridership?
- Which routes have the highest productivity and farebox recovery ratios, and what is the return on investment from today's resources?
- Is the service easy for potential customers to understand, and are there load or overcrowding issues?

Regional Connectivity & Coordination:

- How does the service structure affect passenger navigation between different operators?
- What coordination improvements could enhance interregional connectivity and reduce service duplication?
- Are there opportunities to improve transfer connections and timed-transfer opportunities?
- How can tribal transportation services be better integrated with regional networks?

Market Coverage & Access:

- Does current service frequency meet market needs, and how well have unmet transit needs findings been addressed?
- What are the leading travel flows in Humboldt County and how does this compare to transit rider-ship patterns?
- Does bus stop spacing optimize speed and access, and what first/last mile connections are available?

Land Use Integration & Development Opportunities:

- What is the transit propensity of neighborhoods currently served and are there high-propensity areas not served?
- Where are opportunities for transit-supportive infill development?
- How can land use coordination between jurisdictions support improved regional transit?

Non-Fixed Route/Alternative Service Models:

- How do riders use current microtransit service and how do costs compare to fixed-route service?
- Where are major paratransit origins and destinations and how do they differ from fixed-route patterns?
- What innovative mobility solutions could support regional coordination goals?

Infrastructure & Financial Sustainability:

- Are transit facilities optimally located and is the current fleet appropriate for service delivery?
- How are funding sources projected to change and what alternative sources may be available?
- How efficient is the existing organizational structure for coordinated transit provision?



RELEVANT PROJECT EXPERIENCE SPOTLIGHT

Great Falls Transit Development Plan

TMD developed a Transportation Development Plan (TDP) for Great Falls Transit District (GFTD). While the existing transit system effectively served current development, most planned growth—including student and affordable housing—fell outside the transit district boundaries. The TDP provided three key recommendations: service changes to reach new high-density developments and areas with strong transit potential, funding strategies for expanded service, and guidance on how the City could ensure future development supports transit use.

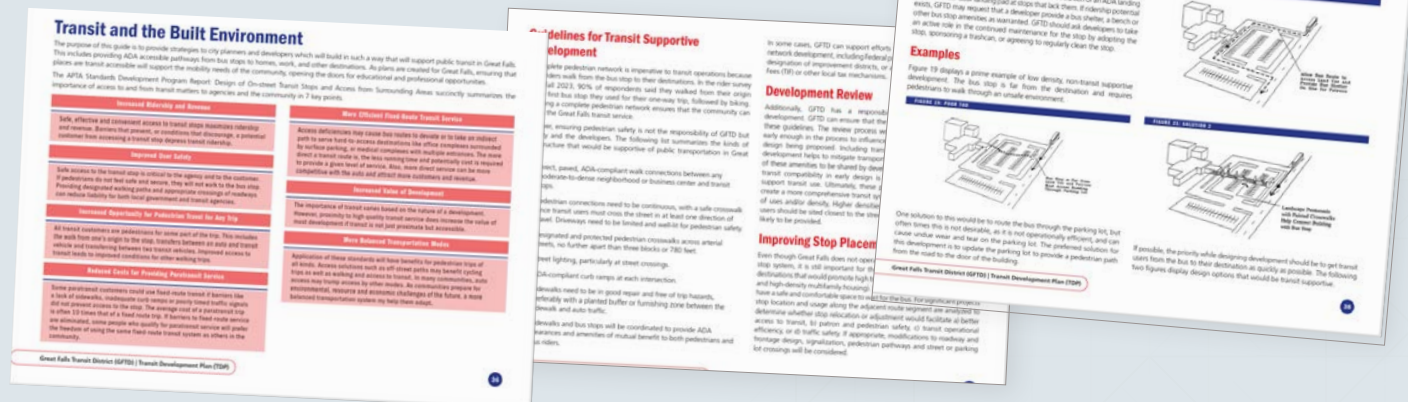


FIGURE 12: EXAMPLES OF STRATEGIES GFTD CAN PROVIDE TO CITY PLANNERS AND DEVELOPERS SO THAT FUTURE DEVELOPMENTS SUPPORT PUBLIC TRANSIT IN GREAT FALLS, MT

3. DEVELOPING SCENARIOS

TMD will develop scenarios that consider what is needed to make transit more attractive, enabling reductions in greenhouse gas emissions (GHG) and Vehicle Miles Traveled (VMT) in Humboldt County. Scenarios will consider different funding alternatives, including at least one constrained scenario and at least one aspirational scenario. They will be designed to maximize (in the case of constrained scenarios) and optimize (in the case of aspirational or growth scenarios) ridership, efficiency, and effectiveness of the overall network. All scenarios will be developed with explicit consideration of resource constraints documented by partner agencies and will include realistic implementation timelines that accommodate varying agency capacities.

Developing the scenarios will involve a balancing act, factoring in the multiple needs and desires identified in previous tasks. Our priority is to identify win-win solutions; however, there are times when trade-offs are inevitable. When that occurs, the tradeoffs will be clearly identified using easily identifiable graphics.

TMD utilizes a strategic approach to scenario development by identifying a suite of potential transit products and matching them to different market typologies and opportunities throughout the region. This “Mobility Toolkit” creates an integrated, effective network that minimizes duplication and maximizes efficient use of limited resources, incorporating innovative solutions such as on-demand service, shared-ride services, and microtransit that can be integrated with fixed-route service.

The scenarios will specifically address regional coordination opportunities, including potential service consolidation, shared infrastructure, coordinated scheduling, and integrated fare systems that can improve customer experience while reducing operational costs. Each scenario will include explicit consideration of how recommendations can be implemented within existing agency resource constraints and governance structures.

The scenarios will include service design recommendations as well as preliminary fare and governance frameworks to ensure an improved customer experience and support decision-making processes that enable successful implementation. TMD recognizes that limited staff resources among partner agencies will require careful consideration to ensure adequate bandwidth exists to implement recommended changes and sustain desired integration of land use and transit coordination over time.

TMD will develop up to two (2) scenarios. Each scenario will be developed using TMD’s Remix license and will include the following information:

Service Design Components:

- Routing and Service Level by Route with service parameters developed for each route or service by day of the week
- Service type and attributes, proposed route alignments or microtransit zones
- Proposed service frequencies and spans, estimated revenue miles and hours
- Estimated vehicle requirements by type and transfer opportunities

Equity and Access Analysis:

- Effects on transit access with analysis of riders impacted by proposed changes, including assessment by demographic and socioeconomic indicators consistent with Justice40 requirements
- Population percentages within 0.25 and 0.5 miles of fixed-route access
- Population percentages served by alternative mobility solutions

Implementation Framework:

- Network maps illustrating proposed alignments, microtransit zones, and frequencies
- Preliminary coordination recommendations for integration with Task 4 policy development
- Phased implementation strategies accommodating different agency capacities

The PSWG will be heavily involved throughout the scenario development process, with TMD facilitating a brainstorming exercise as one of the workshops. This collaborative approach ensures that recommendations reflect both technical analysis and practical implementation realities while building consensus among diverse governmental partners.

Task 3.4 Develop Comprehensive Plan

TMD will compile all results of Tasks 3.1, 3.2, and 3.3 into a Comprehensive Plan that provides integrated recommendations on transit and multi-modal system design changes for Humboldt County. This task focuses on document compilation, stakeholder review coordination, and final plan preparation rather than additional analysis.

Document Compilation and Integration

The Comprehensive Plan will synthesize the community vision from Task 3.1, existing conditions analysis from Task 3.2, and scenario recommendations from Task 3.3 into a cohesive document that provides clear direction for regional transit coordination and land use integration. The plan will integrate stakeholder feedback received throughout the process and ensure consistency across all recommendations.

Review and Refinement Process

An administrative draft of the Comprehensive Plan will be prepared for review by the PSWG, with TMD facilitating discussion and incorporating feedback. Following PSWG review, a public draft will be prepared for community comment and review period, with TMD coordinating the public engagement process and managing comment collection and response.

Presentation Development

TMD will develop PowerPoint presentations tailored to different audiences, including technical presentations for the PSWG and general presentations for public meetings. These presentations will effectively communicate complex planning concepts and recommendations to diverse stakeholder groups.

Final Plan Preparation

The final plan will include a comprehensive record of all comments received and incorporate feedback as appropriate. This Comprehensive Plan will serve as the foundation for land use and long-range planning policy recommendations developed in Task 4, ensuring seamless integration between technical transit recommendations and policy implementation strategies.

The completed Comprehensive Plan will provide clear guidance for implementing coordinated regional transit improvements while establishing the framework for ongoing government-to-government collaboration among Humboldt County's diverse transportation partners.

Task 3 Deliverables:

- A 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)
- Recommendations on how best to inform and solicit public input; consistent with an engaging developed as part of Task 5; record of responses.
- Existing Conditions Report (Administrative, draft, and final versions)
- Transit Market Analysis & Regional Operations Assessment (ADA accessible Administrative, draft, and final versions)
- 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). There will be a minimum of four presentations, with at least one presentation in person.

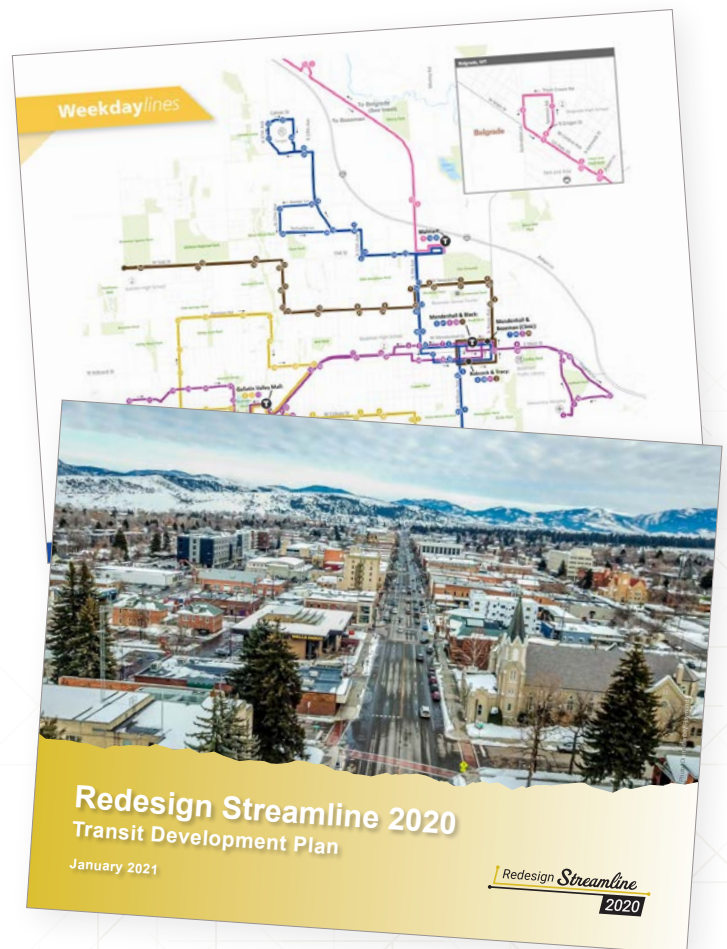


FIGURE 13: SAMPLE FINAL PLAN & SYSTEM MAP

Task 4: Land Use - Transportation Policy Connections

TMD and SmithGroup will work with the transit operators and land use authorities to discuss, study, and document the strategies that can achieve the vision (developed and agreed upon in prior tasks) of Humboldt's regional transit services and multimodal networks. We will create recommendations based on analysis and research of planning, land use, and policy frameworks, and Advisory Groups discussions to achieve the PSWG's vision and goals to increase ridership, streamline transit operations, and maximize reach to more of the population while balancing equity and equality frameworks.

