

Humboldt County Association of Governments

Proposal to Prepare a Comprehensive Plan for Regional Transit and Land-Use Network Planning for the Humboldt County Association of Governments

Los Angeles • September 23, 2025



September 23, 2025

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

Subject: Proposal to Prepare a Comprehensive Plan for Regional Transit and Land-Use Network Planning for the Humboldt County Association of Governments

Dear Ms. Smith:

Rincon Consultants, Inc. (Rincon) is pleased to submit our proposal to support the Humboldt County Association of Governments (HCAOG) in advancing regional transit coordination and multimodal planning. As the project lead, Rincon brings deep expertise in stakeholder engagement, climate planning, and regional policy development along with a strong understanding of HCAOG's goals and priorities.

Rincon is a land use planning firm with over 30 years of experience in transportation and land use planning, and we are exceptionally well-qualified to lead HCAOG's Comprehensive Plan for Regional Transit and Land-Use Network Planning. Most recently, Rincon recently served as the lead consultant for the Humboldt Regional Climate Action Plan (RCAP), working closely with HCAOG and a multi-agency advisory group to develop coordinated strategies that integrate transportation, land use, and climate goals. This recent and highly relevant experience provides Rincon with a deep understanding of the region's planning context, the local agencies within the region in the County including Caltrans, local tribes, cities, and county agencies, and positions our team to seamlessly guide the development of a visionary, implementable, and equity-focused transit and land-use plan.

We are proud to partner with Nelson\Nygaard, a nationally recognized leader in transportation planning and policy. Their team excels in crafting actionable, equity-driven mobility strategies and communicating complex ideas through clear, approachable storytelling. Together, our firms offer a proven track record of collaboration, demonstrated through past joint efforts that have delivered efficient, effective, and impactful results. This partnership is reflected in our integrated organizational chart and work plan, designed to provide seamless coordination and delivery.

The Rincon Team has a history of successful collaboration, and our integrated organizational chart and work plan reflect a streamlined, efficient partnership. We are well positioned to support HCAOG in achieving the project's objectives:

- Establishing a guided, active partnership forum to formalize regional transit coordination and decision-making.
- Building technical capacity and inter-agency consultation processes for multimodal planning and delivery.
- Identifying creative strategies to leverage shared resources (e.g., people, funding, and infrastructure) for meaningful projects.
- Developing regional decision-making frameworks that balance functional mandates with geographic and community interests.

We recognize Humboldt County's unique position as a rural region with relatively high transit service and ridership, and we are excited to help build on this strength through regional engagement and development of a plan that is both visionary and grounded in practical implementation. Any questions or correspondence regarding this proposal should be directed to the Principal-in-Charge Kimiko Lizardi at 510-834-4455, klizardi@rinconconsultants.com, or 66 Franklin Street, Suites 352 and 357, Oakland, California 94607.

Proposal to Prepare a Comprehensive Plan for Regional Transit and Land-Use Network Planning for the Humboldt County Association of Governments

This proposal is a firm offer for a sixty (60) day period. We appreciate the opportunity to contribute to this important effort and look forward to the possibility of working together to advance a resilient, connected, and equitable transportation future for Humboldt County.

Sincerely,

Rincon Consultants, Inc.



Hannah Mize | Project Manager
hmize@rinconconsultants.com



Kimiko Lizardi | Principal-in-Charge
klizardi@rinconconsultants.com

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2 Understanding of Project

Humboldt County has demonstrated a proactive approach to regional planning through the development of numerous plans and studies that identify transportation and land use needs. However, many of these needs remain unmet due to limited technical and financial capacity, fragmented interagency coordination, and the absence of a formalized regional decision-making framework. The Comprehensive Plan for Regional Transit and Land-Use Network Planning initiative provides a timely and strategic opportunity to build the structure necessary to convert these existing plans into implementable actions through policies, processes, and projects that are grounded in collaboration and tailored to Humboldt's unique context.

Funded through a Caltrans Strategic Partnerships–Transit grant, this project is the cornerstone of HCAOG's Partnering Assets and Authorities for Comprehensive Transit (PAACT) initiative. Led by HCAOG and the Humboldt Transit Authority, with active participation from seven additional local agencies, the project is designed to build a guided, working partnership forum that supports coordinated and structured decision-making. It will enhance technical capacity across agencies, formalize interagency consultation processes, and identify creative strategies to leverage shared resources, both human and financial, to advance meaningful multimodal improvements.

Rincon Consultants understands that HCAOG's Comprehensive Plan for Regional Transit and Land-Use Network Planning presents a transformative opportunity to unify mobility, housing, and climate strategies under a regional framework. The plan's emphasis on interjurisdictional coordination and advisory council formation directly aligns with Rincon's recent experience leading the Humboldt Regional Climate Action Plan (RCAP), where we worked closely with HCAOG and a multi-agency advisory group to develop integrated strategies for transportation, land use, and climate resilience. This new advisory council, as called for in the RFP, offers a natural evolution of that collaborative model and a catalyst for establishing the Regional Climate Committee envisioned in the RCAP. Rincon's familiarity with these governance structures and planning goals positions our team to facilitate a seamless, inclusive, and actionable planning process that builds on existing efforts like VROOM 2022–2042 and the RCAP, while advancing regional equity and sustainability.

Partnering with Nelson\Nygaard further strengthens this effort, bringing nationally recognized expertise in mobility and transportation planning. Their experience designing equitable, multimodal transportation systems and integrating transit with land use strategies complements Rincon's environmental and regional planning capabilities. Nelson\Nygaard also specializes in regional transportation planning for rural communities and integrating transit into the built environment which provides the experience and context necessary to develop implementable policies. Together, the team offers a holistic approach to advancing HCAOG's goals, confirming that mobility solutions are not only sustainable and resilient, but also responsive to community needs and regional priorities.

Humboldt County is uniquely positioned for success, with relatively high transit service and ridership for a rural region. This project will build on that strength by establishing a regional framework that reflects the functional and geographic mandates of participating agencies, while balancing regional and local interests. The result will be a comprehensive, implementable plan that supports long-term resilience, connectivity, and equity across the region's transit and land-use systems.

The Rincon Team is especially interested in working with HCAOG due to the unique rural location, challenges, and opportunities at the intersection of mobility and transportation, climate, and equity, which are key focuses of Rincon's practice. Humboldt County presents a rare opportunity to build on existing strengths while addressing persistent gaps in coordination, capacity, and implementation. The region's diverse communities, including tribal nations, small cities, and unincorporated areas, require tailored, place-based solutions that reflect both local needs and regional goals. We are particularly drawn to the opportunity to build off of our RCAP efforts and helping formalize interagency collaboration, strengthen multimodal connectivity, and develop actionable policies that support long-term sustainability and equitable access to transportation. Our team's deep experience in rural planning and agency and tribal engagement, combined with our recent work on the Humboldt RCAP, positions us well to support HCAOG and the partners in delivering a collaborative structure and comprehensive mobility plan.

3 Consultant Qualifications and Experience

a. Firm

Rincon Consultants, Inc.

Rincon Consultants, Inc. (Rincon) is a science-based environmental and climate consulting firm that provides quality professional services to government and industry. We have extensive knowledge and experience working on land use and transportation planning projects from concept through construction. Rincon Consultants team is proud of the considerable depth of staff, which includes certified urban planners, environmental scientists and engineers, climate planners, accredited LEED professionals, noise and air quality experts, geologists, biologists, and cultural and historical resource specialists that have worked with and have direct experience and knowledge of local and regional planning best practices. Our approach focuses on well-designed solutions that respond to our clients' specific needs in a cost-effective manner.

Rincon's team of landuse, climate and engagement experts has extensive experience developing comprehensive policies for small- and large-scale land use and transportation projects. We have also worked extensively with regional planning agencies in rural areas such as the Kings, Tulare, Stanislaus and San Joaquin regional planning agencies on their RTP/SCS and showcases our deep understanding of regional transportation and sustainable community planning. We also have recent planning experience across the Humboldt County region collaborating with a regional advisory council to develop the Regional Climate Action Plan. By successfully navigating complex planning program and coordinating with multiple stakeholders, Rincon Consultants has demonstrated an exceptional capacity to manage intricate projects and will do the same for HCOAG. Our proactive approach in addressing land use policy, stakeholder engagement, and adherence to state and federal legislation positions us as a knowledgeable and reliable partner, capable of supporting the Humboldt region toward sustainable and strategic development

This diverse experience is especially valuable in a region like Humboldt County, where transportation, land use, and environmental systems are deeply interconnected. Our team's ability to integrate technical, environmental, and community-focused solutions confirms that we can address the complexities of rural, coastal, and ecologically sensitive areas with thoughtful, implementable strategies. Our expertise enables us to implement an adaptive and innovative analytical procedure, one that recommends effective and viable land use policies that meet community and client needs. Additionally, Rincon has partnered with our trusted partner Nelson Nygaard to prepare this analysis. The following section provides a summary of Nelson Nygaard's firm experience.

Nelson Nygaard Consulting Associates, Inc.



Nelson Nygaard Consulting Associates, Inc. is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson Nygaard has grown from its roots in transit planning to a 165-person, full-service transportation planning firm with offices across the United States.

In keeping with the values set by the firm's founders, Nelson Nygaard puts people first. They recognize that transportation is not an end by itself but a platform for achieving broader community goals of mobility, equity, economic development, and healthy living. The firm's hands-on, national experience informs but does not dictate



Legal Name:
Rincon Consultants, Inc.

Legal Form:
California "S" Corporation

Founded: 1994

Professional Staff: 500+

California Offices: 13

Website:
<https://www.rinconconsultants.com/>

Federal Tax ID: 77-0390093

local solutions. Built on consensus and a multimodal approach, their plans are renowned as practical and implementable.

Qualifications Overview

At Rincon, conducting innovative, data-driven studies to inform policy is central to our practice. We have led the design and implementation of forward-thinking programs across a range of land use, climate, mobility, and equity goals in wider range of planning contexts include transportation, climate action, resilience and general plan policy and actions. Could also add some discussion of our work with regional transportation plans and sustainable communities strategies. Our team has also supported the development and implementation of infrastructure projects including identifying funding sources, navigating permitting and environmental review, and aligning with local and regional climate goals. In parallel, we regularly conduct environmental and climate impact assessments to evaluate policy options and help clients reduce their environmental footprint while meeting regulatory requirements.

Our experience has shown that the most effective plans are those that are grounded in collaboration, informed by rigorous analysis, and designed with implementation in mind. We bring this philosophy to every project, including the proposed work for HCAOG. Our demonstrated capabilities include:

- **Collaboration Building:** Facilitating cross-sector partnerships and interagency coordination to align goals and streamline implementation.
- **Comprehensive Research and Analysis:** Conducting in-depth technical analysis to support policy development.
- **Policy Recommendations:** Translating research into clear, actionable policy frameworks that are tailored to local context and capacity.
- **Community Engagement:** Designing and executing inclusive engagement strategies that elevate community voices on environmental, transportation, and climate issues.

Together, these capabilities equip us with the tools and experience necessary to successfully deliver the scope of work for HCAOG's *Comprehensive Plan for Regional Transit and Land-Use Network Planning* on time, on budget, and with lasting impact.

Rincon Project Experience

Specific recent project experience relevant to the scope and tasks requested in the RFP is detailed below.

County of Humboldt

Regional Climate Action Plan

Rincon is currently working with the County and each of the local jurisdiction to develop the Humboldt County's first Climate Action Plan. Recognizing the strength in collaboration, the County of Humboldt, City of Arcata, City of Blue Lake, City of Eureka, City of Ferndale, City of Fortuna, City of Rio Dell, and City of Trinidad, collectively referred to the Humboldt Region, have crafted this Regional Climate Action Plan (RCAP) as a regional approach for addressing climate change. As part of the process, Rincon is working closely with an engagement group of comprised of County and City staff and local agencies to develop a realistic plan to reach carbon neutrality by 2045. The Humboldt RCAP has been designed as a long-range planning document that guides the Humboldt region towards long-term GHG emission reduction in accordance with the State's goal to reduce GHG emissions by 40 percent below 1990 levels by 2030, achieve carbon neutrality by 2045, and increase climate resilience across the County. This RCAP focuses on creating a longstanding climate coalition to maximize regional efficiencies, overcome challenges facing rural areas, attract funding, build a green economy, mitigate emissions, and increase resilience. By prioritizing collaborative efforts and tailored strategies, this RCAP aims to address the unique needs of the rural communities in the region while advancing comprehensive GHG reduction and economic development goals.

As part of the RCAP development, Rincon worked to develop a Regional GHG inventory, forecast and targets; developed a climate vulnerability assessment; drafted GHG emissions reduction and adaptation measures; conducted community and steering committee engagement; drafted an engaging RCAP document; and conducted CEQA analysis of the plan. The RCAP is designed to be a CEQA Streamlining GHG reduction plan for each of the jurisdictions within the region to adopt so that CEQA analysis of GHGs can be streamlined for projects by establishing consistency with the RCAP and GHG emissions may be considered to have a less than significant impact. This RCAP is a starting place for a regional coalition focused on change and details a set of strategies to reduce GHG emissions, increase climate resiliency, and strengthen the growing regional green economy.



Duration: 2023 to Present

Staff: Erik Feldman, Principal-in Charge

County of Humboldt Association of Governments

Regional Transportation Plan Environmental Impact Report

Rincon prepared a Program EIR to evaluate HCAOG's 2013 Regional Transportation Plan (RTP). The RTP Update 2013/14, also known as "VROOM," is a long-range planning document that provides a course for future transportation investment in the region, with the goal of building and maintaining a multi-modal, safe and efficient, balanced transportation system. VROOM covers roadway, pedestrian, and bicycle systems (in the Complete Streets Element), and Public Transportation, Aviation, Goods Movement, and Finance Elements. VROOM also covers three additional (not required) elements: Trails, Tribal Transportation, and Emergency Transportation.

The issues the EIR focused on included air quality, biological resources, environmental justice, geology and soils, greenhouse gas emissions, hydrology and water quality, noise, and transportation. The Draft EIR was released for public review in May 2014 and the RTP was approved and EIR was certified in August 2014.



Duration: September 2013 to September 2014

Staff: Matt Maddox, Project Manager

County of Fresno

Land Use, Zoning, and Circulation Planning

Rincon managed the General Plan and Zoning Code update and Program EIR for Fresno County. As part of the preparation, the team updated the County's General Plan Background Report and assisted the County in finalizing all elements of the General Plan, including Circulation, Land Use, Environmental Justice, and Economic Development, as well as prepared the updated Zoning Ordinance for public review. The process emphasized policies to address rural infrastructure constraints, underserved communities and agricultural considerations. Additionally, Rincon prepared a Draft and Final Program EIR for Fresno County pursuant to CEQA Guidelines. Rincon also prepared a countywide Climate Change Vulnerability Assessment, evaluation of environmental justice communities and policy framework, and incorporation of climate change and vulnerable population

resiliency into the Safety Element. Rincon conducted public outreach and involvement efforts for the project, including the convening of seven community workshops across the county to gather input and engage with the residents on the General Plan, Zoning Ordinance, and environmental justice strategies. Given that English and Spanish are both widely spoken in Fresno County, these meetings were conducted in both languages for full and meaningful participation. Rincon also facilitated communication among the County, CAL FIRE, and other involved state agencies to ensure expectations and goals were aligned.



Duration: 2021 to Present

Staff: Kimiko Lizardi, Principal Technical Advisor

Association of Monterey Bay Area Governments

Monterey Bay Electric Vehicle Climate Adaptation and Resiliency Framework

Rincon is partnering with the Association of Monterey Bay Area Governments to develop the Monterey Bay EV Climate Adaptation and Resilience Framework. This innovative initiative is designed to enhance the region's preparedness for climate impacts on EV infrastructure, ensuring its resilience and adaptability under changing environmental conditions. Rincon is leveraging its extensive expertise in climate adaptation, environmental planning, and technical analysis to deliver the following services:

- **Climate Adaptation and Resilience Analysis:** Conducting comprehensive assessments to evaluate the vulnerability of existing and planned EV infrastructure to climate risks, including sea-level rise, extreme heat, and flooding events
- **Data-Driven Technical Support:** Using advanced modeling tools, Replica, GIS, and climate data to identify high-risk areas and prioritize actions that safeguard EV investments and promote equitable access to EV infrastructure in underserved communities
- **Equitable Engagement:** Facilitating meaningful collaboration with regional stakeholders, including local governments, transportation agencies, and community representatives, to integrate diverse perspectives and build consensus on strategic priorities
- **Policy and Strategy Development:** Crafting actionable, science-based strategies that align with California's climate goals and support long-term EV infrastructure sustainability in the Monterey Bay region



Duration: 2024 to Present

Staff: Olivia Mendoza, Transportation Planner
Kassandra Gale, Engagement

Through this work, Rincon plays a pivotal role in fortifying the Monterey Bay area's EV infrastructure against climate change impacts, driving forward regional efforts for sustainable transportation, and empowering communities to transition to a low-carbon future.

Fort Independence Indian Community

Long Range Transportation Plan

The Fort Independence Indian Community (FIIC) has been working with Rincon Consultants and Kimley-Horn to develop a comprehensive Long Range Transportation Plan (LRTP) supported by the Caltrans Sustainable Planning Grant. The plan addresses the impacts of Highway 395's construction through FIIC lands in the 1960s and sets a path forward for building a safe, resilient, and connected transportation system. Through interagency partnerships, community workshops, surveys, and public meetings, the LRTP will reflect the unique needs of the Tribe while identifying priority projects and funding strategies that support long-term mobility and sustainable development.

