



HUMBOLDT COUNTY ASSOCIATION OF GOVERNMENTS (HCAOG)

COMPREHENSIVE PLAN FOR REGIONAL TRANSIT AND LAND-USE NETWORK PLANNING

SEPTEMBER 2025



Source: HTA



SHAPING A SMARTER
TRANSPORTATION EXPERIENCE™

IN ASSOCIATION WITH:



CONTENTS

SECTION 1 ▶

| | |
|------------------------|---|
| COVER LETTER | 1 |
|------------------------|---|

SECTION 2 ▶

| | |
|------------------------------------|---|
| UNDERSTANDING OF PROJECT | 3 |
|------------------------------------|---|

SECTION 3 ▶

| | |
|--|---|
| CONSULTANT QUALIFICATIONS AND EXPERIENCE | 5 |
|--|---|

SECTION 4 ▶

| | |
|--------------------|----|
| APPROACH | 21 |
|--------------------|----|

SECTION 5 ▶

| | |
|--------------------------------|----|
| WORK PLAN & SCHEDULE | 36 |
|--------------------------------|----|

SECTION 6 ▶

| | |
|-------------------------|----|
| COST PROPOSAL | 38 |
|-------------------------|----|

SECTION 7 ▶

| | |
|--------------------------------|----|
| REQUIRED ATTACHMENTS | 39 |
|--------------------------------|----|

SECTION 8 ▶

| | |
|--------------------------------|----|
| CONFLICT OF INTEREST | 63 |
|--------------------------------|----|

SECTION 9 ▶

| | |
|------------------------------|----|
| OTHER REQUIREMENTS | 64 |
|------------------------------|----|



SEPTEMBER 23, 2025

1970 BROADWAY, STE 740
OAKLAND CA 94612
510.763.2061
P#25341-000

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

SUBJECT: COMPREHENSIVE PLAN FOR REGIONAL TRANSIT AND LAND USE NETWORK PLANNING

Dear Oona Smith and Members of the Selection Committee,

DKS Associates understands the Comprehensive Plan for Regional Transit and Land Use Network Planning project seeks to establish a shared vision for an equitable and efficient regional transit network that reflects the unique geography and rural land use development patterns to serve the needs of local and tribal communities in Humboldt County. A key element of project success is intergovernmental collaboration among Humboldt County Association of Governments (HCAOG), Humboldt Transit Authority (HTA), other transit providers, cities, County of Humboldt, and tribal governments to not only develop the Comprehensive Plan, but also to establish a framework for continued partnership for implementation in the years to come.

We recognize that the project must:

- **Build trust and consensus among agencies**, such as HCAOG, HTA, the Cities of Arcata, Eureka, Fortuna, Blue Lake, Trinidad, Ferndale, and Rio Dell; County of Humboldt; and tribal governments, including Yurok, Karuk, and the Cher-Ae Heights Indian Community of the Trinidad Rancheria.
- **Engage with community stakeholders**, particularly those who rely on transit for essential mobility, including seniors, youth/students, people with disabilities, low-income residents, and historically underserved populations.
- **Develop a comprehensive plan for the regional transit system** in the Humboldt region that establishes a vision and goals based on shared values resulting in a more connected, efficient, and user-focused multimodal network that addresses unmet needs and attracts more users in the future.
- **Provide an implementation framework** that includes implementation tools, such as templates for policies and staff reports, as well as actionable recommendations to support and build capacity for agencies to implement transit-supportive and transit-friendly land use policies, processes, and procedures.

Founded in 1979, DKS Associates extensive experience delivering regional and countywide transportation plans across rural and small urban communities in California, Oregon, Washington, and Idaho, DKS brings proven expertise to this study. Teaming partner, Jarrett Walker + Associates (JWA) are leaders in transit network planning, analysis, cartography, and public engagement, and GHD is a well-known local and global engineering firm with offices in Eureka and deep ties to Humboldt County. Our team combines technical excellence, innovative solutions, and local insight to deliver meaningful results.



We believe the DKS team is the best team to deliver the Comprehensive Plan for Regional Transit and Land Use Network Planning because:

- **Relevant policy implementation skills.** Our Project Manager Alice Chen has focused for years on policy implementation to identify specific actions and recommendations to achieve intended outcomes of state policies related to Senate Bill 743, Caltrans Smart Mobility Framework, and Complete Streets. We understand firsthand the importance of capacity-building and institutional challenges with implementation of these policy changes and have developed framework, guidance, and tools to support and build agency capacity for implementation.
- **Leaders in transit network planning.** Since 2011, JWA has led planning for more ridership-increasing network redesigns than any other firm. For example, JWA conducted a comprehensive operational analysis and prepared the Final Network Plan for Monterey-Salinas Transit (MST) in Monterey County.
- **Experienced facilitation and engagement.** Kendall Flint, Public Engagement and Strategic Planning lead knows Humboldt County from her work on the Broadway/US101 Corridor Plan.
- **Deep local understanding.** GHD (formerly Winzler & Kelly) has been working in Humboldt County since 1951, including recent work on the Humboldt Multimodal and Vibrant Neighborhoods Planning and Vision Zero Action Plan projects for HCAOG. GHD staff are actively engaged in creating community in Humboldt County, with employees who serve on the HCAOG's Technical Advisory Committee, the City of Arcata's Wetlands & Creeks Committee, and volunteer with Home Away from Home—an organization run by Equity Arcata that supports local college students.

We are confident that these qualifications align with HCAOG's goals and objectives for this project. We are excited for this opportunity and committed to working with HCAOG and the partner agencies in building partnerships with the Project Steering Working Group, preparing the comprehensive plan, and developing an implementation framework that builds capacity among the local partner agencies to advance transit-supportive and transit-friendly policies, programs, and processes in the region.

This proposal is a firm offer in effect for 60 days from the transmittal date. As Contracting Officer, Chris Maciejewski is authorized to negotiate and sign contractual agreements for DKS. As Project Manager, Alice Chen, who is located in the DKS Oakland Office, will serve as the primary point of contact. Her contact information is provided below if you have any questions about this proposal. We look forward to hearing from you.

Sincerely,

Alice Chen

Chris Maciejewski

Alice Chen, AICP

Project Manager

alice.chen@dksassociates.com

(510) 332-1192

Jim Damkowitch

Principal-In-Charge

jim.damkowitch@dksassociates.com

(916) 606-4405

Chris Maciejewski, P.E.

COO/Contracting Officer

csn@dksassociates.com

(503) 916-9610

UNDERSTANDING OF PROJECT

PROJECT CONTEXT AND GOALS

The Comprehensive Plan for Regional Transit and Land Use Network Planning project seeks to establish a shared vision for an equitable and efficient regional transit network that reflects the unique geography and rural land use development patterns to serve the needs of local and tribal communities in Humboldt County. Despite its relatively small population, the county boasts a range of public transit and mobility services that require better integration to meet the region's mobility, equity, and climate goals.

The transportation network must evolve to resolve the challenges of dispersed rural communities such as Trinidad, Willow Creek, and Rio Dell; constrained geographies; limited funding; and shifting post-pandemic travel patterns. Addressing these challenges requires more than operational fixes and incremental improvements to transit; it requires a regionwide vision and coordinated strategies that link transportation and land use decision-making.

Humboldt Transit Authority (HTA), which operates both local and regional transit services, desires a holistic, coordinated approach to network improvements rather than the individual responses for additional service that were too infrequent to be useful for most riders. Local land-use decisions (e.g., subdivisions, multifamily projects, zoning changes) have not always been coordinated with HTA early enough to shape viable transit outcomes. Additionally, the loss of the Blue Lake Rancheria service underscores the need for a regional approach so that the Humboldt County region avoids further service erosion and instead builds toward a complete multimodal system.



Source: HTA

This study offers an opportunity to integrate transit network planning, land use development, and regional connectivity into a single roadmap that builds upon the recently completed VROOM 2022-2042: Variety in Rural Options of Mobility Regional Transportation Plan (RTP), the 2023 Transit Development Plan (TDP) and other key planning efforts.

Through this study, HCAOG and its partners seek to:

- **Facilitate collaboration** between land use decisions and transit service.
- **Identify priority areas** where new development and density can support viable transit.
- **Support tribal, rural, and disadvantaged communities** with improved mobility.
- **Provide an implementable plan** that guides investment, interagency partnerships, and funding pursuits over the next decade.
- **Foster government-to-government partnerships**, deepening collaboration among HCAOG, HTA, Caltrans, local tribes, cities, and the County to align policies, codes, and permitting with regional mobility goals.

The Comprehensive Plan will establish a clear strategy for aligning the transit network with future growth in the region; supporting student and workforce travel, including California State Polytechnic University, Humboldt (Cal Poly Humboldt); balancing service expansion with constrained budgets; and integrating multimodal access into land use policies and codes.

A key element of the project is the intergovernmental collaboration effort among HCAOG, HTA, other transit providers, cities, County of Humboldt, and tribal governments to not only develop the Comprehensive Plan, but also to establish a framework for continued partnership to implement the plan. This project will establish an ad-hoc Project Steering Working Group (PSWG) to serve as a forum to strengthen coordination and build consensus across the partner agencies. The

overall project objectives include building technical capacity through sharing of best practices and formalizing the inter-agency consultation processes for regional transit. For example, formalizing regular consultation with HTA early in the land use development process and aligning land-use and transit decisions across jurisdictions.

POTENTIAL ISSUES

We are highlighting two key issues below, while additional challenges and solutions are described in Section 4.

Limited Capacity at Partner Agencies. Partner agencies have limited resources and capacity to participate in this project, but their engagement is critical to its success. With funding from the Caltrans grant to support partner agencies' involvement, the DKS Team will formalize the roles and responsibilities of the PSWG in a purpose statement and prepare a schedule and agenda topics for the PSWG meetings that correspond to key decision points during the study. As an encouragement for participation, we will demonstrate the value of their contributions to the project. The DKS Team will focus on providing the technical expertise and developing tools and guidance to help build capacity and to recommend governance structures to further regional collaboration.

Engaging Community Stakeholders. In addition to agency stakeholders, the project must engage with community stakeholders, particularly those who rely on transit for essential mobility. Per the scope of work, HCAOG and the partner agencies will lead community engagement efforts, while the DKS team will provide targeted support to ensure outreach activities are effective and inclusive. **Our Project Manager Alice Chen**, will work closely with the HCAOG Project Manager to clarify the roles and responsibilities of the consultant team and HCAOG staff for the community engagement and outreach task to ensure that HCAOG and partner agencies have the materials and continue to be the "face" in building the trust and relationship with community stakeholders.

CONSULTANT QUALIFICATIONS AND EXPERIENCE

FIRM OVERVIEW



DKS ASSOCIATES

Founded in 1979, DKS Associates provides specialized transportation planning, design, and engineering services to public agencies across the country. DKS has a staff of more than 155 professionals firmwide and the firm is an employee-owned company (ESOP) and “S” Corporation. DKS professional staff provide expert services in multimodal transportation analysis, planning, and engineering; intelligent transportation systems; corridor and intersection safety, pedestrian and bicycle planning and design, and transit planning and design. Our services have expanded greatly since 2020 with a successful service line dedicated to Public Engagement and Strategic Planning and a Creative Services team that specializes in storytelling to transform complex engineering and technical information into easy-to-understand visuals to enhance our core services.

DKS has extensive experience with preparing Regional Transportation Plans and Sustainable Communities Strategies (RTP/SCS) for Metropolitan Planning Organizations (MPOs) throughout California, including Kings County Association of Governments (KCAG), Nevada County Transportation Commission (NCTC), and Tahoe Regional Planning Agency/Tahoe Metropolitan Planning Organization (TRPA/TMPO). This work includes coordinating and developing land use scenarios, processing travel forecasts, and analyzing land use scenarios relative to RTP/SCS performance measures - including environmental justice, transit, and active transportation. In addition, DKS has performed outreach and has facilitated stakeholder meetings and workshops with various agencies and community groups.



| | | |
|-----------------------------------|---------------------------------------|---------------------|
| 1979 Year Founded | 46 Years in Business | 8 Offices |
| 155+ Employees Firmwide | S Corp Form of Organization | |

SUBCONSULTANTS



JARRETT WALKER + ASSOCIATES (JWA)

Jarrett Walker + Associates (JWA) was founded in 2011 by Jarrett Walker, the author of *Human Transit*, who has been a consulting expert in public transport planning and policy since 1993. Today, JWA is a leader in transit network planning, analysis, cartography and public involvement. The firm is based in Portland, Oregon with an office in Arlington, Virginia. JWA's mission is to foster clear conversations about public transport, leading to confident decisions. JWA specializes in helping communities understand transit choices and their consequences. Since 2011, JWA has led planning for more ridership-increasing network redesigns than any other firm. In the US, this includes network redesigns in Houston, Dallas, Cleveland, San Jose (Silicon Valley), Columbus, Richmond (Virginia), Anchorage and Sacramento.

Jarrett Walker + Associates is a Limited Liability Corporation (C Corp) incorporated in Oregon in December 2011. As of August of 2025, the firm has a staff of 20. The firm is jointly owned by Jarrett Walker and seven senior employees: Michelle Poyourow, Daniel Costantino, Scudder Wagg, Evan Landman, Gavin Pritchard, Ricky Angueira and Álvaro Caviedes. There are no outside owners or investors.



GHD

Established in 1928, GHD is a C Corporation and privately held international engineering firm owned by our people and operating across five continents. GHD brings a multidisciplinary team to develop actionable plans that reflect the context in which we work. Our in-house team includes planners, engineers, spatial analysts, urban designers, and landscape architects who work side-by-side to develop local and regional plans. We deliver projects with high standards of safety, quality, and ethics across the entire asset value chain. Driven by a client-service-led culture, we connect the knowledge, skill, and experience of our people with innovative practices, technical capabilities, and robust systems to create lasting community benefits.

As a globally connected engineering firm with an office in Eureka, we bring global experience and deep local understanding of the region. GHD (formerly Winzler & Kelly) has been working in Humboldt County since 1951, including recent work on the Humboldt Multimodal and Vibrant Neighborhoods Planning and Vision Zero Action Plan projects for HCAOG. GHD is comprised of people who are actively engaged in creating community in Humboldt County, with employees who serve on the HCAOG Technical Advisory Committee (TAC), the City of Arcata's Wetlands & Creeks Committee, and people who volunteer with Home Away from Home—an organization run by Equity Arcata that supports local college students. GHD prides itself on working to make regional communities a better place.

FIRM QUESTIONS

Include a detailed description of any litigation regarding the provision of services equivalent to those set forth in this RFP that have been brought by or against the Proposer, including the nature and result of such litigation, if applicable.

DKS does not have any litigation regarding the provision of services described in the RFP to report.

Include a detailed description of any fraud convictions related to public contracts, if applicable.

DKS has not been involved in fraud convictions related to public contracts.

Include a detailed description of any current or prior debarments, suspensions or other ineligibility to participate in public contracts, if applicable.

DKS does not have any current or prior debarments, suspensions or other ineligibility to participate in public contracts.

Include a detailed description of any violations of local, state and/or federal industry or regulatory requirements, if applicable.

DKS does not have any violations of local, state, and/or federal industry or regulatory requirements.

Include a detailed description of any controlling or financial interest the Proposer has in any other firms or organizations, or whether the Proposer's firm is owned or controlled by any other firm or organization. If the Proposer does not hold a controlling or financial interest in any other firms or organizations, that must be stated.

DKS does not have any controlling or financial interest in any other firms or organizations. DKS is not owned or controlled by any other firm or organization. DKS does not hold a controlling or financial interest in any other firm or organization.



TEAM QUALIFICATIONS

The DKS team has successfully delivered regional transportation plans and countywide transit plans throughout rural and small urban communities in California, Oregon, Washington, and beyond. Our qualifications include:

Facilitation of Multi-Agency Partnerships: We have led collaborations among state DOTs, tribal governments, MPOs, and local transit operators, guiding consensus on complex service trade-offs and governance questions.

Experience in Rural Transit and Microtransit: Our team has evaluated flexible mobility strategies for rural corridors, including demand-response, microtransit, and tribal-operated services, balancing financial constraints with the need to serve dispersed populations.

Land Use and Transit Policy Integration: We specialize in aligning transportation planning with local land use goals, zoning, and housing policy to ensure transit-supportive growth patterns.

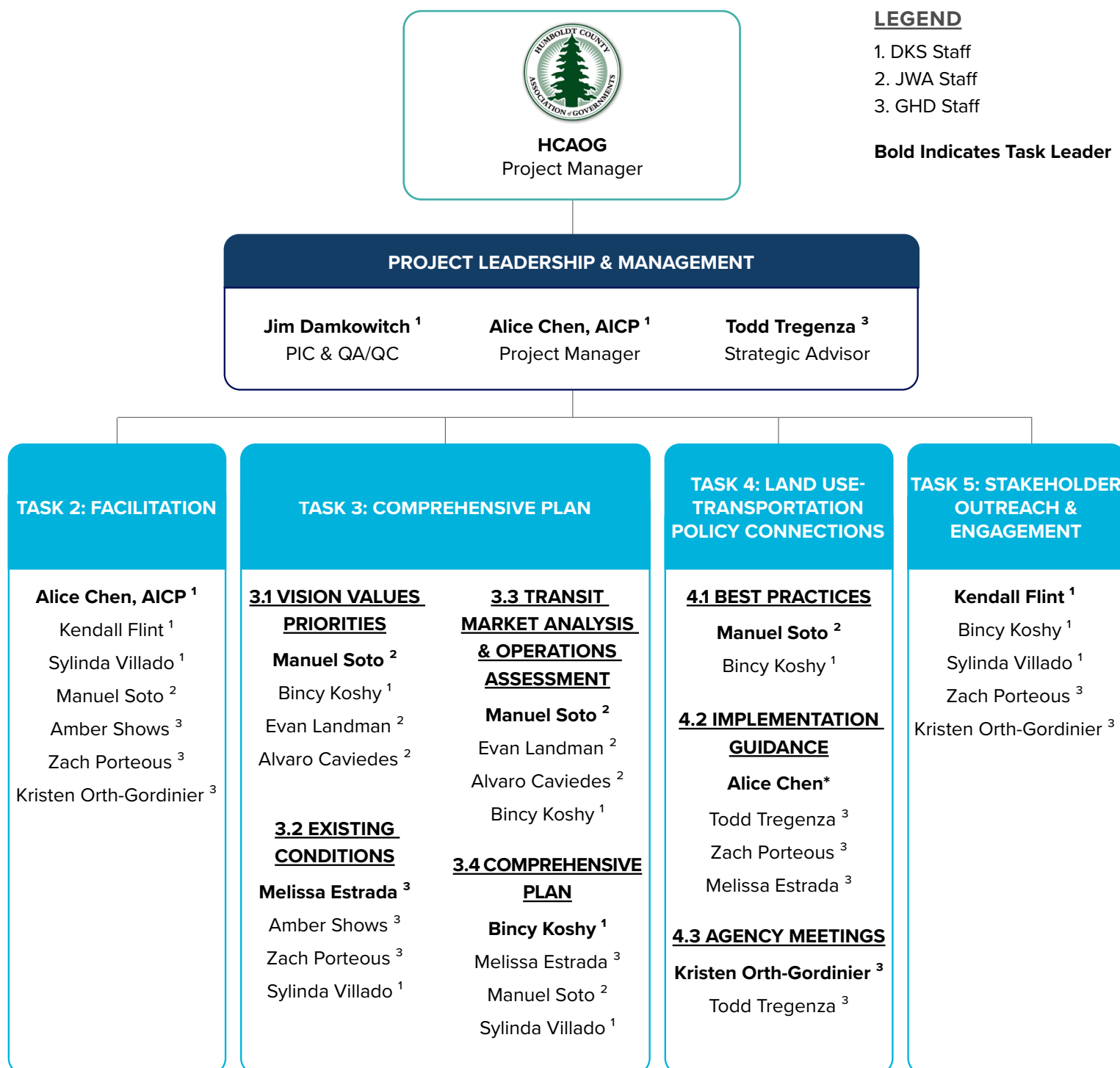
Equity-Centered Planning: Our team employs inclusive outreach strategies to engage populations often underrepresented in transportation planning: older adults, youth, mobility-challenged residents, and limited-English speakers.



KEY PERSONNEL

ORGANIZATIONAL CHART

All key staff for the HCAOG Comprehensive plan are well qualified and available for the duration of the project. The organizational chart reflects the technical workflow of the project and the relative contributions of each key team member. Full resumes can be found in Section 7.



DKS KEY STAFF



ALICE CHEN, AICP
PROJECT MANAGER

Alice has over 30 years of experience in multimodal transportation planning and engineering. She has worked with communities to understand their transportation and circulation needs and desires, develop goals and policies, and then identify improvements and strategies to achieve those goals. She has worked with local agencies throughout California on their General Plan Circulation Elements developing policies and strategies through collaborative interagency processes. Her work focuses on policy implementation to identify specific actions and recommendations to improve processes, programs, and organizational structures to achieve the intended outcomes from state policies related to Complete Streets, Caltrans' Smart Mobility Framework, implementation of Senate Bill 743, the Safe Systems Approach for roadway safety, and sustainability.