A primary focus of this task will be developing formal procedures for improving regular governmental agency consultation with Humboldt Transit Authority (HTA), particularly during development review processes. The team will identify opportunities to establish standardized protocols that ensure HTA input is integrated into land use decisions that may impact transit operations, ridership potential, or service planning.

A key component of this task, will be to develop a toolkit of policy recommendations focused on land use and land planning policy components in coordination with TMD's transportation and mobility network recommendations. This will involve researching relevant land-use policies and identifying applicable best practices to promote transit and active transportation. We will coordinate recommendations with other ongoing planning efforts such as Humboldt Vision Zero, Arcata's Gateway Plan, Cal Poly Humboldt Campus Physical Plan, and City of Arcata Reconnecting Arcata initiative. To collaborate and share ideas with stakeholders, SmithGroup will utilize Miro to collect ideas for refinement and confirmation.

Recognizing the varying capacity levels and resources among partner agencies, the team will develop phased implementation strategies that allow different jurisdictions to adopt recommendations at appropriate scales and timelines. This approach will identify quick wins that can build momentum, medium-term initiatives that require coordination and planning, and longer-term goals that may need additional resources or policy changes. Each phase will include specific milestones, resource requirements, and success metrics tailored to individual agency capabilities.

If we encounter uneven participation or lack of consensus among agencies and stakeholders, we will create a toolkit of options with something for everyone, that addresses different viewpoints, helping us to first establish shared principles as a foundation for ongoing collaboration.

If applicable to the policy recommendations, the team will identify potential funding mechanisms to be further explored for leveraging land use policies, investments, and densification, such as REITs, EIFDs, State grants, US DOT programs, and other strategies to support transportation investments and active mobility strategies.

The team will prepare formal deliverables including a technical memo of literature review and best practices of pro-transit policies (administrative draft and final versions, both ADA accessible), and a comprehensive write-up of procedures for government-to-government consultations and new pro-transit land use policies or implementation measures (administrative draft, draft, and final versions, all ADA accessible). All documents will undergo structured review processes with the Project Steering Working Group and stakeholders, with clear timelines for feedback incorporation and revision cycles. The team will also assist respective PSWG representatives with staff reports for presentation to their agency decision-making bodies, attending up to eight meetings virtually to present findings and recommendations.

Task 4 Deliverables:

- Technical memo of literature review/best practices of pro-transit policies. (ADA accessible Administrative, draft, and final versions)
- Write-up of procedures for government-to-government consultations and/or new pro-transit land use policies or (as applicable) implementation measures. (ADA accessible Administrative, draft, and final versions)
- Attendance at up to eight virtual meetings with representative agencies from the PSWG, as requested, to present the corresponding task deliverables to their respective staff or decision-making bodies. Assist the respective Project Steering Working Group representative with the staff report for their respective subject meeting.

Task 5: Stakeholder Outreach, Engagement, & Input

TMD will support HCAOG's community engagement efforts throughout the project timeline by developing comprehensive outreach materials and communication tools, while HCAOG and project partners will lead the execution of public engagement activities. This collaborative approach leverages TMD's visual communications expertise while respecting HCAOG's established community relationships and local knowledge of effective engagement strategies for Humboldt County's diverse populations.

OUTREACH MATERIALS DEVELOPMENT

Through our in-house visual communications team, TMD can create visually appealing and accessible materials to support all phases of community engagement. This includes developing marketing materials such as brochures, advertisements, rack cards, and social media content tailored to this project's messaging and branding. TMD can also produce public outreach materials including surveys, flyers, large-format poster boards, and other public meeting and open house collateral designed to effectively communicate complex transit planning concepts to diverse audiences.

DIGITAL ENGAGEMENT PLATFORM CREATION

TMD can develop content for a project webpage that serves as the central repository for all project information, updates, and opportunities for public input. The page will be fully ADA accessible and designed to accommodate both English and Spanish language content as needed. As an alternative to a standard website, TMD can create an ArcGIS StoryMap to visually present project findings, existing conditions, and recommendations in an engaging, interactive format that makes technical information accessible to community members.

COMMUNICATION STRATEGY SUPPORT

TMD can prepare announcements, press releases, flyers, and social media content templates that HCAOG can customize and distribute through their established communication channels. All materials will be designed to be ADA accessible and culturally appropriate for Humboldt County's diverse communities, with particular attention to reaching underserved populations including tribal communities, Spanish-speaking residents, and transit-dependent populations.

MEETING SUPPORT MATERIALS

TMD can develop presentation materials, visual aids, and interactive displays that HCAOG and project partners can use during stakeholder input meetings, community workshops, and public presentations. This includes creating clear, compelling graphics that explain draft documents, policy recommendations, and implementation strategies in accessible formats for public review and comment.

COORDINATION AND TECHNICAL SUPPORT

While HCAOG will lead the execution of community engagement activities, TMD can provide technical support and coordination assistance as needed. This includes providing templates and guidelines for consistent messaging, and offering consultation on engagement strategy refinement based on community response and participation levels.

Task 5 Deliverables:

- Project website page, ADA accessible.
- 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.



FIGURE 14: TMD STORYMAP CREATED FOR THE OCTA "MAKING BETTER CONNECTIONS" NETWORK REDESIGN PROJECT

Management Plan

With over 500 successfully-completed transit planning projects in our portfolio, TMD fully understands the communication, collaboration, and coordination required to accomplish the tasks identified in HCAOG's RFP. We approach this work with a sincere commitment to the following objectives:

- To ensure the HCAOG's project success through professional business management.
- To provide timely project information and maintain open communication and trust with the HCAOG staff through a collegial working relationship.
- To anticipate and identify potential problems early and devise solutions as quickly as possible.
- To provide continuous opportunities for HCAOG staff to review, and provide input to ensure that work products meet all of the HCAOG's goals and expectations.

TMD is dedicated to ensuring positive and sustainable outcomes for our clients by promoting a transparent and collaborative working relationship. If selected, we would welcome the opportunity to clarify goals, tasks, schedules, communication protocols, and related issues to ensure the most efficient and productive working relationship with the HCAOG staff.

Potential Project Challenges & Risk Mitigation

Through our review of the RFP and other publicly available documents, the following table outlines potential project challenges and risk mitigation measures. Recognizing these potential obstacles early allows for the development of targeted mitigation strategies that address both the technical and relational aspects of this project.

POTENTIAL CHALLENGES		RISK MITIGATION MEASURES
Complex Multi-Jurisdictional Coordination	Managing 8+ partner agencies with different priorities, authorities, funding mechanisms, and decision-making processes.	The project will establish clear communication protocols, structured meeting schedules, and decision-making frameworks that respect each agency's autonomy while advancing collective goals.
Technical and Data Limitations	Rural systems often lack comprehensive ridership and performance data.	The project will utilize multiple data sources and alternative assessment methods where quantitative data is lacking, including operator interviews and observational studies.
Geographic and Market	<p>Rural Geography and Low Density: Mountainous terrain, dispersed population across large area, geographic isolation</p> <p>Declining Population: Net out-migration and overall population decline affecting ridership potential</p> <p>Limited Existing Ridership: Low current ridership in region with strong car dependency (21-minute average commute)</p>	The project will develop realistic service scenarios that account for geographic limitations and focus on strategic connections between population centers. Recommendations will include innovative service models like demand-response transit for low-density areas and careful consideration of population projections in all planning.
Community Engagement Barriers	<p>Geographic Dispersion for Outreach: Meaningful engagement requires significant travel across remote areas</p> <p>Language and Cultural Barriers: Need for Spanish language support and culturally appropriate tribal engagement strategies</p>	TMD will help support the development of materials to help HCAOG deploy multiple engagement strategies. Special attention will be paid to ensure materials are easy to understand and available in English and Spanish.

FIGURE 15: POTENTIAL PROJECT CHALLENGES AND TMD'S RISK MITIGATION MEASURES

Quality Assurance and Control

TMD will provide all services described in a professional, complete, and competent manner. TMD's QA/QC program enforces the following elements:

- Initial project task delivery discussion with client and staff that identifies key quality control points, goals and objectives, and stresses high quality outcome achievement requirements.
- Applying TMD procedures and processes for specific tasks (e.g., GIS mapping, data analysis, or report writing), which follow industry best practices.
- Formal review of all working documents and technical deliverables by the QA/QC Manager, Project Manager, and Task Leaders.
- Communication with the HCAOG Project Manager reviewing the work to ensure full achievement of project task objectives.

In addition, our proposed team structure is multi-layered and addresses a broad range of issues from adherence to the detailed work plan, project schedule, and project budget to data integrity and methodology to responsiveness and accuracy of the conclusions and recommendations.

TMD quality control levels include:

- **Technical Staff** - ensure data integrity using TMD's service and ridership statistical and GIS analysis tools' validation capabilities. Ensure use of best practices by following TMD standard operating procedures.
- **Task Leads** - confirmation of data integrity and best practices through use of TMD's tools and templates. Responsible for day-to-day task management and adherence to work plan.
- **Project Manager** - reviews all work and recommendations prior to final review by QA/QC Manager. Responsible for adherence to project work plan, schedule, and budget.
- **QA/QC Manager** - reviews all work and recommendations and approves for release to the client. If HCAOG encounters an issue, the project principal will be available to address and mitigate any issues or

Figure 16 illustrates how TMD's QA/QC best practices are applied to key task elements.

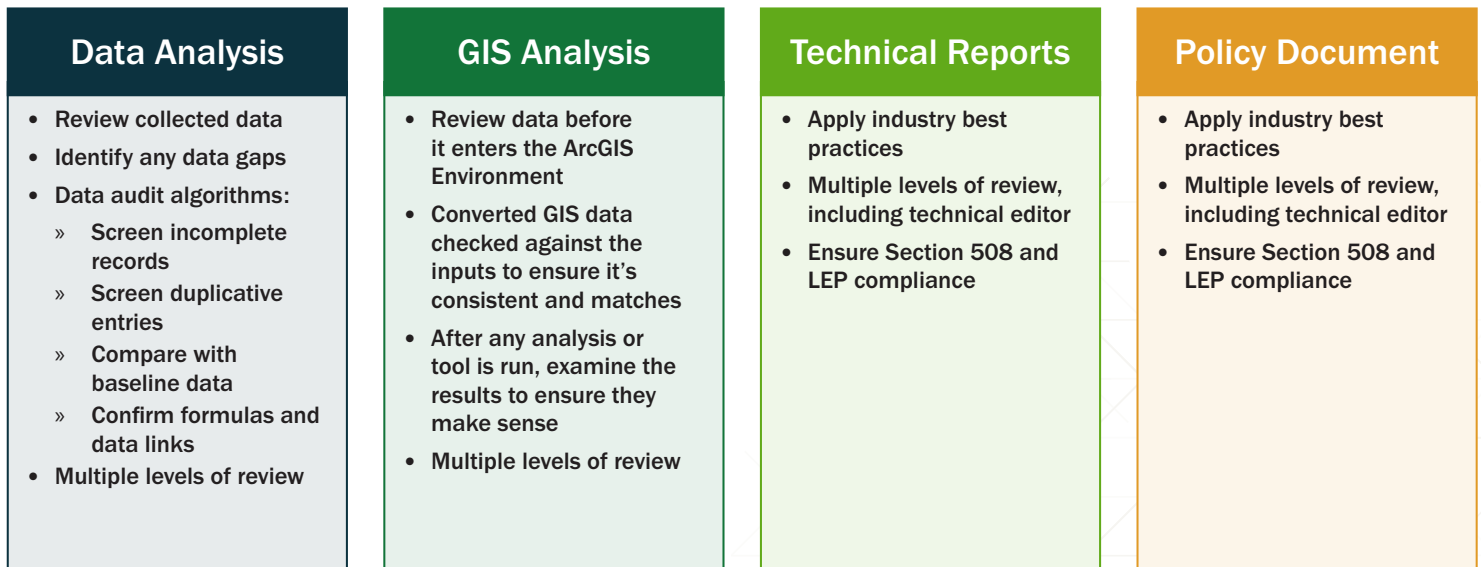


FIGURE 16: EXAMPLES OF TMD'S APPLICATION OF OUR CORPORATE QA/QC PROCESS TO KEY TASK ELEMENTS

Schedule and Budget Control

TMD has a proven track record of completing project milestones on-time and in-budget. TMD uses two strategies to meet project milestones:

- Avoid delay by proactively managing the project team, anticipating potential delays, and maintaining all necessary communication with our clients.
- In the case of unavoidable delays, communicate the issues and explanation to the client as early as possible. As appropriate, reallocate staff and technology resources to accelerate the project completion within the existing budget (unless the scope has changed).