FIIC's reservation was bisected by Highway 395 in the 1960s to facilitate California tourism to Mammoth, without consideration for the Tribe's needs or impacts to its land. Today, the state is providing resources to help FIIC address these inequities and plan for a safer, more resilient, and connected transportation system.



Duration: 2024 to Present

Staff: Kimiko Lizardi, Principal-in-Charge
Jane Clough, Equity Advisor
Kassandra Gale, Engagement

Key elements of the LRTP process include:

- Forging strategic partnerships with local, regional, and state agencies
- Conducting in-person community engagement
- Elevating community voices through surveys, public meetings, and direct outreach to the Business Committee and General Council

The final LRTP will document current conditions, assess multimodal needs, and identify a prioritized list of projects that address both immediate and long-term transportation challenges, while positioning FIIC to secure outside funding for future projects.

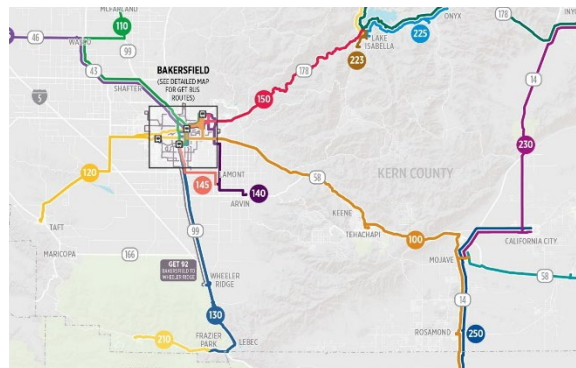
Nelson Nygaard Project Experience



Kern Council of Governments

Kern County Rural Alternative Transportation Plan

The Kern County Rural Alternative Transportation Plan evaluates alternative transportation options for Kern County that may either replace, supplement, or grow current regional transportation services. Kern COG hired Nelson\Nygaard Consulting Associates to identify transportation needs within and between rural communities in the county, and their connectivity to Bakersfield. Based on extensive outreach and data analysis, the consultant team developed a range of strategies to meet the transportation needs of residents of these communities.



Transit service needs and operating conditions vary significantly throughout the county. As a result, no single service model is appropriate for all public transportation situations, and a mix of alternatives may best fit what the county needs. This project offered both short- and long-term service priorities that can be used to build on and enhance the diverse mix of transit and public transportation strategies that have evolved throughout Kern County.

Duration: 2018 to 2020

Staff: Meredith Green, Project Manager

The team worked to prepare public transit alternative plans for the cities of Arvin, California City, and McFarland, Ridgecrest, Shafter, Taft, Tehachapi, Wasco, and Kern Transit in Kern County. The project included extensive public outreach and project coordination with the development of the coordinated human service transportation plan. The team reviewed alternative forms of transportation including microtransit, electric vehicles, and transportation network companies to determine how these modes may support or supplement current available modes in Kern County.

Oregon Department of Transportation

Vision Around the Mountain

Mt. Hood is perhaps Oregon's most iconic and revered natural treasures. As a result, it draws local, national, and international visitors for a wide range of activities throughout the year. The mountain also boasts a bustling economy that attracts both year-round and seasonal residents and workers. But traffic and parking headaches threaten the mountain economy, the natural environment, and equitable access to jobs and recreation.



To protect and enrich the experience of Mt. Hood, Nelson\Nygaard, working with ODOT, led a process where stakeholders were tasked with developing a "vision" for transit as the most reliable, safe, and convenient option for all users of the mountain. With dozens of stakeholders representing a variety of diverse interests – from transit operators to the Forest Service and ski resorts – this was no easy task. The key to successfully developing a vision everyone could support was a series of visioning workshops. The workshops allowed stakeholders to first voice their needs and challenges, collectively identify different transit models, and then select key strategies that could meet a variety of needs. Because the

Duration: 2017 to 2018

Staff: Paul Lutey, Lead Service Planner
Kyle Taniguchi, Deputy Project Manager

stakeholders represented varied markets, regions and systems, the vision is also reflective of a larger bi-state transit strategy that includes the Columbia River Gorge and the Portland metropolitan area.

The final report can be downloaded here: https://rosap.ntl.bts.gov/view/dot/68771/dot_68771_DS2.pdf

City of Woodburn, Oregon

Woodburn Transit Development Plan

In 2010, Nelson\Nygaard completed a comprehensive transit plan for Woodburn Transit System (WTS) that has served as the guide for transit service delivery since it was developed. While this document has been useful in prioritizing capital and operating investments, the plan was outdated and many of priorities had been completed, including a new transit facility on I-5, a new Downtown Transit Center, and an innovative non-emergency medical transportation program connecting Woodburn residents to medical appointments in Portland and Salem. In addition, Cherriots Regional services began serving Woodburn with Route 80X, a key recommendation in the 2010 study.



Duration: 2022 to 2023

Staff: Paul Lutey, Project Manager

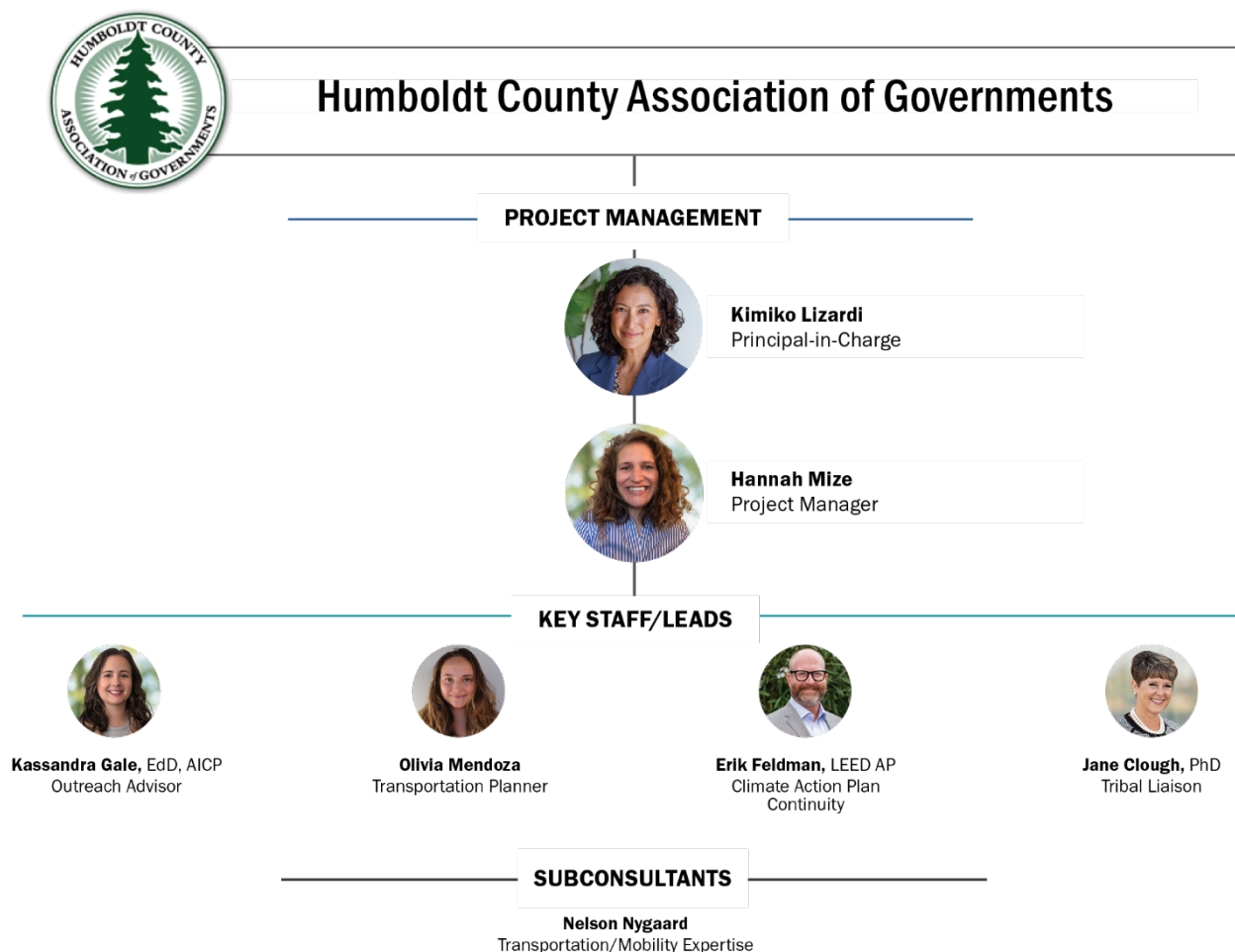
The 2023 Transit Development Plan (TDP) provides an updated plan for operating and capital needs that is integrated with updated community needs, travel flows, values, and priorities. The Transit Development Plan is an important document for securing State and Federal funding, the primary source of funding for WTS. The 2023 TDP is also an opportunity to re-evaluate transit service in Woodburn following the COVID-19 pandemic that had a significant impact on how people use, value, and prioritize transit services.

Nelson\Nygaard worked closely with JLA Public Involvement and IZO PR and Marketing to ensure the community was involved and engaged throughout the planning process.

b. Key Personnel

For this project, we are proposing five (5) key staff from Rincon as well as our Teaming partners, Nelson Nygaard, which we feel is advantageous for Humboldt in two respects: specific regional experience and understanding, including completion of the Regional Climate Action Plan, as well as subject matter expertise. We believe this core group can serve the needs of HCAOG by streamlining tasks and communications. However, our Transportation Team is comprised of dozens of highly qualified individuals who may assist at the behest of HCAOG and provide support to our proposed staff as needed. Brief biographies for all key team members are included on the following pages and full resumes are attached to this proposal as Appendix A.

Team Organization



Humboldt County Association of Governments has this unique opportunity and resources to complete Comprehensive Plan for Regional Transit and Land-Use Network Planning that will help develop the strong working relationships among HCAOG, Humboldt Transit Authority (HTA), other transit and mobility-service providers operating in Humboldt County, and local agencies within the county including Caltrans, local tribes, cities, and county agencies. Rincon Consultants has gathered a team of professionals that complement our partners at Nelson Nygaard to manage this undertaking. **Kimiko Lizardi** will be the Principal in Charge. Kimiko has been at the forefront of managing and preparing complex land use planning documents for the last 24 years. **Hannah Mize** will serve as Project Manager. Hannah is an experienced project manager and expert grant writer with an understanding of how reflecting the community voices in long-range plans is imperative to successful implementation. Community engagement will be led by **Kassandra Gale, Ph.D.** and **Jane Clough, Ph.D.** Ms. Gale has extensive planning expertise and experience working in rural communities. Jane comes to Rincon Consultants from a long career at the San Diego Association of Governments (SANDAG) serving as the Tribal Liaison working as an advocacy planner for tribal nations. She has extensive experience in tribal transportation issues and has led innovative work across California. The Rincon Consultants team collectively is highly trained in community engagement techniques and involving communities in the planning process.

Our assembled team has expertise in land use, infrastructure, climate and environmental planning, regulatory compliance, and documentation and technical studies for government agencies, including California Department of Transportation (Caltrans). We have a comprehensive understanding of local, State, and federal laws, ordinances, regulations, and statutes. We believe that our expertise acquired by maintaining long-term and renewing on-call agency environmental planning and regulatory compliance contracts drives our unique understanding of and sensitivity to the broad range of issues that will be important to the success of this project.

Kimiko Lizardi | Principal in Charge, Healthy Communities



Education: BA, Urban Studies and Planning, University of California, San Diego

Kimiko has over 23 years of experience managing and preparing land use and environmental documents. Her expertise includes the management of complex planning projects and large interdisciplinary consultant teams. Kimiko has managed the preparation of general plans, housing elements, community plans, master plans, specific plans, corridor plans, adaptation plans and associated environmental documents throughout California ranging from urban areas including Sacramento, Oceanside and Pico Rivera to more rural areas including Madera County and San Bernardino County. Ms. Lizardi's projects have focused on strategies that balance

land use and mobility, enhance community character, and address equity, sustainability and resilience. Ms. Lizardi's work on housing implementation projects including the Sacramento Central City Specific Plan, Placer County Housing Strategy and Oceanside Incentive Overlay Zone allows her to draw on that experience to support innovative housing policy and program solutions. Kimiko is currently serving as the Principal in Charge for long range planning projects for Madera County, Stanislaus County, Bakersfield, Huntington Park, and American Canyon.

Hannah Mize | Project Manager



Education: BS, Environmental Science and Research Management, California State University, Channel Islands

Hannah is an experienced project manager and expert grant writer with an understanding of how reflecting the community voices in long-range plans is imperative to successful implementation and meaningful change. She believes deeply in creating a strong technical foundation and the importance of telling the story of how collaborative, community-driven solutions help solve some of the most complex problems of our time. With extensive experience managing projects across the State, Hannah assists clients in preparing documents that meet their specific

needs, recognizing that transportation and mobility planning is an iterative process. She is committed to infusing the voices of the community into her work, enhancing the character of our changing world through inclusive and responsive planning. She currently manages the City of San Fernando Mobility Element Update and Climate Action and Resilience Plan Preparation, in tandem with an update to the City's Open Space Element. She is also working with Ramona Municipal Water District and the Barona Band of Mission Indians to prepare a Climate Adaptation and Resilience Plan, which will help foster regional coalitions and provide clear insight into how to increase accessibility through the community, increase resilience to climate change, and improve overall quality of life. As a grant writer, Hannah has secured over \$60 million for clients to implement projects ranging from restructuring entire transit infrastructure systems to be more resilient, to develop wetlands on islands in the San Joaquin Bay Delta. She has also conducted greenhouse gas (GHG) verification services through the California Air Resource Board Cap and Trade program as an Accredited Lead Verifier for electricity providers, oil and gas production facilities, refineries, mines, wastewater treatment plants, and fuel suppliers in conformance with the Assembly Bill-32 Mandatory Reporting Regulation.

Jane Clough, Ph.D. | Project Manager



Education: Ph.D. Sociocultural Anthropology. State University of New York, Binghamton, NY
MRP, City and Regional Planning, Cornell University. Ithaca, NY
BA, Political Science. Swarthmore College, Swarthmore, PA

Jane, Ph.D. has over 30 years of experience in sustainable regional planning with a focus on engaging marginalized populations in the planning process. Her expertise includes tribal consultation, intergovernmental relations, community engagement, and social equity analysis for regional plans. During her tenure at the San Diego Association of Governments (SANDAG), Dr. Clough facilitated the development of a

government-to-government framework for engaging tribal nations in the regional planning process in the San Diego region. In 2007 an historic Memorandum of Understanding (MOU) was signed in which the Southern

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California Tribal Chairmen's Association (SCTCA) joined the SANDAG Board of Directors and all its Policy Advisory Committees as advisory members. She provided complex staff coordination for the Interagency Technical Working Group on Tribal Transportation Issues. She served as Project Manager for various tribal transportation projects including a first-of-its-kind *Intraregional Tribal Transportation Strategy* in partnership with the SCTCA that captures the mobility needs of San Diego area tribes and policy/project recommendations for incorporation into the 2021 Regional Plan.

Kassandra Gale, AICP | Community Survey/Outreach



Education: Doctoral Candidate, Organizational Change, University of Southern California
MA, Applied Anthropology, San Diego State University
BA, Art History, Minor in Chemistry, California State University, Bakersfield

With a combined 13 years of experience as a researcher and planning professional, Kassandra stands out as a skilled leader in outreach, planning, and community development. Her education and hands-on experience grants her deep insight into land use and public engagement. She is well versed in Qualtrics and developing community surveys. Her academic credentials, including doctoral research in equitable outreach methods for local government agencies, coupled with extensive on-the-ground training, provide her with a unique perspective on the intricacies of planning systems and community engagement. As Assistant Planning Director for Bakersfield and Tribal Liaison for San Diego County, she tailored strategies to address each community's specific needs and challenges, ensuring that outreach and planning initiatives are relevant and embrace the area's unique character and values. Her ability to adapt and innovate in varied environments, combined with a solid foundation in theory and practice, makes Kassandra an invaluable asset in shaping equitable engagement strategies and policy and program solutions.

Erik Feldman, LEED AP | Climate Action Plan Continuity



Education: BS, Environmental Science and Research Management, California State University, Channel Islands

Erik Feldman, MS, LEED AP, Principal in Charge of Rincon's Climate and Sustainability team has more than 20 years of experience in environmental and climate assessment and planning experience. Erik works at the intersection of climate mitigation, adaptation, and resilience and strives to help communities decarbonize and avoid serious impacts of climate change. Erik has led climate mitigation and adaptation assessments, plans, and implementation programs across the state of California. Erik specializes in completing and managing programs that align with distinct community values, while navigating through the evolving landscape of regulations, legislation, case law and funding requirements related to climate change. His work emphasizes a holistic approach that balances environmental, climate, equity, and economic considerations. Erik's work spans rural areas like Humboldt, Santa Barbara and Imperial Counties, urban cities like Sacramento, Hayward, and Pasadena, and bedroom communities like Sunnyvale, Vista, and La Canada Flintridge. Erik also has extensive experience working on climate change with the industrial sector and special districts such as utilities, Water Districts, Regional Parks, and Universities. He has led and participated in numerous GHG and sustainability related presentations including the for the American Planning Association, National League of Women Voters, and at Universities such as CSU Channel Islands, CSU Long Beach, UC Santa Barbara, and Cal Poly San Luis Obispo. He has served as a member of the Board of Directors for Rincon Consultants, the US Green Building Council California Central Coast Chapter and is President of the Steering Committee for the Gridley Water Group in Ojai.