JIM DAMKOWITCH
PRINCIPAL-IN-CHARGE, QA/QC

Jim brings 35 years of experience in regional multi-modal transportation planning, congestion management, multidisciplinary corridor studies, safety studies, transit studies, active transportation studies, operational analyses, transportation and air quality modeling, and performance measure applications. He has managed regional electromobility plans, regional transportation plan/sustainable community strategy (RTP/SCS) updates and general plan circulation element updates; operational and safety studies for state highway infrastructure improvement projects; corridor studies; active transportation studies; traffic impact fee programs; travel demand modeling; air quality modeling; and transportation operational studies for a variety of clients including Caltrans, MPOs, and various cities and counties in California. Many of them have been in rural or predominantly rural areas. This includes

the Nevada County Transportation Commission (NCTC) 2025 RTP Update, the Tahoe Regional Planning Agency/Tahoe Metropolitan Planning Organization (TRPA/TMPO) Transportation Equity Study for the Tahoe Region, the Kings County Association of Governments (KCAG) 2022 RTP/SCS & EIR, San Joaquin Council of Governments (SJCOG) 2022 RTP/SCS EIR Support, Merced County Association of Governments (MCAG) 2018 RTP/SCS & EIR, and Stanislaus Council of Governments (StanCOG) 2018 RTP/SCS & EIR.



KENDALL FLINT
**STRATEGIC ENGAGEMENT
ADVISOR**

Kendall is an engagement specialist with more than 30 years of government experience. She has developed and implemented a broad range of communications efforts for cities, counties, special districts, and regional planning agencies throughout California. She brings extensive experience with outreach in support of transportation and land use planning and overall public information. Kendall specializes in reaching out to underserved populations and managing controversial projects and issues. Kendall served as project manager for the Tahoe Regional Planning Agency's Transportation Equity Study, a comprehensive effort to utilize industry research and creative outreach to understand how accessible Tahoe's transportation system and recreational amenities are for seniors, disadvantaged communities, and visitors.



BINCY KOSHY
PROJECT PLANNER

Bincy is a professional planner with seven years of experience in multimodal transportation planning and analysis. Her experience includes improving transit networks, developing transit plans and zero-emissions plans; developing transit routes and schedules for rural transit agencies, analyzing traffic operations, and performing data analysis for multimodal networks and corridors; preparing pedestrian and bicycle planning studies; and

supporting planning initiatives at statewide, regional, and local levels. Given her diverse project background, Bincy has contributed to making transportation safer and more efficient for all users. Bincy strives to understand the needs of the community and provides quality solutions through collaboration with project teams.



SYLINDA VILLADO
OUTREACH SUPPORT

Sylinda is a transportation planner with three years of experience in planning. She has extensive community outreach experience and is dedicated to involving the public in the planning process. Sylinda is proficient in various online data platforms such as Replica, TIMS, NPMRDS, and SWITRS. Through her knowledge and understanding of data analysis, GIS, public process, and planning policies, Sylinda is able to support DKS in providing creative solutions to challenging transportation planning projects and remains committed to ensuring disadvantaged communities gain equitable and accessible transportation.

JARRETT WALKER KEY STAFF



MANUEL SOTO
TRANSIT LEAD

Manuel is a transit operations and mobility specialist with 25 years of experience in design of transit networks, operations analysis, and strategic planning. He has assisted public transit agencies across the country with planning and implementation of bus rapid transit, commuter express bus, and arterial fixed route services. Additionally, he has supported clients with implementation of local circulation shuttles, demand response, and microtransit services.

Manuel has wide ranging expertise managing service planning projects, evaluating service delivery models, and benchmarking performance, including the appraisal of in-house versus outsourcing of operations, and impact-benefit of service changes.



ÁLVARO CAVIEDES
TRANSIT PLANNER / DATA ANALYST

Álvaro is a transit planner and data analyst at Jarrett Walker + Associates. Álvaro has skills in project management, network planning, and transit policy. He focuses on facilitating conversations about transit by clearly communicating choices and navigating the local politics of each community. He brings experience in urban planning, social equity, cartography, and research from his work in North and South America. He is also skilled in programming and automating large analysis tasks. Álvaro holds a dual master's degree in Urban Planning and Civil Engineering and has supported JWA by creating products and translating documents into Spanish to reach a broader audience.



EVAN LANDMAN - TRANSIT NETWORK AND DATA VISUALIZATION SPECIALIST

Evan is a principal and project manager who fills a wide range of roles at Jarrett Walker + Associates, including managing major network design studies, leading the firm's technical development, and graphic design and cartography. In his 10 years with JWA, Evan has led the development of all of JWA's signature spatial analysis, cartography and visualization techniques. Evan has a rare ability to turn columns of data into compelling visual and narrative explanations that help people understand how transit works and the choices it presents.

GHD KEY STAFF



TODD TREGENZA - STRATEGIC ADVISOR

Todd has 17 years of experience in transportation planning projects, assisting dozens of agencies throughout central and northern California in short- and long-range programming, including the development of travel demand models, general plan circulation elements, specific and master plans, corridor

studies, capital improvement programs, nexus and fee studies, transportation operational analyses, and impact analyses. This experience spans public and private sectors, extending into on-call contracts and arrangements with municipalities, where Todd prepares transportation studies and grant applications, performing peer reviews of impact studies and developing California Environmental Quality Act (CEQA) impact analyses for development projects of all sizes.



MELISSA ESTRADA
TRANSPORTATION PLANNING
LEAD

Melissa is a highly skilled manager with a strong track record of success leading complex programs and projects across various entities, including federal, state, regional, and local agencies. As a transportation planner at the City of Redding, she managed both the Redding Area Bus Authority (RABA) and active transportation. For active transportation, Melissa oversaw planning and development, including the first city Active Transportation Plan and several successful Caltrans Active Transportation Program grant funded projects. She thoroughly understands the municipal needs and challenges of small cities, including funding and implementation. Melissa's prior accomplishments include successfully guiding a Light-Rail Transit (LRT) project through Federal Transit Administration (FTA) project development, ensuring compliance with regulatory requirements, including the FTA New Starts Funding Application (e.g., Land Use and Economic Development Template).



AMBER SHOWS, GISP
SPATIAL ANALYST LEAD

Amber is a spatial sciences professional, project manager and project director with 17 years of experience in GIS consulting and implementation. She brings the power of digital mapping to projects in civil infrastructure and asset inventory, watershed and environmental management, and urban planning. Through her experience managing spatial and

non-spatial data, mobile mapping, surveying, and remote sensing and analysis, Amber guides project teams and organizations in getting the most out of their GIS data and programs resulting in successful project outcomes, preparation of grant proposals, regulatory agency coordination, and field data collection.



ZACH PORTEOUS
SPATIAL ANALYST

Zach is an Environmental Systems Research Institute (ESRI)-certified, GIS professional with experience in network analysis, database modelling, and web programming. He has extensive experience with spatial software packages like the ArcGIS suite of software and QGIS, data collection methods with Global Navigation Satellite System (GNSS) receivers and automated analysis using the python programming language. Zach is passionate about applying his knowledge of GIS systems to his clients use cases, and is actively seeking out new, innovative solutions developed in the field of GIS every year.



KRISTEN ORTH-GORDINIER
ENVIRONMENTAL PLANNER

Kristen has been a natural resource consultant for ten years. Her professional experience has focused on project development, planning, permitting, design, community engagement, and grant writing. Her portfolio of projects includes natural resource restoration and enhancement, trail planning, park improvements, transportation, coastal resilience, and urban development. Her permitting and regulatory experience includes the California Environmental Quality Act (CEQA), California Coastal Act, and Clean Water Act Section 404 and 401. She has developed community outreach plans, led in-person public meetings, facilitated online workshops, and conducted online surveys. Her most recent experience involves working on coastal resilience related feasibility studies and capacity building efforts that require collaborative and innovative thinking.

COMMUNICATIONS

Alice Chen, our proposed Project Manager, will serve as your primary point of contact. Alice will coordinate all of the tasks and deliverables. Furthermore, she will communicate early and often with the HCAOG Project Manager to ensure that HCAOG and partner agencies are kept apprised of the status of each task and deliverable. Alice will identify issues with scope, budget, and/or schedule as they arise and present possible solutions. These communications will occur at scheduled bi-weekly check-in meetings or via impromptu calls, as needed throughout the project. Bi-weekly check-in meetings with the HCAOG Project Manager will include a progress report on short-term action items and upcoming deliverables and an opportunity to address issues early and maintain accountability to schedule. These frequent communications will allow us to understand needs, coordinate the approach, and identify budget or scheduling issues early on and address them so the overall project is not impacted. In addition, progress reports will accompany monthly invoices with detailed accounting of budget status, description of the work performed, and potential issues, if needed.

QUALITY ASSURANCE/QUALITY CONTROL

The DKS Team will follow our Quality Management Plan (QMP), which uses proven procedures to deliver quality services and products that meet or exceed the standard of care. Our QMP has been used successfully on hundreds of projects. Under the guidance of our **PIC and QA/QC Manager, Jim Damkowitch**, the team will provide quality control reviews for all project deliverables, including memos, reports, and outreach materials. Experienced senior staff will perform an independent peer review to check that all work products are accurate and complete, using prescribed standards, checklists, policies, and procedures. Additionally, our team will use comment logs to track all comments and responses.

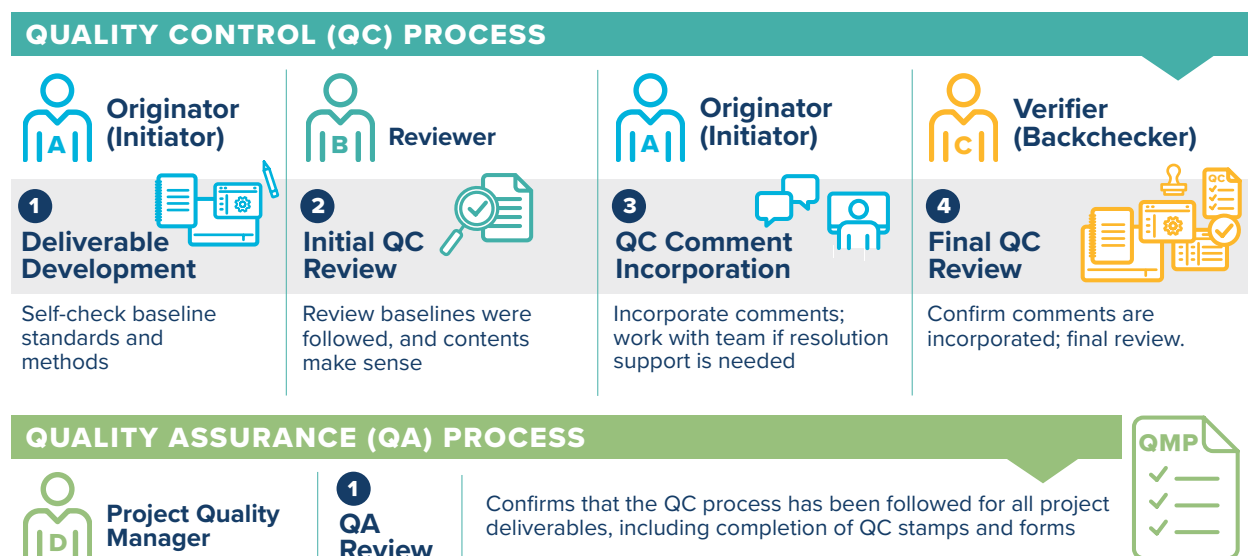


FIGURE 1. DKS QA/QC PROCESS

TAHOE REGIONAL PLANNING AGENCY/TAHOE METROPOLITAN PLANNING ORGANIZATION (TRPA/TMPO) TRANSPORTATION EQUITY STUDY

DKS and our client, the Tahoe Regional Planning Agency (TRPA), were honored with the WTS Sacramento Rosa Parks Diversity Leadership Award for our work on the agency's first Equity Study. This award is a testament to both of our unwavering commitments to promoting diversity and cultural awareness in the transportation industry.

Over the course of a year, DKS and TRPA staff conducted multilingual surveys and focus groups throughout the Tahoe Basin to clearly define challenges in accessibility, availability, safety, and affordability of information and services related to transportation. This required coordination across the states of California and Nevada as well as the Washoe Tribal Nation.

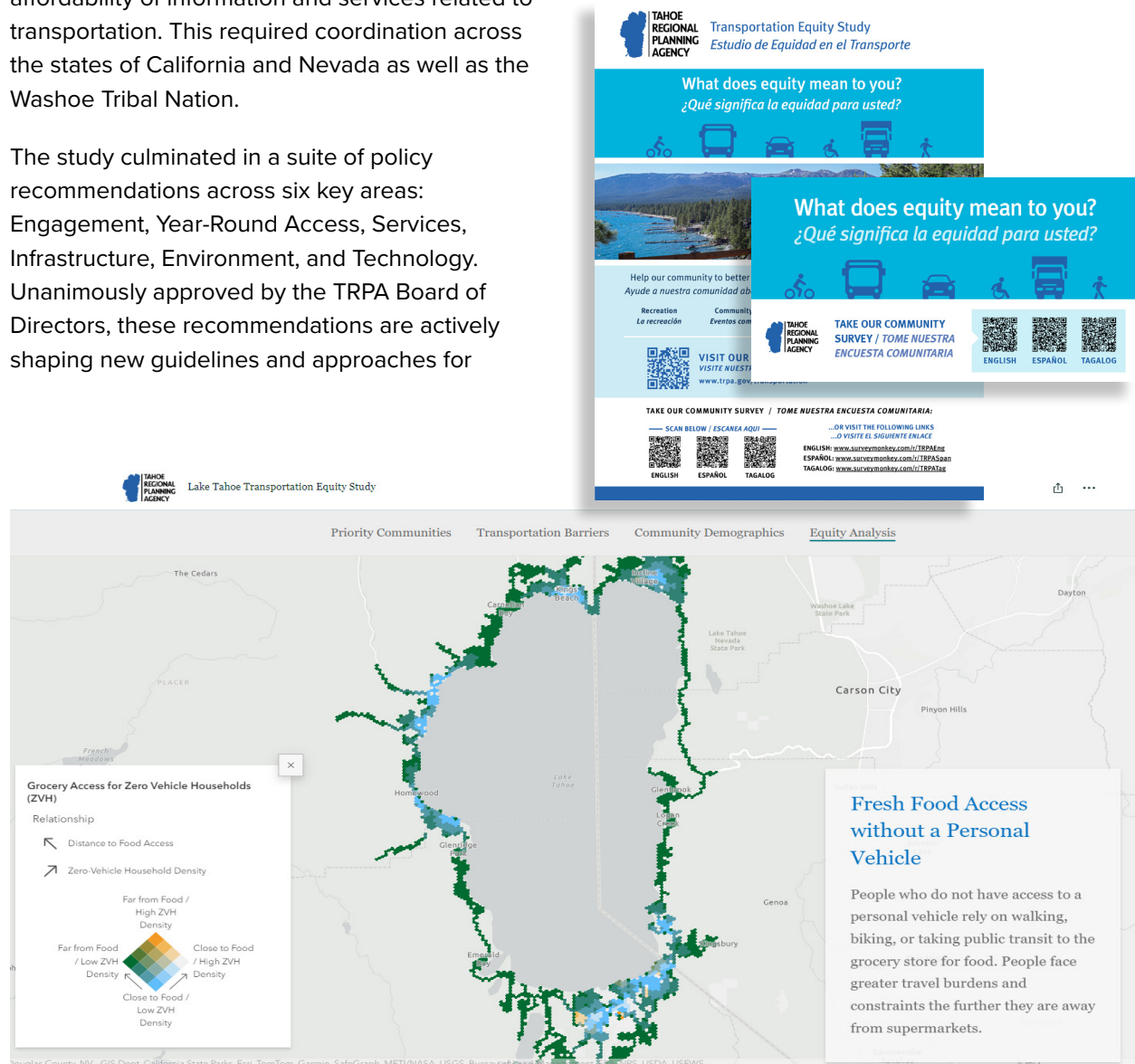
The study culminated in a suite of policy recommendations across six key areas: Engagement, Year-Round Access, Services, Infrastructure, Environment, and Technology. Unanimously approved by the TRPA Board of Directors, these recommendations are actively shaping new guidelines and approaches for

implementing equity policies in housing, public engagement, and the current update of TRPA's Regional Transportation Plan.

Performance Period: 2/2022 – 6/2023

Key Staff: Jim Damkowitch, Kendall Flint

Reference: Kira Richardson, Senior Transportation Planner, TRPA, Regional Planning Department
128 Market St, Stateline, NV 89410
(775) 589-5236 | ksmith@trpa.gov



ALAMEDA CTC, CENTRAL COUNTY COMPLETE STREETS IMPLEMENTATION STUDY

The Central County Complete Streets Implementation study brought together staff from the cities of Hayward and San Leandro and unincorporated Alameda County to develop a program for implementing Complete Streets policies. With funding from Alameda CTC's Sustainable Communities Technical Assistance Program, the study involved working with various stakeholders from the four partner agencies, developing a work program identifying specific actions to implement Complete Streets policies, defining standard operating procedures, creating implementation tools such as design guidelines and project checklists, and producing training/educational materials.

Dates of Services: 9/2015 – 2/2017

Key Staff: Alice Chen

Reference: Abhishek Parikh (formerly with City of Hayward; currently with City of Concord)
Department of Public Works, 1455 Gasoline Alley,
Concord, CA 94519
(916) 671-3139 | abhishek.parikh@cityofconcord.org

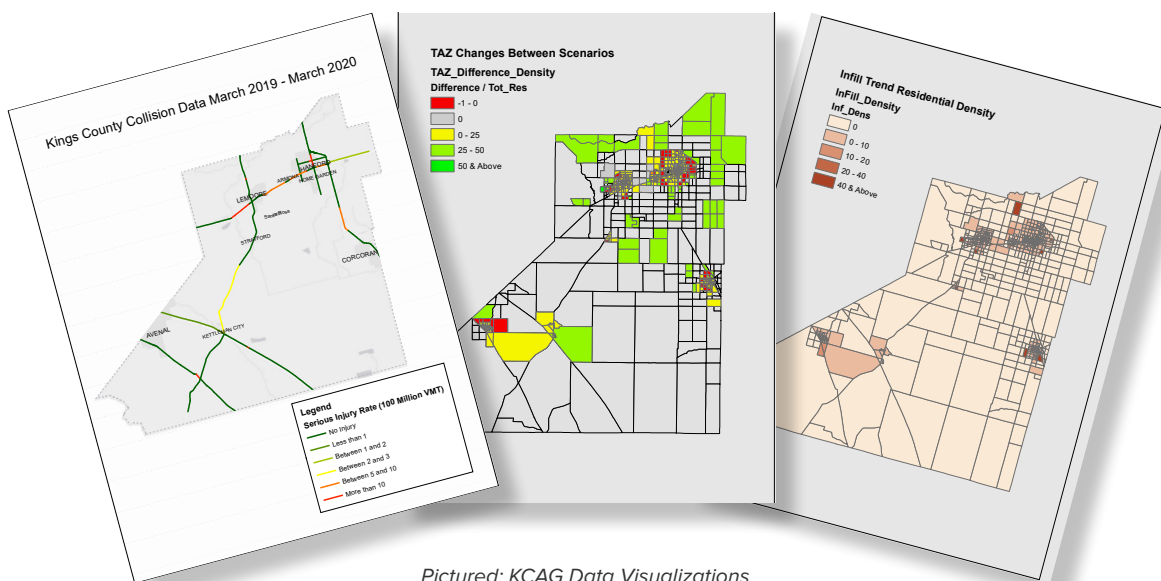
KINGS COUNTY ASSOCIATION OF GOVERNMENTS (KCAG) 2022 REGIONAL TRANSPORTATION PLAN/SUSTAINABLE COMMUNITIES STRATEGY & EIR

This project entailed reviewing/refining demographic projections; developed revenue projections anticipated over the 25-year planning horizon; assisted KCAG in developing financially constrained Tier I CIP list relative to project revenues; developed/refined KCAG's RTP/SCS performance measures. DKS coordinated and developed four alternative land use scenarios; processed travel forecasts and analysis for each land use scenario relative to the RTP/SCS performance measures – including an environmental justice analysis. DKS also assisted with the air quality conformity analysis; and provide support for EIR traffic section. Both the RTP/SCS and EIR were approved by the KCAG Board in September 2022.

Dates of Services: 8/2021 – 9/2022

Key Staff: Jim Damkowitch, Kendall Flint, Sylinda Villado

Reference: Terri King, Executive Director,
Kings County Association of Governments (KCAG)
339 W D St, Lemoore, CA 93245
(559) 852-2678 | terri.king@co.kings.ca.us



Pictured: KCAG Data Visualizations

REDDING AREA BUS AUTHORITY (RABA) ZERO EMISSIONS BUS IMPLEMENTATION PLAN

DKS is currently assisting the Redding Area Bus Authority (RABA) plan transition of its revenue fleet to zero emissions operations by 2040 in compliance with CARB's ICT Regulation and achieve the resulting greenhouse gas and other emissions reduction benefits. DKS is evaluating the feasibility of both battery electric buses (BEBs) and hydrogen fuel cell propulsion transit systems (FCEBs), including how conversion to either clean technology would impact transit service and determine the upgrades to RABA's facilities for fueling/charging and vehicle maintenance.