We believe that TMD's collective experience and complementary staff expertise provides the necessary support structure to ensure our ability to address schedule issues as they happen. The PM will review the project schedule at least biweekly with active task leaders to ensure that all milestones are on track to be completed on time and within budget. As the project progresses, this review will allow updating, tracking of progress, and early intervention if and when problems are identified.

A detailed budget for all task work to be undertaken for the project has been developed as part of this proposal. Monthly reporting will update task work progress, budget and schedule status, and identify any issues needing attention. TMD's Controller, Melody Kitchens, will support our team with all necessary contract management, billing, reporting, and related administrative activities. She will work directly with the HCAOG staff to resolve any billing issues, should they arise.

Project Communications & Coordination

With decades of experience serving as both a prime and subcontractor, we have developed a proven set of administrative protocols to facilitate open communication with our clients. We provide our clients with frequent updates as well as formal and informal review of work in progress. We have included **Figure 17** to summarize our proposed communication forms for this project.

FIGURE 17: PROJECT COMMUNICATION FORMS

Project Updates		
Type	Frequency	Format
Progress Reports: <ul style="list-style-type: none"> - Work completed/remaining by task - Budget and schedule status - Next steps 	Monthly	Written (to be included with monthly invoices)
Informal Check-ins: <ul style="list-style-type: none"> - Task clarifications - Developments affecting project scope, budget, or schedule 	As Needed with HCAOG PM	Conference call or webinar
Project Check-ins: <ul style="list-style-type: none"> - Task updates/clarifications - Potential hurdles/solutions - Next steps 	Bi-Weekly	Conference call, webinar, or in person
Meetings and Presentations <ul style="list-style-type: none"> - HCAOG Transit Staff - Other key internal/external stakeholders - Community-at-large 	At Key Project Milestones	Conference call, webinar, or in person

We welcome as much participation from the HCAOG staff in the planning process as they are willing to provide. We have found that our plans are stronger when they incorporate the institutional knowledge of agency staff. Throughout the project, we work collaboratively with staff to ensure their feedback is incorporated into each project deliverable.

We anticipate HCAOG staff support in the following areas:

- Review all project deliverables.
- Participate in project check-in calls.
- Assist in compilation available data.
- Participate in all PSWG meetings.
- Support the collection of data from regional transit operators.
- Participate in brainstorming sessions to support the development and finalize the plan recommendations by bringing local knowledge of Humboldt County.

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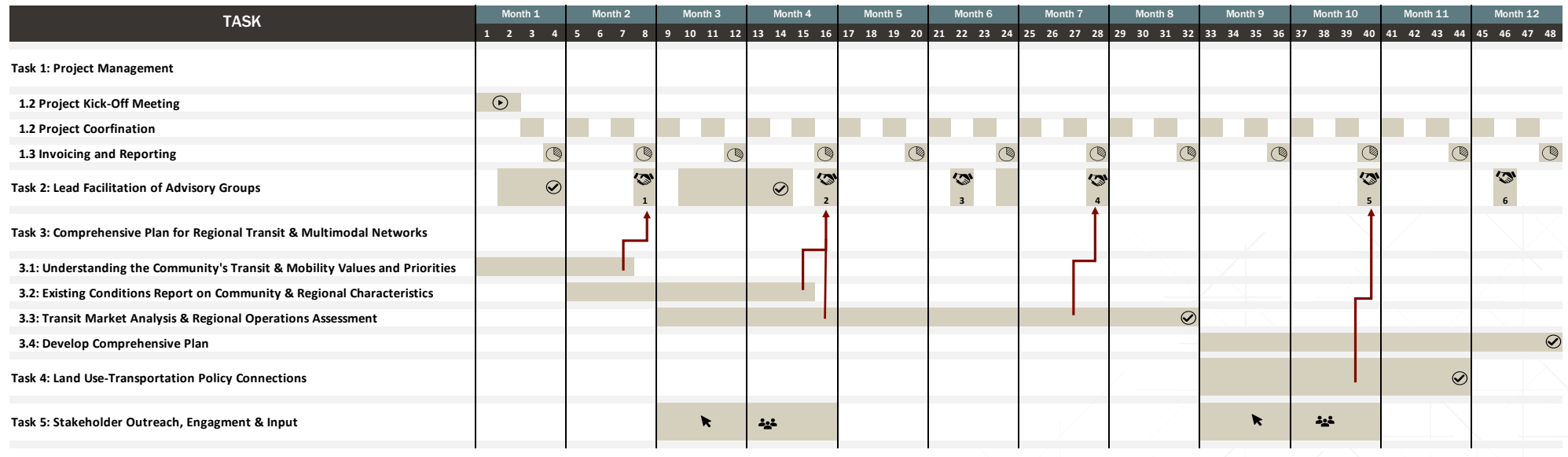
PHOTO: COURTESY OF SMITHGROUP

WORK PLAN AND SCHEDULE

Work Plan and Schedule

As directed in the RFP, TMD has prepared a **12-month** project schedule for the HCAOG's proposed Comprehensive Plan (see **Figure 18** below), incorporating all items and milestones defined in the scope of services and presented in our proposal. To achieve this project schedule will require close collaboration with HCAOG through regular coordination meetings, timely reviews and feedback on deliverables, and active participation in key project milestones to ensure seamless progress and successful project completion. Should the HCAOG select our team, we would review this timeline with project staff and make any adjustments needed as part of the project kickoff meeting noted in our work plan.

FIGURE 18: PROPOSED PROJECT TIMELINE WITH ACTIVITIES AND DELIVERABLES



Project Steering Working Group Meetings

1	Meet the Groups; Collect input for Purpose Statement Development
2	Share Final Draft Purpose Statement/ Best Practice Research including preliminary existing conditions research
3	Site Tour(s) of transit and multimodal facilities
4	Draft Scenario Brainstorming
5	Policy Recommendations - Policy recommendations discussion
6	Conclusions and Next Steps - Final recommendations and implementation planning

Milestones		Project Kick-Off Meeting		Project Website Updates/Webinar
		Monthly Progress Reports		Community Engagement (led by HCAOG)
		Project Steering Working Group Meeting		Deliverable Completed

Workload Allocation, Availability, and Capacity

TMD's organizational structure allows our team to work on multiple projects concurrently. Team members with commitments to other projects will work closely with their Task Leads and PM to ensure availability and accessibility to HCAOG staff for all project needs for the duration of the contract. Below, we have included a Workload Allocation Matrix (**Figure 18**), which summarizes the proposed staff and the number of hours scheduled for each task they are assigned for this project.

On the following page (**Pg. 40**), we have included the TMD team's capacity by showing projects that are currently in progress and the estimated availability of our proposed key staff for this project. We have structured our team to ensure the resources necessary to accomplish the tasks described in HCAOG's scope of work are readily available.

		TASKS					Hours
		1	2	3	4	5	
TMD	RON KILCOYNE PROJECT MANAGER	44	60	152	40	18	266
	DANIEL PEÑA SENIOR PLANNER	24	12	196	40	8	268
	ZAREF ANDERSON ASSOCIATE PLANNER	24	96	280	64	40	432
	BRITNEY TRAN GIS ASSOCIATE	0	0	92	16	40	148
	BOBBI JO DULEY GRAPHIC DESIGNER	0	0	0	0	80	80
	MICHAEL COUVRETTE QA/QC MANAGER	0	0	24	8	0	32
	MELODY KITCHENS CONTRACT MANAGER	22	0	0	0	0	22
TMD LABOR HOURS		114	168	744	168	186	1,248
SmithGroup	JUSTIN SKODA TECHNICAL LEAD	26	86	60	72	8	252
	CHRISTINA JEYASEELAN PLANNER	15	76	216	64	8	379
	GEORGIA SARKIN PRINCIPAL	9	12	10	12	0	43
	SMITHGROUP LABOR HOURS	50	174	286	148	16	674
TOTAL LABOR HOURS		164	342	1,030	316	202	1,922

FIGURE 19: PROPOSED PERSONNEL LABOR HOURS WORKLOAD ALLOCATION BY TASK MATRIX

5 Work Plan and Schedule

Key Staff Availability Matrix					
Team Member, Title Firm Location	Proposed Project Role	Availability for This Project (%)	Current and Projected Workload Through Contract		
			Current Assigned Project Names	Time Committed (%)	Estimated End Date (MM, YY)
Ron Kilcoyne, Project Manager TMD Walnut Creek, CA	Project Manager	40%	<ul style="list-style-type: none"> Bozeman HDRC Transit Development Plan Update City of Davis SRTP YoloTD SRTP 	<ul style="list-style-type: none"> 20% 20% 20% 	<ul style="list-style-type: none"> 03/26 12/25 11/25
Daniel Pena, Senior Planner TMD Carlsbad, CA	Sr. Planner	50%	<ul style="list-style-type: none"> Long Beach Transit COA City of Davis SRTP YoloTD SRTP 	<ul style="list-style-type: none"> 20% 15% 15% 	<ul style="list-style-type: none"> 06/26 12/25 11/25
Zaref Anderson, Associate Planner TMD Carlsbad, CA	Associate Planner	60%	<ul style="list-style-type: none"> Sound Transit On-Call Planning Support Valley Metro COA MTS COA 	<ul style="list-style-type: none"> 15% 10% 15% 	<ul style="list-style-type: none"> 12/25 12/25 11/25
Britney Tran, GIS Specialist TMD Carlsbad, CA	GIS Specialist	40%	<ul style="list-style-type: none"> SJRRRC Title VI Equity Analysis Long Beach COA Valley Metro COA 	<ul style="list-style-type: none"> 10% 20% 20% 	<ul style="list-style-type: none"> 09/25 11/25 06/26
Bobbi Jo Duley, Graphic Designer TMD Carlsbad, CA	Graphic Designer	40%	<ul style="list-style-type: none"> Valley Metro COA MTS COA Long Beach COA 	<ul style="list-style-type: none"> 20% 15% 15% 	<ul style="list-style-type: none"> 06/26 12/26 06/26
Michael Couvrette, Planning Oversight Manager TMD Seattle, WA	QA/QC Manager	35%	<ul style="list-style-type: none"> Valley Metro COA Riverside RTA COA Long Beach COA 	<ul style="list-style-type: none"> 25% 20% 20% 	<ul style="list-style-type: none"> 06/26 09/26 06/26
Justin Skoda RA, SPUR, Architect SmithGroup San Francisco, CA	Technical Lead	20%	<ul style="list-style-type: none"> California High Speed Rail - Steady State Planning Support 	<ul style="list-style-type: none"> 80% 	<ul style="list-style-type: none"> 06/26
Georgia Sarkin AICP, RIBA, AIA, Senior Principal SmithGroup San Francisco, CA	Advisory Principal	10%	<ul style="list-style-type: none"> California High Speed Rail - Steady State Planning Support Humboldt Vision Zero Stockton Miracle Mile Confidential Project Management and Planning 	<ul style="list-style-type: none"> 25% 10% 10% 20% 25% 	<ul style="list-style-type: none"> 06/26 03/26 05/26 Ongoing Ongoing
Christina Jayaseelan, LEED, Planner SmithGroup San Francisco, CA	Planning Specialist	25%	<ul style="list-style-type: none"> California High Speed Rail - Steady State Planning Support Humboldt Vision Zero Stockton Miracle Mile 	<ul style="list-style-type: none"> 25% 25% 25% 	<ul style="list-style-type: none"> 06/26 03/26 05/26