Olivia Mendoza | Transportation Planner



Education: BA, Geology, Pomona College
BA, Environmental Analysis, Pitzer College

Olivia is a Climate Planner specializing in transportation and land use, with expertise in addressing equity-focused mobility challenges. She has successfully led and contributed to diverse climate resilience initiatives, including climate action and adaptation plans, transportation demand management strategies, and innovative mobility hub projects. With an educational foundation in geology and environmental justice, Olivia combines technical expertise and community-focused approaches to effectively navigate complex climate and equity issues within adaptation and mitigation planning.

Nelson Nygaard Team

A Comprehensive Team of Professionals. HCOAG's Comprehensive Plan for Regional Transit and Land-Use Network Planning provides a holistic approach to assessing and strategically improving the existing regional land use patterns and transportation system. The Nelson Nygaard team has been carefully assembled to give HCOAG access to leaders in their fields. **Meghan Weir** has a deep understanding of the needs of Community engagement for rural transportation planning and has extensive experience working with local agency partners and private landowners to identify multimodal network and site access improvements. **Stephen Newhouse** has a unique mix of expertise in complete streets, comprehensive planning, and rural transit brings to HCAOG the ability to integrate transit into the built environment paired with policies that make it a reality. **Stephanie Wright** has experience evaluating the traffic and multimodal transportation needs of rural corridors. **Kyle Taniguchi** offers extensive transit planning experience in data collection and analysis. The Nelson Nygaard team will leverage this experience to develop a comprehensive regional transportation plan that evaluates present and future needs to develop feasible transportation solutions and strategies that align with the Community's social, economic, cultural, and development goals.

Stephen Newhouse | Principal



Education: MA, Public Administration, Georgia State University, Atlanta, GA
BS, Statistics, University of Georgia, Athens, GA

Stephen Newhouse is an experienced transportation planner, project manager, and team leader. He has largely divided his 15-year career between California and British Columbia, doing everything from political advocacy, service planning, small and medium-scale infrastructure planning, program design and management, and strategic planning, and policy shaping. He enjoys finding common interests among diverse stakeholders to deliver better outcomes for all parties.

Stephanie Wright | Principal



Education: MUP, Robert F. Wagner Graduate School for Public Service at New York University, NY
BA, History and English, University of Delaware, DE

Stephanie Wright thrives on bringing complex stakeholder groups together to move multimodal plans forward. Stephanie has two decades of experience as a planner and project manager. She has expertise in complete streets planning and design—including NACTO's Urban Street Design Guide—and comprehensive planning. She has done extensive rural and small city transit work throughout Oregon. Stephanie's mix of expertise in these three areas (complete streets, comprehensive planning, and rural transit) brings to HCAOG the ability to integrate transit into the built environment paired with policies that make it a reality.

Meghan Weir | Principal



Education: MCP, University of Pennsylvania School of Design, PA
BS, Civil Engineering, The Cooper Union for the Advancement of Science and Art, NY

Meghan Weir specializes in projects that make multimodal transportation work better for everyone with a focus on equity, building better stakeholder engagement systems, active transportation, and transit access. She has worked on a wide variety of transit access, corridor design, and infrastructure plans, city and county vision plans, and complete streets corridor plans. Her collaborative approach makes room for dialog and communication and fosters deep connections to communities to uncover what transportation infrastructure and policy mean to different stakeholders. She helps to synthesize technical needs and goals, navigate changes, identify practical paths forward and implement creative solutions.

Kyle Taniguchi | Senior Associate



Education: M.Sci., Civil Engineering (Public Transit Emphasis), University of South Florida, Tampa, FL
B.Sci., Civil Engineering, Oregon State University, Corvallis, OR

Kyle is an experienced transit planner with more than 10 years of planning experience. He specializes in transit planning and operations and has worked on bus and rail projects throughout the country.

Kyle loves to analyze data and produce creative, innovative solutions to the problem at hand. He leverages his past experiences with agencies throughout the country to learn and adapt what has been proven to work well. He also believes in the value of public engagement to ensure the recommendations that are developed meet the needs of the community and are aligned with the public's priorities.

c. References

We invite you to contact the individuals listed below regarding our qualifications, skills, and project management.

Rincon References

County of Humboldt – Regional Climate Action Plan	
Contact:	John H. Ford, Director of Planning and Building Humboldt County
Address:	825 5th Street, Eureka, California 95501
Phone Email:	707-268-3738 jford@co.humboldt.ca.us
Project Dates:	2023 to Ongoing
Project Staff	Erik Feldman

Humboldt County Association of Governments – Regional Transportation Plan & Sustainable Communities Strategy	
Contact:	Oona Smith, Senior Planner
Address:	611 I Street, Suite B, Eureka, California 95501
Phone Email:	707-444-8208 oonasmith@hcaog.net
Project Dates:	2013-2014
Project Staff:	Matt Maddox

Nelson Nygaard References

City of Woodburn – Transit Development Plan	
Contact:	Kathleen McClaskey, Transit Manager
Address:	355 Capital Street, Salem Oregon 97301
Phone Email:	503-982-5245 Kathleen.mcclaskey@ci.woodburn.or.us
Project Dates:	2022-2023
Project Staff:	Kyle Taniguchi

Kern Council of Governments – Rural Alternative Transportation Plan	
Contact:	Bob Snoddy, Regional Planner
Address:	1401 19 Street, Suite 300, Bakersfield, California 93301
Phone Email:	661-635-2916 bsnoddy@kerncog.org
Project Dates:	2018 to 2020
Project Staff:	Meghan Weir

4 Approach

The following section outlines the Rincon Team's work scope for the project in alignment with HCAOG's RFP. Developing and managing the *Comprehensive Plan for Regional Transit and Land-Use Network Planning* presents both exciting opportunities and complex challenges, particularly in a region as geographically expansive, rural, and diverse as Humboldt County. While the County has laid a strong foundation through numerous plans and studies, the persistent gap between planning and implementation underscores the need for a coordinated, action-oriented approach. Key challenges include limited technical capacity across agencies, the need for stronger interagency collaboration, and the absence of a formalized regional decision-making framework to prioritize and advance shared goals.

The Rincon Team is well-prepared to meet these challenges head-on. Our approach is rooted in collaboration, transparency, and implementation. We will build on existing relationships and institutional knowledge, including from our recent work on the Humboldt Regional Climate Action Plan to foster trust and continuity. The RCAP process included a multi-agency advisory group, interactive public workshops, and an online survey tool that allowed stakeholders to explore and prioritize emissions reduction strategies. These techniques not only informed the plan's content but also built a foundation for ongoing interjurisdictional coordination. For this project, Rincon will leverage the advisory council structure outlined in the RFP as both a technical working group and a **catalyst for the Regional Climate Committee** envisioned in the RCAP. We will facilitate regular meetings with the council to co-develop goals, review technical findings, and shape policy recommendations. We will also work closely with HCAOG and partner agencies to identify creative strategies for leveraging existing resources to move from planning to action.

To provide timely delivery of high-quality products, we apply a disciplined project management framework that includes detailed work plans, milestone tracking, and regular check-ins with HCAOG staff. Each task will be led by experienced team members with clearly defined roles and responsibilities, supported by internal quality control protocols that include peer review, consistency checks, and alignment with HCAOG's expectations and the grant requirements. Our team is committed to delivering a plan that is not only visionary but also practical, implementable, and reflective of the region's unique needs and opportunities.

Task 1 Project Management and Reporting

The project management team will oversee the execution of all tasks, confirming timely completion, team coordination and collaboration, and adherence to project goals, budgets, and regulatory requirements. The tasks related to project management are detailed below.

Task 1.1 Project Kick-off Meeting

As soon as the project contract has been signed, Rincon will work with HCAOG staff to organize an initial kick-off meeting with the HCAOG Team and project partners to discuss project goals and objectives. Rincon's Principal, Kimiko Lizardi, and Project Manager, Hannah Mize, will attend the virtual one-hour kick-off meeting with transit lead Stephen Newhouse and transit planner Kyle Taniguchi from Nelson\Nygaard. The kick-off meeting will provide an opportunity to refine the scope of work and proposed schedule, as well as discuss opportunities for alignment with parallel planning efforts, including recently adopted plans. This meeting will also serve to establish the project management procedures, including communication protocols and invoicing requirements. As part of this kick-off, the engagement approach (Task 5) will be discussed along with identification of key interested parties. After the kick-off meeting, the Rincon Team will provide HCAOG with a refined project schedule and work plan that will be maintained throughout the project and discussed during the project bi-weekly meetings.

Assumptions

- Two Rincon staff (anticipated to be the Principal-in-Charge and Project Manager) will attend the virtual kick-off meeting as well as two NN staff members

Deliverables

- Attendance at virtual one-hour kick-off meeting
- Kick-off meeting agenda
- Kick-off meeting notes
- Refined project schedule and work plan

Task 1.2 Project Coordination

We believe that effective communication and project management is an integral part of a project's success. Rincon's Project Manager will be responsible for coordinating communication with HCAOG's Project Manager. We will work closely with HCAOG's for the duration of the project to confirm that progress is carefully tracked, attention is drawn to any difficulties encountered, and the project is conducted in a highly professional manner. We recommend having virtual project meetings bi-weekly to report on project status and email status reports to be provided to the client monthly. To facilitate communication among the Rincon team members, we will hold internal planning and coordination meetings. During these meetings we will discuss work in progress and schedules to confirm the project stays on track.

Assumptions

- 30-minute bi-weekly project meetings will be attended by Project Manager and additional staff, as necessary.
- Strategic Principal involvement in the meetings will be scheduled with the client around virtual and in person engagement events, key project deliverables and client reviews.
- We assume that the project has an 18-month timeline; therefore, we assume 36 bi-weekly calls.

Deliverables

- Bi-weekly agendas and notes

Task 1.3 Invoicing and Reporting

The Rincon Team will prepare monthly invoices accompanied by budget tracking that outlines expenditures by task and remaining balances. In addition, we will collate quarterly progress reports that summarize project milestones and grant expenditures to date.

Assumptions

- We assume that the project has an 18-month timeline.
- Monthly invoices will be provided throughout the duration of the project with quarterly status reports collated based on the monthly invoices and provided to HCAOG for grant submittal/reporting.

Deliverables

- Monthly Invoices
- Quarterly Progress Reports

ADA Formatting

We recognize the importance of creating documents that are fully accessible to the community. In partnership with HCAOG, we have built ADA compliance into our approach and budget for all final public-facing deliverables, reflecting our shared commitment to transparency and inclusivity. This will save time and budget as we complete the documents for internal review and maintain the anticipated project schedule of 18 months.

ADA title II and California Government Code 7405 require all government public entities to make their digital content accessible prior to posting content online for public viewing. Essentially, any local body that is offering public services on behalf of the government must make their digital content accessible to people with disabilities.

Proposal to Prepare a Comprehensive Plan for Regional Transit and Land-Use Network Planning for the Humboldt County Association of Governments

Rincon understands the accessibility requirements and the impact such requirements have on governmental entities. While immediate overall compliance of an entity's web-based materials may be cost prohibitive, step-by-step progression towards compliance is viewed affirmatively by the California Department of Justice and the California Governor's Office. To meet our public clients' accessibility goals, Rincon provides a variety of solutions to our clients to meet their budget, needs and requirements. For this project, we propose the following approach to accessibility:

- Analyze and update the documents to pass the built-in Accessibility Checkers
- Review, assess, and report on text color contrast issues
- Remediate illogical reading order issues
- Remediate any styling issues for identity and navigation integrity
- Check or apply usable bookmarks
- Apply or remediate the alt text on images

While this level of review does not guarantee Section 508/WCAG compliance, it does meet the requirement to include accessibility to the maximum extent possible given the undue financial and administrative burden accessibility may impose onto a public entity. If desired, the HCOAG may elect to have our team conduct a higher level of accessibility compliance for additional cost.

Review Process

We recognize the importance of completing this project by May 2027. To meet this schedule, our proposal incorporates timelines and process for reviewing documents.

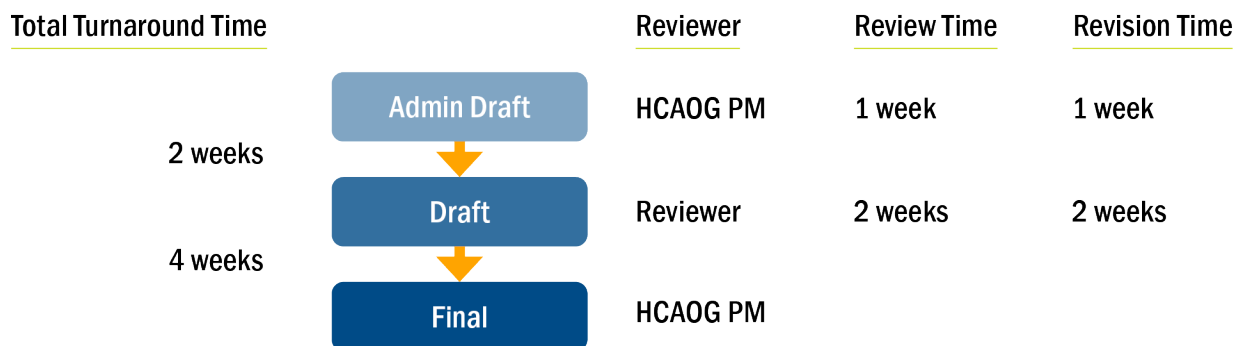
The HCAOG Project Manager will review administrative drafts and provide comments within one week of receiving the administrative draft. The Rincon Team will incorporate those comments and provide a revised draft within one week of receiving comments.

The Project Steering Working Group will be the primary reviewer of draft deliverables. The HCAOG Project Manager will provide consolidated comments from the PSWG within two weeks of receiving documents. The Rincon Team will incorporate those consolidated comments and provide a final draft within two week of receiving comments.

The HCAOG Project Manager will review final deliverables. Those final deliverables will be presented to the Board, Technical Advisory Group, Policy Advisory Group, or other governmental bodies, as needed.

To maintain the schedule, we will initiate the next task in the work plan during this review process. This will ensure that work proceeds smoothly and maintain the anticipated project schedule of 18 months.

Review Process Overview



Task 2 Lead Facilitation of Advisory Groups

With support from HCAOG, we will facilitate meetings with two limited-term advisory groups: a Project Steering Working Group (PSWG) and a Policy Advisory Group (PAG). Alternatively, the Rincon Team will work with existing advisory groups, as appropriate. The PSWG will consist of representatives from local governments, tribal nations, and transit agencies across Humboldt County. Rincon will facilitate quarterly meetings with the PSWG to foster collaboration, guide structured decision-making, and build consensus around regional transit and land use strategies. We understand that the specific role of the PSWG is to work directly with the project team to complete comprehensive transit network analysis; strategize solutions for difficult and costly network management decisions; develop transit-supportive land use policy directives; and achieving consensus on regional collaborative policy directives. This role is integral to the project development and includes local jurisdictions, Tribal entities, and Humboldt Transit Authority. The project schedule has been developed so key milestones are complete in advance of the quarterly meetings to facilitate focused conversations. For example, the first meeting is anticipated to occur at the start of the project after the draft vision statement (Task 3.1) is complete so the PSWG can review and provide feedback from the initiation.

To deepen engagement, Rincon will also organize up to five one-on-one and small-group roundtable discussions with PSWG members, structured either by geography, focusing on agencies that coordinate service delivery, or by topic, such as transit operations, land use, or housing. Site visits to key locations, such as the Eureka Transit Center and other regional mobility hubs or ride-alongs, will be incorporated into this task to ground discussions in real-world conditions and opportunities. Drawing on our recent work on the Humboldt Climate Action Plan, Rincon will leverage existing relationships and local knowledge to support productive dialogue and alignment.

For the Policy Advisory Group, Rincon will share facilitation responsibilities with HCAOG. The PAG will provide guidance on cross-cutting issues such as housing, land use, environmental sustainability, funding strategies, and regional planning. Rincon will support the identification of PAG members, which may include representatives from planning agencies, housing and development sectors, environmental organizations, tribal governments, and financial experts that are not already part of the PSWG.

The Rincon Team includes Jane Clough, Tribal Liaison and Social Equity Advisor, to confirm that tribal perspectives and equity considerations are meaningfully integrated throughout the planning process. Jane's involvement will help foster trust, facilitate culturally responsive engagement, and strengthen collaboration between tribal governments and regional agencies, ultimately supporting the development of inclusive, implementable mobility and land use strategies. We anticipate hosting up to three PAG meetings and will utilize materials prepared for the PSWG to provide consistent messaging across teams. However, we recognize that additional or supplemental information may be important to members of the PAG and we have therefore included one hour to update each presentation. Our team will bring best practices from similar projects to inform the structure and function of the PAG, so it is both effective and adaptable to Humboldt's unique context. For both advisory groups, the Rincon Team will prepare meeting materials, facilitate discussions, and document key takeaways and action items to inform the development of the Comprehensive Plan and support transparent, accountable decision-making.