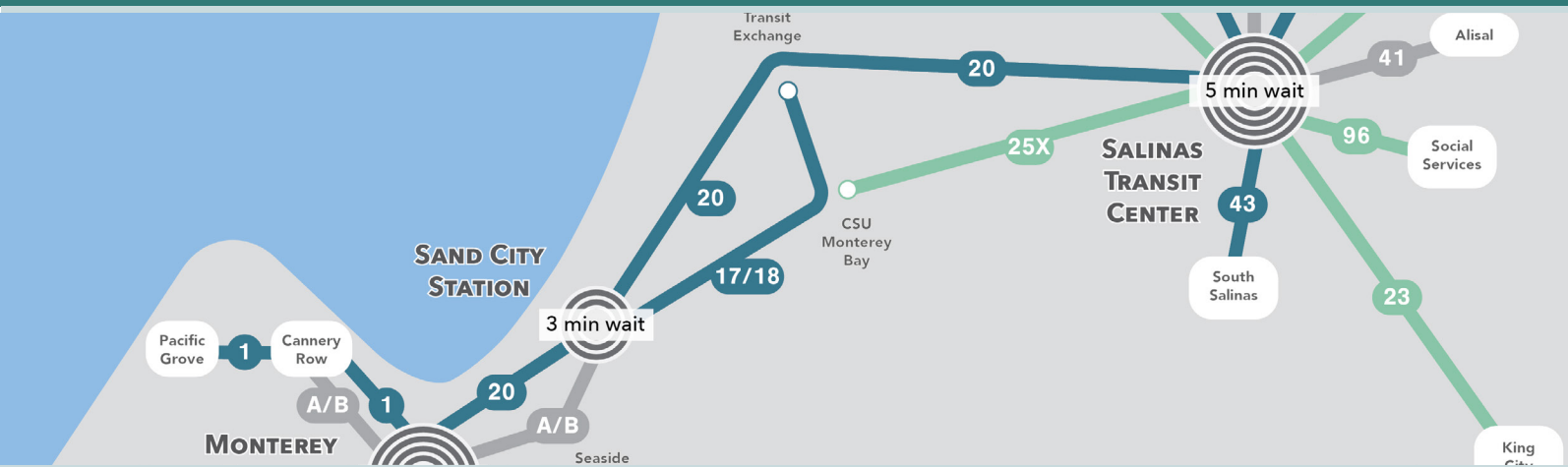
Specifically, this means the project must answer critical questions including: how best to charge BEBs considering RABA's unique service design, climate and topography; how maintaining a ZEB fleet will impact RABA's workforce in terms of training and compensation; and of course how much it will cost RABA to upgrade electrical systems and purchase, install and operate charging or fueling infrastructure as well as how this should be funded. This includes ensuring compliance with local land use provisions and the adequacy of timely electrical system upgrades through close coordination with local agencies, utilities and other key project stakeholders.

Dates of Services: 1/2025 – present

Key Staff: Bincy Koshy

Reference: Yujin Copeland, Management Analyst II, Redding Area Bus Authority
3333 South Market Street, Redding, CA 96001
(530) 225-4012 | ycopland@rabaride.com





MONTEREY-SALINAS TRANSIT (MST) COMPREHENSIVE OPERATIONAL ANALYSIS

In 2019 and 2020, Monterey-Salinas Transit (MST) experienced a series of setbacks. The U.S. Department of Defense, which had funded over 20% of fixed-route service, stopped doing so in 2019. In 2020, the COVID-19 pandemic temporarily shut down much of the local civilian economy. These events compelled MST to reevaluate its network from the ground up for the first time in twenty years, and to hire Jarrett Walker + Associates (JWA) to lead its consultant team.

JWA and their partners used data-based approaches to identify big picture issues, and led extensive outreach to understand community priorities. Outreach included focus groups with English- and Spanish speaking riders, conversations with many stakeholder organizations, and a phone survey of county residents.

The team used the information gathered to help MST focus on issues like the increasing distances between new development and existing activity centers; inequitable distribution of service between different parts of the county, and simplifying an extremely complex network of mostly infrequent routes. JWA and MST then developed a Draft Network Plan that would significantly reduce rider travel times, by:

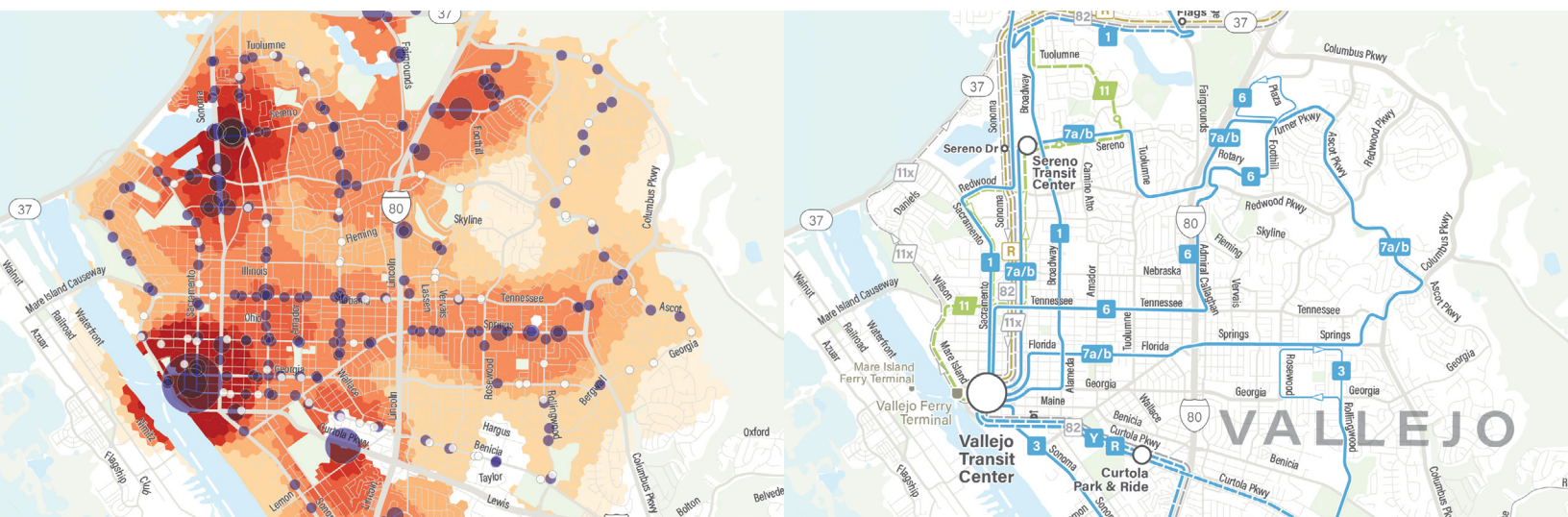
- Focusing on consistent all-day service patterns connecting many people and jobs.
- Maintaining coverage to isolated low-income areas and social services.
- Shifting more service to Salinas and South County, growing areas that are mostly Latino and low-income.
- Creating a system of timed transfers enabling seamless cross-town and cross-county trips.

The Draft Network Plan was developed at three different potential service levels, reflecting ongoing operational challenges, with the “medium” scenario serving as the baseline proposal. It received very positive community feedback, and required very few changes to become the Final Network Plan adopted by MST’s Board of Directors in February 2022. The JWA-led team then assisted MST with identifying new bus stop locations, proposing updated Title VI service standards, and developing customer-facing tools like an updated system map and a before vs. after trip comparison web tool.

Dates of Services: 11/2020 – 11/2022

Key Staff: Álvaro Caviedes

Reference: Michelle Overmeyer, Director of Planning & Innovation, Monterey-Salinas Transit
19 Upper Ragsdale Drive, Suite 200, Monterey CA 93940
(831) 264-5877 | movermeyer@mst.org



SOLANO COUNTY TRANSIT (SOLTRANS) COMPREHENSIVE OPERATIONAL ANALYSIS

In Spring 2024, the transit operator for Solano County, SolTrans, hired JWA to lead a Comprehensive Operational Analysis (COA) and develop recommendations to improve its network, seeking to “optimally allocate resources to provide the highest quality of service to the community in order to maximize ridership”. Like most transit agencies, SolTrans’ ridership had declined during the pandemic. During the intervening years, the agency made important improvements to its internal operations; introduced a pilot (later permanent) free Youth Pass, and assumed operation of the countywide SolanoExpress system. The COA would complement these operational changes by examining the network to determine whether changes to its structure could make transit a more attractive option for more people.

The project began with an existing conditions analysis, examining current transit performance, market factors, travel time and job access. This existing conditions report also included an in-depth analysis of Replica travel data to better understand current movements within the study area. Concurrently, initial engagement with stakeholders, partner agencies, riders and the public was conducted to confirm the goals of the overall project and get early feedback on potential design strategies. In Fall 2024, JWA began work leading the design of a draft network plan for local and express services with a Core Design Workshop convening SolTrans and partner staff.

The project is currently in its second phase of outreach, focused on the Draft Plan. The Draft Plan would consolidate some services, and use the savings to improve frequencies, run service later in the evenings, and run more service on Sundays. It would also increase the level of service along the I-80 corridor, running more trips throughout the day on express services by reducing some peak trips. SolTrans is seeking feedback on these tradeoffs, to determine if this is the right approach to evolve service in the future. Based on input received, plan revisions will be made in late Spring 2025, with a final report completed in Summer 2025.

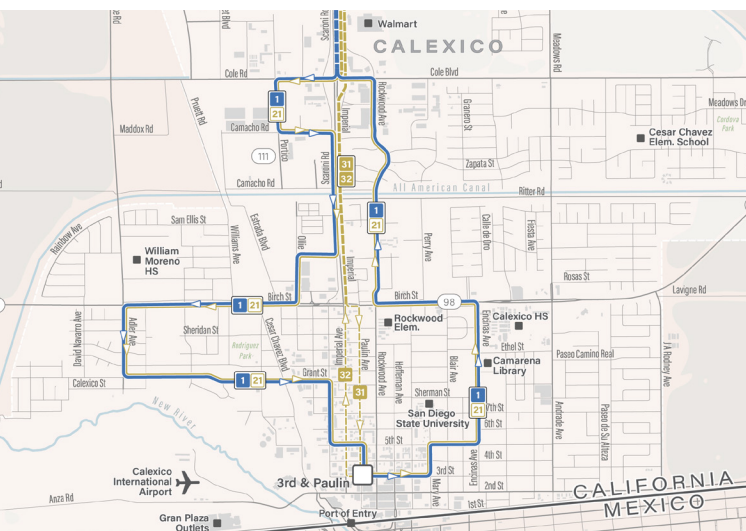
Dates of Services: 5/2024 – Present

Key Staff: Evan Landman, Manuel Soto

Reference: Mandi Renshaw, Planning & Marketing Manager, Solano County Transit (SolTrans)

1850 Broadway Street Vallejo, CA 94589

(707) 736-6982 | mandi@soltransride.com



IMPERIAL COUNTY TRANSPORTATION COMMISSION (ICTC) COMPREHENSIVE OPERATIONS ANALYSIS

The Imperial County Transportation Commission (ICTC) had been working on consolidating its transit services, especially on-demand services, into a single administration and brand – Imperial Valley Transit (IVT). The IVT network of routes and services had not been reviewed in more than 10 years and needed an overhaul to adjust to changes in development patterns and demand in the urban areas that comprise the Imperial Valley, and changes in funding and cost structure of services. JWA and their partners conducted extensive community engagement in English and Spanish, as well as managed a data collection process that included mobile pop-ups and tabling events, workshops with stakeholders, community surveys, and a full ridecheck. The ridecheck involved a 100% count of boardings and alightings on every stop and on every service trip in the system. The outcome of these efforts was a complete understanding of current demand patterns on the system, and of community priorities to address unmet transit needs.

The team used the information gathered to streamline the network of fixed routes across the valley, covering 40 miles from Calexico to Niland (in the north end), and 20 miles from Seeley to Holtville (west to east), and establish a series of timed transfers in the cities of El Centro and Brawley, to enable direct and seamless travel between all urban areas. This structure also allows for timed connections with community circulation routes and on-demand services that provide coverage to low-density and isolated areas of low demand for transit.

The benefits of the new network structure include extended hours of service during weekday evenings and weekend days on all services, higher frequency on the services with higher demand, and the operational integration of on-demand “microtransit” services with fixed-route services to deliver service more efficiently and effectively across the valley, and to provide riders with better access to jobs, education, health, and other opportunities.

Dates of Services: 12/2024 - present

Key Staff: Manuel Soto, Álvaro Caviedes

Reference: Gustavo Gomez, Senior Transportation Planner, Imperial County Transportation Commission
1503 N. Imperial Ave., Suite 104, El Centro, CA 92243
(760) 592-494 | gustavogomez@imperialctc.org

HUMBOLDT COUNTY REGIONAL VISION ZERO ACTION PLAN

The Humboldt County Regional Vision Zero Action Plan aims to reduce and eliminate serious-injury and fatal crashes affecting all roadway users, consistent with the U.S. Department of Transportation (USDOT) Safe Streets for All (SS4A) Program. The SS4A program supports the USDOT's National Roadway Safety Strategy and their goal of zero roadway deaths using a Safe System Approach. On this project, GHD is a subconsultant to SmithGroup.

GHD is leading the data analysis, as well as the identification of countermeasures, strategies, and projects. The data analysis will characterize roadway safety problems, strengthening the region's approach to countermeasures, strategies, and projects that address the most significant safety risks. Additionally, GHD is supporting the quick-build demonstration projects. GHD is leading the environmental review and the evaluation of before-and-after data for the quick-build demonstration projects. The before-and-after data will assess the safety benefits of each quick-build demonstration project, to ensure the effectiveness of projects included in the plan.

Dates of Services: 06/2025 - Present

Key Staff: Melissa Estrada, Todd Tregenza, Amber Shows, Zach Porteous

Reference: Brendan Byrd, Executive Director, 611 I Street, Suite B, Eureka, CA 95001 (707) 444-8208 | brendan.byrd@hcaog.net



STRATEGIC INFILL REDEVELOPMENT PLAN & LONG-RANGE PLANNING SERVICES

GHD worked with Planwest Partners and the City of Arcata to prepare updates and amendments to the City's General Plan, including the Gateway Area Plan, and a targeted infill zoning ordinance centered on a form-based code for areas within the Gateway Area, and technical studies. GHD also analyzed potential impacts of implementing the General Plan 2045 and the form-based code under CEQA. GHD services included:

- Preparation of a Program Environmental Impact Report (EIR) under CEQA for the General Plan and associated form-based code
- Completion of transportation analysis and Circulation Element update consistent with Senate Bill (SB) 743
- Development of a multimodal transportation plan for the Gateway Area Plan, including new street connections, robust multimodal concepts, and travel demand management measures to reduce parking and vehicular traffic demand. Conceptual layouts of multimodal improvements were also prepared, including provision of Class I trails and Class IV bicycle facilities
- Development of a unique Geographic Information System (GIS)-based model (Place Mix) to estimate VMT and noise impacts
- Review and preparation of other technical studies to support General Plan elements and the EIR, including a Programmatic Biological Resources study, hazardous materials assessment, noise study, and visual ED modeling.

Dates of Services: 04/2021 – 07/2024

Key Staff: Kristen Orth-Gordinier, Todd Tregenza

Reference: David Loya, Community Development Director, City of Arcata 736 F Street, Arcata, CA 95521 (707) 825-2045 | dloya@cityofarcata.org

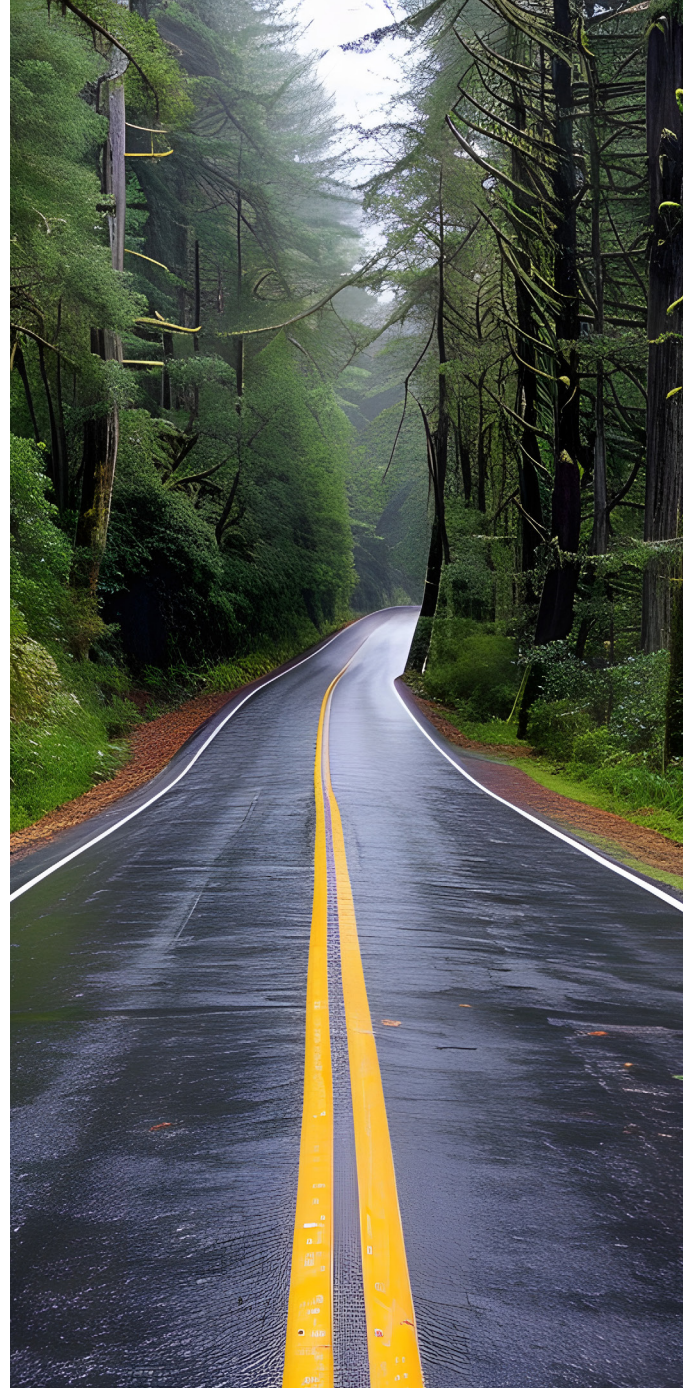
APPROACH

OVERALL APPROACH

Our approach is grounded in best practices and lessons learned from completing similar regional and multimodal planning efforts with multiple partner agencies across California and beyond.

Our approach combines **technical analysis, collaborative facilitation, and stakeholder engagement** into an integrated process:

1. **Build Trust Early:** Begin with structured, inclusive facilitation to create consensus on goals, priorities, and decision-making processes.
2. **Ground in Community Values:** Use surveys, interviews, and workshops to elevate the voices of seniors, low-income residents, tribal communities, and youth in defining priorities.
3. **Technical Rigor:** Provide a clear, data-driven assessment of existing conditions, demand patterns, and equity indicators, while drawing on recent Humboldt-specific studies (Transit Development Plan 2023, McKinleyville Transit Study, VROOM 2042 RTP, etc.)
4. **Policy and Governance Linkage:** Facilitate intergovernmental dialogue to align service delivery with supportive land-use policies and explore governance models that enhance efficiency and funding access.
5. **Action-Oriented Deliverables:** Deliver a plan with practical, implementable strategies backed by broad consensus and political feasibility.



BUILDING PARTNERSHIPS

Working closely with HCAOG and partner agencies, the first step is to develop a **purpose statement** for the ad-hoc Project Steering Working Group (PSWG) and define the roles and responsibilities of the group. The PSWG will build upon and serve to strengthen intergovernmental relationships among these local and tribal agencies as well as with HTA and other transit service providers. This group will serve as the core decision-making forum to address complex and costly network management decisions, align land use and transit policies, and build consensus on regionally focused strategies.

The DKS team will prepare a schedule and agendas and facilitate quarterly meetings of the PSWG over the course of the project. Each meeting will align with milestones in the project schedule.

DEVELOPING THE PLAN

The development of the plan will be a team effort, with JWA leading Tasks 3.1 and 3.3 as our transit experts, while leveraging GHD's local connections and PlaceMix Tool for Task 3.2.

Cornerstones of JWA's approach

Our approach to network planning is distinctive in several ways, but especially in the great importance we place on public and stakeholder engagement. We don't just try to talk to everyone or collect voluminous input. We think critically, from the very beginning of a project, about which choices should be answered by the community, rather than by technical experts.

We educate stakeholders so that they become better advocates for their own interests and better partners with their transit agency. Additionally, we focus peoples' attention at the times when they can have the most influence over the big decisions. This approach allows us to collect public input that represents the diversity of transit stakeholders in a community; public input that is clear and actionable.



Explaining at Every Step

We believe that a good explanation is good planning. At every step in our work, we ask not just “Is this right?” but also “How do we make this clear to an interested, non-technical person?” To that end, we see data analysis as more than just a technical tool. The best data analyses help us build narratives that clarify how different facts relate to each other, and what we have the power to change.

When we report data, we use compelling visuals that engage people’s curiosity about how public transit works and help them truly understand the consequences of public transit design choices. These include maps that can be understood at multiple levels of detail, explanatory illustrations, and other graphics.

Our goal is not just to write a report or make a recommendation. We want to build understanding, so that when a final plan is adopted, stakeholders and elected officials understand the network, including what choices had to be made and what outcomes can be expected.

Distinguishing Facts from Judgments

Public transit authorities need to be clear about the kind of truth they are trying to convey, so that facts cannot be mistaken for opinions. Some insights about public transit are cultural, such as what kinds of vehicles people tend to prefer riding in. Some insights are empirical, which means they are derived from the study of data, such as how ridership tends to vary with gas prices or frequency or fares. But many of the facts about public transit are geometric or mathematical, and these are vastly more certain than the others. Most of the key facts about what makes public transit useful are mathematical facts, including:

- The role of density in determining potential public transit demand.
- The role of linearity or straightness in determining the usefulness and cost of a public transit line.

- The way that waiting time becomes more important than in-vehicle travel time, when peoples’ transit trips get shorter.
- The way that vehicles’ responsiveness to individual requests trades-off against efficiency and travel time of other passengers.

When we engage the public, stakeholders and elected officials, we work hard to convene people in the presence of the facts. So that we do not need to ask: “What do you think of the facts?” Instead, we ask: “Given the facts, what do you think your transit agency should do?” This helps people understand where creativity is possible, and where hard choices really must be made based on the community’s values, rather than on expert advice.