FIGURE 20: PROPOSED KEY STAFF AVAILABILITY AND CAPACITY MATRIX

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PHOTO: COURTESY OF SMITHGROUP

COST PROPOSAL

Cost Proposal Summary

As directed in the RFP, TMD has prepared a detailed cost proposal that includes the required pricing details and the summary of the proposed personnel hour distribution by position and task. Our proposed total cost of **\$317,851.68** covers all major tasks and deliverables identified in HCAOG's scope of work and represents our best estimate of the labor, materials, and services required to successfully complete this project.

Our cost proposal includes both the hourly rates and estimated labor hours for all TMD personnel and each subcontractor (SmithGroup), clearly identifying the staff expected to perform the work. TMD's hourly labor rates are fully loaded and include general overhead, administrative expenses, and standard project management costs. No separate project fee is applied, and all costs for prime and subconsultant labor are provided by task to ensure transparency and compliance with HCAOG requirements. We believe our proposed budget represents the most cost-effective allocation of consultant resources to produce a creative and actionable Comprehensive Plan for Regional Transit and Land-Use Network Planning for HCAOG.

All consultant travel and per diem reimbursement costs are consistent with the California Department of Transportation's Travel Guide policies, which govern reimbursement for consultants, contractors, and subcontractors. All anticipated direct costs—including travel, lodging, per diem, printing, and miscellaneous expenses—are itemized in the Direct Cost table of our proposed budget. Should HCAOG request additional on-site meetings beyond those included in our scope, we estimate an additional cost of approximately \$4,200 per meeting for one TMD team member to attend, including travel and labor.

TMD maintains the management structure, financial capacity, and accounting systems needed to meet all budgetary and invoicing requirements of this project. In addition, our collaborative project management approach ensures regular communication with HCAOG staff to monitor project costs and ensure adherence to the approved budget. There are no unusual conditions or constraints that would impede our ability to deliver the study within the proposed budget, and we remain open to negotiations regarding our proposal should HCAOG staff select our team through this competitive bidding process.

Cost Proposal

TRANSPORTATION MANAGEMENT & DESIGN, INC.	Labor/Tasks	Task 1	Task 2	Task 3	Task 4	Task 5	Labor Hours	Labor Rate	Total Cost
		Project Management & Reporting	Lead Facilitation of Advisory Groups	Comprehensive Plan for Regional Transit & Multimodal Networks	Land-Use Transportation Policy Connections	Stakeholder Outreach, Engagement, & Input			
	Ron Kilcoyne - Project Manager	44	60	152	40	18	314	\$172.04	\$54,020.56
	Daniel Pena - Senior Planner	24	12	196	40	8	280	\$144.72	\$40,521.60
	Zaref Anderson, Associate Planner	24	96	280	64	40	504	\$90.97	\$45,848.88
	Britney Tran, GIS Associate			92	16	40	148	\$101.95	\$15,088.60
	Bobbi Duley, Graphic Designer			0		80	80	\$127.44	\$10,195.20
	QA/QC Manager			24	8		32	\$280.37	\$8,971.84
	Contract Manager	22		0			22	\$200.00	\$4,400.00
	LABOR HOURS	114	168	744	168	186	1,380		
	LABOR COST	\$17,626.32	\$20,792.16	\$96,095.08	\$22,366.64	\$22,166.48			\$179,046.68
OTHER DIRECT COSTS									
		Task 1	Task 2	Task 3	Task 4	Task 5			Total Cost
Travel			\$485	\$485	\$485				\$1,455.00
Lodging			\$400	\$400	\$200				\$1,000.00
Per Diem			\$150	\$150	\$100				\$400.00
Communications				\$0					\$0.00
Printing				\$0					\$0.00
Software Fees				\$0					\$0.00
Materials & Supplies				\$0					\$0.00
Miscellaneous				\$0					\$0.00
OTHER DIRECT COSTS		\$0.00	\$1,035.00	\$1,035.00	\$785.00	\$0.00			\$2,855.00
TOTAL TMD		\$17,626.32	\$21,827.16	\$97,130.08	\$23,151.64	\$22,166.48	1,380		\$181,901.68

Smith Group		Task 1	Task 2	Task 3	Task 4	Task 5	Labor Hours	Labor Rate	Total Cost
		Project Management & Reporting	Lead Facilitation of Advisory Groups	Comprehensive Plan for Regional Transit & Multimodal Networks	Land-Use Transportation Policy Connections	Stakeholder Outreach, Engagement, & Input			
	Justin Skoda - Technical Lead	26	86	60	72	8	252	\$265.00	\$66,780.00
	Christina Jeyaseelan - Planner	15	76	216	64	8	379	\$135.00	\$51,165.00
	Georgia Sarkin - Principal	9	12	10	12		43	\$315.00	\$13,545.00
	Labor Hours	50	174	286	148	16	674		
	Labor Cost	\$11,750.00	\$36,830.00	\$48,210.00	\$31,500.00	\$3,200.00			\$131,490.00
	OTHER DIRECT COSTS								
		Task 1	Task 2	Task 3	Task 4	Task 5			Total Cost
	Travel		\$1,155	\$0		\$385			\$1,540.00
Lodging			\$1,800	\$0		\$300			\$2,100.00
Per Diem			\$600	\$0		\$100			\$700.00
Communications				\$0					\$0.00
Printing			\$60	\$0		\$20			\$80.00
Software Fees				\$0					\$0.00
Materials & Supplies			\$40	\$0					\$40.00
Miscellaneous				\$0					\$0.00
OTHER DIRECT COSTS		\$0.00	\$3,655.00	\$0.00	\$0.00	\$805.00			\$4,460.00
TOTAL		\$11,750.00	\$40,485.00	\$48,210.00	\$31,500.00	\$4,005.00	674		\$135,950.00

TOTAL		Task 1	Task 2	Task 3	Task 4	Task 5	Total Hours	Total Cost
	Project Fee (0%)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
		\$29,376.32	\$62,312.16	\$145,340.08	\$54,651.64	\$26,171.48	2,054	\$317,851.68

7



PHOTO: COURTESY OF SMITHGROUP

REQUIRED ATTACHMENTS

ATTACHMENT D: SUBCONSULTANT LIST FORM • STAFF RESUMES FOR KEY PERSONNEL • CONFLICT OF INTEREST STATEMENT
• INSURANCE COMPLIANCE • EXCEPTIONS • DBE CERTIFICATIONS • ADDENDA ACKNOWLEDGEMENT

7 Required Attachments

SUBCONSULTANT LIST – RFP EXHIBIT C

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

Proposed Subconsultants

Subconsultant Firm Name and Address	Scope of Work	Dollar Amount of Work
Name SmithGroup Companies, Inc Address 301 Battery St, San Francisco, CA 94111	SmithGroup will be leading the facilitation of the Project Steering Working Group (Task 2), the understanding of the community's transit and mobility values (Task 3.1), the analysis of Humboldt County's community characteristics (Task 3.2), and the land-use transportation policy connections in Task 4.	\$ 135,950.00
Name Address		\$
Name Address		\$
Name Address		\$
Name Address		\$
Name Address		\$

Transportation Management & Design, Inc.

Name of Lead Firm

China Langer, President

Printed Name and Title of Signatory



Signature

09/23/2025

Date

7 Required Attachments

Professional Resume

Ronald Kilcoyne, *Senior Manager*

Overview

Ron Kilcoyne, Senior Manager, is an accomplished transit management professional with over 45 years of experience in the public transportation industry. Ron is a former General Manager of three different transit systems across the country, he has navigated distinct markets and organizational challenges, grown ridership, and achieved significant cost efficiencies through sound fiscal management and effective labor negotiations. In addition, he has successfully planned and implemented complex projects involving service redesign, fare restructuring, new facilities construction and operations, and advanced technology system improvements. His past executive management roles include General Manager, Lane Transit District (Eugene, OR); CEO/General Manager, Greater Bridgeport Transit Authority (Connecticut); and Transportation Manager, City of Santa Clarita.

In addition to his firsthand industry experience, Ron has conducted a broad range of service planning and scheduling projects as a consultant, working closely with a variety of systems seeking to increase ridership and enhance their internal capacity and operations. His projects have largely focused on service restructuring including simplifying routes and other strategies for growing ridership, identifying operational efficiencies, developing conceptual schedules, estimating short and long term operating and capital costs, recommending fare policy changes, ZEB transition and developing staff training.

Relevant Experience

Yolo Transportation District Short Range Transit Plan, Woodland, CA, Project Manager (2024-Present)

- Ron is managing the YoloTD SRTP. He oversaw the preparation of the Existing Conditions and Market Assessment and the first round of community outreach. He is currently leading the development of recommendations for Yolobus fixed route service and Beeline microtransit, ADA paratransit service. He will be supporting the development of the YoloTD's BEB transition plan, the development of the SRTP capital plan including identification of technology needs.

Solano Transportation Authority (STA) Connected Mobility Implementation Plan, Solano County, CA, Project Manager (2021-Present)

- Ron is developing recommendations for restructuring SolanoExpress service including developing a BRT lite component and plan for serving new corridors currently without transit.
- Ron developed an overall mobility program for Solano County that identifies gaps and provides recommendation on improving integration of all services to increase use of shared ride services and reduce per capita VMT.

HRDC Redesign Streamline Transit Development Plan, Bozeman, MT, Project Manager (2019-2021; 2024-Present)

- Ron led Streamline's first TDP which included an evaluation of existing service performance, developed a service plan to address future needs, developed governance and funding strategies to address growth and likely change from a rural system to a small urban system.
- Ron is currently leading the 2024/25 TDP update. He managed the evaluation of existing service performance and marking conditions as well as the first round of public engagement. He is working on the TDP recommendations which will focus on determining how to serve the rapid growth occurring in the community. The final TDP will lay the foundation for an anticipated ballot measure to increase funding for Streamline service.