City Walking Tour of Active Transportation and Transit Infrastructure



Assumptions

- HCAOG staff will share responsibilities for managing the Project Steering Working Group, as well as for convening and facilitating a second advisory group.
- Up to 16 hours of Rincon staff time has been budgeted for additional advisory group meetings with existing organizations/entities.
- Roundtable interview topics will be approved by HCAOG in advance of the discussions.
- The Rincon Team will organize up to five one-on-one or small group roundtable discussions with PSWG members. The roundtable meetings will be virtual and will last up to one hour each.
- The Rincon Team will prepare materials (e.g., schedule/agenda for the site visits, contact information for attendees, anticipated outcomes and items to look for) for and facilitate up to three site visits with the Project Steering Working Group to transit and multi-modal facilities.
- We anticipate that the site visit locations will be determined through conversations with HCAOG and locations could include the Eureka Transit Center and C and 6th Street.
- Site visits will be completed over a consecutive two-day period to reduce travel time and cost. If the site visits cannot be completed over two days, additional time may be required to complete the site visits.
- One Rincon staff member and one NN staff member will attend each site visit.
- Time has been included to host three virtual, one-hour PAG meetings and update materials prepared for the PSWG to provide consistent messaging across teams.
- The Rincon Team will prepare meeting agendas, presentations, and meeting minutes for each PSWG meeting. Time has been included to update each presentation prepared for the PSWG to share with the PAG. If additional advisory group meetings are required with existing entities, it is anticipated that the presentations will be reused.

Deliverables

- Administrative Draft, Draft, and Final Committee Purpose Statement
- Attendance of at least one Rincon staff member at each meeting and site visit and at least one NN staff at each of the site visits.
- Site visit schedule/agenda, contact information for attendees, photos/videos, notes from observations or interviews and anticipated outcomes/items to look for during site visits
- Draft and Final presentations for PSWG (six presentations total) with minor updates for the PAG meetings
- Meeting agendas and minutes summarizing action items for each meeting

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

This task outlines the methodology and scope of work required to prepare a Comprehensive Plan for Regional Transit and Multimodal Networks and Networking.

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

HCAOG seeks support developing a unified vision for regional transit service and active mobility. This vision will be supported by **goals** and **objectives** that describe desired outcomes, as well as **value statements** that offer guidance about how to resolve tension between competing goals. A strong vision supported by values, goals, and objectives will provide a framework for evaluating and prioritizing the land use and transportation

policies, procedures, and implementation measures anticipated from Task 4 (Land Use-Transportation Policy Connections).

This vision will reflect regional community values and priorities. People's travel needs often extend beyond municipal or agency boundaries. To provide them with travel choices that meet those needs, the vision must be developed on a regional-scale.

To reflect those regional values and priorities, the vision will be informed by existing transit plans and input from key stakeholders. HCOAG and its partners have proactively developed many short and long-range plans and studies that detail existing and latent travel demand as well as some of the challenges meeting that latent demand. We will draw from these sources, as well as insights from the Project Steering Working Group and interviews with other key stakeholders to ensure that the vision is consistent with the community's values and priorities.

A path toward the vision will be mapped out with goals and objectives. Nelson\Nygaard has led many interactive and engaging processes to elicit goals. In the Project Steering Working Group, we propose to test "desired outcomes" or the futures that people want for their community, travel, and related outcomes such as safety and affordability. These "outcomes" will help us identify goals. We will then ask for specific, measurable, achievable, relevant, and time-bound outcomes that would demonstrate progress toward those goals.

Value statements will provide well-informed direction to address the tensions between goals. We propose to develop the vision, goals, and objectives in our first meeting of the Project Steering Working Group (as discussed in Task 2). Additionally, as part of Task 2, we will meet with additional existing advisory groups and/or project partners that are not part of the PSWG to get their initial feedback and input on the draft vision statement. As detailed further in Task 5, we will develop a short survey to share with interested parties to gather feedback on the project vision statement, for example by asking whether the draft statement clearly reflects the community's priorities and inviting suggestions for refinement. This dialog will highlight the inherent tensions between some goals, such as designing a transit network to maximize ridership vs maximize coverage. We will educate PSWG members, partners, and stakeholders about these tensions to confirm that members are making fully informed decisions. We will stress that these competing goals represent ends of a spectrum. The best fit is often somewhere in the middle of that spectrum. The best fit may also shift depending on context.

The vision, values, goals, and objectives will provide a framework for evaluating and prioritizing land use and transportation policies, processes, and implementation measures. At the conclusion of this task, the working group members and other key stakeholders will be well-informed about tensions or trade-offs inherent in key choices and we will document a unified vision, values, goals, and objectives that have broad support from partners and stakeholders. This will be documented in a memo format and circulated for review.

We recommend framing this task in terms of **vision, goals, and objectives**.

This affirmative language affords valuable early agreement among partners that generates creative thinking about how to work toward that vision.

By contrast, starting with problem and purpose statements can lead partners to take firm and opposing positions.

Vision describes where you want to go.

Goals are broad targets or milestones that we want to accomplish as we move toward your vision.

Objectives are specific, measurable, achievable, relevant, and time-bound outcomes that demonstrate progress toward a specific goal.

Assumptions

- One PSWG meeting at the start of the project will focus on and refine the vision statement. The budget for the in-person meeting is included in Task 2.
- It is assumed that the vision statement would be concise and approximately 3-4 pages in length.

Deliverables

All deliverables will be ADA accessible

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

Task 3.2 Existing Conditions Report on Community & Regional Characteristics

HCOAG seeks a report that details the transportation needs of the region and the conditions affecting the region's public transit system. This includes an examination of population and employment density, demographics, land use patterns and plans, travel demand patterns, equity factors, governance, funding, and more.

Much of this information has been documented in the Transit Development Plan and other plans and studies. The Rincon Team anticipates cost savings with this task as our team completed the Humboldt County Regional Climate Action Plan in 2024 and worked with the County closely through the development of the plan.

The Rincon team intends to review the following plans and programs/policies, at a minimum:

- Humboldt Transit Development Plan (2023)
- Unmet Transit Needs-Report of Findings, Performance Audits
- Regional Transportation Plan VROOM 2022-2042 (2022)
- McKinleyville Transit Study (2021)
- Mobility-on Demand Strategic Plan (2020)
- Blue Lake Rancheria Transit Study (2019)
- Caltrans Intercity Transit Plan and District 1 Complete Streets Plan (2022)
- Humboldt RCAP

We will build on the Transit Development Plan by turning it into a compelling and legible story about how transportation options affect people in Humboldt County. We will personify the needs of the region and clearly communicate where those needs are felt and how they intersect with land use, demographics, governance, and other factors.

We will develop “personas” to help personalize the findings from other studies. After reviewing recent plans and studies, develop “personas” that approximate the transportation needs and desires of various people throughout the community. We will also represent this information in maps, tables, or other visuals that help communicate a sense of scale, proximity, and overlap of factors that influence transportation needs.

Personas were used to understand how delays to transit affect individual experiences in TransLink's Bus Speed and Reliability Report led by Nelson\Nygaard



Assumptions

- The Rincon team will review the plans and programs/policies listed above, at a minimum.
- It is assumed that the Existing Conditions Report will be produced in Word, approximately 10 pages in length.

Deliverables

- All deliverables will be ADA accessible
- Administrative Draft, Draft, and Final Existing Conditions Report (ADA accessible)

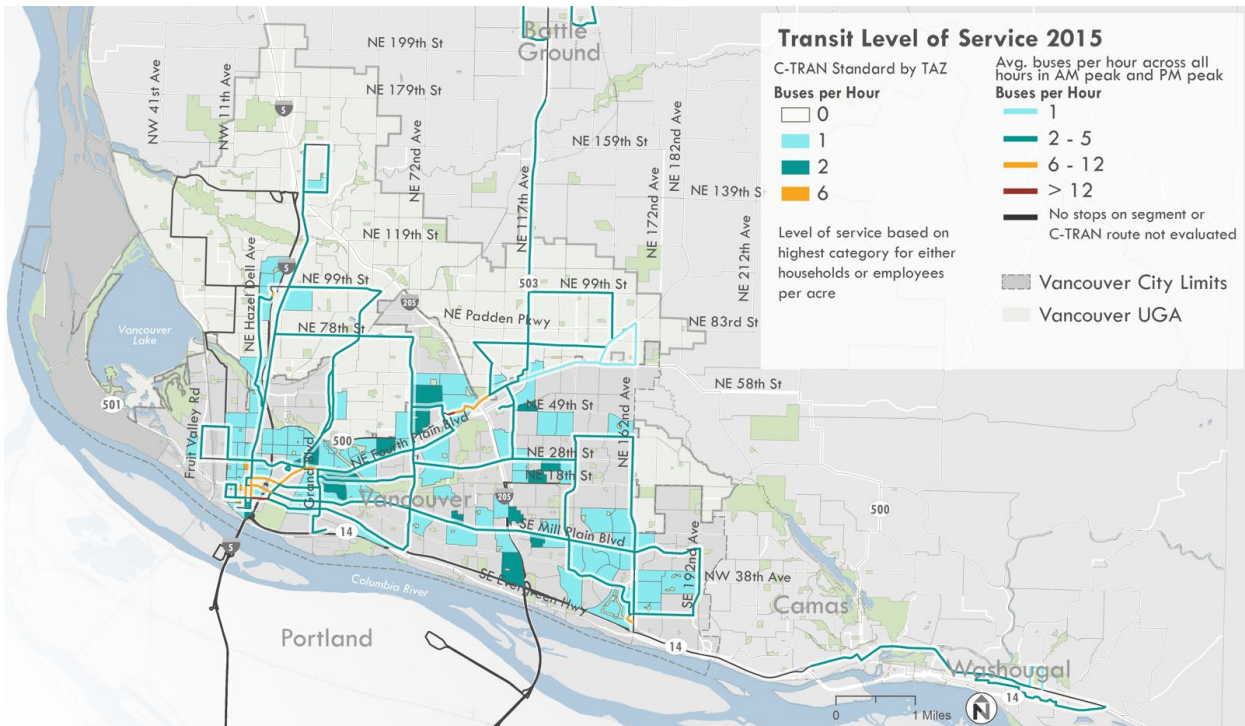
Task 3.3 Transit Market Analysis & Regional Operations Assessment

We will conduct a detailed review of existing studies and plans to identify where there is opportunity to improve, enhance, or expand transportation options and equitable access to transit. We will layer transportation networks and service on top of needs developed in Task 3.2 to identify opportunities or gaps in geography, clients, or types of trips served. We will use the vision and values identified in Task 3.1 to emphasize opportunities that may be a priority to the region.

Proposal to Prepare a Comprehensive Plan for Regional Transit and Land-Use Network Planning for the Humboldt County Association of Governments

We will produce maps and diagrams to better communicate issues—when and where they occur and how those issues intersect one another. We will recommend specific maps and diagrams based on conversations with the project manager, project steering working group, and other key stakeholders. They may include information about transit frequency or span, demographic and employment information, presence and comfort-level of sidewalks and bike lanes, and land use, local and state jurisdiction over roadways, among others. These visual aids and descriptive text will communicate the scale of the challenges attributed to each persona developed in Task 3.2. These maps and diagrams will be available on the project webpage.

Nelson\Nygaard developed this comparison of household densities and buses per hour in Vancouver, WA to show service quality gaps



Our assessment will consider opportunities to reduce costs of providing service, including replacing low-ridership fixed-route trips with ADA compliant on-demand, micro-transit services. We understand that transit providers are interested in reducing costs for low-ridership services and scaling the vehicle to demand may be one way to accomplish this. We will consider this and other measures to improve the efficiency and effectiveness of transportation services such as inter-governmental agreements to deliver capital works through regular public works and maintenance processes, streamlined review and permitting processes, and others.

This assessment will be informed by public input. Some public input is already documented in the Unmet Needs Assessment. We will expand on that by developing surveys to gather additional public input about their needs and perceived opportunities for improvement. The Rincon Team will facilitate robust public engagement informed by the both in person and virtual workshops to confirm that the Draft Plan reflects community priorities. As part of the engagement Rincon will deploy a survey or similar interactive tool to get feedback on specific elements of the Draft Plan that can be integrated into the Final Plan. As requested in the RFP, the associated scope of work and cost with survey development is summarized under Task 5, *Stakeholder Outreach, Engagement, and Input*.

At the conclusion of Task 3.3, we will provide a Transit Market Analysis & Regional Operations Assessment that describes the opportunities to enhance transportation service and access. This will be combined with the vision, values, goals, and objectives (Task 3.1) and Existing Conditions Report (Task 3.2) to develop a Comprehensive Plan (Task 3.4).

Assumptions

- This effort will be led by Nelson Nygaard.
- The assessment will be informed by past planning and analysis efforts and the preceding community engagement efforts.

Deliverables

- All deliverables will be ADA accessible
- Transit Market Analysis & Regional Operations Assessment (ADA accessible Administrative draft, draft, and final)
- Survey (or alternative) to inform and solicit public input (included in the budget under Task 5)
- Tabulated Responses

Task 3.4 Develop Comprehensive Plan

The Rincon Team will compile the results from Task 3.1 – 3.3 and integrate the feedback received during Task 2 and 5, into a Comprehensive Plan that provides recommendations on transit and multimodal system design changes for the County.

The Rincon Team will develop a plan that addresses common challenges in transit such as limited jurisdiction-level resources and fragmented land uses and transit services by leveraging community and Steering Committee expertise to drive greater teamwork, problem solving, and innovation.

The Comprehensive Plan will be developed collaboratively with HCAOG, the Steering Committee, community members, and other interested parties. It will include the following sections:

- Vision and Purpose – developed as part of Task 3.1
- Existing Conditions/Background – developed as part of Task 3.2
- Transit Market Analysis and Regional Operations Analysis – developed as part of Task 3.3

The project team will prepare an Administrative Draft Plan for review by HCOAG and the PSWG. Upon receipt of feedback, the team will revise and prepare a Draft Plan which would be reviewed by community members and other interested parties. Once the Draft Plan is prepared, the Rincon Team will prepare a draft presentation summarizing the key points and – and then materials to present to up to two existing HCAOG Committee (e.g., Policy Advisory Committee, Social Services Transportation Advisory Council, and the Board of Directors). We will work with HCAOG to confirm the committees chosen make sense to provide feedback to support this phase, the Rincon Team will develop a draft presentation summarizing the key findings, recommendations, and policy directions of the Draft Plan. We anticipate that the presentation materials will be tailored for up to two existing HCAOG committees, such as the Policy Advisory Committee, the Social Services Transportation Advisory Council, and the Board of Directors, to increase attendance and gather the most meaningful feedback. The Rincon Team will work closely with HCAOG to confirm which committees are most appropriate to engage at this stage, confirming the feedback process is strategic, inclusive, and aligned with the project's goals.

In addition to Committee feedback, the Rincon Team will facilitate robust public engagement and confirm that the Draft Plan reflects community priorities by designing and deploying a survey or similar interactive tool to get feedback on the Draft Plan that can be integrated into the Final Plan. As requested in the RFP, the associated scope of work and cost with survey development is summarized under Task 5, Stakeholder Outreach, Engagement, and Input. The Final Plan will be prepared upon receipt of final comments on the Draft Plan from the community and interested parties and posted on HCAOG's webpage. Prior to public release, the Final Plan will be presented to up to two of HCAOG's committees for final review and approval. At least one of these meetings is expected to be held in person, and if scheduled on consecutive days, the Rincon Team will be available to attend both meetings in person to support final discussions and ensure continuity in presenting the plan's recommendations. The Final Plan will serve as a foundation for Task 4, *Land Use-Transportation Policy Connections*, and will include a summary of comments received and how comments were addressed and feedback incorporated.

Assumptions

- The Rincon Team will respond to and address one set of consolidated comments per deliverable.
- It is assumed that the presentation will be up to 15 slides in length.
- Final public deliverables will be ADA accessible.
- The Rincon Team will present at four public meetings throughout the project development process and anticipate that these will be completed as part of existing HCAOG Committee Meetings.
- Rincon is flexible if HCAOG prefers that we present the first draft to the Committee in-person instead of the final.

Deliverables

- Comprehensive Plan (administrative draft, record of comments from Project Steering Working Group and other stakeholders, public review draft, and final draft).
- Presentation of draft and final plan at public meetings (at least four, including one in person)

Task 4 Land Use-Transportation Policy Connections

Task 3 establishes vision, values, needs, and opportunities; Task 4 focuses on implementation. This task will build on the Comprehensive Plan and our engagement with stakeholders to identify topic areas for best practice review, opportunities to improve policies or procedures to enable action, and opportunities for creative resourcing. To maintain the overall project schedule, we will begin Task 4 in parallel with the strategy development in Task 3.

We will identify topic areas for best practices review based on literature reviews, our Team experience and professional knowledge as well as key input from PSWG, PAG, and other stakeholders. For example, topics may include transit governance and organizational options, on-demand and micro-transit, workforce shuttle planning and operations, transit supportive zoning codes, and development impact fee structures.

We will select peers similar to the HCAOG region. Research will focus on web resources, with up to two virtual interviews with peers of most interest to HCAOG. Findings will be documented in the *Pro-Transit Policy Review and Best Practices Technical Memorandum*.

We will create a list of policies and procedures based on the draft Comprehensive Plan and the Pro-Transit Memorandum. These will be specific, targeted recommendations for new or updated policies and where they should live within HCAOG and partner agencies' existing standards. The recommendations would ultimately be integrated into local and tribal planning frameworks, including General Plans, Tribal Plans, Specific Plans, and Transit Development Plans.

We will socialize with partner agencies. A series of up to 8 virtual stakeholder interviews with staff from Project Steering Working Group agencies will be held to confirm that the recommendations are practical and implementable. A suggestion would be to cover some of the stakeholder interviews with a virtual implementation workshop so the agencies can hear from each other as well.