Pictured: JWA Workshop

Developing the Plan – Core Design Retreats

Whenever possible, JWA prefers to develop substantial new network ideas in collaboration with local transit agency, city, and county staff, through a Core Design Retreat. Using a Core Design Retreat as part of a service planning process:

- Ensures that the consulting team has the benefit of lived experience and local knowledge, not just data
- Ensures that key staff are fully engaged in developing the ideas and therefore have ownership of them after we leave
- Ensures that staff understand not just what is recommended but exactly why it is recommended, and what other options were explored
- Produces better network design ideas than any consultant could create working separately, no matter how thoroughly they analyzed the data

A Core Design Retreat is an intensive workshop, one or more days long, facilitated by JWA senior staff. Before the pandemic, key staff would work around a conference table to develop network design ideas. We use the term “retreat” because it should have a sense of an event: calendars cleared, phones off, and ideally an off-site location where staff will not be interrupted.

This is important because network design requires synthetic rather than analytic thinking. It arises from having ideas and continuously testing them and their interaction effects. This process works best when it’s done intensively, in an environment designed to foster creativity. JWA facilitates the Retreat so that it gets the job done without being over-planned to the point of suppressing creativity.

The key outcome of this process is not just a recommendation but a shared understanding of how and why the recommendation is what it is. Core Design Retreats result in durable ideas that staff and the consultant are both able to own and explain, and which, therefore, have a better chance of political and organizational acceptance.

IMPLEMENTING FRAMEWORK

Once the plan has been approved, these next steps focus on the framework for implementing the plan. This would include updates and changes to land use policies, programs, and procedures, starting with sharing best practices that promote transit and active transportation for partner agencies to consider. This framework would include implementation guidance and tools, such as sample transit-supportive policies, governance models, interagency consultation procedures, and sample staff reports, to help build capacity of resource-constrained partner agency staff to implement transit-supportive, transit-friendly policies, procedures, and practices.



Pictured: JWA Workshop

MANAGEMENT PLAN

Project Manager Alice Chen will lead and coordinate all the project tasks and deliverables and be responsible for managing and reporting activities. DKS uses technical and administrative tools to effectively manage projects by minimizing administrative time and maximizing our time to serve clients. Our approach is key to meeting schedules and delivering a quality product within budget. The important elements of our approach that keep our projects on time include:

- Providing an experienced and effective project manager
- Ongoing, proactive internal and client team collaboration managed by our project manager, Alice Chen.
- Using an internal online management tool to provide a constant view of the project's status and schedule
- Maintaining a constant view of upcoming deliverables in a shared internal online calendar
- Conducting regular check-in meetings with the team to report progress on short-term action items and upcoming deliverables to address issues early and maintain accountability to schedule.

Short-term action lists will be continuously updated for the bi-weekly check-in meetings based on HCOAG's project manager's preference platform (Google, Microsoft Teams etc.).

- Frequently communicating with the HCOAG project manager to understand needs and coordinate on the project approach






Our team is committed to:

- **Collaboration:** Engaging agency partners, advisory groups, and the public to ensure perspectives are captured and reflected in decision-making
- **Integration:** Building synergies across land use, mobility, and transit planning at a regional level so the final plan reflects Humboldt County's unique geography, demographics, and community values
- **Innovation:** Applying analytical tools as needed and peer best practices to develop implementable recommendations that aligns land use policies, codes, and investments with regional transit priorities.
- **Efficiency:** Using clear project management tools and structures, timely communication, and streamlined deliverables to stay on budget and on schedule



FIGURE 2. DKS PROJECT MANAGEMENT PROCESS

CHALLENGES AND SOLUTIONS

| DKS DIFFERENTIATORS | CHALLENGES | SOLUTIONS |
|---|--|--|
|  LEADERS IN TRANSIT NETWORK PLANNING | Understanding the divergent needs for transit services to achieve consensus on regional vision and goals to develop new transit network design. | Apply a distinctive approach to transit network planning to help stakeholders understand where hard choices really must be made based on the community's values. |
|  DEEP UNDERSTANDING OF LOCAL LAND USE POLICIES AND PRACTICE | Land use policy integration to better integrate transit and active transportation will vary by jurisdiction. | Leverage our connections with local planning staff to better align local land use policies, codes, and permitting with regional mobility goals. |
|  PLAN IMPLEMENTATION AND CAPACITY BUILDING | Limited capacity, yet active engagement is critical to not only the project's success, but also the implementation of the plan in the years to come. | Formalize the roles and responsibilities of the PSWG in a purpose statement and provide tools and guidance to help build staff capacity for plan implementation. |
|  EQUITABLE AND EFFECTIVE COMMUNITY ENGAGEMENT | Engaging community stakeholders, particularly those who rely on transit for essential mobility. | Educate stakeholders so that they become better advocates for their own interests and better partners with their transit providers. |
|  GIS SPECIALISTS AND SOURCE FOR LOCAL SPATIAL DATA SETS | HCAOG and partner agencies have limited GIS capacity. | Leverage role as the region's comprehensive source of spatial data to assemble and curate datasets on land use, equity, multimodal access, and environmental conditions. |

SCOPE OF WORK

TASK 1: PROJECT MANAGEMENT AND REPORTING

1.1: PROJECT KICK-OFF MEETING

DKS will organize an in-person project kick-off meeting with HCAOG and partner agency staff. The meeting agenda will include verification of project goals, discussion of the project approach, scope of work, schedule, and deliverables, and establishing the operational and communication protocols. Partner agency staff may include representatives from County of Humboldt, Humboldt Transit Authority (HTA), other transit and mobility-service providers, each of the seven (7) cities namely Arcata, Eureka, Blue Lake, Ferndale, Fortuna, Rio Dell, and Trinidad, tribal governments - Cher-Ae Heights Indian Community of the Trinidad, Karuk Tribe, and Yurok Tribe, and other key community stakeholders.

1.2: PROJECT COORDINATION

Over the course of the 18–20 month project, DKS will coordinate with HCAOG through bi-weekly check-in meetings, via Teams or your preferred platform. These meetings will provide a regular forum to update HCAOG on project progress, track milestones, and address key decision points to ensure the project remains on schedule and within budget. DKS will prepare meeting agendas, document action items and decisions, and provide meeting notes following each session. The action list will be updated after each check-in meeting. Additional coordination will be offered on an as-needed basis to address emerging issues or to support critical decisions.

1.3: INVOICING AND REPORTING

DKS will issue monthly invoices with budget tracking and quarterly progress reports summarizing project progress and grant expenditures.

TASK 1 DELIVERABLES

- Kick-off meeting: attendance, agenda, meeting notes; project timeline
- Bi-weekly check-in meetings: attendance, agenda, meeting notes with action items
- Monthly invoices and quarterly progress reports

TASK 2: LEAD FACILITATION OF ADVISORY GROUPS

Developing a successful Plan requires more than technical analysis - it depends on collaborative facilitation and stakeholder engagement. The DKS team will lead the facilitation of Project Steering Working Group (PSWG) who are tasked with working directly with the project team and consultants to complete the comprehensive transit network analysis; tackling network management decisions; developing transit-supportive local land use policy directives; and achieving consensus on regional collaborative policy directives.

The PSWG is comprised of key agencies including, but not limited to:

- HTA
- Cher-Ae Heights Indian Community of the Trinidad Rancheria
- City of Arcata
- City of Blue Lake
- City of Eureka
- City of Trinidad
- County of Humboldt
- Yurok Tribe

First, the DKS team will work with the HCAOG and the PSWG to develop a purpose statement. The PSWG will build upon and serve to strengthen intergovernmental relationships among these local and tribal agencies as well as with HTA and other transit service providers. This group will serve as the core decision-making forum to address complex and costly network management decisions, align land use and transit policies, and build consensus on regionally focused strategies.

Meeting Facilitation: DKS team will facilitate quarterly PSWG meetings (six total, with two in-person and four virtual) aligned to project milestones. Sample agenda topics include:

- Establishing the regional vision and understanding trade-offs
- Identifying priority values (equity, coverage, ridership, customer experience)
- Discussing scenarios for system redesign, microtransit, and regional connectivity
- Reviewing land use and transit policy connections
- Reviewing and refining the draft Comprehensive Plan

Site Visits and Interviews: Our team will coordinate the site visit with the visioning and trade-offs workshop (subtask 3.1.3), and with the development of network concepts (subtask 3.1.4) subtask below, so that we conduct one trip where we spend several days on site, learning about the community, working with the PSWG, and collaborating with transit planning staff on a transit vision for the county, and two transit network concepts to present to the community for their input.

Broader Stakeholder Engagement: DKS team will facilitate up to three additional meetings with other cities (Ferndale, Fortuna, Rio Dell), tribal partners, social service agencies, senior and disability advocates, schools, and youth organizations to incorporate diverse perspectives. These additional meetings may be combined with the larger workshop and site visit.

Policy Advisory Group: To avoid meeting fatigue and make better use of staff resources, we recommend integrating the policy advisory group with the HCAOG Policy Advisory Committee. In partnership with HCAOG, the DKS team will provide materials to support convening a policy advisory group focused on land use, housing, greenhouse gas reduction, and revenue strategies specifically related to this effort.



Pictured: Sample Pop-up Event hosted by DKS

Our team will provide GIS-based visuals and technical analysis to clarify issues, and deploy PlaceMix outputs to ground conversations in real-world land use and mobility scenarios. Equally important, our team's local staff in Eureka will provide a trusted presence and established relationships with jurisdictions, tribes, and community stakeholders, ensuring discussions are informed by both data and context.

TASK 2 DELIVERABLES

- Meeting schedule and agenda topics
- PSWG purpose statement (admin draft, draft, final)
- Facilitation of six PSWG meetings (agendas, notes, attendance)
- Site visits and up to four stakeholder/operator interviews
- Materials for up to three stakeholder meetings beyond the PSWG
- Materials to support up to six policy advisory group sessions

TASK 3: COMPREHENSIVE PLAN FOR REGIONAL TRANSIT

TASK 3.1 UNDERSTANDING THE COMMUNITY'S TRANSIT & MOBILITY VALUES AND PRIORITIES

The DKS Team will conduct five major subtasks for developing a vision for transit in the community and regional understanding of values and priorities for transit and walking access networks.

3.1.1 Review of Transit Service Plans

Our team will start by reviewing previous planning documents and transit studies, including the analysis and recommendations of the 2023 Transit Development Plan, the 2024 Comp Plan or VROOM, the transit studies for McKinleyville and Blue Lake Rancheria, and additional studies such as the Mobility On-Demand Strategic Plan, and Caltrans' Intercity Transit Plan and Complete Streets Plan.

3.1.2 Transit Team Site Visit

Our team will complement our review of previous plans and studies with a 2-day site visit to understand physical conditions and transit markets. We will clear our calendars and dedicate 2 full days to explore the service area, where we will ride on a few of HTA services and follow the routes of

other services. JWA does this on all their projects, and often invite transit planning staff to join in the field tour. Our goal for the visit is to understand the scope of the service area, observe transit operations, passenger activity, and interactions with drivers, and assess other aspects of providing transit service, such as bus stop placement, infrastructure, signage and wayfinding, and walking access and pedestrian safety.

3.1.3 Visioning Workshop with Project Steering Working Group

Following our 2-day field tour, we propose to engage with the Project Steering Working Group in a long 3- to 4-hour workshop where we will conduct a transit planning game, discuss policy choices, and develop a vision for transit in the community.

We typically begin stakeholder workshops with a simple “planning game” in which participants can play with the basic building blocks of transit. We use pieces of colored waxed string to represent lines and frequencies. We form small groups, and each group is given a finite quantity of string, representing a limited budget, so they discover for themselves how far this resource will go. This forces them to make choices that reveal their priorities. They discover the basic facts and trade-offs of transit, so that when they assess a real-world transit proposal, they can grasp why certain choices had to be made.



Pictured: JWA Planning Game



At the end of the game, we post the results of each table's work and lead a discussion about how these networks are similar or different, and how they would be better or worse at different goals. Most of what we need the stakeholders to understand arises out of this process, which means we don't have to lecture as much. We want people to know and remember the facts because they make intuitive sense, not because we told them so.

At the end of this educational exercise, the stakeholders will be well-equipped to articulate clear positions on the priorities that HTA should focus on, in redesigning its network and developing expansionary scenarios. The areas served by the Arcata & Mad River Transit Service, Eureka Transit Service, and Redwood Transit Service will be the main focus of the network analysis.

3.1.4 Develop Ridership and Coverage Network Concepts

We will use the results of this workshop, and the knowledge accumulated until this point (including the market analysis and transit service review tasks that should happen in parallel), to develop two contrasting network concepts that will be designed to explore different policy choices - one emphasizing services that prioritize ridership, the other emphasizing services that prioritize coverage, that will reflect two contrasting alternatives on how to deliver transit service in Humboldt County. The two network concepts will be developed based on a financially constrained scenario to illustrate the trade-offs in the current system. We will develop these concepts in collaboration with HTA's transit service planners and other transit partners, in another workshop or Core Design Retreat, that we will hold in-person, right after our 2-day field tour and workshop with the project steering committee.

Following this Core Design Retreat – after our site visit, we will work on refining the network concepts, quantify their level of service and resource requirements (service frequencies, span of service, vehicles required in maximum service, revenue hours and miles and staffing needs), and develop network maps and products for community

engagement that will include among other things, an evaluation of access to opportunities of each network concept to facilitate understanding of service design choices.

3.1.5 Develop Engagement Materials and Report Out

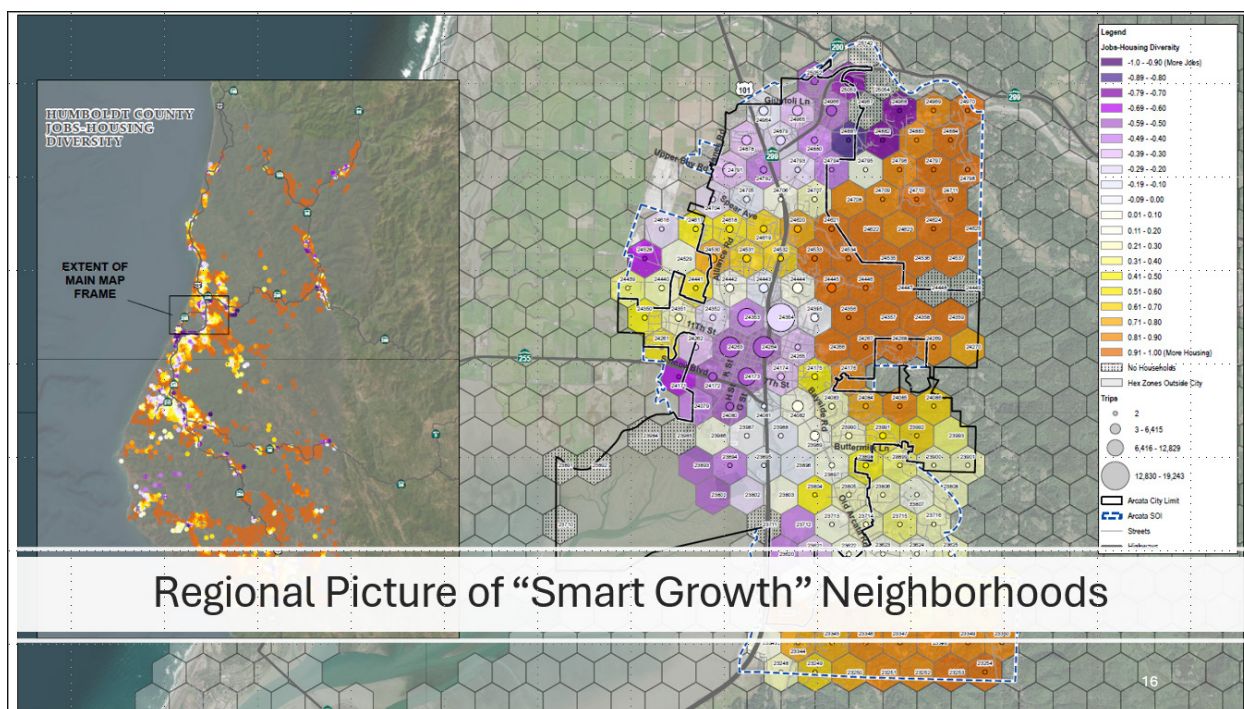
The two concept networks will be our way of bringing the discussion about trade-offs, policy choices, and vision for transit to the community for their input.

The two network concepts would give members of the public a chance to see what a ridership-oriented network redesign would look like in terms of the actual changes to transit lines and demand-responsive services. Based on this, they could provide feedback on whether or not we have the right balance between services that provide frequency to high-density of activity areas and access to low-density residential and rural areas.

At this time, we would also ask the public about their priorities for future improvements with additional resources.

The purpose is to not just get their feedback but use their input to establish priorities and guidance around their mobility values. This will provide us with a set of preferences to move forward to the next stage and develop network growth scenarios that match the community's vision for transit.





Pictured: GHD PlaceMix Data Visualization

TASK 3.2 EXISTING CONDITIONS REPORT ON COMMUNITY & REGIONAL CHARACTERISTICS

The DKS team will build upon extensive mapping, data collection, and analysis already completed through recent planning efforts, including the 2023 Transit Development Plan (TDP) and VROOM 2022-2042 Regional Transportation Plan. These plans provide a strong baseline of information related to transit services, land use patterns, demographics, and regional transportation needs. By leveraging this prior work, the project team will focus on synthesizing and expanding the most relevant datasets, ensuring that the Comprehensive Plan reflects up-to-date conditions without duplicating prior efforts.

Our team will apply a combination of GIS mapping, desktop research, and extensive agency coordination to compile and update datasets. Using the strong foundation provided by the TDP and RTP, the DKS team will focus on filling critical gaps and refining the data to align with the objectives of this project.

This includes collaboration with HCAOG, HTA, tribal governments, and other partner agencies to verify datasets and ensure local knowledge is incorporated.

Our team brings the ability to extend and apply PlaceMix, GHS's in-house framework for analyzing the intersection of land use and transportation. PlaceMix has already been deployed in Humboldt through the Arcata General Plan Update, the Fortuna Mill District Specific Plan, and most recently the Humboldt Vibrant & Multimodal Neighborhood Planning project (ongoing). These past and ongoing investments have established a foundation for identifying infill opportunities, evaluating jobs-housing balance, and analyzing walkability and bikeability to destinations such as parks, schools, and libraries. Under this study, we will build on this foundation by expanding PlaceMix to evaluate accessibility to transit facilities, linking local land use choices directly with regional multimodal planning objectives.

GHD will take the lead in developing the Existing Conditions Report, coordinating closely with the DKS team. This effort will include:

- GIS and Data Support: Curating and providing all relevant datasets, filling gaps in HCAOG's limited GIS capabilities.
- Spatial and Equity Analysis: Mapping and analyzing demographics, housing, jobs, travel demand, and equity factors (zero-vehicle households, low-income communities, and other disadvantaged/underinvested communities).
- PlaceMix Integration: Extending PlaceMix to evaluate infill opportunities that may support increased transit, jobs–housing balance, and walkability/bikeability to transit, building on prior investments in the tool.
- Technical Deliverables: Preparing draft maps, tables, and graphics for the Existing Conditions Report, ensuring products are accessible, decision-ready, and aligned with HCAOG's equity objectives.

This report will combine quantitative data analysis with qualitative insights to ensure that the region's unique needs and challenges are fully understood. The findings will guide subsequent tasks, including the transit market analysis and development of the comprehensive plan.

Task 3.3 Transit Market Analysis & Regional Operations Assessment

During Task 3.2, our team will develop a thorough demographic analysis that documents the state of HTA's transit markets and supporting land uses. In this task, we will complement that with a detailed assessment of how the agency's current service offering addresses its transit markets and mobility needs.

3.3.1 Key Choices Facing Humboldt County

In this subtask, we will extract the key findings and takeaways of the market analysis, and the transit operations and performance analysis (subtask 3.3.2

below), and identify the key trade-offs and service policy choices that face HTA today.

Our team will illustrate some of these trade-offs in a brief tech memo or Choices Report. Reading this report will provide people and stakeholders with an understanding not just of how transit services are performing, but of how land use and service conditions have led to certain outcomes, and what choices the region can make about the future of transit.

The Choices Report will provide the foundation for the trade-offs workshop with the project steering group, and for building the two cost-neutral and contrasting network design options that emphasize ridership and coverage.

3.3.2 Transit Operations and Performance Analysis

In this subtask, we will conduct a deep dive into transit service operations of HTA and all partner services using the 2023 TDP as baseline but updating for 2025 ridership and operations data to understand performance trends.

This task assumes that HTA and its partners have updated and detailed ridership available, route-by-route and service-by-service, for an average weekday, Saturday, and Sunday, and ideally for each service trip and for each bus stop or pick-up and drop-off location.

We will use this information to produce a standard set of ridership, operations, and financial statistics and complete performance profile of the system, including productivity and cost-efficiency measures.

This performance profile will complement the market analysis and help in guiding the discussion about trade-offs, vision, and financial sustainability of the system. The purpose of this task is also to develop clear facts to guide key discussions around conflicting goals listed in the RFP such as, reducing capital and operational costs, retaining vital connections from rural areas to urbanized cores, and replacing low-ridership fixed-routes with ADA compliant on-demand service.

3.3.3 Transit Governance and Funding

An important aspect of these discussions will also be understanding the governance structure and funding capacity of HTA and its service partners. We will rely on HTA and the HCAOG providing most information for this analysis.

HCAOG as the RTPA is responsible for the administration of the Transportation Development Act (TDA) funds received for the Humboldt region. In this role, HCAOG must identify any unmet public transit need that may exist in Humboldt County. Funding sources include Local Transportation Fund (LTF) and State Transit Assistance (STA) funds, California's State of Good Repair program and Low Carbon Transit Operations program, as well as several Federal Transit Administration (FTA) programs.