Project Role: Project Manager

Location: Walnut Creek, CA

EDUCATION

BS, Business Administration, University of San Francisco, San Francisco, CA

Advanced Scheduling Seminar, Regional Transit Training Center, University of Southern California, Los Angeles, CA

Bay Area Urban Transit Institute

Transit Management Effectiveness Program, University of California, Irvine

International Transit Study Program, ENO Foundation

EXPERIENCE

Transportation Management & Design, Inc.

North County Transit District

Nelson/Nygaard Consulting Associates

Lane Transit District

Greater Bridgeport Transit Authority

Korve Engineering

City of Santa Clarita

AC Transit

Years of experience: 45

Years with TMD: 7

Great Falls Transit (GFT) Transit Development Plan, Great Falls, MT, Project Manager (2023-2024)

- Ron led the GET TDP which included a comprehensive review of existing and future market conditions including planned developments and land uses, fixed route recommendations, a comprehensive review of all aspects of ADA paratransit including the certification process and provision of service, a BEB transition plan, staffing needs, capital planning, technology needs, and fare policy.

City of Santa Clarita Transit Development Plan (TDP), Santa Clarita, CA, Project Principal (2023-2024)

- Ron served as Project Principal, overseeing all aspects of the plan. SCT is an all contract operation providing local, commuter express, microtransit and ADA paratransit service to a rapidly growing outer suburban area of Los Angeles County. The TDP took a holistic examination of all aspects of the transit system and will make recommendations for service design, operating practices, funding and capital investment.

City of Davis UniTrans Short Range Transit Plan, Davis, CA, Project Manager (2024-Present)

- Ron is managing the City of Davis SRTP. He oversaw the preparation of the Existing Conditions and Market Assessment and the first round of community outreach. He is currently leading the development of recommendations for the restructure of the Unitrans fixed route service, the Davis Community Transit ADA paratransit service and fare policy.

San Diego Metropolitan Transit System (MTS) Operations Insourcing Feasibility Study, San Diego, CA, Task Lead (2024-Present)

- Ron is currently leading tasks related to Human Resources and management for a study of potentially insourcing MTS' current contractor-operated fixed route bus and paratransit services. The study involves a) analysis of current MTS and contractor practices, staffing, and performance; b) development of concepts for all or partial insourcing of service delivery; c) preparation of transition and implementation strategies; and d) detailed costing and impact analysis.

Central Contra Costa Transit Authority (County Connection) On-Call Planning Services, Project Manager, Contra Costa Co., CA, (2023-Present)

- Ron is the contract lead for providing on-call planning services to County Connection. Ron has lead the task orders issued thus far, which includes an on board survey, developing recommendations for bus stop spacing and a major corridor plan.

AC Transit "AC Realign" Network Redesign, Alameda County, CA, Deputy Project Manager (2023-2024)

- Ron led the assessment of existing conditions and the development of three draft scenarios. Draft scenarios were shared with stakeholders and the community in the Winter 2023.

City of Redding Short Range Transit Plan, Redding, CA, TMD Lead (2022-2023)

- Ron evaluated existing conditions, developed fixed route and microtransit service alternatives, reviewed and recommended fare policy, marketing plan and capital plan.

Kings County Fixed-Route Schedule Study, Kings County, CA, Project Manager (2021-2023)

- Ron developed an implementation plan for restructuring transit service in Hanford, CA in conjunction with the opening of a relocated Downtown transit hub. This plan included route alignments, bus stop locations, conceptual schedules and estimated costs for the recommended scenario and alternate funding scenarios.

Merced County Association of Governments (MCAG) Short Range Transit Plan, Merced County, CA, Project Manager (2021-2022)

- Ron developed a short range transit plan for Merced County, CA that includes recommendations for restructuring service, examining the possibility for consolidating UC Merced and Merced County transit systems, developing bus stop standards and specifications and a bus stop easement user agreement, fare policy, capital plan, vehicle electrification plan and marketing plan.



7 Required Attachments

Professional Resume

Daniel Peña, Senior Planner

Overview

Daniel Peña has extensive experience in transit planning, performance evaluation, and policy development. At the Metropolitan Council in the Twin Cities, he spent six years as a transit planner where he played a central role in facilitating collaboration among the five transit agencies serving the region. His work ensured that regional transit policies were shaped by broad stakeholder input, balancing agency perspectives with regional priorities. During this time, he also evaluated transit service performance, developed long-range transit plans, conducted peer research, and assessed grant proposals to support strategic investment decisions.

Since rejoining TMD, Daniel has led and contributed to Comprehensive Operations Analyses in Victor Valley, Yolo County, and the City of Davis. He also serves as TMD's lead on-call planner for Sound Transit, supporting service planning, and has conducted station capacity analyses for California High-Speed Rail. His earlier work with TMD included Comprehensive Operations Analyses in Buffalo, Los Angeles, Austin, and San Antonio.

Relevant Experience

Yolo Transportation District Short Range Transit Plan, Woodland, CA, Deputy Project Manager (2024-Present)

- Daniel is serving as the deputy project manager of the Yolo County COA, leading the analysis of existing conditions, analysis of transit performance and shaping the public outreach effort.
- Daniel is leading the effort to update YoloBus Goals, Objectives, and Performance Measures. Daniel lead workshops with the client to understand what their needs for the COA were and how new goals and objectives could reflect those.

City of Davis UniTrans Short Range Transit Plan, Davis, CA, Deputy Project Manager (2024-Present)

- Daniel is serving as the deputy project manager of the City of Davis COA, leading the analysis of existing conditions, analysis of transit performance and shaping the public outreach effort.
- Daniel lead the effort to develop a survey that engaged with university students, non-student riders and paratransit riders.

City of Santa Monica "Brighter Blue" Big Blue Bus Comprehensive Operational Analysis, Santa Monica, CA, Senior Planner (2023-2024)

- Daniel was on the team for Big Blue Bus's COA. He worked on evaluating existing conditions, which included managing the market assessment and working on the evaluation of service performance.
- Daniel worked on the team for developing a service performance dashboard using PowerBI.

Sound Transit Service Planning Support, Seattle, WA, Senior Planner (2022-Present)

- Daniel is currently the lead planner working on Sound Transit's on-call planning support contract. He has worked on developing annual service plans, conducting quarterly service performance analyses and assisted in the development of several long range planning projects.



Project Role: Senior Planner

Location: Carlsbad, CA

EDUCATION

Master of City and Regional Planning,
Cal Poly, San Luis Obispo

Master of Science, Transportation
Engineering, Cal Poly, San Luis Obispo

BA, Anthropology, University Of
California, Los Angeles

BA, Portuguese, University Of California,
Los Angeles

EXPERIENCE

Transportation Management
& Design, Inc.

Metropolitan Council (Saint Paul, MN)

San Francisco Municipal Transportation
Agency

Marin Transit

San Luis Obispo Regional Transit
Authority

Years of experience: 10

Years with TMD: 5

7 Required Attachments

Daniel Peña, Page 2

- Daniel conducted an analysis of peer regions' performance metrics to inform the development of Sound Transit Performance Standards.

Victor Valley Transit Authority Comprehensive Operational Analysis, Hesperia, CA, Senior Planner (2023-2024)

- Daniel was on the team that developed Victor Valley Transit Authority's COA. Daniel worked on conducting an analysis of existing conditions, which included developing an interactive tool analyzing transit performance at the segment level.

Great Falls Transit District Transit Development Plan, Great Falls, MT, Senior Planner (2023-2024)

- Daniel is currently on the team working Great Falls Transit's COA. Daniel is leading the effort to analyze and improve the agency's paratransit services.

Houston METRO Title VI Service Equity Analysis of Fare Policy, Houston, TX, Senior Planner (2023)

- Daniel managed the Title VI analysis of multiple fare policy scenarios for Houston METRO. The scenarios analyzed included alternate fare media, fare-capping schemes, and changes to points of sale for fare media including elimination of the back of bus reloaders and cashless operating systems at park & ride lots.

METROPOLITAN COUNCIL (SAINT PAUL, MN), SENIOR PLANNER (2016-2023)

- Worked in a technical capacity on several corridor studies in the Twin Cities region with projects ranging from developing BRT alignments, developing streetcar alignments and analyzing transit feasibility in highway corridors
- Served as project manager on several regional transportation projects, including developing scopes of work, developing project schedules, budgets and evaluating proposals
- Led technical analysis projects, including regular evaluations of regional transit performance
- Worked on projects that translated regional policy into implementation measures, including developing criteria for and selecting projects to receive Federal transportation funding

TRANSPORTATION MANAGEMENT & DESIGN, INC., ASSOCIATE PLANNER (2015-2016)

Los Angeles Department of Transportation Transit Service Analysis, Los Angeles, CA, Associate Planner (2015-2016)

- Evaluated existing bus service
- Analyzed and recommended changes to paratransit service
- Recommended changes to both community circulator and commuter services
- Engaged with the public through pop up informational stands and field interviews in both English and Spanish

VIA Metropolitan Transit, San Antonio, TX, Professional Services Task Order - Comprehensive Operational Analysis, Associate Planner (2016)

- Conducted fieldwork to evaluate current transit operations
- Analyzed and recommended potential alignments for BRT service in downtown San Antonio
- Evaluated existing service design and performance evaluation standards

Capital Metropolitan Transportation Authority Capital Metro Connections 2025 (rebranded Cap Remap), Austin, TX, Associate Planner (2015-2016)

- Developed and recommended service changes for bus service in the Capital Metro service area

NFTA Metro On-Call Planning Services, Buffalo, NY, Associate Planner (2015-2016)

- Evaluated existing transit service at the regional and sub regional level
- Analyzed and recommended changes to bus operations in downtown Buffalo
- Developed and recommended service changes on a by route basis for all NFTA service
- Developed cost projections for recommended service changes



7 Required Attachments

Professional Resume

Bobbi Jo Duley, *Graphic Designer*

Overview

Bobbi brings 24 years of experience providing custom design services for a broad range of customers and projects. As TMD's graphic designer, she works closely with clients to create content to inform and engage project stakeholders and help make TMD's technical planning work and deliverables more accessible to diverse audiences. Her work in both online and print media includes custom WordPress websites, StoryMaps, custom graphics and icons, professional layout of presentations and reports, posters, maps, and more. With a background in Fine Arts and a proficiency in a full range of design and publishing applications (Adobe Creative Suite, WordPress, HTML, CSS, etc.), Bobbi brings a comprehensive creative approach to all of her design work.

Relevant Experience

HRDC Bozeman Transit Development Plan Update, Bozeman, MT, Graphic Designer (2024-Present)

- Bobbi led the design and layout of outreach materials, including a community survey and outreach boards, as well as a custom template for the StoryMap.

Riverside Transit Agency (RTA) Sustainable Services Plan, Riverside, CA, Graphic Designer (2022-2023)

- Bobbi designed outreach materials, including surveyor badges, flyer, and printed survey.
- She developed a custom template for the route recommendation sheets.

City and County of Broomfield Transit Needs Assessment, Broomfield, CO, Graphic Designer (2024)

- Bobbi led the design of custom project logo and travel flow graphic. She also led the design of the outreach poster and postcard.