Assumptions

- All meetings with the Project Steering Working Group constituents would be virtual and will last up to one hour in length.
- It is assumed that the Pro-Transit Policy Literature Review and Best Practices Technical Memorandum will be up to 20 pages in length.
- The policy and procedures recommendations will be up to 10 pages in length.
- Final public deliverables will be ADA accessible.

Deliverable

- Pro-Transit Policy Literature Review/Best Practices Technical Memorandum
- Policy and procedures list of recommendations
- Materials and notes from meetings with Project Steering Working Group constituents

Task 5 Stakeholder Outreach, Engagement, & Input

Engagement will be central to translating the Comprehensive Plan (Task 3) from a visionary document into a practical roadmap for implementation. Policies and processes are the mechanisms through which real change occurs, and once the Administrative Draft Plan is released for public comment, the Rincon Team will pivot toward identifying actionable next steps. The implementation strategy (Task 4) will be shaped by what we hear from community members, agency partners, and other interested parties, as well as the goals and priorities outlined in the plan. HCAOG and the whole project team will carry out community engagement throughout the project timeline. Consultant will not take a primary role in public engagement for the overall project, but shall support outreach and engagement efforts to maximize effectiveness of their tasks and deliverables (e.g., collecting existing conditions data, soliciting public comments on draft documents, etc.).

Drawing on our experience with similar comprehensive planning efforts, we will explore a range of implementation tools such as updating development codes to reduce parking minimums near transit, revising developer fee programs to fund transportation improvements, consolidating transit providers for greater efficiency, launching volunteer driver programs, and integrating overlay zones with urban design standards. These examples demonstrate our ability to move from planning to action, and our commitment to ensuring that community input directly informs the policies, programs, and investments that follow. Humboldt County has a diverse population with approximately 136,500 spread across more than 3,500 square miles. The median income of \$58,124, which is approximately 60 percent of the statewide average of \$100,149.¹ In total, 18.4 percent of the population lives in poverty according to the Census, while the statewide average is 11.8 percent. Therefore, it is especially critical to establish a Community Engagement Strategy that includes representation from the variety of voices in the community. **To guide meaningful and inclusive community participation, Kassandra Gale, Ed.D., AICP and Engagement Program Lead, will provide strategic guidance throughout the outreach and engagement process.**

Engagement will occur from the start of the project and include working with the PSWG, PAG, interested parties, and community members throughout the process. For example, to initiate the project, the Rincon Team will prepare a vision statement (Task 3.1) and develop a short survey to share with interested parties to gather feedback on the project vision statement, for example by asking whether the draft statement clearly reflects the community's priorities and inviting suggestions for refinement. To provide ongoing engagement to the diverse community in Humboldt County, the Rincon Team will support the HCAOG-led engagement process including preparing text for a webpage that would provide information on the project including a schedule outlining when various documents will be available for review and how the community and interested parties can get involved. The Rincon Team would provide up to three webpage updates at distinct times throughout the project. We anticipate that the first webpage update will be provided at the start of the project to introduce the community to the project and provide a timeline for upcoming engagement opportunities. The second update is anticipated to be provided once the draft Comprehensive Plan is available, with the third update provided once the final Comprehensive Plan is prepared demonstrating how feedback was incorporated.

In addition to the project webpage, the Rincon Team will also prepare materials to share on social media, in newsletters, and/or via listservs to a broad audience providing an update on each major project deliverable (e.g., once the Administrative Draft Comprehensive Plan is available for review). The Rincon Team will prepare a tracker that will be used throughout the project completion to track the outreach and engagement completed as well as the feedback received during each of the project phases and from what entity the feedback was received.

As part of Task 3.4, *Develop Comprehensive Plan*, the Rincon Team will prepare a survey or similar interactive tool to gather feedback from the community and interested parties on the Draft Plan. This tool will provide a concise overview of the Draft Plan's key components such as proposed transit-supportive policies, multimodal infrastructure recommendations, and land use strategies and will solicit input on community preferences, perceived barriers, and priorities for implementation. The survey will include a mix of multiple-choice questions, open-ended responses, and mapping or ranking exercises to gather both quantitative and qualitative feedback. Results will be analyzed and summarized to inform revisions to the Final Plan and support consensus-building among agency partners and interested parties.

¹ https://data.census.gov/profile/Humboldt_County_California?g=050XX00US06023

Proposal to Prepare a Comprehensive Plan for Regional Transit and Land-Use Network Planning for the Humboldt County Association of Governments

Assumptions

- It is assumed that the project webpage will be hosted on HCAOG and/or HTA existing websites. The Rincon Team will provide up to three project updates throughout the project timeline, anticipated at key project deliverables such as at project kick-off, when the Draft PACCT is available, and once the final PACCT is prepared to demonstrate how feedback was incorporated.
- Up to five supplemental short project updates will be prepared for inclusion on social media, newsletters, or other communication mechanisms. It is anticipated that relevant photos will be provided for social media posts and other communications by HCAOG or other entities in the region.
- The community survey will be up to 10 questions in length.
- Final public deliverables will be ADA accessible.

Deliverables

- Three project webpage text updates
- Up to five short project updates including a project update and photo provided by HCAOG
- Draft and Final survey

5 Work Plan and Schedule

Based on the RFP, Rincon understands that HCAOG expects to issue the contract award October 2025 and would like to initiate the project shortly thereafter. HCAOG anticipates that the project would occur over 18-20 months and would be complete by no later than May 2027. The following schedule has been developed to meet an 18-month timeline and is based on the Rincon Team's professional experience in conducting similar work scopes. Rincon is confident in our ability to complete the tasks and scope of work in the proposed timeframe; however, it is crucial that HCAOG and other project partners conduct timely reviews as indicated in the schedule to maintain the overall schedule.

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Project Schedule

The Rincon Team is prepared to begin the work program described in this proposal immediately upon authorization to proceed. As depicted on the following table, Rincon proposes to adhere to a schedule of approximately 18 months as outlined in the RFP and required by the grant requirements.

Tasks/Deliverables		2025				2026								2027					
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4
Task 1 Project Management and Reporting																			
Deliverable 1	Project Kick-off Meeting	<div></div>																	
Deliverable 2	Finalize Work Plan	<div></div> <div></div> <div></div> <div></div>																	
Deliverable 3	Biweekly Team Meetings	<div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>	<div></div> <div></div>
Deliverable 4: Progress Reports and Invoicing			<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Task 2 Lead Facilitation of Advisory Groups																			
Deliverable 1	Schedule of Meetings, Agenda Topics	<div></div> <div></div> <div></div> <div></div>																	
Deliverable 2	Steering Committee Purpose Statement		<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div>Kick-off Vision</div>		<div></div> <div></div> <div>Existing Conditions</div>		<div></div> <div></div> <div>Existing Conditions</div>		<div></div> <div></div> <div>Transit Market Analysis</div>			<div></div> <div></div> <div>Draft Comp Plan</div>			<div></div> <div></div> <div>Best Practices</div>			<div></div> <div></div> <div>Procedures & Practices</div>
Deliverable 3	Quarterly meetings with Project Steering Working Group (PSWG)			<div></div>		<div></div>		<div></div>		<div></div>			<div></div>			<div></div>			<div></div>
Deliverable 4	Site visits to transit and multimodal facilities (x3)					<div></div>				<div></div>						<div></div>			
Deliverable 5	Policy Advisory Group (PAG) Meetings					<div></div>							<div></div>						<div></div>
Task 3 Comprehensive Plan																			
Task/Deliverable 3.1 Understanding the Community's Values and Priorities			<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div>													
Task/Deliverable 3.2 Existing Conditions Report						<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div>									
Task/Deliverable 3.3 Transit Market Analysis									<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>						
Task/Deliverable 3.4 Develop Comprehensive Plan												<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>			
Task 4 Land Use Transportation Policy Connections																			
Deliverable 1	Tech Memo: Best practices of pro-transit policies										<div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	
Deliverable 2	Procedures & Policies															<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>
Deliverable 3	Project Steering Working Group organization meetings (up to 8)																		
Task 5 Stakeholder Outreach, Engagement, & Input																			
Deliverable 1	Project website	<div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div>			<div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div>						<div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>		
Deliverable 2	Community survey, polls, or other		<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div>											<div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>			
Deliverable 3	Announcements, PSA Press Releases	<div></div> <div></div> <div></div> <div></div>	<div></div>		<div></div> <div></div> <div></div> <div></div>	<div></div>				<div></div> <div></div> <div></div> <div></div>	<div></div>				<div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>			<div></div> <div></div> <div></div> <div></div>

Key	
Rincon/Nelson Nygaard Work in Progress	
County Review	
Final Deliverable	
Client/Consultant Meetings	
Project Steering Working Group (PSWG) Meetings	
Site Visits to Transit and Multimodal Facilities (x3)	
Policy Advisory Group (PAG) Meetings	

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6 Cost Proposal

The Rincon Team will complete the full scope of work outlined in this proposal for a **not-to-exceed cost of \$136,700**, as detailed in the table below. This cost reflects a thoughtful allocation of resources to meet the project's objectives efficiently and equitably, and is fully aligned with the requirements and expectations outlined in the RFP, including interagency coordination, stakeholder engagement, and technical deliverables.

	Rate	Hours	Labor Budget	Direct Expenses	Total Budget
Task 1 Project Management and Reporting		104	\$26,212	\$17,370	\$43,582
Task 1.1 Project Kick-off Meeting		10	\$2,912	\$1,755	\$4,667
Senior Principal	\$330	1	\$330		
Principal	\$318	3	\$954		
Supervisor Planner I	\$282	5	\$1,410		
Planner IV	\$218	1	\$218		
Transportation Planning or Engineering				\$1,755	
Task 1.2 Project Coordination		50	\$14,096	\$8,215	\$22,311
Senior Principal	\$330	2	\$660		
Principal	\$318	6	\$1,908		
Supervisor Planner I	\$282	38	\$10,716		
Planner III	\$203	4	\$812		
Transportation Planning or Engineering				\$8,215	
Task 1.3 Invoicing and Reporting		44	\$9,204	\$7,400	\$16,604
Principal	\$318	6	\$1,908		
Supervisor Planner I	\$282	18	\$5,076		
Administrative Assistant/Billing Specialist	\$111	20	\$2,220		
Transportation Planning or Engineering				\$7,400	
Task 2 Lead Facilitation of Advisory Groups		198	\$54,484	\$42,995	\$97,479
Senior Principal	\$330	4	\$1,320		
Principal	\$318	14	\$4,452		
Supervisor Planner I	\$282	148	\$41,736		
Planner IV	\$218	32	\$6,976		
Travel (airfare, ground trans, lodging)				\$5,200	
Transportation Planning or Engineering				\$37,795	
Task 3 Comprehensive Plan		248	\$61,584	\$48,345	\$109,929
Task 3.1 Understanding the Community's Values and Priorities		60	\$15,352	\$6,260	\$21,612
Senior Principal	\$330	4	\$1,320		
Principal	\$318	8	\$2,544		
Supervisor Planner I	\$282	16	\$4,512		
Planner IV	\$218	32	\$6,976		
Transportation Planning or Engineering				\$6,260	

Proposal to Prepare a Comprehensive Plan for Regional Transit and Land-Use Network Planning for the Humboldt County Association of Governments

	Rate	Hours	Labor Budget	Direct Expenses	Total Budget
Task 3.2 Existing Conditions Report		26	\$6,518	\$2,525	\$9,043
Senior Principal	\$330	3	\$990		
Principal	\$318	2	\$636		
Supervisor Planner I	\$282	8	\$2,256		
Planner IV	\$218	10	\$2,180		
Technical Editor	\$152	3	\$456		
Transportation Planning or Engineering				\$2,525	
Task 3.3 Transit Market Analysis		42	\$10,228	\$19,460	\$29,688
Senior Principal	\$330	2	\$660		
Principal	\$318	6	\$1,908		
Supervisor Planner I	\$282	8	\$2,256		
Planner IV	\$218	22	\$4,796		
Technical Editor	\$152	4	\$608		
Transportation Planning or Engineering				\$19,460	
Task 3.4 Develop Comprehensive Plan		120	\$29,486	\$20,100	\$49,586
Senior Principal	\$330	4	\$1,320		
Principal	\$318	6	\$1,908		
Supervisor Planner I	\$282	52	\$14,664		
Planner IV	\$218	44	\$9,592		
Technical Editor	\$152	8	\$1,216		
Information System Analyst	\$131	6	\$786		
Transportation Planning or Engineering				\$20,100	
Task 4 Land Use Transportation Policy Connections		60	\$15,044	\$26,680	\$41,724
Senior Principal	\$330	2	\$660		
Principal	\$318	6	\$1,908		
Supervisor Planner I	\$282	24	\$6,768		
Planner IV	\$218	22	\$4,796		
Technical Editor	\$152	6	\$912		
Travel (airfare, ground trans, lodging)				\$1,300	
Transportation Planning or Engineering				\$25,380	
Task 5 Stakeholder Outreach, Engagement, & Input		92	\$22,022	\$1,310	\$23,332
Principal	\$318	9	\$2,862		
Supervisor Planner I	\$282	28	\$7,896		
Planner IV	\$218	44	\$9,592		
Technical Editor	\$152	11	\$1,672		
Transportation Planning or Engineering				\$1,310	
Project Total		702	\$179,346	\$136,700	\$316,046

Direct Expenses Summary	Amount
Travel (airfare, ground trans, lodging)	\$6,500
Transportation Planning or Engineering	\$130,200
Direct Expenses Subtotal	\$136,700

7 Required Attachments

Please find Subconsultant List form in Appendix B.

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Appendix A

Resumes



EDUCATION

BA, Urban Studies and Planning, University of California, San Diego

AFFILIATIONS

American Planning Association

Incoming Director, San Diego American Planning Association Board

YEARS OF EXPERIENCE

24

Kimiko Lizardi

Healthy Communities Principal | Principal-in-Charge

Kimiko oversees Rincon's statewide community planning practice. With over 24 years of expertise, Kimiko has been at the forefront of managing and preparing complex land use and environmental documents that not only align with State legal requirements but also cater to the distinctive needs of her clients and their communities. Her passion lies in creating resilient, vibrant places that capture the essence of each place's unique character, culture, and community dynamics. Her expertise includes the management of large interdisciplinary consultant teams, multifaceted and multiyear projects. Kimiko has successfully completed the preparation of general plans, housing elements, community plans, master plans, specific plans, corridor plans, adaptation plans and associated environmental documents throughout California. She has assisted jurisdictions in urban areas, such as Sacramento, Pico Rivera and Huntington Park to coastal communities such as Marina, Oceanside and Monterey, and large, rural and geographically diverse jurisdictions, such as Madera County, Stanislaus County and San Bernardino County. Kimiko believes that great planning starts from a fresh perspective, allowing for a community driven process.

SELECT PROJECT EXPERIENCE

Principal, Governor's Office of Land Use and Climate Innovation – General Plan Guidelines Update, Statewide

Kimiko oversees Rincon's portion of an update to the Office of Land Use and Climate Innovation (LCI) General Plan Guidelines. The Guidelines have not been comprehensively updated since 2017. The Rincon team is responsible for leading the integration of climate mitigation, adaptation and resiliency across all elements as well as updates to the Open Space, Conservation, Air Quality, Noise, Wildlife Connectivity and Agricultural, and Water elements. Rincon is also responsible for supporting engagement activities and leading the Climate Action Plan Technical Advisory and supporting the SB 1425 Technical Advisory.

Principal-in-Charge, City of Bakersfield – Comprehensive General Plan Update, Housing Element Update, Zone Mapping and Program Environmental Impact Report, Bakersfield

Kimiko oversees a comprehensive update of the City of Bakersfield General Plan, including an update to all mandatory elements including the Circulation Element and incorporating recent legislative requirements including significant updates to safety and environmental justice and conservation and open space. The update also includes the preparation of optional elements including a Downtown Element and Economic Development Element. The Rincon team is also preparing the 6th cycle Housing Element Update which will drive significant land use changes to accommodate the City's 37,000-unit Regional Housing Needs Assessment and housing needs and is preparing a concurrent update to the Zoning Code to implement the housing element programs. The City's General Plan has not been significantly updated since 2002 requiring a robust engagement and visioning process to ensure the General Plan Update reflects the significant changes that have occurred and the future needs of a diverse and growing community.

Principal-in-Charge, City of Huntington Park – Housing Element, Environmental Justice, Safety Element, Rezonings and Program Environmental Impact Report, Huntington Park

Kimiko served as the Principal in Charge for a Focused General Plan Update including the 6th Cycle Housing Element Update and associated updates to the



Environmental Justice, Safety Element, Land Use Element. The entire city is identified as an environmental justice community and lacks access to parks and open spaces. Rincon's policies development in close concert with the Attorney General's office are referenced in the Department of Justice Best Practices for Implementing Senate Bill 1000 and provide a heavy focus on opportunities for placemaking and access to recreation and public service amenities. The team was also awarded the contract for a second phase update of the General Plan including the Circulation Element wherein transit service, complete streets and safety are key objectives for the City.

Principal-in-Charge, Fort Independence Paiute – Tribal Long Range Transportation Plan

Coordinating the development of a Long-Range Transportation Plan (LRTP) for the Fort Independence Indian Community of Paiute whose reservation was transected by the construction of the US 395 highway in the 1960s.