We anticipate that the topic of one of the PSWG meetings will be transit governance and funding.

3.3.4 Develop Long-Range Network Scenarios

Following the community engagement with the concept networks in Task 3.1, we will produce a network map and quantification of resource requirements, for a financially constrained scenario that is based on the input received about the ridership-coverage split.

Then, following the transit governance and funding structure review, we will develop two additional scenarios – for instance, at +10% and +30% funding (to be determined with HTA), based on the stakeholders and community input received about priorities for future investment.

These two additional scenarios will also be developed in collaboration with HTA's transit service planners and partners in a second Core Design Retreat that will be hosted virtually, where we will develop two additional network maps for short- and long-term growth (5 and 10 years; +10% and +30% funding respectively). Once the two growth scenarios are defined, we will also conduct an evaluation of access to jobs and opportunities for all

population groups, and especially to disadvantaged groups, to provide an understanding of their benefit and transit investment choices.

3.3.5 Develop Engagement Materials and Report Out

The network growth scenarios' maps and access evaluation will be shared with the community for their input and validation. In this round of engagement, we would present the community with three different funding scenarios for the same network – a modified version of the financially constrained scenario that illustrates the right ridership-coverage split, and two growth scenarios at +10% and +30% funding, that illustrate the community's priorities for future investment.

This round of engagement would also be an opportunity for the public and stakeholders to provide open-ended input on specific routes and network planning decisions. We will then use the community's input to finalize the network growth scenarios and the plan for service to produce the final Comprehensive Plan for regional transit service.



Pictured: Sample Engagement Materials.

TASK 3.4 DEVELOP COMPREHENSIVE PLAN

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

TASK 3 DELIVERABLES

- Purpose/vision statement for Humboldt regional transit service and active mobility (Admin draft, draft, and final)
- Online community survey to inform and solicit public input (bilingual and ADA-compliant)
- Existing Conditions Report (ADA accessible) (Admin draft, draft, and final)
- Transit Market Analysis & Regional Operations Assessment (ADA accessible) (Admin draft, draft, and final)
- Comprehensive Plan (Admin draft, record of comments from PSWG and other stakeholders, public review draft, and final draft (all ADA accessible))
- Presentation of draft and/or final plan at public meetings (ADA accessible). (4)(1 in-person, 3 virtual)

TASK 4: LAND USE-TRANSPORTATION POLICY CONNECTIONS

TASK 4.1 LITERATURE REVIEW AND BEST PRACTICES

The DKS team will research relevant land use policies and identify applicable best practices for pro-transit and transit-supportive land use policies for rural and tribal contexts. This will be documented in a technical memorandum that can be shared with local jurisdictions to facilitate a discussion and further exploration of strategies that best promote the vision for Humboldt's regional transit service and multimodal networks.

GHD will contribute policy expertise and lessons learned from the Vibrant & Multimodal Neighborhood Planning project, Arcata General Plan, and Fortuna Mill District Specific Plan. GHD will work with the project team to review draft policy language for integration into local and tribal planning documents, and use GIS-based analyses illustrating where policy interventions can best advance multimodal and equity outcomes. Our local presence will also support presenting and workshopping these policies with the Steering Working Group and partner agencies.

TASK 4.2: IMPLEMENTATION GUIDANCE

The DKS team will identify procedures for improving governmental agency consultations with HTA at various steps during the local development review process. Working with the PSWG, the DKS team will explore opportunities to incorporate pro-transit and transit-supportive land use policies into local and tribal planning documents and processes, such as the General Plans, Tribal Plans, and Specific Plans as well as local ordinances and zoning codes. This implementation guidance will assist HCAOG in preparing agency partners to propose, adopt, and/or implement the identified procedures/best practices or policies.

TASK 4.3: AGENCY MEETINGS

To support staff at PSWG agencies to incorporate or adopt the pro-transit policies, the DKS team will attend local planning commissions or city council, board of supervisors, and tribal councils to present policies, processes, and/or programs that promote the vision for regional transit and multimodal networks.

TASK 4 DELIVERABLES

- Technical Memo: Pro-Transit Policies Literature Review/Best Practices (Admin draft, draft, and final (all ADA accessible))
- Implementation Guidance: Procedures for intergovernmental consultations with HTA, Procedures to incorporate/adopt pro-transit land use policies into local and tribal planning documents and processes, Implementation actions, draft staff report templates (Admin draft, draft, and final (all ADA accessible))
- Attendance/presentation at PSWG agency meetings (up to 8 meetings)

TASK 5: STAKEHOLDER OUTREACH, ENGAGEMENT, & INPUT

While HCAOG and partner agencies will lead community engagement efforts, the DKS team will provide targeted support to ensure outreach activities are effective and inclusive. This will largely involve providing content from existing conditions and other elements of the study as well as conducting a public survey.

The DKS Team will strengthen outreach by combining technical communication with local presence. Our team will prepare maps, infographics, and interactive visuals from PlaceMix and GIS analyses to make technical findings clear and accessible. At the same time, our local planners and engineers in Eureka will serve as the boots on the ground, ensuring the project team is embedded in

Humboldt County's communities. With established relationships, cultural awareness, and availability to attend stakeholder meetings and site visits, GHD will help ensure engagement is authentic, efficient, and responsive to local realities.

TASK 5 DELIVERABLES

- Content for the HCAG project website page, ADA accessible.
- Online Community survey, polls, or other interactive engagement tool(s) (English and Spanish, ADA accessible), as identified under previous tasks.
- Press release, flyer, and/or social media posts for public-review draft documents identified under previous tasks (up to two rounds).
- Stakeholder input and community outreach meetings, as identified under previous tasks.



WORK PLAN & SCHEDULE

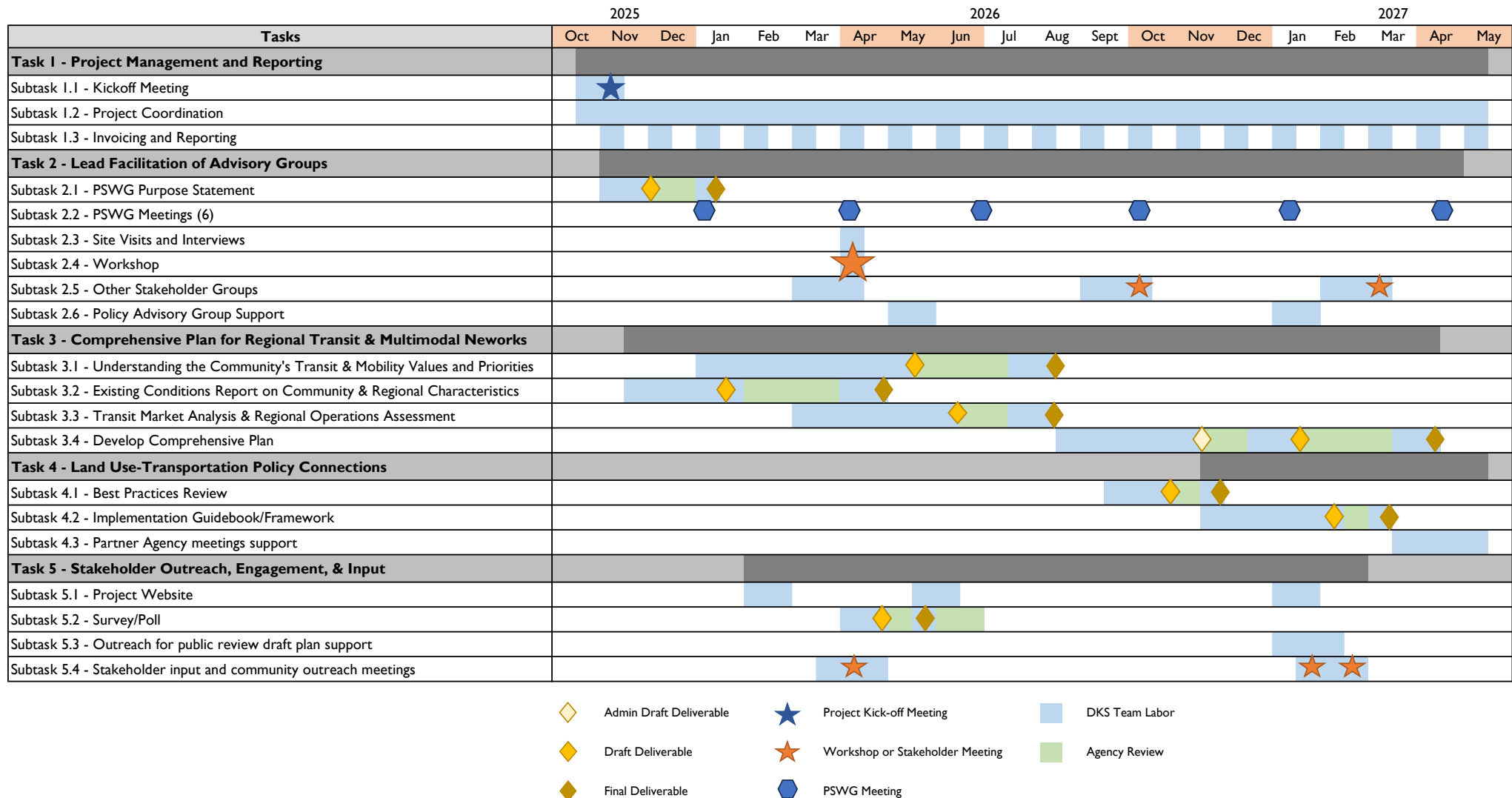
WORK PLAN

Below is DKS' estimated staff and hours to accomplish the activities and deliverables outlined in the Scope of Work.

| | DKS Associates | | | | | | Jarrett Walker + Associates | | | | GHD | | | | | | |
|--|---------------------------------------|-------------------------------|---|--------------------------------|--------------------------------------|---------|-----------------------------|--|---|---------|------------------------------------|---------------------------|--------------------|----------------------------|--------------------------------------|---------|-------------|
| Tasks | Principal in Charge Jim Dumkowitch | Project Manager Alice Chen | Strategic Engagement Advisor Kendall Flint | Project Planner Bincy Koshy | Assistant Planner Sylinda Villado | Support | Transit Lead Manuel Soto | Transit Planner / Network Specialist Alvaro Caviedes/ Evan Landman | Transit Analyst/ Planner Shreya Jain | Support | Strategic Advisor Todd Tregenza | Placemix Zach Porteous | GIS Amber Shows | Transit Melissa Estrada | Engagement Kristen Orth-Gordinier | Support | Total Hours |
| Task 1 - Project Management and Reporting | | | | | | | | | | | | | | | | | |
| Subtask 1.1 - Kickoff Meeting | 2 | 8 | 0 | 8 | 0 | 0 | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 2 | 0 | 0 | 24 |
| Subtask 1.2 - Project Coordination | 0 | 24 | 0 | 12 | 0 | 0 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 43 |
| Subtask 1.3 - Invoicing and Reporting | 0 | 10 | 0 | 0 | 0 | 18 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 28 |
| Task 1 Total | 2 | 42 | 0 | 20 | 0 | 18 | 9 | 0 | 0 | 0 | 2 | 0 | 0 | 2 | 0 | 0 | 95 |
| Task 2 - Lead Facilitation of Advisory Groups | | | | | | | | | | | | | | | | | |
| Subtask 2.1 - PSWG Purpose Statement | 0 | 12 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14 |
| Subtask 2.2 - PSWG Meetings (6) | 0 | 40 | 8 | 24 | 40 | 0 | 12 | 0 | 0 | 0 | 2 | 2 | 2 | 2 | 20 | 0 | 152 |
| Subtask 2.3 - Site Visits and Interviews | 0 | 6 | 0 | 0 | 8 | 0 | 16 | 0 | 12 | 0 | 2 | 0 | 2 | 2 | 10 | 0 | 58 |
| Subtask 2.4 - Workshop | 0 | 16 | 0 | 0 | 16 | 12 | 16 | 8 | 24 | 16 | 0 | 0 | 0 | 0 | 0 | 0 | 108 |
| Subtask 2.5 - Other Stakeholder Groups | 0 | 4 | 0 | 4 | 0 | 14 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 22 |
| Subtask 2.6 - Policy Advisory Group Support | 0 | 4 | 0 | 4 | 0 | 14 | 0 | 0 | 0 | 0 | 0 | 20 | 4 | 0 | 0 | 0 | 46 |
| Task 2 Total | 0 | 82 | 10 | 32 | 64 | 40 | 44 | 8 | 36 | 16 | 4 | 22 | 8 | 4 | 30 | 0 | 400 |
| Task 3 - Comprehensive Plan for Regional Transit & Multimodal Networks | | | | | | | | | | | | | | | | | |
| Subtask 3.1 - Understanding the Community's Transit & Mobility Values and Priorities | 1 | 4 | 0 | 8 | 0 | 0 | 28 | 16 | 56 | 40 | 0 | 0 | 0 | 0 | 0 | 0 | 153 |
| Subtask 3.2 - Existing Conditions Report on Community & Regional Characteristics | 1 | 4 | 0 | 0 | 16 | 8 | 0 | 0 | 0 | 0 | 2 | 50 | 2 | 16 | 0 | 90 | 189 |
| Subtask 3.3 - Transit Market Analysis & Regional Operations Assessment | 1 | 4 | 0 | 16 | 0 | 24 | 56 | 32 | 96 | 40 | 0 | 0 | 0 | 0 | 0 | 0 | 269 |
| Subtask 3.4 - Develop Comprehensive Plan | 4 | 16 | 0 | 24 | 40 | 69 | 8 | 0 | 16 | 0 | 0 | 0 | 0 | 8 | 0 | 0 | 185 |
| Task 3 Total | 7 | 28 | 0 | 48 | 56 | 101 | 92 | 48 | 168 | 80 | 2 | 50 | 2 | 24 | 0 | 90 | 796 |
| Task 4 - Land Use-Transportation Policy Connections | | | | | | | | | | | | | | | | | |
| Subtask 4.1 - Best Practices Review | 2 | 8 | 0 | 8 | 0 | 0 | 8 | 0 | 16 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 62 |
| Subtask 4.2 - Implementation Guidebook/Framework | 2 | 16 | 4 | 8 | 0 | 16 | 0 | 0 | 0 | 0 | 2 | 20 | 0 | 16 | 0 | 16 | 100 |
| Subtask 4.3 - Partner Agency meetings support | 0 | 8 | 0 | 0 | 0 | 8 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 30 | 0 | 48 |
| Task 4 Total | 4 | 32 | 4 | 16 | 0 | 24 | 8 | 0 | 16 | 20 | 4 | 20 | 0 | 16 | 30 | 16 | 210 |
| Task 5 - Stakeholder Outreach, Engagement, & Input | | | | | | | | | | | | | | | | | |
| Subtask 5.1 - Project Website | 0 | 2 | 2 | 8 | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 18 |
| Subtask 5.2 - Survey/Poll | 0 | 4 | 4 | 8 | 0 | 0 | 4 | 0 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 28 |
| Subtask 5.3 - Outreach for public review draft plan support | 0 | 6 | 4 | 4 | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20 |
| Subtask 5.4 - Stakeholder input and community outreach meetings | 0 | 4 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 16 | 0 | 0 | 16 | 0 | 38 |
| Task 5 Total | 0 | 16 | 12 | 20 | 0 | 12 | 4 | 0 | 8 | 0 | 0 | 16 | 0 | 0 | 16 | 0 | 104 |
| Total Hours | 13 | 200 | 26 | 136 | 120 | 195 | 157 | 56 | 228 | 116 | 12 | 108 | 10 | 46 | 76 | 106 | 1605 |

SCHEDULE

We have prepared an 18-month project schedule that commences at the end of October 2025 and ends in May 2027. The schedule includes ample time for agency and stakeholder review of draft deliverables as well as quarterly meetings with the PSWG at key points during the study and one workshop/retreat for partner agencies, other stakeholders and community to provide opportunities for sharing information and getting feedback.



COST PROPOSAL

| | DKS Associates | | | | | | | | | Jarrett Walker + Associates | | | | GHD | | | | | | | | | |
|---|---------------------------------------|-------------------------------|---|--------------------------------|-----------------------------|--------------------------------------|-------------------------------------|----------------------------|--------------------------------------|-----------------------------|---|---|-----------|------------------------------------|---------------------------|--------------------|----------------------------|-------------------------|--------------------------------------|----------------------|--------------------------|----------------|----------------------|
| Tasks | Principal in Charge Jim Dankowitch | Project Manager Alice Chen | Strategic Engagement Advisor Kendall Flint | Project Planner Bincy Koshy | Planner/GIS Connor Wolff | Assistant Planner Sylinda Villado | Creative Services Melissa Abadie | Graphics Kathryn Miller | Project Coordinator Atina Saucedo | Transit Lead Manuel Soto | Transit Planner / Network Specialist Alvaro Caviedes/ Evan Landman | Transit Analyst/ Planner Shreya Jain | Support | Strategic Advisor Todd Tregenza | Placemix Zach Porteous | GIS Amber Shows | Transit Melissa Estrada | Land Use Brady Woods | Engagement Kristen Orth-Gordinier | Planner Jerry Hsu | Planner Kamryn Kubose | Total Hours | Total Labor Costs |
| Task 1 - Project Management and Reporting | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 1.1 - Kickoff Meeting | 2 | 8 | 0 | 8 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 24 | \$ 6,715.63 |
| Subtask 1.2 - Project Coordination | 0 | 24 | 0 | 12 | 0 | 0 | 0 | 0 | 0 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 43 | \$ 12,707.75 |
| Subtask 1.3 - Invoicing and Reporting | 0 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 18 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 28 | \$ 6,051.82 |
| Task 1 Total | 2 | 42 | 0 | 20 | 0 | 0 | 0 | 0 | 18 | 9 | 0 | 0 | 0 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 95 | \$ 25,475.20 |
| Task 2 - Lead Facilitation of Advisory Groups | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 2.1 - PSWG Purpose Statement | 0 | 12 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14 | \$ 5,051.63 |
| Subtask 2.2 - PSWG Meetings (6) | 0 | 40 | 8 | 24 | 0 | 40 | 0 | 0 | 0 | 12 | 0 | 0 | 0 | 2 | 2 | 2 | 2 | 0 | 20 | 0 | 0 | 152 | \$ 35,805.47 |
| Subtask 2.3 - Site Visits and Interviews | 0 | 6 | 0 | 0 | 0 | 8 | 0 | 0 | 0 | 16 | 0 | 12 | 0 | 2 | 0 | 2 | 2 | 0 | 10 | 0 | 0 | 58 | \$ 11,352.06 |
| Subtask 2.4 - Workshop | 0 | 16 | 0 | 0 | 0 | 16 | 4 | 8 | 0 | 16 | 8 | 24 | 16 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 108 | \$ 19,935.96 |
| Subtask 2.5 - Other Stakeholder Groups | 0 | 4 | 0 | 4 | 8 | 0 | 2 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 22 | \$ 4,637.61 |
| Subtask 2.6 - Policy Advisory Group Support | 0 | 4 | 0 | 4 | 8 | 0 | 2 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 20 | 4 | 0 | 0 | 0 | 0 | 0 | 46 | \$ 7,994.21 |
| Task 2 Total | 0 | 82 | 10 | 32 | 16 | 64 | 8 | 16 | 0 | 44 | 8 | 36 | 16 | 4 | 22 | 8 | 4 | 0 | 30 | 0 | 0 | 400 | \$ 84,776.94 |
| Task 3 - Comprehensive Plan for Regional Transit & Multimodal Networks | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 3.1 - Understanding the Community's Transit & Mobility Values and Priorities | 1 | 4 | 0 | 8 | 0 | 0 | 0 | 0 | 0 | 28 | 16 | 56 | 40 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 153 | \$ 24,305.36 |
| Subtask 3.2 - Existing Conditions Report on Community & Regional Characteristics | 1 | 4 | 0 | 0 | 8 | 16 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 50 | 2 | 16 | 0 | 0 | 40 | 50 | 189 | \$ 28,534.19 |
| Subtask 3.3 - Transit Market Analysis & Regional Operations Assessment | 1 | 4 | 0 | 16 | 24 | 0 | 0 | 0 | 0 | 56 | 32 | 96 | 40 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 269 | \$ 44,325.76 |
| Subtask 3.4 - Develop Comprehensive Plan | 4 | 16 | 0 | 24 | 40 | 40 | 5 | 24 | 0 | 8 | 0 | 16 | 0 | 0 | 0 | 0 | 8 | 0 | 0 | 0 | 0 | 185 | \$ 35,224.81 |
| Task 3 Total | 7 | 28 | 0 | 48 | 72 | 56 | 5 | 24 | 0 | 92 | 48 | 168 | 80 | 2 | 50 | 2 | 24 | 0 | 0 | 40 | 50 | 796 | \$ 132,390.12 |
| Task 4 - Land Use-Transportation Policy Connections | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 4.1 - Best Practices Review | 2 | 8 | 0 | 8 | 0 | 0 | 0 | 0 | 0 | 8 | 0 | 16 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 62 | \$ 11,491.63 |
| Subtask 4.2 - Implementation Guidebook/Framework | 2 | 16 | 4 | 8 | 16 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 20 | 0 | 16 | 16 | 0 | 0 | 0 | 100 | \$ 22,884.28 |
| Subtask 4.3 - Partner Agency meetings support | 0 | 8 | 0 | 0 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 30 | 0 | 0 | 48 | \$ 9,723.97 |
| Task 4 Total | 4 | 32 | 4 | 16 | 24 | 0 | 0 | 0 | 0 | 8 | 0 | 16 | 20 | 4 | 20 | 0 | 16 | 16 | 30 | 0 | 0 | 210 | \$ 44,099.88 |
| Task 5 - Stakeholder Outreach, Engagement, & Input | | | | | | | | | | | | | | | | | | | | | | | |
| Subtask 5.1 - Project Website | 0 | 2 | 2 | 8 | 0 | 0 | 2 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 18 | \$ 3,862.87 |
| Subtask 5.2 - Survey/Poll | 0 | 4 | 4 | 8 | 0 | 0 | 0 | 0 | 0 | 4 | 0 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 28 | \$ 6,309.34 |
| Subtask 5.3 - Outreach for public review draft plan support | 0 | 6 | 4 | 4 | 0 | 0 | 2 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20 | \$ 5,146.48 |
| Subtask 5.4 - Stakeholder input and community outreach meetings | 0 | 4 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 16 | 0 | 0 | 0 | 16 | 0 | 0 | 38 | \$ 6,662.10 |
| Task 5 Total | 0 | 16 | 12 | 20 | 0 | 0 | 4 | 8 | 0 | 4 | 0 | 8 | 0 | 0 | 16 | 0 | 0 | 0 | 16 | 0 | 0 | 104 | \$ 21,980.79 |
| Total Hours | 13 | 200 | 26 | 136 | 112 | 120 | 17 | 48 | 18 | 157 | 56 | 228 | 116 | 12 | 108 | 10 | 46 | 16 | 76 | 40 | 50 | 1605 | \$ 308,722.92 |
| Loaded Hourly Rate | \$ 350.86 | \$ 368.13 | \$ 317.03 | \$ 205.74 | \$ 186.94 | \$ 160.28 | \$ 212.29 | \$ 105.51 | \$ 131.69 | \$ 200.53 | \$ 166.87 | \$ 140.08 | \$ 117.67 | \$ 302.76 | \$ 128.79 | \$ 195.20 | \$ 208.17 | \$ 242.21 | \$ 155.93 | \$ 128.69 | \$ 134.74 | | |
| Direct Costs | | | | | | | | | | | | | | | | | | | | | | | |
| Mileage (IRS mileage rate \$0.70 per mile) | | | | | | | | | | | | | | | | | | | | | | | \$ 210.00 |
| Lodging (\$125 to \$172 (summer) per diem for Humboldt County) | | | | | | | | | | | | | | | | | | | | | | | \$ 3,038.00 |
| Meals and Incidental Expenses (M&IE) - \$51 (first and last day of travel) to \$68 per diem | | | | | | | | | | | | | | | | | | | | | | | \$ 1,228.00 |
| Airfare (2 RT @ \$600, 5RT @\$400) | | | | | | | | | | | | | | | | | | | | | | | \$ 3,200.00 |
| Car Rental (\$100 per day incl taxes) | | | | | | | | | | | | | | | | | | | | | | | \$ 1,000.00 |
| Transportation (taxi, parking, transit) | | | | | | | | | | | | | | | | | | | | | | | \$ 600.00 |
| Total Direct Costs | | | | | | | | | | | | | | | | | | | | | | | \$ 9,276.00 |
| TOTAL | | | | | | | | | | | | | | | | | | | | | | | \$ 317,998.92 |