Great Falls Transit (GFT) Transit Development Plan, Great Falls, MT, Graphic Designer (2023-2024)

- Bobbi developed a rider profile graphic, and led the design and layout for the onboard and community surveys.
- She helped in the development of outreach materials, including a custom template for the StoryMap.

City of Pasadena Short Range Transit Plan, Pasadena, CA, Graphic Designer (2023-Present)

- Bobbi led the development of outreach materials, including a survey poster, onboard survey and Dial-A-Ride survey.
- She developed custom templates for the route profile sheets and route recommendations.

Victor Valley Transit Authority (VVTA) Comprehensive Operations Analysis, Victorville, CA, Graphic Designer (2023-2024)

- Bobbi designed a custom template for the route profile sheets, as well as the route recommendations.
- She developed custom graphics to be used in a survey memo and designed the layout for the final report.



Project Role: Graphic Designer

Location: Carlsbad, CA

EDUCATION

BA, Kinesiology and Fine Arts
University of Colorado, Boulder, CO

APPLICATIONS

Adobe Creative Suite: Illustrator,
InDesign, InCopy, Photoshop,
Dreamweaver

WordPress, HTML, CSS

Microsoft Office Suite

EXPERIENCE

Transportation Management
& Design, Inc.

gaiacreative

delphine

Years of experience: 24

Years with TMD: 8

7 Required Attachments

Bobbi Jo Duley, Page 2

City of Corona Cruiser COA for Fixed Route and Demand Response / Paratransit Service, Corona, CA, Graphic Design (2022)

- Bobbi led the design and layout of various materials, including a community survey, cover design for the Existing Conditions report, and an infographic illustrating the findings from an onboard survey.

Los Angeles Metro Professional and Technical Services for Operations SDSA Department, Special Event Service Planning Support, Los Angeles, CA, Graphic Designer (2024- Present)

- Bobbi has worked to develop custom layouts for the LA28 venue profiles.

City of Santa Monica Big Blue Bus “Brighter Blue” Comprehensive Operational Analysis, Santa Monica, CA, Graphic Designer (2023-2024)

- Bobbi developed a rider profile graphic and the layout for a printed rider survey.
- She created a custom template for the route recommendations.
- She also led the design and layout of the final report and a custom graphic.

City of Santa Clarita Transit Transportation Development Plan, Santa Clarita, CA, Graphic Designer (2023-2024)

- Bobbi led the design and layout of the Market Assessment and Service Evaluation.
- She developed a custom template for the route profile sheets as well as the Draft Route Concepts.
- She also led the design of outreach materials, including outreach boards and a custom template for the StoryMap.

AC Transit “Transit Realign” Network Redesign, Alameda County, CA, Graphic Designer (2023-2024)

- Bobbi developed custom templates to be used for the 2019 and 2022 PI reports.
- She also developed templates for the draft and final route recommendations that were then translated into three different languages.

Gold Coast Transit District Short Range Transit Plan, Oxnard, CA, Graphic Designer (2023-2024)

- Bobbi developed custom templates for use in the route profile sheets and route recommendations, and generated each in both English and Spanish.
- She led the design and layout of the Transit Opportunity Corridor Options and the Final Report.

Sound Transit Service Planning Support, Seattle, WA, Graphic Designer (2022-Present)

- Bobbi has led the design and development of a number of visual elements for the presentation of service changes, including detailed maps illustrating Link and ST Express, as well as a full network map.

Kings County Association of Governments (KCAG) KART Fixed-Route Schedule Study, Hanford, CA, Graphic Designer (2021-2022)

- Bobbi developed a custom template for the route profile sheets, which required the offsetting of the system map in Illustrator.
- Bobbi led the design and layout of the Final Report.

Detroit Department of Transportation (DDOT) On-Call Planning and Scheduling Services, Detroit, MI, Graphic Design (2021-2024)

- Bobbi led the design and layout of the Market Assessment, Service Evaluation and Final Report, including custom infographics and charts.
- She designed a custom template to be used for the route recommendations.
- As well, she developed multiple custom graphics for use in the SOPs.

Merced County Association of Governments (MCAG) Short Range Transit Plan, Merced County, CA, Graphic Design (2021)

- Bobbi assisted in developing a project website on publicinput.com with MCAG branding.
- She led the design and layout of outreach materials, including a community survey and flyer, social media posts, and outreach boards.



7 Required Attachments

Professional Resume

Britney Tran, GIS Specialist

Overview

A graduate of the University of California, Berkeley, Britney studied Environmental Design with an emphasis in City Planning and Geographical Informational System (GIS). During her undergraduate career, she worked as a program coordinator with Y-PLAN (Youth-Plan, Learn, Act Now) for Oakland Unified School District educating students interested in urban design and planning. As a student researcher for the Center for Cities and Schools, she focused on designing ArcGIS StoryMaps regarding the impact of McKinney-Vento Education policies around housing, food security, and transportation on the youth. During her capstone year, Britney's interest for transportation stemmed from her corridor analysis of the TEMPO 1T line on local businesses along International Boulevard, Oakland.

Since joining TMD, Britney has served as the lead GIS personnel on a variety of projects and contributed her geospatial expertise in evaluating existing conditions, performing transit propensities, and conducting site suitability analyses for bus facilities. Additionally, Britney has demonstrated her multifaceted technical skills as an associate planner. She has assisted in the data analysis, brain storming, and research for a range of transportation plans and transit needs assessments.

Relevant Experience

HRDC Bozeman Transit Development Plan Update, Bozeman, MT, GIS Specialist (2024-Present)

- For the update of the previous HRDC Streamline Transit Development Plan, Britney is leading the geospatial efforts for existing conditions. As part of plans to determine the best way to serve the rapid growth within the community, Britney is assisting in any geotechnical analysis regarding improving transit service for disadvantaged communities.

City of Davis UniTrans Short Range Transit Plan, Davis, CA, GIS Specialist (2024-Present)

- Britney is serving as the lead GIS personnel for the City of Davis UniTrans' Short Range Transit Plan (SRTP). She is conducting geospatial analyses for the community demographics and travel patterns as part of the Existing Conditions and Market Assessment.
- Britney also assists in any geospatial analysis regarding the evaluation and development of recommendations for the restructure of the Unitrans fixed-route service, the Davis Community Transit ADA paratransit service, and fare policy.

Yolo Transportation District Short Range Transit Plan, Woodland, CA, GIS Specialist (2024-Present)

- As part of Yolo's Short Range Transit Plan (SRTP), Britney is serving as the GIS Specialist for the preparations of maps for the existing conditions, market assessment, and the community outreach effort.
- Britney is overseeing any additional mapping efforts for the route recommendations for the restructure of the YoloBus fixed-route service and Beeline microtransit.



Project Role: GIS Specialist

Location: Carlsbad, CA

EDUCATION

BA, Environmental Design and City Planning, GIS Minor, University of California, Berkeley

EXPERIENCE

Transportation Management & Design, Inc.

Years of experience: 2

Years with TMD: 2

City and County of Broomfield, Transit Needs Assessment, Broomfield, CO, GIS Specialist (2024)

- Britney is currently serving as the GIS Specialist for the Broomfield Transit Study for the City and County of Broomfield, Colorado. As part of the data-driven analysis, Britney is assisting in the geospatial analysis on the community makeup, travel patterns, and current transit behaviors.

Great Falls Transit (GFT) Transportation Development Plan, Great Falls, MT, GIS Specialist (2023-2025)

- As part of Great Falls Transit's Transportation Development Plan (TDP), Britney served as the lead GIS Specialist. She created an ArcGIS Storymap with an embedded rider survey to communicate key findings from an existing conditions analysis. Additionally, Britney produced demographic and key destination maps to illustrate community characteristics and travel patterns.

City of Santa Clarita Transit Transportation Development Plan, Santa Clarita, CA, GIS Specialist (2023-2024)

- Britney led the GIS efforts for the City of Santa Clarita's Transportation Development Plan (TDP) in Los Angeles County. As part of the GIS analysis, she provided technical support for the existing market and service conditions by creating maps for demographic densities, community profiles, and origin-destination travel patterns.
- As part of the proposed route recommendations, Britney developed an ArcGIS Storymap which included sliders for viewers to compare the existing and proposed transit networks, as well as an interactive map of pop-up event locations.

Victor Valley Transit Authority Comprehensive Operational Analysis, Hesperia, CA, GIS Specialist (2023-2024)

- Britney lead the geospatial analysis for the Conducted ridership analyses for the fixed route and paratransit network. Additionally, she supported the final route recommendations for short-term and long-term service for the five-year blueprint that was presented to the Board of Directors.

City of Pasadena Short Range Transit Plan, Pasadena, CA, GIS Specialist (2023-2025)

- Britney served as the GIS Specialist for the City of Pasadena Short Range Transit Plan update. She focused on visualizing demographic maps for the density analysis as part of the market assessment, as well as route alignment maps for the City's fixed route and paratransit services.
- Additionally, Britney assisted in mapping the service recommendations and other geospatial elements for the public outreach.

Santa Monica Big Blue Bus "Brighter Blue" COA, Santa Monica, CA, GIS Specialist (2023-2024)

- Britney assisted in creating maps displaying stop-level ridership changes comparing pre- and post-COVID trends. In addition, she conducted a comprehensive analysis on origin-destination data from the on-board survey to identify major rider travel patterns.
- By utilizing GIS tools, Britney developed maps for route profiles comparing existing and proposed route alignments, highlighting new and discontinued sections.

Gold Coast Transit District Short Range Transit Plan, Oxnard, CA, GIS Specialist (2023-2024)

- Leading the GIS efforts, Britney conducted the geospatial analyses and developed maps to support the demographic analysis for the existing conditions report. Additionally, she conducted a transit propensity analysis to identify areas of opportunity to increase ridership.
- Britney generated maps showcasing recommend route alignments and visualized corridor maps as part of the high quality feasibility analysis.

Gold Coast Transit District Community Transportation Needs Assessment, Oxnard, CA, Associate Planner (2023-2024)

- Serving as the primary associate planner for the Gold Coast Community Transportation Needs Assessment, as part of the Clean Mobility Options Voucher Pilot Program, Britney performed a transportation data and accessibility indicator analysis to identify and improve travel behavior and gaps within the Gold Coast project area, Nyeland Acres.
- By utilizing survey data to assess the mobility patterns of community members, Britney assisted in the survey analysis and developing mobility project recommendations for the final report.



Professional Resume

Zaref Anderson, Associate Planner

Overview

Zaref Anderson is a recent graduate of the University of Washington, where he majored in Community, Environment & Planning. As a student, he participated in several projects bettering transportation and housing in Seattle. For his senior project, Zaref designed, planned and taught a course on public transit planning basics to 24 other undergraduate students. During his time at Intercity Transit, he led planning efforts to restore a bus route that was suspended during the COVID-19 pandemic.

Since joining TMD, Zaref has worked as an associate planner on several projects, including Comprehensive Operational Analyses in San Diego and Phoenix. He has also played a major role working with Sound Transit providing transit planning expertise, guidance and more. His work and interest in public transit led him to be invited to speak at the 2025 North State Transit Symposium in Fortuna, CA.

Relevant Experience

Sound Transit Service Planning Support, Seattle, WA, Associate Planner (2024-Present)

- Zaref is serving as an Associate Planner for the Sound Transit Service Planning Support project. Zaref evaluates service changes, conducts analysis and prepares reports for the Sound Transit staff. This includes extensive costing work, making route and network proposals for future service plans and drafting and editing sections of various agency documents.