Principal-in-Charge, County of Madera – Focused General Plan Update, Madera County

Kimiko actively oversees the significant updates to the County of Madera's 6th Cycle Housing Element, Safety Element, and the introduction of a new Environmental Justice Element as mandated by state law. Rincon is at the forefront of these updates, collaborating closely with the County and leading the environmental review process. To ensure wide-ranging community involvement, Rincon crafted a robust community engagement program leveraging established relationships between the county and local community-based organizations. This program is specifically designed to reach rural communities and a diverse spectrum of residents, fostering deeper, more meaningful engagements.

Principal-in-Charge, City of Marina (Partner with Raimi + Associates, Inc.) – General Plan Update, Marina

Kimiko oversees Rincon's portion of the update which includes preparing technical information, goals and policies addressing biological resources, safety, noise, air quality, infrastructure, conservation and natural open space, as well as Environmental Impact Report (EIR) preparation. Rincon provides environmental and planning continuity across projects in the city due to the diverse needs in the city, including habitat management, coastal hazards, and significant housing development. Kimiko also provided oversight of the Housing Element update, development of an affordable housing overlay and is currently supporting the City with adoption of a Downtown Vitalization Specific Plan including placemaking, mobility, urban design, and historic resource policies and programs.

Principal Technical Advisor, County of Fresno – General Plan Review and Zoning Ordinance Update, Fresno County

Rincon prepared a comprehensive update of the Fresno County General Plan, including Conservation and Open Space elements and Zoning Code update and associated Program EIR. The updates to the General Plan included assisting the County in conducting a Climate Change Vulnerability Assessment, evaluating environmental justice communities, formulating a policy framework and integrating climate change resilience and protection. Rincon was committed to engaging the community through the organization of a multitude of workshops across the county, focused on unincorporated disadvantaged communities to gather local knowledge and input on environmental justice strategies.

Project Manager, City of Pico Rivera – Comprehensive General Plan Update, Rezonings and Program Environmental Impact Report, Pico Rivera

While at a previous firm, Kimiko managed the comprehensive update of the Pico Rivera General Plan and preparation of the Program EIR, including a Healthy Community Element. The City of Pico Rivera is a built out city and a key component of the update was to identify key opportunity areas, including corridors and targeted planning areas that provided direction in the form of unique objectives for each of these areas to direct placemaking, revitalization and access to amenities. The General Plan also focused on increasing open space and recreation opportunities including connections to the Rio Hondo and San Gabriel River corridors and the Pico Rivera Sports Rea area, while also focusing on corresponding policies to increase local mobility and access to transit.

Project Manager, County of San Bernardino – 13 Community Plan Updates, San Bernardino County

While at a previous firm, Kimiko participated in San Bernardino County's Comprehensive General Plan Update and was responsible for the update of all 13 of the County's Community Plans. The Community Plans cover diverse communities throughout the County's valley, desert and mountain regions, from relatively small, little known areas such as Muscoy and Lytle Creek to larger, more prominent communities such as Joshua Tree and Lake Arrowhead. One of the key achievements of the project was building consensus among people with varying viewpoints through extensive collaboration with community groups and a large-scale outreach effort.





Hannah Mize

Project Manager

Hannah is an experienced project manager and expert grant writer with an understanding of how reflecting the community voices in long-range plans is imperative to successful implementation and meaningful change. She believes deeply in creating a strong technical foundation and the importance of telling the story of how collaborative, community-driven solutions help solve some of the most complex problems of our time. With extensive experience managing projects across the State, Hannah assists clients in preparing documents that meet their specific needs, recognizing that transportation and mobility planning is an iterative process. She is committed to infusing the voices of the community into her work, enhancing the character of our changing world through inclusive and responsive planning. She currently manages the City of San Fernando Mobility Element Update and Climate Action and Resilience Plan Preparation, in tandem with an update to the City's Open Space Element. She's also working with Ramona Municipal Water District and the Barona Band of Mission Indians to prepare a Climate Adaptation and Resilience Plan, which will help foster regional coalitions and provide clear insight into how to increase accessibility through the community, increase resilience to climate change, and improve overall quality of life. As a grant writer, Hannah has secured over \$60 million for clients to implement projects ranging from restructuring entire transit infrastructure systems to be more resilient, to develop wetlands on islands in the San Joaquin Bay Delta. She has also conducted greenhouse gas (GHG) verification services through the California Air Resource Board Cap and Trade program as an Accredited Lead Verifier for electricity providers, oil and gas production facilities, refineries, mines, wastewater treatment plants, and fuel suppliers in conformance with the Assembly Bill-32 Mandatory Reporting Regulation.

EDUCATION

BS, Environmental Science
and Research Management,
California State University
Channel Islands

CERTIFICATIONS/ REGISTRATIONS

Accredited Lead Greenhouse
Gas Verifier, California Air
Resource Board for
Mandatory Reporting
Regulations (EO #H-18-103)

Lead Low Carbon Fuel
Standard Verifier, California
Air Resources Board

Corporate Communications
Certificate – Cornell University

Leadership IQ, Hiring for
Attitude Certification, 2024

YEARS OF EXPERIENCE

10+

SELECT PROJECT EXPERIENCE

Sustainability Project Manager, Solano Transportation Authority Transit and Intercity Rail Capital Program – Transit and Intercity Rail Capital Program Grant Application, Solano

Hannah assisted Solano Transportation Authority (STA) prepare GHG studies in 2018 and 2020 in support of two successful grant applications. The GHG studies quantified the net GHG emission benefits anticipated upon implementation of STA projects funded by the California State Transportation Agency Transit and Intercity Rail Capital Program (TIRCP). STA was awarded \$10.7 and \$10.4 million during the 2018 and 2020 TIRCP funding cycles, respectively. The GHG studies quantified the GHG reduction potential of various transit projects that will enhance the frequency, reliability and connectivity of transit services for Solano County riders. During the 2020 grant application, Hannah worked closely with STA to lead the development of the grant application in addition to completing the GHG analysis. Project components with attributable GHG reduction potential not quantifiable using the TIRCP Calculator Tool were calculated using Rincon's internal GHG emissions calculation tool. Beyond the direct GHG reductions associated with these projects, Rincon worked with the STA to identify the far-reaching regional benefits such as travel time savings, improved transportation system reliability, vehicle operating cost savings, improved mobility, and enhanced availability of travel options. Once the grant was awarded and the project implementation began, Hannah supported STA with grant reporting requirements, including providing quarterly reports and a project Implementation Plan.



Project Manager, City of San Fernando – Climate Adaptation and Resilience Plan, Open Space and Conservation Element, Mobility Element, and Grant Application Support, San Fernando

Hannah is currently serving as Project Manager for the City of San Fernando’s integrated planning initiative, which includes the development of a Climate Action and Resilience Plan (CARP), an update to the City’s Open Space and Conservation Element, and a comprehensive update to the Mobility Element (formerly the Circulation Element). This effort is rooted in collaboration, bringing together City departments, community-based organizations, and tribal partners to ensure the planning process is inclusive, equitable, and grounded in local priorities. The Mobility Element update is a cornerstone of this work, providing a critical opportunity to align the City’s transportation policies with its climate and equity goals. Hannah is leading the effort to assess existing mobility conditions and identify strategies to reduce vehicle miles traveled, enhance multimodal connectivity, and improve access to safe, reliable, and sustainable transportation options. The update also addresses long-standing equity and safety concerns, particularly for historically underserved communities, and will help the City comply with current state mandates and regional transportation planning frameworks. Hannah is overseeing both the technical and engagement components of the project, including preparation of emissions inventories, a climate vulnerability assessment, and background reports that inform policy development across all three planning documents. She is also coordinating robust community engagement in partnership with Climate Resolve, Pacoima Beautiful, and the Fernandeño Tataviam Band of Mission Indians—ensuring that the voices of local residents and tribal communities are central to the planning process. Through this collaborative, cross-sector approach, Hannah is helping the City of San Fernando build a more resilient, connected, and sustainable future.

Project Manager, Ramona Municipal Water District - Ramona-Barona Climate Adaptation and Resilience Plan, Ramona

Hannah played a lead role in developing a successful grant application to fund the creation of a Climate Action and Resilience Plan in partnership with the Ramona Municipal Water District and the Barona Band of Mission Indians. This effort required navigating the complexities of a geographically dispersed, rural region in eastern San Diego County, where limited transportation infrastructure, mobility constraints, and jurisdictional boundaries present significant challenges to coordinated climate action. Hannah led a collaborative process that brought together tribal and non-tribal partners to build consensus around shared climate and mobility priorities. The proposed plan is designed to translate those priorities into actionable strategies that strengthen regional connectivity, promote equitable access to transportation, and enhance long-term resilience. By building from existing planning efforts and fostering interagency alignment, the project lays the groundwork for a more integrated, multimodal transportation network that reflects the needs of all communities in the region. A draft of the plan is anticipated in Fall 2025, with final adoption expected in Winter 2025.

TESTIMONIAL

“Hannah has that rare quality of being friendly, competent and patient. She keeps us on track, sifting through all the grant details to focus us on what we need to provide and when we need it. She has been so patient with Metropolitan’s process and gently reminds me every week of what I need to do next. She is always willing to help. Hannah is a gem and I am thrilled that she is a part of our Rincon/Metropolitan partnership.”

-Malinda Stalvey, Senior Environmental Specialist (for project 22-13272 Metropolitan Grant Services), September 2020





Kassandra Gale, Ed.D., AICP

Outreach Advisor

Kassandra Gale is a seasoned expert in community engagement, with over 13 years of experience designing equity-centered strategies that elevate community voices across planning disciplines. Her work spans land use, water, transportation, climate resilience and sustainability, and cultural and historic resources—crafting outreach and engagement approaches that are research-informed, context-specific, and highly effective. Kassandra combines behavioral science, organizational change, and practical planning expertise to create adaptive engagement frameworks that build trust and drive better outcomes. With a Doctorate in Change Management from the University of Southern California, she brings a rare blend of academic insight and real-world experience, translating complex planning processes into accessible, inclusive, and actionable public engagement.

EDUCATION

Ed.D. Change Management,
University of Southern
California

MA, Applied Anthropology,
San Diego State University

BA, Art History, Minor in
Chemistry, California State
University, Bakersfield

CERTIFICATIONS/ REGISTRATIONS

AICP (American Institute of
Certified Planners)
Certification No. 33473.

YEARS OF EXPERIENCE

13

SELECT PROJECT EXPERIENCE

Engagement Advisor, Fort Independence Indian Community - Long Range Transportation Plan, Inyo County

Kassandra served as Engagement Advisor for the Fort Independence Indian Community's Long Range Transportation Plan, a Caltrans-funded initiative to strengthen mobility, safety, and accessibility while repairing historic planning inequities. In this role, she provided technical oversight and facilitation support for public workshops, ensuring that engagement activities were culturally relevant, inclusive, and responsive to community needs. Working alongside the project team and tribal leadership, Kassandra advised on outreach strategies, reviewed engagement materials, and guided facilitation approaches to elevate tribal voices in the planning process.

Engagement Project Manager, City of Berkeley - Berkeley Water Transportation Pier Ferry Project, Alameda County

Kassandra is managing a community-focused engagement strategy for the Berkeley Water Transportation Pier Ferry project focused on capacity building with City staff. The strategy includes environmental justice community-focused events that meet the community where they are, developing demographic metrics to ensure representation, and extensive capacity building with City staff. As part of the capacity building effort, Kassandra provides training on tools and facilitation methods to empower City staff to lead engagement efforts on their own.

Engagement Lead, City of Kerman - City of Kerman Safe Routes to Schools & ADA Transition Plan, Fresno County

Kassandra led the community engagement strategy for the City of Kerman's Safe Routes to School & ADA Transition Plan, a program that identifies and prioritizes actionable mobility, safety, and accessibility improvements across walking, bicycling, and rolling networks. Working closely with the technical team and City staff, she led a bilingual planning process grounded in equity and responsive to local mobility needs. The program emphasized inclusive, accessible, and culturally relevant engagement, offering multiple venues for input including in-person workshops, pop-ups, walking audits, online surveys, and interactive mapping tools.

Engagement and Equity Advisor, Yolo County – Yolo County Regional Resilience Collaborative, Yolo County

As a subconsultant to Farallon Strategies, Kassandra is providing strategic guidance on the development of equitable engagement and assessment methodologies to support a collaborative, countywide climate resilience planning effort. She has advised on the integration of equity principles across project components including data gap analysis, asset mapping, community needs identification, and prioritization frameworks. She is also supporting the development of inclusive, culturally responsive tools to ensure that the process centers on underrepresented communities and reflects both institutional and community-based knowledge.

Engagement Facilitator, Pajaro Valley Water Management Agency – Pajaro River Watershed Resilience Program, Santa Cruz, Monterey, and San Benito Counties

As part of the communication and engagement team, Kassandra is helping to establish a collaborative and equitable engagement process to inform developing the Watershed Resilience Plan for the Pajaro River Watershed. The engagement process includes a diverse advisory group helping to lead a larger collaborative network of 450+ participants. Early stages of the program included branding, survey, advisory group and network development, and interviews.

Engagement Facilitator, Ventura County Resource Conservation District – Ventura River Watershed Resilience Program, Ventura

As part of the communication and engagement team, Kassandra supports the Ventura River Watershed Resilience Program by facilitating public and interested party workshops at key milestones in the planning process. The program aims to build long-term climate resilience across the Ventura River Watershed through inclusive, community-centered planning. Kassandra's facilitation work helps create welcoming spaces for diverse participants—ranging from residents and environmental advocates to agency staff and community-based organizations—to share perspectives, shape priorities, and strengthen connections within the watershed. Her efforts support the broader engagement strategy led by the Watershed Council, a collaborative body guiding the development of the Watershed Resilience Plan.

Engagement Project Manager, City of Menlo Park – Menlo Park SAFER Bay Project (Strategy to Advance Flood Protection, Ecosystems, and Recreation along San Francisco Bay), Menlo Park

Serving as the lead engagement strategist, Kassandra designed a multi-phased, equity-centered Outreach and Engagement Plan to inform flood protection and shoreline resilience design. She developed the project's framework, integrating culturally relevant strategies, barrier-reduction measures, and reciprocal community partnerships. Her work is guiding inclusive outreach activities—including advisory group facilitation, public workshops, and mobile engagement events—ensuring that underserved voices shape the design process and that engagement metrics support adaptive implementation throughout the project.

Engagement Strategist, City of Huntington Park – 6th Cycle Housing Element Update with Associated Element and Zoning Code Updates and Environmental Review, Los Angeles County

As the lead for outreach and engagement, Kassandra helped develop the General Plan update strategy for the City of Huntington Park in response to requirements following the 6th cycle Housing Element. The General Plan update strategy is highly focused on incorporating a strong community engagement program. Using a community-first framework, Kassandra led the development of an engagement program to implement environmental justice policy and carry forward established relationships through the remainder of the General Plan Update.

Principal Planner, City of Bakersfield – RISE Equity Task Force and Community Outreach Program, Bakersfield

Under a previous employer, Kassandra established an advisory group for the Bakersfield General Plan Update and related efforts to prioritize equity during the plan-making process. Kassandra led the Bakersfield RISE efforts on behalf of the City which include a 2045 General Plan Update, Housing Element Update, Climate Action Plan, and Municipal Services Review and associated community engagement strategy and program. During these efforts, Kassandra established a City-led community relationship building program that included extensive pop-up events, a public t-shirt contest to raise awareness of the City's efforts, and a digital community engagement hub to create accountability and track the diversity of engagement to ensure involvement of all communities.





EDUCATION

MS, Environmental Science and Management, University of Sydney; Sydney, Australia
BS, Business and Administration, University of Colorado

CERTIFICATIONS/REGISTRATIONS

Accredited Lead Greenhouse Gas Verifier, California Air Resource Board
(EO #H-10-043)

Accredited Low Carbon Fuel Standard (LCSF) Verifier, California Air Resource Board
(EO #H3-20-054)

LEED Accredited Professional
Licensed General Engineering Contractor (#921378)

YEARS OF EXPERIENCE

18+

Erik D. Feldman, LEED AP

Principal

Erik Feldman has over 18 years of experience in the environmental science and planning field and has managed or primarily authored successful planning and environmental and planning studies on environmental assessment and climate change. He oversees Rincon's statewide Climate Group which consults on greenhouse gas (GHG) reporting, climate action and adaptation planning, and carbon verification programs and is responsible for the leadership and development of Rincon's climate action and adaptation services. Erik's experience includes GHG modeling and auditing, climate action planning and sustainability design and program development. He has assisted numerous public and private sector clients with the development of GHG thresholds, analytical methods, and reduction strategies. Erik applies this experience in the successful management of environmental and sustainability projects for variety of clients in the public and private sectors and many regional agencies and special districts, including CAPs for Pasadena, Burbank, and Beverly Hills. He has led and participated in numerous GHG and sustainability related presentations including the for the American Planning Association, National League of Women Voters, and at Universities such as CSU Channel Islands, CSU Long Beach, UC Santa Barbara, and Cal Poly San Luis Obispo. He a member of Rincon's Board of Directors, has also served as a member of the Board of Directors for the US Green Building Council California Central Coast Chapter and is President of the Steering Committee for the Gridley Water Group in Ojai.