REQUIRED ATTACHMENTS (RESUMES & FORMS)





ALICE CHEN, AICP

PROJECT MANAGER

Alice has over 30 years of experience in multimodal transportation planning and engineering. She has worked with communities to understand their transportation and circulation needs and desires, develop goals and policies, and then identify improvements and strategies to achieve those goals. She has worked with local agencies throughout California on their General Plan Circulation Elements developing policies and strategies through collaborative interagency processes. Her work focuses on policy implementation to identify specific actions and recommendations to improve processes, programs, and organizational structures to achieve the intended outcomes from state policies related to Complete Streets, Caltrans' Smart Mobility Framework, implementation of Senate Bill 743, the Safe Systems Approach for roadway safety, and sustainability.

SELECT EXPERIENCE

***Caltrans D3 Complete Streets Plan, California Department of Transportation, District 3.** Alice served as Principal and Project Manager for the Caltrans District 3 Complete Streets Plan (D3-CSP). The purpose of the plan was to update the complete streets inventory and identify bicycle, pedestrian and transit enhancements that could be included in a Complete Streets Plan. A key element of the study was to establish a partnership-based process to engage key stakeholders at local agencies to better interface between the multi-modal transportation needs of the State Highway System and the local circulation and access provided by the local streets.

***Alameda CTC Central County Complete Streets Implementation Study.** Alice managed and provided oversight to the consultant team developing a Complete Streets implementation program for the cities of Hayward, San Leandro and unincorporated Alameda

County. The study involved working with stakeholders, developing a work program identifying specific actions to implement Complete Streets policies, defining standard operating procedures, creating implementation tools such as design guidelines and project checklists, and producing training/educational materials.

***Alameda Clement Avenue Complete Street Corridor Feasibility Study.** Alice served as the Project Manager for the Clement Avenue Complete Street Corridor Feasibility Study. Through a robust community engagement process, the study considered several design options for the Clement Avenue corridor from Grand Street to Broadway. Initial community meetings identified several goals for the corridor. Key opportunities to address the goals were identified, including removal of railroad tracks, improving the sidewalks, and providing a bikeway. Several bikeway options were considered. Multimodal Level of Service (LOS) analysis was conducted for a preferred concept as part of the feasibility analysis.

EDUCATION

MS, Transportation Engineering,
University of California, Berkeley

BA, Urban Studies and Civil
Engineering, Brown University

REGISTRATION

American Planning Association,
Member

American Institute of Certified
Planners (AICP), No. 12738

California Planning Roundtable,
Vice President of Operations

TransForm, Board of Directors,
Co-Chair

WTS, Member

YEARS OF EXPERIENCE

Total: 34

With DKS: 1



***Caltrans Smart Mobility Framework Implementation Pilot Studies, California Department of Transportation.** Alice led the implementation of the Caltrans Smart Mobility Framework, which is a broad framework for sustainable transportation planning consisting of Smart Mobility principles, place types, and performance measures. The Pilot Area 1 effort integrates SMF into the Caltrans planning process for a second-generation corridor system management plan (CSMP) for Interstate 680 in Contra Costa County. For Pilot Area 2, Alice worked with

LA Metro as the pilot area sponsor to apply the SMF principles and performance measures as part of the South Bay Cities COG Subregional Transportation Plan. This effort included a literature review and interviews of subject matter experts to capture the latest metrics, tools, and data sources to analyze the SMF performance measures. The final report consolidates the lessons learned from the development, testing, and evaluation of the processes, methodologies, and results of applying the SMF in the two planning efforts.

***Caltrans SB 743 Implementation Support.** Alice served as Contract Manager and Technical Lead in assisting Caltrans HQ Office of Sustainability with implementation of Senate Bill (SB) 743. Alice provided expertise and experience with establishing programs to implement SB 743 in relation to both land use and transportation decisions to refine technical and procedural guidance, contribute to addressing technical issues raised by internal and external stakeholders, investigate and document new mechanisms to mitigate and reduce VMT and participate as subject matter experts in stakeholder engagement activities.

***Caltrans Local Development-Intergovernmental Review (LD-IGR) Manual and Training.** Alice served as Technical Support and Program Improvement Report Lead. The effort involved support in the development of the LD-IGR Desk Reference Manual, Local Development Review Guide, and Quick Reference Guide. Alice led the development of the Program Improvement Report that included recommendations for how to improve and modernize the LD-IGR process, program, and organizational structure.

***California Strategic Highway Safety Plan. Alice served as Stakeholder Engagement Support and Technical Support for Integrating Equity guiding principle.** The effort involved assisting Caltrans HQ with updating its SHSP for the entire state of CA and collaboratively developing the 2020-2024 SHSP update based on a data-driven process with substantive input from key stakeholders from the 5Es of traffic safety (Engineering, Education, Enforcement, Emergency Response, and Emerging Technology) as well as advocates. This project defined the framework for ongoing stakeholder involvement statewide that includes the available tools necessary for effective implementation and tracking.

***Caltrans Transportation Analysis Guide /Transportation Impact Study Guide.** Alice served as Deputy Project Manager for the early efforts to develop the Caltrans Transportation Analysis Guide and led the Performance Measures technical investigation. The goal of this effort was to develop two comprehensive, innovative guides that change the way Caltrans approaches and analyzes the transportation system, while also aligning with the Department's new mission and vision to address statewide needs and conduct training sessions for using the new guides. The objectives of this study were to: review best transportation planning and engineering practices; conduct technical investigations; develop a Transportation Analysis Guide (TAG) and updated Transportation Impact Studies Guide (TISG); and develop and implement a change management plan related to the use of the TAG and TISG.

***Project completed prior to joining DKS.**



JIM DAMKOWITCH

PRINCIPAL

Jim has over 30 years of experience in regional multi-modal transportation planning, congestion management, multidisciplinary corridor studies, safety studies, transit studies, active transportation studies, operational analyses, transportation and air quality modeling, and performance measure applications. He has managed regional electromobility plans, regional transportation plan/sustainable community strategy updates and general plan circulation element updates; operational and safety studies for state highway infrastructure improvement projects; corridor studies; active transportation studies; traffic impact fee programs; travel demand modeling; air quality modeling; and transportation operational studies for a variety of clients including Caltrans, MPOs, and various cities and counties in California.

SELECT EXPERIENCE

TRPA/TMPO Transportation Equity Study for the Tahoe Region, CA.

Jim was technical lead for several elements of the Transportation Equity Plan for the Tahoe Region. As part of the study, input from stakeholders was summarized to identify key criteria and inform the development of an Equity Index (EI) and a Resiliency Index (RI). The EI and RI scores are to be used to evaluate existing and proposed transportation infrastructure assets (including electric vehicle charging infrastructure), projects, and programs relative to social equity, environmental justice, and climate change resiliency. The TRPA Equity Study was adopted by TRPA/TMPO in 2023.

KCAG 2022 Regional Transportation Plan/Sustainable Communities Strategy & EIR. This project entailed reviewing and refining demographic projections; developing revenue projections anticipated over the 25-year planning horizon; assisting KCAG in developing a financially constrained Tier I CIP list relative to project revenues; and developing/refining KCAG's RTP/SCS performance measures. DKS coordinated and developed four alternative land use scenarios, processed travel forecasts and analysis for each land use scenario relative to the RTP/SCS performance measures (including an environmental justice analysis), assisted with the air quality conformity analysis, and provided support for the EIR traffic section. Both the RTP/SCS and EIR were approved by the KCAG Board in September 2022.

Nevada County Transportation Commission 2025 RTP Update, CA. Jim managed the 2025 NCTC RTP update. This entailed reviewing and refining demographic projections; developing revenue projections anticipated over the 25-year planning horizon; assisting NCTC in developing a financially constrained Tier I CIP list relative to project revenues; and developing/refining NCTC's RTP/SCS performance measures. DKS developed travel forecasts and analysis relative to NCTC's RTP performance measures and provided support for the EIR traffic section. Both the RTP and EIR are anticipated to be adopted in June 2025.



California Rural County Task Force Induced Demand Study, CA. Jim managed the RCTC Rural Induced Demand Study. This study entailed an extensive literature review and the applicability of research to rural infrastructure projects; NCST Calculator sensitivity testing; formulation of recommendations to address CEQA; recommendations for State planning and programming guidance; and recommendations for future technical studies and data improvements to better address how induced demand is estimated for project-level and programmatic

CEQA analyses. The study was approved by the RCTC in February 2025. Jim supported the study by making over 20 presentations to state and regional technical and policy boards/groups.

Transportation Broadband Strategies to Reduce VMT and GHG Emissions, Southern CA. This SCAG project assessed the case for including broadband infrastructure in transportation projects to reduce GHG emissions. The premise was that telecommuting would reduce vehicle trips and therefore vehicle emissions but is inherently dependent upon access to broadband service. DKS provided transportation analysis to complement socio-economic and broadband availability analyses in the SCAG region. Data generated by cell phones was used to determine the amounts and locations of change in travel behavior during COVID-19 pandemic lockdowns in 2020–2021. Origin-destination pairs for trips were aggregated to transportation analysis zones (TAZs). Census block groups, analogous to TAZs, were designated as “broadband” or “not broadband” based on internet subscription estimates from the American Community Survey. Block groups were then mapped to TAZs to correlate changes in travel to broadband status. Working with SCAG’s traffic modeling team using the regional activity-based travel demand model, DKS estimated how improved broadband status would increase telecommuting, thereby reducing VMT and GHG. Results of the study indicated telecommuting would yield between 2% and 15% reductions in VMT and GHG. The final report was accepted by the SCAG Governing Board in April 2022.

SJCOG 2022 Regional Transportation Plan/Sustainable Communities Strategy EIR Support. Provided support to Rincon Consultants for developing the traffic portions of SJCOG’s 2022 RTP/SCS EIR. This included providing the EIR alternative performance metrics, traffic inputs for air and noise, and assisting Rincon with the SB 743 VMT analysis sections and the induced VMT approach/text in the EIR. The 2022 RTP/SCS and EIR were approved by the SJCOG Board in August 2022.

MCAG 2018 Regional Transportation Plan/Sustainable Communities Strategy & EIR. This project entailed reviewing and refining demographic projections; developing revenue projections anticipated over the 25-year planning horizon; assisting MCAG in developing a financially constrained Tier I CIP list relative to project revenues; and developing/refining MCAG’s RTP/SCS performance measures. DKS coordinated and developed four alternative land use scenarios using EnvisionTomorrow™ software; assisted translating the scenarios into the tri-county CUBE regional transportation model; processed travel forecasts and analysis for each land use scenario relative to the RTP/SCS performance measures (including an environmental justice analysis); assisted with the air quality conformity analysis; and provided support for the EIR traffic section. Both the RTP/SCS and EIR were approved by the MCAG Board in August 2018.

StanCOG 2018 Regional Transportation Plan/Sustainable Communities Strategy & EIR. Jim managed the comprehensive update to StanCOG’s RTP and SCS per SB 375. This entailed developing revenue projections; developing/refining StanCOG’s RTP/SCS performance measures; coordinating with StanCOG’s local agencies to develop four alternative land use scenarios using EnvisionTomorrow™ software; performing a comparative analysis of each land use scenario relative to the RTP/SCS performance measures (including an environmental justice analysis); applying NPMRDS data to quantify the federal PM3 performance measures; and providing technical support for the EIR traffic section.



KENDALL FLINT

STRATEGIC ENGAGEMENT ADVISOR

Kendall is an industry professional with more than 34 years of government experience. She has developed and implemented a broad range of communications efforts for cities, counties, special districts, and regional planning agencies throughout California. She brings extensive experience with outreach in support of transportation and land use planning and overall public information. Kendall specializes in reaching out to underserved populations and managing controversial projects and issues.

EDUCATION

English Major, University of California, Los Angeles

YEARS OF EXPERIENCE

Total: 34

With DKS: 5

SELECT EXPERIENCE

Humboldt County Association of Governments, Eureka-Broadway Corridor Study The Humboldt County Association of Governments (HCAOG), the City of Eureka, and the California Department of Transportation (CALTRANS), District developed the Eureka Broadway Comprehensive Multimodal Corridor Plan to improve multimodal options and reduce congestion on the most highly traveled corridor in the City of Eureka. Kendall developed and implemented a comprehensive outreach program for residents, commuters, and visitors to the area of the corridor.

Fort Ord Reuse Authority Kendall successfully facilitated the sunset for the Fort Ord Reuse Authority, negotiating the orderly dissolution of the 25-year old agency which includes 10 local cities and Monterey County; University of California, Santa Cruz; Monterey Peninsula College; Cal State Monterey Bay and more than a dozen local agency stakeholders. This two-year process included negotiations for future land use, property transfers, transportation funding, habitat management, the issuance of bonds for building removal and a review of more than 120 individual contracts dating back over 20 years. Ms. Flint collaborated with all the Agency's Committees, its Board, Executive Committee and staff throughout the process which concluded June 30, 2020.

Kings Regional Vision, Regional Transportation Plan & Sustainable Communities Strategy, Community Outreach 2014, 2018 and 2022 Kings Climate Action Plan (Cities of Avenal and Hanford), Community Outreach 2013-2014 Kendall led two separate outreach efforts for KCAG; one for its RTP/SCS effort and the other as part of the agency's coordination of Climate Action Plan development for the cities of Avenal and Hanford. Both projects include a series of workshops, presentations, collateral development, media relations, website development and bilingual outreach efforts throughout the County. She is currently managing the 2022 RTP/SCS effort.



Valley Vision Stanislaus Regional Transportation Plan & Sustainable Communities Strategy, Community Outreach 2014 & 2018 Kendall served as task manager for the public outreach component of StanCOG's last two RTP/SCS efforts. Her efforts include coordination with all nine cities and the County to plan individual workshops, outreach to stakeholder groups, media relations and bilingual outreach. Valley Vision Stanislaus also incorporates the MPO's Sustainable Communities Strategy and Regional Housing Needs Assessment.

US 101 Mobility Study / 2035 Regional Transportation Plan & Sustainable Communities Strategy, Community Outreach One of the most critical elements contributing quality of life in San Luis Obispo County is how they move people and goods through the County. The first phase of this effort took a closer look at US 101, identifying specific areas that should be improved or enhanced. The outreach effort was largely focused on anecdotal, qualitative views and opinions expressed by the public. This program was managed simultaneously with SLOCOG's RTP/SCS effort.

San Joaquin Regional Rail Commission, ACEForward Kendall coordinated outreach efforts in San Joaquin, Stanislaus and Merced Counties as part of the expansion of the Altamont Corridor Express train service and expansion of Amtrak commuter rail to the Bay Area and Sacramento. This involved collaboration with local agencies, cities, counties and stakeholders.

Metropolitan Transportation Commission, Citizens Advisory Committee Review and Reorganization MTC asked for a review of the form and function of its three advisory committees and recommendations for future organization. Ms. Flint served as the Project Manager for this review which included research regarding similar agencies, multiple meetings with citizen groups and MTC staff, and a complete review of the committee work products. Her recommended consolidation of the committees into one and restructuring was adopted by the MTC Board in November of 2009.

City of Grand Terrace 2040 Vision and 2014-2020 Strategic Plans Kendall helped the City of Grand Terrace focus extremely limited fiscal and human resources on a shared City Council vision. As part of this effort, Ms. Flint interviewed all Council Members and staff, including contract staff and volunteers, and reviewed the City's financials for the past three years. The results of these interviews were used to structure a two-day study session with Council, staff and members of the public. The discussion, at times spirited, resulted in the City's first long range planning effort, 2040 Vision and 2014-2020 Strategic Plan. Following adoption, the City hired Kendall to complete individual implementation plans for each City department to support the City Council's vision. The City has already begun implementation recently by adopting a new Communications Plan, Finance Plan and increasing efficiency of Development Services.

Santa Cruz Corridors Study Kendall completed bilingual outreach programs for the City of Santa Cruz in support of its recent Housing Element Update and its ongoing zoning code update to improve connectivity and safety in the City's main four arterial corridors. Work included meeting facilitation in "lively settings," interactive click polling sessions, presentations to local community groups, and media relations. She also developed a virtual workshop online with multiple stations and opportunities for comments.



BINCY KOSHY

PROJECT PLANNER

Bincy is a professional planner with seven years of experience in multimodal transportation planning and analysis. Her experience includes improving transit networks, developing transit plans and zero-emissions plans; developing transit routes and schedules for rural transit agencies, analyzing traffic operations, and performing data analysis for multimodal networks and corridors; preparing pedestrian and bicycle planning studies; and supporting planning initiatives at statewide, regional, and local levels.

Given her diverse project background, Bincy has contributed to making transportation safer and more efficient for all users. Bincy strives to understand the needs of the community and provides quality solutions through collaboration with project teams.

EDUCATION

Master of Urban Planning,
University of Illinois Urbana-
Champaign

Bachelor of Technology,
Civil Engineering, Kerala
University, India

YEARS OF EXPERIENCE

Total: 7

With DKS: 1

SELECT EXPERIENCE

Redding Area Bus Authority Zero-Emissions Implementation Plan, Redding, CA. Redding Area Bus Authority (RABA) plans to transition their fleet to zero emissions operations by 2040 in compliance with California Air Resource Board's (CARB) Innovation Clean Transit (ICT) regulation and achieve the resulting GHG and other emissions reduction benefits. As Project Manager, Bincy is the point of contact and coordinates with all responsible teams to develop existing conditions of the system; work with teams to support stakeholder coordination, implementation analysis; and develop the draft and final Plan.

Sacramento Regional Transit District Facilities Transition Plan, Sacramento, CA. Sacramento Regional Transit District (SacRT) is in the process of refining their current and future development plans and goals based on the 30% and 100% increase in transit service hours per the Sacramento Region Council of Governments (SACOG) by 2030 to meet GHG (greenhouse gases) goals. As Deputy Project Manager, Bincy led various tasks such as literature review, conducting interviews with peer agencies, site suitability analysis, timeline and implementation plan.

Ben Franklin Transit (BFT) Frequent Service Corridor Study and Transit Infrastructure Improvements, Tri Cities, WA. BFT is currently engaged in infrastructure planning and the development of a capital and implementation plan focused on improvements along its frequent service corridors. As Deputy Project Manager, Bincy is leading the safety analysis and definition of evaluation



criteria to guide decision-making and help prioritize investments that best align with BFT's goals of enhancing ridership access and supporting its frequent service objectives.

Curry County Transit Development Plan, Curry County, OR*. The purpose of this planning effort was to provide short-, mid-, and long-range transit planning guidance to Curry County Public Transit Service District. As Deputy Project Manager, Bincy led the team through all tasks including public involvement process, bus stop audit, existing system conditions, 20-year financial implementation plan, and future transit service recommendations. Bincy presented findings and recommendations at technical advisory committee meetings with the transit agency, culminating in board approval.