Valley Metro Comprehensive Operational Analysis, Phoenix, AZ, Associate Planner (2025-Present)

- Zaref is serving as an Associate Planner for the Valley Metro Comprehensive Operational Analysis. Zaref has conducted a literature review and an evaluation of Valley Metro's services, analyzing existing service efficiency and their effectiveness.

Los Angeles Metro Countywide BRT Study, Los Angeles, CA, Associate Planner (2024-Present)

- Zaref is serving as an Associate Planner for the Los Angeles Metro Countywide BRT Study. Zaref has produced a literature review and existing conditions report including relevant information and details on three future BRT corridors.

Ben Franklin Transit Service Analysis and Long-Range Plan, Tri-Cities, WA, Associate Planner (2024-2025)

- Zaref served as an Associate Planner for the Ben Franklin Transit Service Analysis and Long-Range Plan. Zaref has produced an analysis of trip types using on-demand transit, including recommendations on how best to leverage the service in the future.

Los Angeles Metro Professional and Technical Services for Operations SDSA Department, Special Event Service Planning Support, Los Angeles, CA, Associate Planner (2024- Present)

- Zaref is serving as an Associate Planner for the Los Angeles Metro Special Event Service Planning Support project. Zaref has analyzed existing and planned transit capacity to and from several Olympics venues in Los Angeles County.



Project Role: Associate Planner

Location: Carlsbad, CA

EDUCATION

BA, Community, Environment & Planning, University of Washington

EXPERIENCE

Transportation Management & Design, Inc.

Intercity Transit

Years of experience: 2

Years with TMD: 1

Professional Resume

Michael Couvrette, *Planning Oversight Manager*

Overview

Michael is a strategic people leader and transit design expert who brings over 15 years of experience in transportation planning, service design, and strategy. He spent eleven years leading service planning and scheduling at Sound Transit, delivering service plans that transformed mobility in the Puget Sound region as part of one of the largest system expansion programs in the country. At TMD, he serves as a senior technical advisor to guide the design of tailored transit solutions for agencies across the country.

Michael is a trusted partner in solving strategic challenges, providing decision-makers with innovative solutions that deliver improved customer experience and operational reliability. He consistently delivers visionary, customer focused service plans that are operationally feasible and affordable.

Michael has deep experience building and maintaining the trust of senior agency leadership, CEOs, and elected officials. He effectively resolves complex transit and passenger experience challenges in local bus, express bus, bus rapid transit, light rail, street car, and commuter rail service. Michael understands the powerful benefits of a strongly integrated transit network where routes and modes seamlessly connect communities across agencies and geographic boundaries.

Relevant Experience

Valley Metro Comprehensive Operational Analysis, Phoenix, AZ, Senior Technical Advisor, (2025-Present)

- Refined the existing conditions analysis to provide a holistic view of its community characteristics and transit service performance. These key insights will ensure that the network structure and route recommendations align with community and regional mobility needs.

Long Beach Comprehensive Operational Analysis, Long Beach, CA, Senior Technical Advisor, (2025-Present)

- Generated a strategic framework tailored to highlight the value of transit service to the community.
- Worked with project team to structure the technical analysis to identify the successes and opportunities of delivering valuable mobility to the community.

Riverside Transit Agency Comprehensive Operational Analysis, Riverside, CA, Senior Technical Advisor, (2025-Present)

- Worked with the project team to help shape a project approach that leverages the momentum of recent ridership growth to meet the challenges of growing demand and fixed resources.
- Identified strategies to support agency and community decisions to right-size service levels to market demand.



Project Role: QA/QC Manager

Location: Seattle, WA

EDUCATION

BA, Urban Studies & Planning,
BA, Political Science,
University of California San Diego

EXPERIENCE

Transportation Management & Design,
Inc.

Sound Transit

Years of experience: 16

Years with TMD: 5

7 Required Attachments

Michael Couvrette, Page 2

SOUND TRANSIT, SERVICE PLANNER (2014-2016), SERVICE PLANNING MANAGER (2016-2022), DEPUTY DIRECTOR OF SERVICE PLANNING (2022-2025)

- Led service planning and scheduling function to deliver new service as part of system expansion and implement customer focused service changes through the annual planning process.
- Directed implementation of service change across five operating contract partners to improved regional mobility, drive ridership growth, and promote effective bus, commuter rail, and light rail operations.
- Responsible for defining service strategy for hundreds of millions in operating costs in each annual purchased transportation budget and year long-range finance plan update.
- Built and maintained effective relationships with cross-departmental and partner transit agency staff in order to plan future service changes, conduct public outreach, and successfully implement productive service.
- Established data-driven analysis program to monitor transit service operations, ridership, and productivity to address passenger experience and operational challenges while maintaining compliance with FTA requirements.

System Expansion Projects

University of Washington Link Extension (2016)

Angle Lake Link Extension (2016)

Northgate Link Extension (2021)

East Link Extension (2024)

Lynnwood Link Extension (2024)

Downtown Redmond Link Extension (2025)

Additional Sounder Commuter Rail Trips (2017)

Service Planning

Responsible for and led the following projects:

- **Annual Service Plan** - Reimagined annual service planning process to better align with internal agency process and community expectations.
 - Demonstrate compliance of Major Service Change policy and Title VI Service Monitoring
 - Achieved Board of Directors approval for hundreds of service changes and millions of service hours across express bus, light rail, street car, and commuter rail.
- **Transit Development Plan** - Led annual update and achieved Board of Directors adoption to maintain compliance with state of Washington requirements.
- **National Transit Database** - Managed annual ridership and service statistics reporting for bus and rail modes.

Policy Development Projects

Major Service Change & Title VI Policy Update (2022)

- Lead policy update to clarify and strengthen Board policy key to FTA compliance.

Service Standards and Performance Measures Update (2018)

- Modernized agency service standards and performance measures to service as an approachable tool to manage the system.

Passenger Experience Metrics (2019)

- Delivered a new strategic vision for passenger experience metrics.



SENIOR PRINCIPAL, CAMPUS PLANNING & URBAN DESIGN LEAD | ADVISORY PRINCIPAL

GEORGIA SARKIN

AICP, RIBA, INTERNATIONAL ASSOC. AIA



EDUCATION

Master of Architecture in Urban Design,
Harvard Graduate School of Design
Bachelor of Architecture, University of
KwaZulu Natal
Bachelor of Architectural Studies,
University of Cape Town

REGISTRATIONS

American Institute of Certified Planners
Royal Institute of British Architects
American Institute of Architects (AIA)
International Associate

PROFESSIONAL AFFILIATIONS

American Planning Association (APA)
Urban Land Institute
AIA Urban Design & Infrastructure
Committee
AIA California, Board of Directors Chair
Institute for Urban Design, NY Fellow
Society for College & University
Planning (SCUP)

Georgia Sarkin is an award-winning architect, urban planner, and designer with over 25 years of experience. She has led complex urban design and planning projects, including mixed-use urban development, transit-oriented development, campus planning, large-scale master planning, and neighborhood development, both in the US and internationally. She is adept at working with authorities and incorporating planning regulations, zoning, and guidelines into the process. Her deep knowledge of integrated planning, from guiding projects through planning and entitlements to built architecture to integrating environmental, social, and economic goals, provides her the expertise to think strategically, creatively, and into the far future.

HUMBOLDT TRANSIT AUTHORITY, EUREKA INTERMODAL TRANSIT CENTER

Eureka, California. The Eureka Intermodal Transit Center and Affordable Housing project combines transit center design with placemaking and housing. SmithGroup, hired by the Humboldt Transit Authority, aims to create a multi-modal, best-in-class transit center with a plaza, courtyard, daycare, pharmacy, bicycle shop, and pedestrian-friendly streets, integrating various bus and multi-modal services. Principal-in-Charge, Lead Urban Planner.

CAL POLY HUMBOLDT PHYSICAL CAMPUS PLAN

Arcata, California. Upon Cal Poly Humboldt's historic polytechnic designation, the University sought to address STEM workforce shortages, expand student opportunities, and address equity gaps. SmithGroup is collaborating with the Humboldt community to create a campus plan that supports academic and research goals, connects with Indigenous land, optimizes facilities, fosters a welcoming environment, provides quality housing, and promotes student persistence, environmental resilience, and social justice. Georgia served as the project manager and principal in charge, guiding the process every step of the way, interfacing with the Steering Committee, and co-developing the campus physical plan. Principal-in-Charge, Project Manager

YEARS OF EXPERIENCE

25+ years

YEARS WITH SMITHGROUP

6 years

PROJECT ROLE DESCRIPTION

Georgia will serve as the Principal, providing project insight and strategic leadership throughout the project and support interface with the Advisory Committees.

CALIFORNIA HIGH SPEED RAIL DELIVERY SUPPORT, TOD AND TECHNICAL PLANNING SERVICES

Multiple Cities, California. The California High-Speed Rail Authority is embarking on a multi-year planning effort for Station Delivery Support and Technical Planning Services related to the delivery of the state's high-speed rail program. SmithGroup has been contracted to lead technical and visioning support for all cities along High Speed Rail including Transit-Oriented Developments. The SmithGroup team includes planning, engineering, real estate and community outreach to support the Authority through technical program and planning expertise. Georgia serves as the lead urban planner, managing urban design, planning, transit-oriented development analysis throughout the Central Valley.

CITY OF SANTA CLARA, MASTER PLAN

Santa Clara, California. Professional services, including architectural/space planning, market analysis, and comprehensive community engagement, to prepare a concept plan to guide the future development of the City of Santa Clara Civic Center Concept Plan and Utility Building project. The Civic Center is the administrative core for the City of Santa Clara and is home for City Hall and several satellite office buildings, landscape and open space areas, a public plaza, with on-site and on-street parking to support staff, visitors, and nearby businesses. Georgia was PIC/Lead Urban Planner leading Land Use Planning Concept Design, Economic Analysis and Scenario Planning.

U.S. GENERAL SERVICES ADMINISTRATION (GSA), SAN FRANCISCO FEDERAL BUILDING PLAZA DESIGN

San Francisco, California. The GSA sought to reimagine, redesign, and rebuild the public plaza at the San Francisco Federal Building to maximize its use. SmithGroup led an extensive public workshop process to imagine future scenarios for the plaza located in downtown San Francisco. The process led to consensus on how the space was to be used, programmed and managed. Lead Urban Designer.

ARCHITECT AND URBAN DESIGNER | TECHNICAL AND PLANNING LEAD

JUSTIN SKODA RA, SPUR



EDUCATION

Bachelor of Architecture, California
State Polytechnic University, San Luis
Obispo

Minor in Sustainable Environments,
California State Polytechnic University,
San Luis Obispo

REGISTRATIONS

Registered Architect in CA: (C37736)

PROFESSIONAL AFFILIATIONS

San Francisco Bay Area Planning and
Urban Research Association (SPUR)

YEARS OF EXPERIENCE

12

YEARS WITH SMITHGROUP

2 years

Justin has over 12 years of experience as an architect and urban designer having worked on transportation projects and planning, campus plans, strategic plans and urban design projects. He is a leader as part of SmithGroup's Cities studio and Mobility practice area and is passionate about sustainability, resiliency, and human-centric design thinking to build a better world for all people. He is an avid public transit advocate and user and brings that passion to his work and creative analysis and strategic thinking. Justin's past project experience has included multiple projects involving complex stakeholder groups, large institutions, government agencies, and work with communities and stakeholders to achieve consensus around vision and strategic alignment. His background with both transit, city, planning, and land use related work aligns with the project's and goals and his past experience coordinating teams on technically complex, interrelated, and overlapping project needs will be an asset to the project team.