SELECT PROJECT EXPERIENCE

Principal-in-Charge, City of Burbank – Greenhouse Gas Protocol Inventory, Burbank

Principal-in-Charge for the development a Greenhouse Gas Reduction Plan (GGRP) scorecard for the City that quantified the City of Burbank's progress towards their 2020 goal by assessing progress towards achieving the 2020 performance metrics established for each GGRP measure. The GGRP scorecard included the status of measure implementation, reductions originally estimated, progress quantification methodology, actual reductions resulting from implementation to date, and improvement opportunities to improve the implementation or tracking of the City's GHG reduction progress. Progress towards each quantifiable measure was based on available data provided by the City that generally spanned from the start of the 2013 fiscal year to the end of the 2019 fiscal year. Although it is not possible to track the community's contribution to overall GHG reduction without conducting a GHG inventory update, the GGRP scorecard allowed for the City's progress toward meeting the GHG Measure Reduction 2020 target in the GGRP to be quantified showing that the City had achieved 95% of its 2020 Measure GHG reduction goal.

Principal-in-Charge, City of Pasadena – Climate Action Plan, Pasadena

Erik led the project team to prepare a comprehensive inventory of GHG emissions resulting from local government and community-wide activities. Pasadena is unique because the City owns its own water and power entity (Pasadena Water and Power). As such, Rincon worked closely with the various departments, including Pasadena Water and Power, to correctly characterize emissions, apply the correct emission factor, and distribute emissions between the City and the community accurately. As part of the project, Rincon inventoried GHG emissions for the 2009 baseline year and conducted emissions forecasts for the years 2020, 2030, 2035, and 2050 (consistent with the AB 32, Executive Order (EO) S-3-05 and SB 32 target years



and the City's General Plan horizon year). The inventory was prepared according to State-recommended protocols, including the Local Government Operations Protocol and the International Council for Local Environmental Initiatives (ICLEI) U.S. Community-wide Protocol. Rincon also developed a list of best practices that was used to develop a CAP. Rincon also assisted the City in a Strategic Growth Council grant application to request funding for the City's General Plan update and development of a CAP. The City was awarded funding from the Strategic Growth Council in 2014 and began development of its CAP. Rincon worked with the City to identify and evaluate reduction measures that would achieve the greatest reduction in the most cost-effective manner and created and implemented a comprehensive public outreach program. Rincon also developed a detailed implementation, monitoring, and maintenance plan, and GHG threshold and CAP compliance checklist to streamline future development projects under CEQA Section 15183.5.

Principal-in-Charge, Metropolitan Water District of Southern California – Climate Action Plan and CEQA Document, Various Counties/Cities, California

Rincon is currently developing an integrated, comprehensive, and transformative Climate Action Plan (CAP) and CEQA document. The plan is intended to be applied across all of Metropolitan's land, facilities and infrastructure and takes into account the greenhouse gas (GHG) emissions from future capital investment projects such as the Regional Recycled Water Plant. The CAP will build on Metropolitan's sustainability achievements to date and identify additional actions that would reduce GHG emissions and prepare Metropolitan's facilities and operations for the impacts of climate change. Rincon recently developing a baseline GHG inventory, forecast, and carbon budget that is being utilized to identify and evaluate feasible, cost-effective, and measurable GHG emissions reduction measures necessary to meet Metropolitan's reduction targets. Rincon is currently working with Metropolitan teams associated with planning, engineering, facility operations, and other internal stakeholders to establish GHG emissions and reduction measures and infrastructure improvements that will be implemented through the plan. The plan is intended to serve as a Qualified GHG Reduction Plan for Metropolitan facilities, operations, and investment decisions and meet the provisions for CEQA streamlining (per CEQA Section 15183.5).

Principal-in-Charge, City of Berkeley – Pathway to Clean Energy, Berkeley

In June 2018, Berkeley City Council established a goal of becoming a Fossil Fuel Free City, with a focus on electrification of Berkeley's buildings. Erik is overseeing a team comprised of the City of Berkeley, Rocky Mountain Institute, and the Ecology Center developing an implementation plan to electrify 100% of Berkeley's existing buildings before 2045. Rincon completed a two-phase policy analysis and implementation plan to identify the technological, equity, and cost considerations around electrifying the current building stock based on age, class, and building type. Phase 1 of the analysis quantifies the costs and benefits of electrification for a wide range of stakeholders. The approach has been tailored to address impacts on historically marginalized and low-income people and integrates procedural, distributional, and structural equity considerations. The final report will identify the highest value and most equitable set of measures aimed at the elimination of fossil fuels in existing buildings in the near, mid, and long terms. Phase 2 includes a detailed cost-benefit analysis and a comprehensive implementation plan, including funding strategies, for each of the recommended policies.

Principal-in-Charge, City of Beverly Hills – Climate Action and Adaptation Plan, Beverly Hills

The City of Beverly Hills seeks to reduce its contribution to greenhouse gas emissions and prepare for localized climate change hazards. A climate change vulnerability assessment is being prepared which identifies wildfire risk and its impact on vulnerable populations and community assets, along with other climate change related hazards. Asset manager interviews were conducted with City Departments, Southern California Edison, and Southern California Gas to identify impacts associated with historic extreme events, adaptive capacity of managed assets, and opportunities for adaptation strategies. The project also involves preparing a greenhouse gas emissions inventory and a climate action and adaptation plan that identifies measures and actions to reduce greenhouse gas emissions and adapt to climate change hazards.





EDUCATION

BA, Geology, Pomona College
BA, Environmental Analysis,
Pitzer College

AFFILIATIONS

American Planning
Association Board
Director of Young and
Emerging Planners

YEARS OF EXPERIENCE

5

Olivia Mendoza

Climate and Transportation Planner

Olivia is a Climate Planner specializing in transportation and land use, with expertise in addressing equity-focused mobility challenges. She has successfully led and contributed to diverse climate resilience initiatives, including climate action and adaptation plans, transportation demand management strategies, and innovative mobility hub projects. With an educational foundation in geology and environmental justice, Olivia combines technical expertise and community-focused approaches to effectively navigate complex climate and equity issues within adaptation and mitigation planning.

SELECT PROJECT EXPERIENCE

Project Manager, San Diego County EV Incentive Program, San Diego County

Olivia is the project manager for the San Diego County EV Incentive Program, Helping San Diego County build out their EV Incentive Program for charging installation. This is a strategy identified in their Climate Action Plan to reduce reliance on SOV and internal combustion engine cars.

Project Manager, City of Belmont Climate Action and Adaptation Plan, Belmont

Olivia is the project manager for the City of Belmont's Climate Action and Adaptation Plan, managing timelines and deliverables, and facilitating communication between the City and Rincon. She oversees community engagement efforts, ensures alignment of project outcomes with Belmont's climate resilience objectives, and guides the integration of stakeholder feedback into actionable strategies.

Project Manager, Yolo County Regional Resilience Collaborative, Yolo County

Olivia is the project manager for the Yolo County Regional Resilience Collaborative, where Rincon serves as a sub-consultant to Farallon Strategies. In this role, she helps identify resilience needs throughout Yolo County related to key climate risks. Olivia supports the prioritization of regional projects that address these gaps, using insights gathered from community engagement and coordination with the County and Collaborative.

Project Manager, City of Beverly Hills – Climate Action and Adaptation Plan, Beverly Hills

As the Project Manager for the City of Beverly Hills Climate Action and Adaptation Plan, Olivia coordinates between clients, subconsultants, and Rincon teams, assists in revising the Consumption-Based Inventory Memo and the plan, and supports the community engagement process through the feedback survey initiative.

Technical Lead, Association of Monterey Bay Area Governments – Monterey Bay Electric Vehicle Climate Adaptation and Resiliency Framework, Monterey County

Olivia is leading the technical work for Rincon's Association of Monterey Bay Area Governments project, which focuses on the vulnerability of EV infrastructure and grid resiliency. She is helping to build a GIS tool that displays existing and projected EV infrastructure, equity communities, climate vulnerabilities, and other assets. Additionally, she is delivering a technical memo identifying ideal new locations for charging infrastructure as demand rises and hazards change. Rincon collaborates with regional groups to integrate policy recommendations and align the framework with California's climate goals. The success of this framework ensures compliance with environmental regulations while promoting sustainable and equitable transportation solutions for the Monterey Bay region.



Adaptation Analyst, County of Sonoma – Updates to the General Plan Public Safety Element and Environmental Justice Element, Sonoma County

As an adaptation analyst, Olivia has assisted in drafting the Safety Element update for the County of Sonoma to meet California's General Plan update requirements. She played a key role in highlighting the most vulnerable communities in Sonoma County and assessing appropriate measures and actions to support their adaptation to prominent hazards in the area.

Task Lead, Bakersfield General Plan Update – Mobility Element, Bakersfield

Olivia is supporting the City of Bakersfield in preparing their Mobility Element update. Her role involves drafting policies focused on enhancing active transportation, guiding infrastructure improvements, optimizing circulation, and reducing vehicle miles traveled (VMT).

Analyst, Sacramento Area Council of Governments – Mobility Hubs, Sacramento

Under a previous employer, Olivia assisted Sacramento Area Council of Governments in identifying low-access and feasible locations for mobility hubs that can also serve as emergency evacuation centers. Olivia created and managed the creation of a web tool incorporating transportation infrastructure, land use, equity considerations, climate adaptation, and stakeholder input to determine optimal placement for mobility hubs.

TDM Program Support, San Diego Association of Governments – Sustainable Transportation Services, SANDAG

At a previous employer, Olivia supported the implementation and enhancement of the San Diego Sustainable Transportation Services program, including drafting transportation demand management (TDM) plans for employers, researching alternative e-bike charging solutions for universities, and identifying strategies to reduce commuting burdens throughout the region.

Equity Mobility Analyst, Sacramento Area Council of Governments – Mobility Zones, Sacramento

Under a previous employer, Olivia worked as an Equity Mobility Analyst on the Sacramento Area Council of Governments' Mobility Zones program, advancing clean, shared, and active transportation investments in equity-priority communities. Olivia led the development of a web-map identifying 20 equity considerations to pinpoint 15 neighborhood-sized zones across the six-county Sacramento Area Council of Governments region, to prioritize mobility improvement projects within each zone, and implement some of the prioritized projects.

Equity Consultant, Santa Clara Valley Transportation Authority – TOD/TOC Initial Equity Review, Various Counties/Cities, California

Under a previous employer, Olivia conducted an existing conditions assessment of Santa Clara Valley Transportation Authority's TOC and TOD program to evaluate the equity of their community engagement, implementation, and project selection. Olivia developed an equity framework to support this assessment alongside interviews with different planning departments within the Santa Clara Valley Transportation Authority.

Equity Analyst, Cintra – Equity Impact Assessment Case Studies, U.S. Locations

Under a previous employer, Olivia prepared an Equity Impact Assessment for three of Cintra's North American assets, involving background research, data analysis, and stakeholder engagement to evaluate equitable utilization of the assets.

Flow Analysis Task Lead, Bay Area Rapid Transit and Capitol Corridor – Link21, Bay Area

Under a previous employer, Olivia served as the task lead on the Refined Travel Demand and Land Use Modeling Tool team, using quantitative modeling methods and analyzing large, complex datasets. This work was instrumental in projects evaluating 2050 carbon emissions for the Bay Area.

Policy Analyst, City of Culver City – Transportation Demand Management Study, Culver City

Under a previous employer, Olivia supported the City in developing transportation demand management strategies by conducting a best practice review, performing an economic impact study, and interviewing large employers to understand their needs from the ordinance.

Data Analyst, City of Sacramento – Transportation Demand Management Ordinance Update, Sacramento

Under a previous employer, Olivia assisted the City in developing a transportation demand management report and policy recommendations to update its existing transportation demand management ordinance. In particular, Olivia conducted an origin-destination study using Replica to analyze travel patterns in the City and identify major areas of VMT outputs.





EDUCATION

PhD, Sociocultural Anthropology with a Concentration in International Development, Binghamton University, New York

MRP, Master of Regional Planning with a concentration in International Development, Cornell University

BA, Political Science with a concentration in International Relations, Swarthmore College

AFFILIATIONS

American Planning Association

AWARDS

2010 National Planning Achievement Award for Advancing Diversity & Social Change in Honor of Paul Davidoff, SANDAG Tribal Liaison

YEARS OF EXPERIENCE

32

Jane E. Clough, Ph.D.

Social Equity Advisor

Dr. Jane Clough is a distinguished and highly regarded community and regional planner with extensive professional and academic experience in the domains of social equity and community engagement, sustainability, intergovernmental partnerships, Tribal Consultation, US-Mexico relations, policy research and analysis, and grant analysis and administration. She is fluent in Spanish.

SELECT EXPERIENCE

Project Manager, Rincon Consultants, Client: Fort Independence Paiute 'Tribal Long Range Transportation Plan'

Coordinating the development of a Long-Range Transportation Plan (LRTP) for the Fort Independence Indian Community of Paiute whose reservation was transected by the construction of the US 395 highway in the 1960s.

Social Equity Advisor, Rincon Consultants. Client: Ramona-Barona Climate Adaptation and Action Plan

Served as tribal liaison advisor to a grant funded collaborative project between the rural community of Ramona and the Barona Band of Mission Indians to develop a climate adaptation and action plan for the area. It identifies strategies to strengthen infrastructure, conserve water, and restore ecosystems, all while honoring the cultural and ecological heritage of the region.

Social Equity Advisor, City of Huntington Park - 6th Cycle Housing Element Update with Associated Element & Zoning Code Updates & Environmental Review, Huntington Park

Serve as Social Equity Advisor for the implementation of the Environmental Justice Element, including the creation of an EJ Advisory Committee.

Social Equity Consultant, South Bay Cities Council of Governments (SBCCOG) 'Digital Equity Needs Assessment'

SBCCOG built a public fiber-optic network to provide critical infrastructure to enable high-speed, low-cost internet connectivity for South Bay cities. Conducted a needs assessment of residents and small business Internet needs through surveys, interviews, and focus groups in underserved neighborhoods to understand their issues as the SBCCOG looks to expand access to the network.

Senior Regional Planner, San Diego Association of Governments (SANDAG), San Diego County

Tribal Liaison: (2004-2022) Facilitated the government-to-government framework for engaging tribal nations in the regional planning process. In 2007, an historic Memorandum of Understanding (MOU) was signed in which the Southern California Tribal Chairmen's Association (SCTCA) joined the SANDAG Board of Directors and all its Policy Advisory Committees as advisory members. Provided complex staff coordination for the Interagency Technical Working Group on Tribal Transportation Issues. Coordinated the tribal consultation process for four cycles of the Regional Transportation Plan, including the San Diego Regional Tribal Summits. In partnership with the Southern California Tribal Chairmen's Association (SCTCA), developed the first ever *Intraregional Tribal Transportation Strategy* that captures the mobility needs of area tribes and policy recommendations.

Social Equity Program (2006-2022) Developed and coordinated the Social Equity Analysis for the Regional Plan (San Diego Forward), including managing a network of community-based organizations tasked with engaging

communities of color and low-income populations in the regional planning process. The Social Equity program grew from five organizations with grants of \$5,000 to 13 organizations (contracted for the entire cycle @ \$20,000/year) representing all environmental justice communities in the region and contributing to the design of both the Regional Plan and the Social Equity Analysis.

Program Manager: San Diego Regional Military Working Group (2013-2016) Established and facilitated the exchange of information and concerns between the area military installations and the adjacent jurisdictions on land use compatibility and transportation. Coordinated grant-based project “Military Multimodal Access Strategy”.

Associate Regional Planner, San Diego Association of Governments, San Diego County

Project Manager: Coordinated two phases of the Interregional Partnership with Southwestern Riverside with funding from Caltrans to develop an interregional strategy for sustainable development focused on jobs/housing balance, economic clusters, and innovative transportation solutions. (2004-2010)

Bi-national Program. Under the supervision of the Borders Program Manager, supported the coordination of the Borders Committee and the Committee on Binational Regional Opportunities (COBRO). Coordinated the 2004 Binational Summer Seminar between San Diego and Tijuana. That year’s theme was water issues. (2003-2005)

Director of Environment and Sustainable Development, Center for US-Mexican Studies of California, San Diego

Member of academic staff responsible for developing research projects, coordinating conferences, and recruiting candidates for fellowships in the areas of environment, sustainable development, border studies, and environmental justice. Academic coordinator of the weekly Research Seminar series. Represent the Center in various regional initiatives including Encuentro Fronterizo, the Regional Workbench Consortium, and EPA Border.(2001-2003)

Program Coordinator, Southwest Center for Environmental Research and Policy (SCERP), San Diego

San Diego State University Foundation: Assisted the Managing Director in the administration of an applied research grant program (\$2.5 million/year) for binational consortium of ten universities along the U.S.-Mexico border through cooperative agreement the USEPA. Principal liaison with member universities, including Mexican partner institutions. Coordinated various working groups within the consortium involving various stakeholder groups.(2001)



Meghan Weir

Principal



Meghan Weir specializes in projects that make multimodal transportation work better for everyone with a focus on equity, building better stakeholder engagement systems, active transportation, and transit access. She has worked on a wide variety of transit access, corridor design, and infrastructure plans, city and county vision plans, and complete streets corridor plans. Her collaborative approach makes room for dialog and communication and fosters deep connections to communities to uncover what transportation infrastructure and policy mean to different stakeholders. She helps to synthesize technical needs and goals, navigate changes, identify practical paths forward and implement creative solutions.

Education

M.C.P., University of Pennsylvania School of Design, PA

B.S., Civil Engineering, The Cooper Union for the Advancement of Science and Art, NY

Experience

Nelson\Nygaard Consulting Associates, Inc.