Coos County Transit Master Plan, Coos County, OR*. The Transit Master Plan for Coos County provides guidance for a sustainable and innovative transit system that serves the urban and rural users over a 20-year planning period in Coos County. Bincy assisted the public involvement process, survey data collection and analysis, 20-year financial assessment of the transit system, and creating the final Transit Master Plan.

Clackamas Shuttle Project Planning, Clackamas County, OR*. Bincy developed shuttle route systems for cities within Clackamas County to provide last-mile connection services to meet the immediate needs for transit within the County. She analyzed transit service models, identified bus stops, used REMIX software and GIS to develop shuttle routes and proposed fare policies for the cities.

Hermiston-Boardman Connector/Boardman – Port of Morrow Circular, Boardman, OR*. Bincy helped design two new fixed routes and developed the transit schedules and operation projections for Kayak Transit in eastern Oregon. She developed ridership estimates, evaluated bus stop infrastructure, and researched funding sources at the federal, states and local levels.

Oregon Department of Transportation (ODOT) Transit Network Study, Statewide, OR*. Bincy helped develop a network guidance report that describes the State of Oregon's transit network characteristics, strengths and weaknesses using General Transit Feed Specification (GTFS), REMIX software, and ODOT's Transit Network Explorer Tool (TNExT). The guidance document currently serves as a baseline template providing recommendations which will be measured by future states of the network and specified performance measures.

Walla Walla Human Services Transit Plan, Walla Walla, WA*. Walla Walla Valley Metropolitan Planning Organization/Sub-Regional Transportation Planning Organization requested services to develop a Walla Walla Valley's Regionally Coordinated Public Transportation-Human Services Plan (CPT-HSTP) in 2022. Bincy led the data analysis task for existing conditions using Census data and REMIX, identified needs and gaps in the system to better serve disadvantaged populations and documented findings in a report.

AC Transit Network Realign, Bay Area, CA*. Bincy led the demographic analysis and evaluated Plan Bay Area 2050 documents, developed high-level origin-destination patterns, and documented existing conditions of the AC Transit network to inform the reorientation of transit system and service changes.

SFMTA National Transit Database Passenger Counts, San Francisco, CA*. As the deputy project manager, Bincy coordinated with subconsultants and SFMTA for NTD passenger counts data collection on SFMTA transit network in San Francisco and led the data review effort.

***Project completed prior to joining DKS.**



SYLINDA VILLADO

OUTREACH SUPPORT

Sylinda is a transportation planner with three years of experience in planning. She has extensive community outreach experience and is dedicated to involving the public in the planning process. Sylinda is proficient in various online data platforms such as Replica, TIMS, NPMRDS, and SWITRS. Through her knowledge and understanding of data analysis, GIS, public process, and planning policies, Sylinda is able to support DKS in providing creative solutions to challenging transportation planning projects and maintains commitment to ensuring underrepresented communities gain equitable and accessible transportation

EDUCATION

BA Geography, California State University, Chico

AS Wildland Resources & Forestry, Citrus College

YEARS OF EXPERIENCE

Total: 4

With DKS: 1

SELECT EXPERIENCE

KCAG 2022 Regional Transportation Plan/Sustainable Communities Strategy & EIR, Kings County, CA. Sylinda provided technical support in the approval process for the SCS related to addressing comments from the California Air Resources Board (CARB). She has also provided VMT and trip reduction strategy analysis.

Sacramento Regional Transit, Transit and Intercity Rail Capital Program Grant Application, Sacramento, CA. Sylinda provided research, methodology, and benefit analysis support for five components.

Sacramento Regional Transit, Facilities Expansion Master Plan, Sacramento, CA. Sylinda supported the SacRT Facilities Master Plan by literature review support of regulatory framework documents and policies.

Pier Avenue Multimodal Corridor, San Luis Obispo County, CA. Sylinda has supported the development of the Pier Avenue Multi-Modal Corridor Plan. She has supported ArcGIS technical analysis and community engagement.

TRPA/TMPO 2025 RTP/SCS & EIR Support, Tahoe Basin, CA. Sylinda has conducted technical analysis and support related to the TMPO's Trip Reduction Impact Analysis (TRIA) Excel Workbook. She re-quantified eight trip reduction strategies and determined the trip reduction benefits. Sylinda also supported an LOS analysis of approximately 30 regionally significant roadways. The methodology and assumptions used to develop the TRIA VMT reductions were documented, including the results, in a technical memorandum.

PCTPA Outreach and Education, Placer County, CA. Sylinda provided support for PCTPA's outreach and education effort. The outreach and education efforts were over a 6-week period with approximately 15 events. Sylinda aided in organization, outreach prep, setting up event booths, and at times was the sole member of the project team at events. Through this effort, she was able to communicate with dozens of community members, provide transit information and education, and inform the community of upcoming and ongoing PCTPA projects.

Manuel Soto

Principal Associate

JARRETT WALKER + ASSOCIATES



Manuel is a transit operations and mobility specialist with 25 years of experience in design of transit networks, operations analysis, and strategic planning. He has assisted public transit agencies across the country with planning and implementation of bus rapid transit, commuter express bus, and arterial fixed-route services. Additionally, he has supported clients with implementation of local circulation shuttles, demand response, and microtransit services.

Manuel has wide ranging expertise managing service planning projects, evaluating service delivery models, and benchmarking performance, including the appraisal of in-house versus outsourcing of operations, and impact-benefit of service changes. He translates strategic thinking into actions and plans that deliver ridership and improvements in service.

Aside from transit, Manuel has conducted successful transportation demand management (TDM) programs with large employers, including Fortune 500 corporations, federal agencies, medical centers and universities; promoting use of alternative transportation modes, effecting changes in travel behavior, and reducing parking demand and vehicle miles travelled (VMT).

Education

Urban Planning - Master of Arts, University of California, Los Angeles, 2001

Urban Economics - Diploma, Universidad Católica de Chile, Santiago, 1995

Architecture - Degree, Universidad Católica de Chile, Santiago, 1992

Positions Held

2024 – present: Principal Associate, Jarrett Walker + Associates (Seattle)

2022 – 2024: Principal Planner, Toole Design Group (Seattle)

2017 – 2022: Senior Consultant, Walker Parking Consultants (Seattle)

2015 – 2017: Director of Service Planning, MTR Western (Seattle)

2013 – 2016: Independent Consultant (Seattle)

Transit Network Plans

Manuel has managed dozens of transit network redesigns, working with large urban networks such as Los Angeles Metro, mid-size systems like New Orleans RTA, and small systems such as Clallam Transit. He has worked collaboratively with agency staff and community representatives to assess mobility needs and redesign networks to improve equity, access to jobs, and operational efficiency.

- | | |
|---|--|
| ▶ Los Angeles, California (2001-2006) | ▶ New Orleans, Louisiana (2011-2012) |
| ▶ San Bernardino, California (2002-2003) | ▶ Richland-Kennewick, Washington (2015-2016) |
| ▶ Long Beach, California (2003-2004) | ▶ Port Angeles, Washington (2020-2021) |
| ▶ Baltimore, Maryland (2005-2006) | ▶ Mankato, Minnesota (2023-2024) |
| ▶ Kansas City, Missouri (2010-2011) | ▶ Yucca Valley, California (2024-2025) |
| ▶ Honolulu City/County, Hawai'i (2010-2011) | ▶ Imperial Valley, California (2025-2026) |
| ▶ Cincinnati, Ohio (2011-2012) | ▶ Coachella Valley, California (2025-2026) |

Transit Service Implementation

Manuel has supported public and private clients with implementation of service, evaluating in-house vs. outsourcing of operations, leading selection and procurement of vehicles, and guiding implementation of technology systems for fare collection, vehicle location tracking, and passenger counting. Service implementations have included bus rapid transit, commuter express, intercity, shuttle, demand response, and microtransit services. Throughout, Manuel has led coordination among regional agencies, local operators, city public works departments, and community partners.

- ▶ Metro Rapid Bus Program, Los Angeles (2001-2006)
- ▶ Microsoft's Connector Bus Program, Seattle (2007-2016)
- ▶ Seattle Children's Hospital (2009-2015)
- ▶ Columbia Gorge Express, Oregon (2016-2017)
- ▶ Fresno County Rural Microtransit, California (2018-2020)
- ▶ Monmouth-Independence Trolley, Oregon (2021-2025)

Bus Rapid Transit and Corridor Planning

Manuel's work in transit network redesigns has led to detailed corridor studies and BRT planning and operational analysis, including analysis of demand, station design and placement, walking and bike access, transit priority measures, running time estimates, vehicle selection, and costs.

- ▶ Sepulveda Blvd BRT, Los Angeles (2002-2003)
- ▶ I-355 Corridor BRT, Chicago (2010-2011)
- ▶ Duke Street BRT, Alexandria (2022-2023)
- ▶ Broadway BRT, Louisville (2024-2025)

Shuttle and First/Last Mile Service Planning

Manuel has led many shuttle-service planning and redesign projects for public transit agencies, downtown districts, medical centers, higher-education institutions, and Fortune 500 corporations such as Amazon, Boeing, Microsoft, and Nike. In doing so, he redesigned services to increase access to regional transit hubs, commuter rail and subway stations, and remote parking, but mostly to provide better circulation and mobility within campus areas and communities lacking direct access to transit.

- ▶ Downtown Chicago Rush Hour Shuttles (2005)
- ▶ Los Angeles DOT Community DASH (2006-2007)
- ▶ Nike Corporation, Beaverton (2015)
- ▶ Emory University Shuttles, Atlanta (2020)

Campus Mobility Planning

Manuel has led several campus mobility strategies, working with medical centers, university campuses, and large private corporations to reduce drive-alone commuting and parking demand, and increase use of active transportation modes. Including strategies such as reducing centrally located parking, daily pricing of parking, subsidy of transit passes and bike-sharing options, and development of new bicycle infrastructure (secured parking and protected bike lanes) and safe and comfortable walking routes.

- ▶ California-Pacific Medical Center, San Francisco (2014-2018)
- ▶ Tacoma General Hospital, Tacoma (2018-2020)
- ▶ University of Iowa, Iowa City (2019-2020)
- ▶ Texas A&M University, College Station (2020-2021)
- ▶ Clemson University, Clemson (2020-2021)
- ▶ Whole Foods Market Global Office, Austin (2019-2020)

Álvaro Caviedes

Senior Associate

JARRETT WALKER + ASSOCIATES



Álvaro Caviedes is a transit planner and data analyst at Jarrett Walker + Associates. Álvaro has skills in project management, network planning, and transit policy. He focuses on facilitating conversations about transit by clearly communicating choices and navigating the local politics of each community. He brings experience in urban planning, social equity, cartography, and research from his work in North and South America. He is also skilled in programming and automating large analysis tasks. Álvaro holds a dual master's degree in Urban Planning and Civil Engineering and has supported JWA by creating products and translating documents into Spanish to reach a broader audience.

Education

Master of Urban and Regional Planning, Portland State University, 2017

Master of Science, Civil Engineering, Portland State University, 2017

Bachelor of Science, Civil Engineering, Universidad de los Andes, 2012

Positions Held

| | |
|----------------|--|
| 2019 – present | Senior Associate, Jarrett Walker + Associates |
| 2018 | Data Analysis Intern, Puget Sound Regional Council |
| 2017 – 2018 | Consultant, Inter-American Development Bank |
| 2014 – 2017 | Research Assistant, Portland State University |

Transit Network Plans

Álvaro Caviedes has taken a lead role in many transit planning projects, including:

- ▶ **Project Manager** for the Transit Master Plan in Canby, Oregon, and co-managed the second phase of the network redesign project in Dallas, Texas.
- ▶ **Deputy Project Manager** for full bus network redesign projects in the Chicago suburbs (PACE); Imperial County, California; Santa Cruz, California; Monterey County, California; and Dallas, Texas.

Spatial and Transportation Data Analysis

Álvaro is skilled in statistical analysis, data visualization, spatial analysis, and GIS. His experience in JWA includes:

- ▶ Consultant project manager and analyst for the Canby Transit Master Plan, Canby, Oregon.
- ▶ Analyst for the Santa Cruz Reimagine METRO project. Álvaro also managed and designed the new public-facing network and route maps for Headways, METRO's schedule magazine.
- ▶ Transit network design, access analysis and cartography for the Forward Together Analysis for TriMet, in Portland, Oregon. This analysis included an evaluation of different corridor options for one of the main segments in the network in order to identify the best frequency and terminus options.

Evan Landman

Principal Associate

JARRETT WALKER + ASSOCIATES



Evan Landman is a principal and project manager who fills a wide range of roles at Jarrett Walker + Associates, including managing major network design studies, leading the firm's technical development, and graphic design and cartography.

In his 10 years with JWA, Evan has led the development of all of JWA's signature spatial analysis, cartography and visualization techniques. Evan has a rare ability to turn columns of data into compelling visual and narrative explanations that help people understand how transit works and the choices it presents.

Education

Bachelor of Arts, Human Geography (Urban Studies), The University of British Columbia, 2012

Major Project Experience

Evan has been engaged in all phases of JWA's major transit planning projects, as a project manager, lead analyst, and planner. Examples include:

- ▶ Akron, OH, Akron METRO Reimagine METRO (2021 - 2023) *
- ▶ Cleveland, OH, RTA System Redesign Study (2019 - 2020)*
- ▶ Portland, OR, TriMet Comprehensive Service Analysis (Forward Together) (2021 - 2023)*
- ▶ Dublin, Ireland, BusConnects network redesign (2017 - 2019)
- ▶ Chicago, CTA Bus Vision Study (2020 - 2021)
- ▶ Vancouver, BC, TransLink Bus Improvement Plan (2017 - 2018)
- ▶ Portland, OR, PBOT Rose Lanes Project (2019 - 2021)*
- ▶ San Jose, CA, Transit Ridership Improvement Program (2015 - 2017)
- ▶ Salt Lake City, UT, UTA Service Choices (2018 - 2020)*
- ▶ Houston, TX, METRO Transit System Reimagining (2013 - 2015)

*Project Manager

Project Management

Evan has successfully managed many projects at JWA, with a wide range of scopes. These range from highly technical studies like JWA's role on PBOT's Rose Lanes initiative in Portland, where JWA developed an innovative set of job access equity measures for a transit priority program, to more conventional network redesign studies or operational assessments for Portland's TriMet, Akron METRO, Cleveland's RTA, UTA in Salt Lake City, among others. Because Evan is both a skilled project manager and the firm's lead analyst and technical expert, he has a unique capacity to understand every part of a project from its most abstract or procedural elements to its most detailed, data-intensive pieces.

JWA's Analysis Leader

JWA's projects rely on Evan's expertise in spatial analysis and map design. Evan has spearheaded the development of critical tools used in JWA's practice working for transit agencies and other clients, including:

- ▶ GTFS-based methods of schedule analysis used in dozens of transit network studies.
- ▶ Access and travel time analysis workflows based on OpenTripPlanner and R5 routing engines that allow direct before and after comparison of network redesign studies without the need to prepare a schedule.
- ▶ Wayfinding and cartography, including the redesign of public-facing transit maps. Evan leads JWA's wayfinding and map design practice.
- ▶ Web-based, interactive transit trip planner and travel time isochrone tools for use in transit agencies public processes.
- ▶ Numerous methods and visualizations used to understand patterns of transit ridership, speed and reliability.

Expertise at Every Step

As JWA's longest-tenured professional staff member, Evan has a unique perspective on the firm's work and ability understand and execute each step of JWA's approach to transit network design. He has played a critical role in all the firm's major projects, leads the development of JWA's analytics and data approach, has managed network design studies for a variety of agencies, and has led many workshops and presentations for client and partner agency staff, stakeholders, Board members and the public.

Proven Transit Analysis Skillset

Evan provides a diverse set of technical capabilities, including:

- ▶ All types of data analysis related to transit planning using the R programming language, including the development of internal software packages used by all JWA analysis staff. R is the data analysis programming tool of choice at JWA, and Evan leads the firm's efforts in improving R-based analysis workflows.
- ▶ Experience developing interactive data visualization dashboards using tools such as Tableau and R Shiny.
- ▶ Proven ability to design, deploy and evaluate complex surveys, including advanced capabilities like text-mining open-ended responses in large datasets.
- ▶ Deep knowledge and understanding of a variety of public and private data sources on demographics, employment, destinations, personal movement and other travel market factors



Todd Tregenza AICP

Principal in Charge



Location

Sacramento, CA

Experience

17 years

Qualifications/Accreditations

- BS, Community and Regional Development, University of California, Davis, CA, 2007
- American Institute of Certified Planners #29678

Key technical skills

- Multimodal Performance and Safety Analyses
- Transportation Programming and Funding Strategies
- Cost-Benefit Analyses and Grant Application Support
- Transportation Modeling and Vehicle Miles Traveled (VMT) Guidelines

Memberships

- American Planning Association
- Young Professionals in Transportation

Relevant experience summary

Todd Tregenza has 17 years of experience in transportation planning projects, assisting dozens of agencies throughout central and northern California in short- and long-range programming, including the development of travel demand models, general plan circulation elements, specific and master plans, corridor studies, capital improvement programs, nexus and fee studies, transportation operational analyses, and impact analyses. This experience spans public and private sectors, extending into on-call contracts and arrangements with municipalities, where Todd prepares transportation studies and grant applications, performing peer reviews of impact studies and developing California Environmental Quality Act (CEQA) impact analyses for development projects of all sizes.

South Arcata Multimodal Safety Improvements Plan (SAMSIP)

Principal in Charge | City of Arcata | Arcata, CA

The project aims to improve safety, accessibility, and connectivity for multiple users—particularly pedestrians and bicyclists—between southern Arcata and the Sunnybrae and Bayside neighborhoods. The plan focuses on the area surrounding the US 101 and SR 255 interchange, which currently presents significant safety challenges including frequent near-misses and collisions involving vehicles, bicyclists, and pedestrians.

City of Arcata Strategic Infill Redevelopment Plan & Long-Range Planning Services

Transportation Lead | Planwest | Arcata, CA

Managing the project team in developing a multimodal transportation plan for the Gateway Area Plan, including new street connections, robust multimodal concepts, and travel demand management measures to reduce parking and vehicular traffic demand. Prepared conceptual layouts of multimodal improvements in the “Mobility” section of the Gateway Area Plan, including

provision of Class I trails and Class IV bicycle facilities. Overseeing preparation of the Circulation Element update and transportation analysis under General Plan policy and under CEQA, consistent with Senate Bill (SB) 743. Developed unique Geographic Information System (GIS)-based model (Place Mix) to estimate VMT impacts of the land use plan, working with City to develop SB 743-compliant guidelines, including baseline and threshold metrics, and screening criteria without using a travel demand model. The model uses housing and jobs (retail and non-retail) to assess the level of land use density and diversity within a 0.25-mile walk shed as a proxy for VMT reduction potential.

US 101 Broadway Multimodal Corridor Plan

Project Manager | Humboldt County Association of Governments | Eureka, CA

Managed preparation of a multimodal corridor plan for US 101 in the City of Eureka, following Caltrans Corridor Planning Guidelines. The corridor suffers a lack of multimodal accessibility, poor travel reliability, and high rates of severe and fatal pedestrian and bicycle collisions. In turn, the plan proposed the major

reconfiguration of the roadway, including provision for robust Class IV bikeways, transit prioritization through dedicated lanes and queue jump pockets, shortened pedestrian crossings, and new couplets to redistribute traffic. Closely coordinated with agency partners to inform competitive grant applications, including Solutions for Congested Corridors Program and implementation of plan elements through Caltrans SHOPP.

City of Ukiah General Plan Update

Project Manager
Mintier Harnish | Arcata, CA

Oversaw preparation of the Circulation Element update and transportation analysis under General Plan policy and under CEQA, consistent with SB 743. Developed unique GIS-based model (Place Mix) to estimate VMT impacts of land use plan. This model builds on the one developed for Arcata by adding a bike shed analysis along the City’s low-stress bike network in addition to the walkable 0.25-mile walk shed in the original model.

Sacramento Avenue Complete Street Corridor Improvement Plan

Project Director
City of West Sacramento | West Sacramento, CA

Oversaw preparation of the Sacramento Avenue Complete Street Corridor Improvement Plan (CSCIP). The CSCIP aims to deliver a transformative vision for the communities it serves, namely Bryte and Broderick. The CSCIP includes a robust trilingual hybrid public engagement program. The CSCIP scope goes beyond the typical transportation corridor plan to also include streetscape improvement concepts for enhancing the community character. The CSCIP will be accompanied by a separate zoning and infrastructure planning study that aims to incentivize, alongside the transportation enhancements, development, and the production of affordable housing along the corridor. Both the CSCIP and the accompanying infrastructure plan are funded by Sacramento Area Council of Governments, including “Green Means Go”, a non-infrastructure program intended to accelerate production of affordable housing.

710 North Stub Transitional Project Development

Project Manager
City of Pasadena | Pasadena, CA

Managed preparation of multimodal transportation improvement concepts for the surface street corridor along the right of way relinquished to the City. Also managed intense, short duration stakeholder outreach effort with key stakeholders along the corridor. Developed signalized intersection improvement concepts for ramp terminal intersections and transformational changes to major auto-oriented

corridors to prioritize pedestrian, bicycle, and transit mobility along Columbia Avenue, Pasadena Avenue, and St. John Avenue, along with all major east-west connectors along the 710 North Stub corridor. Utilized rich visualizations to depict viable concepts that improved multimodal safety and access along historically auto-dominated corridor. The project resulted in over \$100 million in improvement costs submitted for funding to LA Metro, which have since been approved for funding and implementation.