CALIFORNIA HIGH SPEED RAIL - STATEWIDE PLANNING SUPPORT

Multiple Cities, California. Support the California High Speed Rail Authority in multiple technical and coordination capacities throughout the state. Current efforts in support of the Palmdale Station planning involves ongoing coordination between agency and jurisdictional stakeholders such as the City, High Desert Corridor Joint Powers Agency, Metrolink, LA Metro, LA County Departments of Planning, and Antelope Valley Transit Authority. Technical analysis of options, consolidation and condensing information to discuss for decision making, stakeholder buy-in, and strategic planning to align short- and long-term planning goals to ensure symbiotic relationships amongst all parties. Additionally, exploration of land use, connectivity, multi-modal access, and other infrastructure planning around the station area.

SAN RAFAEL TRANSIT CENTER*

San Rafael, California. Develop project options as part of the environmental analysis for San Rafael Transit Center, combining multiple bus operators, SMART rail, bicycle infrastructure, urban design and connectivity, and adaptive reuse. Engagement with agency stakeholders and consultants to develop options for analysis meeting established consensus goals for the project.

PROJECT ROLE DESCRIPTION

Justin will lead the SmithGroup team and be the main point of contact. Justin will coordinate with Georgia Sarkin and the planning support team. He will help lead the outreach and engagement of the Advisory Committees, development of the vision, policy research and recommendations, and lead the technical analysis of the planning support team.

SJRRR VALLEY RAIL STATION DESIGN GUIDELINES AND CRITERIA*

Central Valley, California. Project Architect and Project Manager for the development of the Ripon ACE Station design along with conjoined workflows to develop system-wide Guidelines and Criteria documents including standard drawings for multiple new station typologies. Coordinated with multiple agency partners, representatives, and other engineering teams to ensure alignment and applicability of developed criteria. Assisted in development of guiding principles to inform the Guideline document.

HARVEY MILK PLAZA*

San Francisco, California. Co-lead presentations, development of plaza-memorial concepts, community engagement and outreach, and client-city outreach through regular advisory update meetings, City staff meetings, and community outreach events.

UCSF COMPREHENSIVE PARNASSUS HEIGHTS PLAN*

San Francisco, California. Technical analysis, coordination, optioneering, and leading discussion on topic areas for the advancement of the Comprehensive Parnassus Heights Plan (CPHP) for UCSF's Parnassus campus. Meet and present to stakeholders, aligning consensus, and exploring solutions to meet diverse needs and project timelines for the various campus groups including Health, Research, and Student Education components.

*Experience prior to SmithGroup.

PLANNER | PLANNING SUPPORT

CHRISTINA JEYASEELAN

LEED GREEN ASSOCIATE



Christina is an urban designer and planner with a strong foundation in architecture and geospatial analysis, contributing to campus planning, visioning studies, transit-oriented development, interior design, and healthcare architecture. Committed to equity, climate resilience, and community-driven design, she skillfully integrates data, policy, and place-based narratives. Christina has experience on multiple planning projects at a variety of scales. Additionally, she has been part of other projects in Humboldt County and as such has traveled to various cities in Humboldt and brings that experience and knowledge to bear on the context and analytical frameworks. She excels at translating complex planning frameworks into actionable solutions and distilling GIS and data analysis into clear recommendations, as demonstrated in her work on high-speed rail planning in Gilroy.

EDUCATION

MS, Architecture and Urban Design,
Virginia Tech

BArch, Thiagarajar College of
Engineering, Anna University

REGISTRATIONS

LEED Green Associate

PROFESSIONAL AFFILIATIONS

American Planning Association (APA),
Member

Congress for New Urbanism (CNU)

Council of Architecture, India

U.S. Green Building Council (USGBC)

YEARS OF EXPERIENCE

4 Years

YEARS WITH SMITHGROUP

2 Years

CALIFORNIA HIGH SPEED RAIL - STATEWIDE PLANNING SUPPORT

Multiple Cities, California. Support the California High Speed Rail Authority in multiple technical and coordination capacities throughout the state. Current efforts include work with the City of Gilroy exploring coordination and alignment between the City, VTA, and Caltrain around the station area, downtown, and environmental footprint. Analysis and visioning has included land uses, urban design, and demographic and data research to inform findings and recommendations in the planning document deliverables. Urban Designer and Geospatial Specialist.

CAL POLY HUMBOLDT PHYSICAL CAMPUS PLAN

Arcata, California. Upon Cal Poly Humboldt's historic polytechnic designation, the University sought to address STEM workforce shortages, expand student opportunities, and address equity gaps. SmithGroup is collaborating with the Humboldt community to create a campus plan that supports academic and research goals, connects with Indigenous land, optimizes facilities, fosters a welcoming environment, provides quality housing, and promotes student persistence, environmental resilience, and social justice. Urban Designer.

PROJECT ROLE DESCRIPTION

Christina will lead the planning analysis for land uses as well as develop graphics and consolidate information for conciseness in deliverables and documentation for research findings, presentations, reports, and memoranda.

HUMBOLDT COUNTY ASSOCIATION OF GOVERNMENTS VISION ZERO PLAN

Multiple cities, California. The Humboldt County Association of Governments (HCAOG) has partnered with SmithGroup to develop a transformative Vision Zero Action Plan aimed at eliminating traffic fatalities and severe injuries across the county's 3,500 square miles. This data-driven, equity-centered initiative leverages the Safe Systems Approach to improve roadway safety for all users—especially vulnerable populations such as pedestrians, cyclists, and low-income communities. Urban Designer and Geospatial Specialist.

Conflict of Interest Statement

TMD hereby warrants that no director, officer, or employee of the HCAOG is in any manner interested directly or indirectly in the Proposal or in the Contract which may be made under it or in any expected profits to arise therefrom. TMD also warrants and represents that it presently has no interest and agrees that it will not acquire any interest that would present a conflict of interest during the performance of services under this Agreement.

TMD recognizes the importance of maintaining objectivity and impartiality in the performance of the study. To ensure that the project is conducted in a fair and unbiased manner, TMD has taken the following steps to mitigate any potential conflicts of interest:

- TMD has implemented procedures to ensure that all data and information used in the study are accurate and objective, regardless of the source.
- TMD has established a clear scope of work and methodology for the study, and is committed to following these guidelines to ensure that the project is conducted in a consistent and transparent manner.
- TMD will disclose any potential conflicts of interest or biases that may arise during the course of the project, and will take appropriate steps to mitigate them.

By making this disclosure, TMD affirms its commitment to transparency and objectivity in the performance of the Comprehensive Plan for Regional Transit and Land-Use Network Planning for HCAOG.

Insurance and Contractual Exceptions

Transportation Management & Design, Inc. (TMD), as the prime consultant, respectfully submits the following exceptions and modifications to the Sample Agreement for consideration in accordance with the RFP instructions.

1. Indemnity Provision

Our subconsultant, SmithGroup, requests a modification to the indemnity provision to align with their professional standard of care and insurability requirements. Below we have included their proposed language modification to the sample agreement.

Reference: Attachment A – Consultant Services Contract, Article 3, Section K, 1st paragraph – amend as indicated (standard of care/insurability concern):

"Indemnity. 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, employees and agents (collectively, "Indemnified Parties") from and against ~~any and all~~ losses, liabilities, damages, costs and expenses, including attorney's fees and costs caused in whole or in part but only to the extent attributable to ~~same are caused in whole or in part by~~ any negligent or 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."

The specific request is detailed in the attached letter included on the following page.

SMITHGROUP

September 23, 2025

Humboldt County Association of Governments

611 "I" Street

Suite B

Eureka, CA 95501

**RE Comprehensive Plan for Regional Transit and Land-Use Network Planning RFP
Exceptions and Deviations Request**

To Whom it May Concern:

SmithGroup appreciates the opportunity to participate in HCAOG's solicitation for a **Comprehensive Plan for Regional Transit and Land-Use Network Planning**, as a subcontractor to Transportation Management & Design, Inc. (TMD). We have reviewed the RFP and corresponding Sample Agreement. **SmithGroup** respectfully requests consideration of the following contractual exceptions to the Sample Agreement of the RFP;

Attachment A: Consultant Services Contract

Article 3 General Conditions, Section K Indemnity, 1st paragraph

*Indemnity. 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, employees and agents (collectively, "Indemnified Parties") from and against ~~any and all~~ losses, liabilities, damages, costs and expenses, including attorney's fees and costs **caused in whole or in part but only to the extent attributable to same** ~~are caused in whole or in part by~~ any negligent or 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.*

The above language change is to align with our standard of care and insurability requirements.

SMITHGROUP

Sincerely,

SmithGroup

A handwritten signature in black ink, appearing to read "Bart Stasa", with a long horizontal flourish extending to the right.

BART STASA

P.E., Esq.

Vice President | CLO

313 442 8114

bart.stasa@smithgroup.com

DBE and SBE Certifications

TMD is a certified DBE and SBE in 22 states, including California. Attached is our proof of certifications.



Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net



CALIFORNIA UNIFIED CERTIFICATION PROGRAM

October 14, 2020

CUCP# 49228
Metro File #4290

Ms. China Langer
Transportation Management & Design, Inc.
2701 Loker Avenue West
Suite 110
Carlsbad, CA 92010-6637

Subject: Disadvantaged Business Enterprise Certification

Dear Ms. China Langer:

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

NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES
NAICS 541320: LANDSCAPE ARCHITECTURAL SERVICES
NAICS 541614: PROCESS, PHYSICAL DISTRIBUTION, AND LOGISTICS CONSULTING SERVICES

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

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

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

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

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

Sincerely,

Shirley Wong
Principal Certification Officer
Diversity & Economic Opportunity Department



Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net

October 14, 2020

Metro File #4290

Ms. China Langer
Transportation Management & Design, Inc.
2701 Loker Avenue West
Suite 110
Carlsbad, CA 92010-6637

Subject: Small Business Enterprise Certification

Dear Ms. China Langer:

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

NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES

NAICS 541320: LANDSCAPE ARCHITECTURAL SERVICES

NAICS 541614: PROCESS, PHYSICAL DISTRIBUTION, AND LOGISTICS CONSULTING SERVICES

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

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

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

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

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

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

Sincerely,

Shirley Wong
Principal Certification Officer
Diversity & Economic Opportunity Department

Addenda Acknowledgement



2701 Loker Ave. West,
Suite 110
Carlsbad, CA 92010

(760) 476-9600
tmdinc.net

September 23, 2025

Humboldt County Association of Governments
611 "I" Street
Suite B
Eureka, CA 95501

Subject: **Comprehensive Plan for Regional Transit and Land-Use Network Planning RFP
Addenda Receipt**

To Whom It May Concern:

Transportation Management & Design, Inc. (TMD) acknowledges the receipt of the following documents related to the RFP, which were downloaded from the HCAOG website.

1. Questions and Answers regarding RFP dated August 29, 2025
2. Revised Proposed Solicitation Document dated August 29, 2025.

Respectfully yours,
Transportation Management & Design, Inc.

A handwritten signature in black ink, reading "China Langer". The signature is written in a cursive, flowing style.

China Langer
President