City of Fortuna Mill District Specific Plan

Project Manager
Planwest | Fortuna, CA

Overseeing preparation of the transportation analysis for the proposed Mill District Specific Plan, using the unique GIS-based model (Place Mix) to estimate VMT impacts of alternative land use plans relative to existing land use patterns and proposed General Plan land use buildout. Model outputs are being used to refine the land use plan and reduce potential transportation impacts in the City.

City of Elk Grove Systemic Safety Analysis Report (SSAR)

Project Manager
City of Elk Grove | Elk Grove, CA

Oversaw development of the safety analysis and report, including development of a GIS tool to automate the identification of collision trends and systemic risk factors using updated infrastructure, traffic, and crash data inputs, and collection of Light Detection and Ranging (LiDAR) data on high-risk corridors. Also oversaw the development of prioritized safety improvement projects, selection of five candidate project packages for Highway Safety Improvement Program (HSIP) grant application, and development of 10% design concepts. This plan resulted in the City successfully receiving \$8.8 million in 2021 HSIP funds, the single largest grant award in the state, for traffic signal modifications.

Chester State Route (SR) 36 Main Street Connectivity Plan

Project Manager
Plumas County Transportation Commission | Chester, CA

Managed preparation of multimodal transportation improvement plan for SR 36 through the community of Chester in Plumas County. Oversaw robust community engagement effort to energize the public and gain consensus on goals for the corridor. The plan includes rich visualizations of the preferred concept, which recommends a four- to three-lane road diet, and new mid-block and intersection pedestrian crossings to minimize barriers between residential neighborhoods and community destinations.



Melissa Estrada

Senior Transportation Project Manager



Location

Redding, California, USA

Experience

17 years

Qualifications/Accreditations

- MS, City Planning, San Diego State University, San Diego, CA, 2007
- BA, Political Science, University of California, San Diego, CA, 2004

Key technical skills

- Transportation Planning; Environmental Planning
- Project Development; Program Management
- Federal and State Compliance
- Grant Acquisition and Management

Relevant experience summary

Melissa Estrada is a highly skilled manager with a strong track record of success leading complex programs and projects across various entities, including federal, state, regional, and local agencies. With exceptional communication, problem-solving, and organizational skills, Melissa has a wealth of experience in the public sector and a strong commitment to its advancement. As a transportation planner at the City of Redding, she managed both the Redding Area Bus Authority (RABA) and active transportation. For active transportation, Melissa oversaw planning and development, including the first city Active Transportation Plan and several successful Caltrans Active Transportation Program grant funded projects. She thoroughly understands the municipal needs and challenges of small cities, including funding and implementation. Melissa's prior accomplishments include successfully guiding a Light-Rail Transit (LRT) project through Federal Transit Administration (FTA) project development, ensuring compliance with regulatory requirements, including the FTA New Starts Funding Application (e.g., Land Use and Economic Development Template).

Humboldt County Regional Vision Zero Action Plan

Project Manager
Humboldt County Association of Governments
(HCAOG) | Eureka, California, USA |

Providing support for a regional plan to improve safety on roadways and reduce serious injury crashes for all roadway users. On this project, GHD is a sub.

GHD is providing support on the collision analysis, as well as the identification of countermeasures, strategies, and projects. GHD also is providing support on the quick-build demonstration projects, including environmental review and evaluation of before-and-after data for the demonstration projects.

Yolo Transportation District (YoloTD) Short Range Transit Plan

Project Manager |
YoloTD | Woodland, California, USA |

Providing support for a short range transit plan that will guide YoloTD public transit services in the next 5 to 10 years. On this project, GHD is a sub.

GHD is providing support on the service alternatives, including the capital plan. Additionally, GHD is providing an assessment of electric energy needs and capacity at the YoloTD maintenance facility, to assess existing and future capital needs and costs.

City of Porterville Active Transportation Plan

Project Manager
City of Porterville | Porterville, California, USA |

Providing support for a citywide plan that focuses on non-motorized forms of travel, promotes the use of pedestrian and bicycle facilities, identifies challenges to the current non-motorized network, proposes solutions for improvement, and identifies potential funding sources.

The plan builds upon a strong network of existing Class I facilities, linking existing and future development, consistent with the city general plan, to the overall active transportation network. The plan includes the consideration of key transportation corridors.

City of Colusa Comprehensive Safety Action Plan

Project Manager |
City of Colusa | Colusa, California, USA |

Provided support for a citywide plan to improve safety on roadways and reduce serious injury crashes for all roadway users. On this project, GHD was a sub.

GHD provided the stakeholder and public engagement program, including a webpage, citywide safety events, public engagement and education workshops, and analysis of the collected information. GHD also provided the transportation equity analysis.

Envision 273 Comprehensive Multimodal Corridor Plan

Assistant Project Manager
Shasta Regional Transportation Agency (SRTA) |
Redding, California, USA |

Provided support for a corridor plan that recommends infrastructure improvements to support safety and mobility for people of all ages and abilities.

Plan goals include reducing mobility barriers; enhancing safety, accessibility, and connectivity for multiple users; achieving better compatibility between land use and corridor design; improving environmental sustainability and resiliency; and positioning the region to successfully compete for federal and state grant funds. Melissa oversaw the infrastructure improvement feasibility studies, as well as the development of the draft and final plans.

The plan was led by SRTA, in partnership with Caltrans. The plan included a list of infrastructure improvements (projects) along the State Route 273 corridor.

RABA and Active Transportation

Transportation Planner
City of Redding | Redding, California, USA |
2016-2023

RABA: Provided day-to-day management of the public transit system, including federal and state compliance; audits; reports; planning; funding; project/policy identification and implementation; asset acquisition and management; public information; community events; department and agency coordination; and bid/proposal and contract development and management. Also, communicated with elected officials (e.g., board meetings/presentations) and the public.

Active Transportation: Promoted and facilitated active transportation through bicycle and pedestrian projects and programs, street and private development project reviews, planning/reports, grant writing, community events, public information, and stakeholder and agency coordination. Involved with downtown revitalization projects, including the reopening of streets, the closing of streets, and the extension of the Sacramento River Trail into downtown via Class I and Class IV bikeways. Secured \$1 million for Bechelli/Loma Vista (Active Transportation Plan (ATP) Cycle 3), \$7.8 million for Victor/Cypress (ATP Cycle 5), and \$2.6 million for Turtle Bay to Downtown (ATP Cycle 5).

Career history

| | |
|----------------|--|
| 2023 - present | GHD, Senior Transportation Project Manager |
| 2016 - 2023 | City of Redding (California), Transportation Planner |
| 2007 - 2016 | WSP, Transportation Planner |
| 2006 - 2007 | SANDAG, Transportation Planning Intern |

Amber Shows ^{GISP}

Spatial Analysis Lead



Location

Eureka, CA

Experience

17 years

Qualifications/Accreditations

- MS, Natural Resource Science, California Polytechnic State University, Humboldt, Arcata, CA
- Graduate Certificate, Geospatial Sciences, California Polytechnic State University, Humboldt, Arcata, CA
- BS/BA, Biology, Environmental Studies and French, Northern Arizona University, Flagstaff, AZ
- Geographic Information Systems (GIS) Professional, GIS Certification Institute

Key technical skills

- ArcGIS Urban, ArcGIS Online, Portal for ArcGIS
- ArcGIS Pro, Eos Global Navigation Satellite System (GNSS), Mobile Mapping
- Watershed and Environmental Management

Memberships

- North Coast Geographic Information Systems User Group

Relevant experience summary

Amber Shows is a spatial sciences professional, project manager and project director with 17 years of experience in GIS consulting and implementation. She brings the power of digital mapping to projects in civil infrastructure and asset inventory, watershed and environmental management, and urban planning. Through her experience managing spatial and non-spatial data, mobile mapping, surveying, and remote sensing and analysis, Amber guides project teams and organizations in getting the most out of their GIS data and programs resulting in successful project outcomes, preparation of grant proposals, regulatory agency coordination, and field data collection. Amber possesses a diverse educational and professional background, making her a valuable asset to any project where spatial sciences and data management are required.

ArcGIS Online Administration and 5-Year GIS On-Call

Project Director

Del Norte Local Transportation Commission | Crescent City, Del Norte County, CA

Following the successful completion of the Del Norte Region Transportation Mapping project, GHD was selected to continue the administration of the Del Norte Local Transportation Commission's ArcGIS Online organizational site and provide on-call as needed GIS support services to the Del Norte Local Transportation Commission's members including city, county, tribal governments, and the regional transit authority from 2022 until 2027.

South Beach Climate Resilience Plan

Project Director

Del Norte Local Transportation Commission (DNLTC) | Crescent City, Del Norte County, CA

The DNLTC is a regional transportation planning agency who works in partnership with City, County and State partners. GHD led the planning effort for sea level rise adaptation strategies for a coastal section of California State Highway 101. GHD led development of the strategy options, coordinated update meetings among DNLTC stakeholders, and organized and led presentations of the adaptation strategies at public meetings.

Redway Community Services District Web GIS Services

Project Director

Redway Community Services District | Redway, Humboldt County, CA

GHD administered an ArcGIS Online environment for the District to view, query, and edit their spatial data layers for water and sewer. Guided the project team to develop web map interfaces and provided the district with training and guidance on how to best utilize the web maps. Guided the digitization of District water system GIS data from PDF plan sets.

Rio Dell Web GIS Services

Project Director

City of Rio Dell | Rio Dell, Humboldt County, CA

GHD administered an ArcGIS Online environment for the City to view, query, and edit their spatial data layers for wastewater. Guided the project team to develop a web map interface and provided the city with training and guidance on how to best utilize the web map. The City's water GIS data was loaded into the Esri Local Government Information Model and published to the online GIS portal.

GIS Professional Services

Project Director

North Marin Water District (NMWD) | Novato, Marin County, CA

NMWD engaged GHD to update hardcopy maps of their water distribution system requiring the conversion of existing CAD data to GIS format. Through the process, NMWD became actively involved in GIS software and capabilities and is now supported by GHD in managing assets and workflows, (e.g., lead service line inventory) through ArcGIS Online administered by GHD.

Stormwater Quality and Design Assistance

GIS Analyst

City of Trinidad | Trinidad, Humboldt County, CA

GHD has long supported the City of Trinidad in their civil design and construction needs, including in the development and management of stormwater systems and water quality. Trinidad is an Area of Special Biological Significance on the North Coast of California, and as such adheres to some of the highest water quality standards. ArcGIS Online, administered by GHD, has become an important tool for the City to manage, track and report stormwater activities and compliance.

Crescent City Storm Drain Master Plan

Project Manager

City of Crescent City | Crescent City, Del Norte County, CA

The Crescent City Storm Drain Master Plan comprehensively considers the City's stormwater capacity in terms of grey and green infrastructure and risks to public safety associated with prolonged flooding. GHD supported stormwater project identification and development with hydraulic and hydrologic modelling, while ensuring that solutions are equitable across the community. The project team utilized GIS capabilities of high accuracy asset inventory with GNSS equipment paired with ArcGIS Field Maps on smart tablets plus the visualization of storm drain assets, community demographic indices, and storm drain project attributes through ArcGIS Online.

Del Norte Regional Transportation Mapping

Project Manager

Del Norte Local Transportation Commission | Crescent City, CA

This project standardized County, City, and Tribal roadways, transit, and active transportation layers in GIS within Del Norte County. GHD coordinated the gathering and developing of data and schema structure and guided spatial and attribute editing to achieve an accurate and dependable GIS system for the stakeholders in Del Norte County. Through an ArcGIS Online organization site administered by GHD, the region has access to authoritative datasets, web applications, and field data collection capabilities.

City of Arcata General Plan Update and Specific Area Plan: 3D Urban Planning Model

GIS Analyst

City of Arcata | Arcata, CA; Humboldt County, CA

Working with Planwest, GHD modelled City zoning and planning rules and several development scenarios in a 3D environment for the City of Arcata's General Plan Update and Specific Area Plan Element. Leveraged ArcGIS Urban to easily build, analyze and share development scenarios and their effects on housing and jobs created as well as anticipated demands on resources and greenhouse gas emissions.

Zero Emission Vehicle Project Initiation Plan

Project Director

Del Norte Local Transportation Commission | Crescent City, CA

As an initial planning study to support regional transition to zero emission vehicles and fuel infrastructure, GHD assessed the current regulatory, funding, infrastructure and vehicle landscape to identify scenarios and a roadmap for the region to accelerate and prepare for a zero-emission vehicle future for both fleet and personal vehicles.



Kristen Orth-Gordinier

Environmental Planner



Location

Eureka, CA

Experience

10 years

Qualifications/Accreditations

- MS, Environmental Science & Management, California Polytechnic University Humboldt, Arcata, CA, 2022
- BS, Environmental Biology & Zoology, Humboldt State University, Arcata, CA, 2014
- Certificate, Public Participation, International Association of Public Participation (IAP2), 2024

Key technical skills

- Permitting and Regulatory Compliance
- Community Engagement
- Natural Resource Restoration and Enhancement
- Trail Planning and Park Improvements
- Grant Writing and Management
- Technical Writing

Memberships

- California Coastal Resilience Network, Steering Committee Member, 2022 – Present
- Coastal Ecosystems Institute of Northern California, Board Member, 2022- Present
- California State Polytechnic University, Humboldt, Sea Level Rise Initiative Member, 2019 - Present
- City of Arcata, Planning Commissioner, 2017-2019

Relevant experience summary

Kristen Orth-Gordinier has been a natural resource consultant for ten years. Her professional experience has focused on project development, planning, permitting, design, community engagement, and grant writing. Her portfolio of projects includes natural resource restoration and enhancement, trail planning, park improvements, transportation, coastal resilience, and urban development. Her permitting and regulatory experience includes the California Environmental Quality Act (CEQA), California Coastal Act, and Clean Water Act Section 404 and 401. She has developed community outreach plans, led in-person public meetings, facilitated online workshops, and conducted online surveys. Kristen is an accomplished grant writer and manager, with dozens of grants and millions of dollars awarded to the clients she works with. Her most recent experience involves working on coastal resilience related feasibility studies and capacity building efforts that require collaborative and innovative thinking.

Arcata Annie & Mary Trail Connectivity Project

Environmental Planner

City of Arcata | Arcata, CA

Prepared a project description and IS/MND for the construction of a proposed multi-modal trail in Arcata to connect residents and visitors with schools, businesses, residential areas, and recreational opportunities.

City of Arcata General Plan Environmental Impact Report (EIR)

Environmental Planner

City of Arcata | Arcata, CA

Evaluated environment impacts of the City of Arcata General Plan Update. The General Plan Update focused on infill development to accommodate anticipated population growth. Prepared an EIR.

Coastal Resilience Planning for Frontline Communities

Deputy Project Manager

Humboldt County Public Works | Humboldt County, CA

The project plans to address flooding and sea level rise issues in two vulnerable coastal communities. Supported community engagement, sea level rise and flood vulnerability assessment and an adaptation feasibility analysis, and conceptual designs for adaptation projects in King Salmon and Fields Landing.

Humboldt Heavy Lift Marine Terminal

Outreach Support

Humboldt County Public Works | Humboldt County, CA

The Harbor District is planning port facilities to support the development of offshore wind turbines along

California's coast. Assisted the client with management of five advisory committees, hosting public events, creating surveys, and implementing other strategies to provide project education and collect public input.

Safe and Affordable Funding for Equity and Resilience (SAFER) Drinking Water Technical Assistance Program

**Community Outreach Lead
State Water Resources Control Board | California**

Led public outreach in communities dealing with water quality issues to inform them of the issues and long-term sustainable solutions. Outreach methods included surveys, public meetings, social media, and website content.

- Golden State Water – Clearlake – Consolidation Feasibility Study
- Spring Valley School – Drinking Water State Revolving Fund Construction Financing Application Assistance
- Carver Tract Consolidation Feasibility Study
- Tuolumne County Consolidation Feasibility Study

Eureka Flood Reduction and Sea Level Rise Resiliency Project

**Environmental Planner
City of Eureka | Eureka, CA**

This project proposes various drainage improvements to reduce existing flooding, increase climate change resiliency, improve water quality, and enhance ecosystem services. Project challenges include stormwater discharge to Humboldt Bay, beneficial reuse of sediment for habitat restoration, nearby contaminated soils, and adaptive management approaches. Prepare an IS/MND, Harbor District Development Permit application, Coastal Development Permit application and Regional Water Quality Control Board (RWQCB) 404 Certification application and coordinated review with regulatory staff.

Humboldt Coastal Resilience Project Stakeholder Engagement

**Outreach Project Manager
Friends of the Dunes | Humboldt County, CA**

Prepared and implemented a stakeholder engagement plan to inform decision makers and natural resource agencies of project research results and discuss management recommendations to enhance coastal resilience along the Eureka Littoral Cell coastline. The goal of project stakeholder engagement is to communicate key scientific findings, validate the project vulnerability assessment, and to build decision-making capacity to increase coastal resilience.

Trinidad Community Coastal Resilience Planning Project

**Community Outreach Lead
City of Trinidad | Trinidad, CA**

Developed and implemented a community engagement plan in partnership with the City and local Tribes to conduct community capacity building and technical planning exercises. Engagement strategies include virtual and in-person meetings and workshops, online surveys, and tabling at local events. The goal of project outreach with the public is to provide education about the project and resilience planning, gather information about coastal hazards and community character, and to prioritize projects and strategies to increase the community's resilience to climate change. This project is coordinated with GHD's engineering staff to result in conceptual designs of community identified coastal resilience projects for the City to pursue implementation funding.

Humboldt Bay Symposium*

**Organizing Committee Member
California Sea Grant | Humboldt County, CA**

Co-organized this three-day online symposium and facilitated a discussion and question & answer on regional sea level rise planning with local, state, and tribal government representatives. Attendees included around 100 natural resource professionals, students, members of the general public, and government representatives.

Humboldt Bay Sea Level Rise Regional Planning Feasibility Study*

**Associate Project Manager
Humboldt County Planning and Building Department | Humboldt County, CA**

Provided consultation services for County staff related to sea level rise regional coordination governance, public engagement, and funding opportunities. This included the implementation of semi-structured interviews and the development of a coastal professional survey and a public survey to understand level of awareness of sea level rise, interest in collaboration, and sea level rise planning challenges.

Sequoia Park and Zoo Master Plan Implementation*

**Project Coordinator
City of Eureka | Eureka, CA**

Co-facilitated committee and public meetings to gather project design input. Prepared CEQA IS/MND for the Redwood Skywalk and CEQA Negative Declaration for the Park. Led grant writing efforts (obtained ~\$2 million). Assisted in design research, topographic and tree surveys.

SUBCONSULTANT LIST

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 Jarrett Walker + Associates Address 1021 SE Caruthers St, Portland, OR 97214 | Transit Vision, Values and Priorities; Transit Market Analysis and Regional Operations Assessment; Transit Policies Best Practices; Stakeholder Engagement and Outreach | \$ 89,985.89 |
| Name GHD Address 718 3rd Street, Eureka, CA 95501 2600 Capitol Avenue, Suite 100, Sacramento, CA 95816 | Existing Conditions Report; GIS/PlaceMix analysis; Local land use policies and practices; Implementation Guidebook/Framework; Stakeholder Engagement and Community Outreach | \$ 57,438.90 |
| Name Address | | \$ |
| Name Address | | \$ |
| Name Address | | \$ |
| Name Address | | \$ |

DKS Associates

Name of Lead Firm

Chris Maciejewski, Chief Operating Officer/Contracting Officer

Printed Name and Title of Signatory

Chris Maciejewski

Signature

September 23, 2025

Date

CONFLICT OF INTEREST

DKS does not have any conflict of interest as requested on page 7 of the RFP.

JWA does not have any conflict of interest as requested on page 7 of the RFP.

GHD would like to disclose that staff members Josh Wolf and Steven Pearl are on the HCAOG Technical Advisory Committee (TAC). They would recuse themselves and/or abstain from any votes that would present an actual or perceived conflict of interest.

EXCEPTIONS, OBJECTIONS & REQUESTED CHANGES

DKS respectfully requests the following changes to the Consultant Service Agreement:

On Page 5, Section K

- Delete the reference to “defend” in line 2
- Delete “and agents” in line 3
- Add “third party:” before losses in line 4
- Add “reasonable” in front of attorney’s fees in line 5
- For the second paragraph, delete “defend” and add “third party:” before liability. Also add “negligent” before performance.

INSURANCE STANDARD REQUIREMENTS

DKS, JWA, and GHD can meet the standard insurance requirements. DKS, JWA, and GHD do not have any stated exceptions.

DBE POLICY AND OBLIGATION

While DKS Associates, Jarrett Walker + Associates, and GHD are not Disadvantaged Business Enterprise (DBE) firms, we have reviewed the DBE Policy and Obligations in the RFP as well as the response to question #5 in the Response to RFP Questions.

DKS is always looking for new opportunities to collaborate with our existing DBE teaming partners and to build new relationships with DBE firms. When researching projects, we often look first at what DBE firms could provide to support a project successfully. For recent projects, we have engaged DBE firms to support outreach and stakeholder engagement and translation tasks. With the HCAOG taking the lead on those tasks, we searched the California Unified Certification Program (CAUCP) for DBE certified firms in Humboldt County that provided consulting services, but was unsuccessful in identifying a DBE certified firm that offered the services needed to support this project. However, should HCAOG set a DBE requirement upon review by Caltrans Headquarters, we would expand our search to beyond Humboldt County and market this opportunity to small businesses, including DBEs and Disabled Veteran Business Enterprises.

OTHER REQUIREMENTS

DKS, JWA, and GHD have reviewed the other requirements on pages 7 through 9 of the RFP. DKS, JWA, and GHD agree to comply with the stated requirements.