Principal, 2019–Present; Senior Associate, 2014–2019

- **San Francisco Railyards, Prologis (San Francisco, CA) 2024–Ongoing.** Project Manager. Supporting Prologis' dynamic, multidisciplinary team in developing plans for the 20-acre San Francisco Railyards project, and mixed use, transit-oriented development with housing, retail, jobs and public spaces. In collaboration with a team of architects, designers, civil engineers and other specialists, Nelson\Nygaard is the lead transportation consultant, providing technical analysis, recommendations, illustrations, project application materials, and cross-agency support to devise solutions to mobility and access challenges on site and within the surrounding street network, including passenger loading, bicycle parking, and intermodal connections.
- **Maui Transportation Improvement Program and Long-Range Plan Update, Maui Metropolitan Planning Organization (Wailuku, HI) 2024–2025.** Project Manager. Developed an updated the Transportation Improvement Program (TIP) for Maui, aligned with State and Federal requirements, and updated Maui's long-range transportation plan (LRTP), known as Hele Mai Maui. Both the TIP and LRTP were produced on a tight timeline to maintain alignment with state funding cycles. TIP and LRTP efforts included community, stakeholder, and agency outreach; review of current and upcoming projects; likely funding and phasing opportunities; data analysis; development of project cost estimates; and creation of a new fiscally-constrained project list for the island.
- **Coconut Marketplace Mobility Hub Plan, County of Kaua'i Office of Economic Development, (Wailua, HI) 2023–2025.** Project Manager. Nelson\Nygaard supported County of Kaua'i efforts in collaboration with local agency partners and private landowners to identify multimodal network and site access improvements at a significant commercial node on the island's eastern shore to establish Coconut Marketplace as a regional mobility hub. Recommendations may help leverage the site's proximity to the airport and other tourist-focused destinations.
- **Regional SB743 and VMT Analysis Policy Implementation Technical Assistance, Metropolitan Transportation Commission (MTC) (San Francisco, CA) 2019 – 2024.** Project manager. Nelson\Nygaard worked collaboratively with MTC staff and project partners to develop and delivered a curriculum, template materials and creative educational support in response to emerging challenges to support local jurisdictions' SB743 compliance and VMT analysis policy implementation. The curriculum and policy adoption materials build on the direct technical assistance that NN provided to the Cities of Fremont and Hayward to update local City transportation impact analysis policies and apply policy guidance from the State that was new at the time.

- **Regional Mapping and Wayfinding, Metropolitan Transportation Commission (MTC) (Bay Area, CA) 2022-Ongoing.** On a team with Applied Wayfinding, Nelson\Nygaard is providing strategic guidance and analysis in support of the systemwide governance and implementation, stakeholder engagement, and first-last mile considerations for a proposed new regional wayfinding system that will improve clarity and ease connections across the Bay Area's 27 unique transit systems.
- **Alameda Transportation Demand Management Program, Alameda County Transportation Commission (Alameda County, CA) 2020-Ongoing.** Project Manager. Nelson\Nygaard manages Alameda CTC's countywide TDM program with the aim of supporting mode shift and reducing congestion on regional commute corridors.
- **East San José Multimodal Transportation Improvement Plan (San José, CA) 2018-2020.** Project manager for Nelson\Nygaard team. Nelson\Nygaard led the outreach and community involvement planning in support of the Multimodal Transportation Improvement Plan, devising a community-driven approach to project evaluation, expanded dialogue between the City of San José and local community advocacy organizations, and established an approach to longer term stakeholder involvement to support an equity-centered implementation process.
- **North Lake Tahoe TDM Strategies (Placer County, CA) 2017-2019.** Project manager. Nelson\Nygaard prepared a Transportation Demand Strategy Plan for the Lake Tahoe North Shore Area, responding to context specific needs for supporting bicycling, walking, using transit and expanding mobility choices in a four-season environment with a mix of local residents, visitors and employees.
- **Sonoma County Mode Shift, Sonoma County Transportation Authority (Santa Rosa, CA) 2015-2017.** Project Manager. Nelson\Nygaard evaluated countywide transportation demand and strategies for regional and local VMT reduction; developed a TDM toolkit and model TDM ordinance to support mode shift away from single occupancy car trips; and conducted feasibility analysis and implementation plans for car share and bike share in the City of Santa Rosa.
- **BART Multimodal Access Design Guidelines, Bay Area Rapid Transit (Oakland, CA) 2015-2017.** Project Manager. Nelson\Nygaard worked closely with BART's internal station planning leaders and local transit operators to develop the Multimodal Access Design Guidelines (MADG). These provide easy-to-use guidance and minimum/maximum and recommended standards for planning the pedestrian, bicycle, transit, and vehicle access within BART's station areas, and are designed to update and complement BART's Facilities Standards.
- **Mission Rock Transportation Advisory Services, San Francisco Giants (San Francisco, CA) 2016-2020.** Meghan was a part of a large team to create a new roadway, sidewalk, and bike facility network for a major development that aimed to replace a Major League Baseball stadium parking lot with a mixed use and civic space. Nelson\Nygaard collaborated with the design team to ensure the street design addressed safety, aesthetics, and passenger, commercial, and industrial loading needs.
- **Broadway Complete Streets Plan, City of Sacramento (Sacramento, CA) 2014-2016.** Deputy Project Manager. Balance accessibility for all modes of transportation in the Broadway Corridor, improve the transit, bicycle and pedestrian environment; evaluate road diets, crossing improvements, and bicycle and pedestrian facilities.
- **SMART Bicycle Parking Investment Plan, Sonoma Marin Area Rail Transit (Petaluma, CA) 2014 - 2016.** Project Manager. Identify bicycle parking needs at stations throughout the SMART corridor, coordinate outreach to inform priorities and local considerations, and develop a Bicycle Parking Investment Plan and Priorities for Implementation for SMART corridor stations and station areas.
- **BART Access Policy Update, Bay Area Rapid Transit (Oakland, CA) 2015-2016.** Update station access policies to identify system wide investment priorities and support multimodal access throughout the BART system.

Kyle Taniguchi

Senior Associate



Kyle is an experienced transit planner with more than 10 years of planning experience. He specializes in transit planning and operations and has worked on bus and rail projects throughout the country.

Kyle loves to analyze data and come up with creative, innovative solutions to the problem at hand. He leverages his past experiences with agencies throughout the country to learn and adapt what has been proven to work well. He also believes in the value of public engagement to ensure the recommendations that are developed meet the needs of the community and are aligned with the public's priorities.

Education

M.Sci., Civil Engineering (Public Transit Emphasis), University of South Florida, Tampa, FL, 2012
 B.Sci., Civil Engineering, Oregon State University, Corvallis, OR, 2010

Experience

Nelson\Nygaard Consulting Associates, Inc.

Senior Associate, 2023–Present, Associate, 2019–2022

- **Kern Council of Governments Coordinated Human Services Transportation Plan and Transit Development Plans (Kern County, CA) 2025–Ongoing.** Kyle is the deputy project manager and lead for the Transit Development Plan (TDP) effort. Nine separate TDPs will be developed for various municipalities/agencies in Kern County. The goal of the plan is to update previous TDPs and develop a short-term vision for transit for each of the nine municipalities/agencies.
- **Anaheim Transit Master Plan, City of Anaheim (Anaheim, CA) 2024–ongoing.** Kyle is the project manager for the update to Anaheim's Transit Master Plan. Since the 2007 plan was developed, much has changed in Anaheim, including new development, population/employment growth, and changes in the transportation network. The master plan will identify both operational and capital transit improvements for the city, which will involve coordination amongst the six different transit providers serving the area.
- **Cherriots Comprehensive Operations Analysis (Salem, OR) 2025–Ongoing.** Kyle is the deputy project manager for this study that is analyzing the existing route network to develop short-term recommendations. He is leading the bus stop balancing task, which is developing a methodology to identify potential stops for consolidation. He is also leading the transit center evaluation tasks, which is analyzing each of four Cherriots' transit centers for safety, operational, and efficiency improvements.
- **Long-Range Transit Plan, Mountain Line (Missoula, MT) 2024–2025.** Kyle was the deputy project manager for a team that worked to craft a vision for transit in Missoula. The plan included a short-, mid-, and long-term horizon that considered feedback from the public on priorities for transit in the community.
- **Nevada Statewide Transit Plan (State of Nevada) 2022–2023.** Kyle was part of a team that assisted the Nevada Department of Transportation in conducting their first-ever statewide transit plan. The statewide transit plan identified and inventoried all existing public transportation providers within the state, identified gaps and needs, and developed a comprehensive set of recommendations on how to improve transit within the state.
- **Short-Range Transit Plan, Glendora Transit (Glendora, CA) 2023–2024.** Kyle was deputy project manager for a short-range transit plan for the City of Glendora. The goal of the study was to restructure the shuttle routes to serve the new A Line light rail station, serve more community destinations, and make the service easier to understand.

- **Vision Around the Mountain, Oregon Department of Transportation (Multnomah, Hood River, and Clackamas Counties) 2020–2021.** Kyle was on a team that analyzed the collective transit service serving the Columbia River Gorge and Mt. Hood. With many service providers and different seasonal demands in separate areas, there are competing challenges to improving transit connectivity. Kyle was responsible for analyzing the existing transit operations, planning/facilitating stakeholder workshops, and helping to craft a vision for future transit service.
- **Stanislaus RTA Comprehensive Operations Analysis (Stanislaus County, CA) 2021–2023.** Stanislaus RTA (StanRTA) is a new transit agency, formed through the merger of two agencies: Modesto Area Express (MAX) and Stanislaus Regional Transit (StaRT). StanRTA conducted their first COA as a new agency, with the goal of streamlining operations and reducing duplication in the system. Kyle was the deputy project manager in charge of managing the team that evaluated the existing transit network and recommending improvements that would improve efficiency and enhance the experience for customers. He also led a separate bus stop prioritization effort that developed typologies and a scoring methodology to prioritize bus stop improvements in the system.
- **Long-Range Transit Plan and Coordinated Human Services Transportation Plan, Mountain Metropolitan Transit (Colorado Springs, CO) 2023–2024.** Kyle was part of a team working on a combined long-range transit plan and coordinated human services transportation plan for the greater Colorado Springs area. The LRTP developed a 2050 vision that included numerous improvements including new on-demand zones and new fixed routes as well as greater frequencies and spans of service for existing fixed routes. Collectively, these improvements will improve transit access in developing parts of the region and make transit more competitive to driving.
- **San Leandro FLEX Implementation (San Leandro, CA) 2020–2021.** The City of San Leandro recently implemented a new FLEX shuttle route and accompanying on-demand program. Kyle was part of the Nelson\Nygaard team that worked to implement the new shuttle service and monitor the on-demand service for issues and track usage.
- **Short- and Long-Range Transit Plan, Livermore Amador Valley Transit Authority (Livermore, Dublin, and Pleasanton, CA) 2019–2020.** Kyle served as the deputy project manager for a short- and long-range transit plan study in the Tri-Valley area. The goal of this study was to analyze the existing system, conduct public outreach, and develop near-term and long-term recommendations to improve transit service.
- **Six-Year Strategic Plan, Pierce Transit (Pierce County, WA) 2023.** Kyle served as the deputy project manager for this long-range, strategic planning effort that will set the stage for the next six years of transit in Pierce County. The plan includes identifying key trends and opportunities for Pierce Transit and the region, culminating in the development of a series of goals and strategies to guide the agency over the next six years.
- **Integrated Transit Plan, Sonoma County Transportation Authority (Sonoma County, CA) 2023.** Kyle was the deputy project manager of this study, which looked at ways to improve transit operations in Sonoma County. There are currently three local bus agencies and two other regional service providers. The goal of this study was to identify roadways with duplicative service and develop service recommendations to improve overall efficiency and mobility within Sonoma County.

Stephanie Wright

Principal



Stephanie thrives on bringing complex stakeholder groups together to move multimodal plans forward. Stephanie has two decades of experience as a planner and project manager. She has expertise in complete streets planning and design—including NACTO’s Urban Street Design Guide—and comprehensive planning. She has done extensive rural and small city transit work throughout Oregon. Stephanie’s mix of expertise in these three areas (complete streets, comprehensive planning, and rural transit) brings to HCAOG the ability to integrate transit into the built environment paired with policies that make it a reality.

Education

M.U.P., Robert F. Wagner Graduate School for Public Service at New York University, NY
 B.A., History and English, University of Delaware, DE

Experience

Nelson\Nygaard Consulting Associates, Inc.

Principal, 2017–Present; Senior Associate, 2011–2017; Associate Project Planner, 2008–2011; Associate, 2006–2008; Intern, 2005–2006

Street Design

- **Implementing Context-Sensitive Design on Multimodal Thoroughfares, Institute of Transportation Engineers (Washington D.C.) 2016–2017.** Lead author for this companion guide to ITE’s 2010 *Designing Walkable Urban Thoroughfares* that focuses upon small town and suburban contexts. A focus on speed management, pedestrian safety, and design interventions to create walkable streets are a focus of the guide.
- **Urban Street Design Guide, National Association of City Transportation Officials (New York, NY) 2013.** This design guide for cities challenges functional classification, LOS, design speed, and other metrics that have only served to create wide, fast, car-oriented roads. The USDG embraces truly multimodal streets, recommends multimodal performance metrics, and is premised upon the idea that streets can be changed. Served as deputy project manager for the project team.

Comprehensive Planning

- **Transportation System Plan Update, City of Vancouver (Vancouver, WA) 2019–2024.** Stephanie served as project manager for this effort to update the city’s policies, programs, and projects to reflect city goals and priorities. Stephanie’s work included prioritization and phasing of policies and capital projects as well as individual tools to help with TSP implementation (development fee program restructure, pedestrian crossing policy, collision dashboard, street standards).
- **Spokane Comprehensive Plan Update, City of Spokane (Spokane, WA) 2013–2016.** Stephanie led the street design standards element of the city’s transportation plan, which will integrate multimodal design into the city’s engineering manual.

Rural/Small City Transit

- **Vision Around the Mountain, Oregon Department of Transportation (Multiple Cities) 2019–2021.** Mount Hood is an incredibly popular tourist destination, but access along US 26 experiences heavy congestion and safety issues. The many stakeholders in the region hoped to one day ring the mountain with transit from Portland–Hood River–Mount Hood–Sandy–Portland. Stephanie led an intense series of stakeholder workshops with the cities, transit providers, non-profits, and ski

resorts asking how the governance and implementation of such a service could work. A series of near-term actions and longer-term strategies were created.

- **Columbia Gorge Express Extension, Oregon Department of Transportation and CAT (Hood River, OR). 2018-2020.** Nelson\Nygaard staff planned and implemented Columbia Gorge Express, a service operated by ODOT and MTR Western between Portland and the popular tourist destination, Multnomah Falls. Stephanie took on the next phase of the project, extending the service to Cascade Locks and Hood River, with the goal of turning operations over to CAT, a provider based on Hood River. Stephanie also led the next phase of this project, which extended service to Mount Hood Meadows in a route called Gorge to Mountain Express.
- **Long Range Transportation Plan, Sunset Empire Transportation District (Clatsop County, OR). 2013-2015.** Stephanie was the project manager for this plan, which examined SETD's routes and customer travel patterns. Changes to the main route connecting Astoria/Warrenton to Seaside have been implemented. Clatsop County connects to another provider in Columbia County, therefore regional connections were also a focus of this project.
- **Coordinated Plan Update, Oregon Department of Transportation (Region 5) 2014-2016.** ODOT and its partners undertook a wholesale update of its coordinated plans across the state. Stephanie led the updates for ODOT Region 5, which includes Umatilla, Wallowa, Union, Baker, and Morrow Counties. These efforts included stakeholder engagement, identification of gaps in service for older adults, people with disabilities, and people with low income, and development of strategies to fill those gaps.
- **Corvallis Transit Development Plan, Corvallis Transit System (Corvallis, OR). 2016-2017.** Stephanie supported this effort to analyze and update CTS bus routes and transit centers. Corvallis is a hub with connections to other regional services. Stephanie supported route redesign.
- **Pendleton Transportation System Plan, City of Pendleton (Pendleton, OR) 2017-2018.** Stephanie led the transit component of this TSP. Pendleton operated a taxi-based service within the city, but another intercity provider, Kayak, served the region. The integration of the city and regional services was a key element of the TSP.
- **Valley Transit Origin-Destination Study, Valley Transit (Walla Walla, WA) 2014-2015.** Stephanie led a weeklong passenger survey asking about origins and destinations. Focus groups with Spanish-speaking communities happened in creative ways (a taco restaurant; a housing complex) to reach people where they lived and recreated. Recommendations included less reliance on the central transit center with more through routes connecting people to their destinations more directly.

Professional Memberships and Affiliations

- Women's Transportation Seminar

Stephen Newhouse

Principal



Stephen Newhouse is an experienced transportation planner, project manager, and team leader. He has largely divided his 15-year career between California and British Columbia, doing everything from political advocacy, service planning, small and medium-scale infrastructure planning, program design and management, and strategic planning, and policy shaping. He enjoys finding common interests among diverse stakeholders to deliver better outcomes for all parties.

Education

M.A., Public Administration, Georgia State University, Atlanta, GA, 2010
 B.S., Statistics, University of Georgia, Athens, GA, 2006

Experience

Nelson\Nygaard Consulting Associates, Inc.

Principal, 2025–Ongoing

Prior Experience

TransLink, Vancouver, BC

Sr. Manager, 2024 – 2025, Manager, 2022 – 2024, Lead Planner 2021 – 2022, Project Manager 2017 – 2021

- Managed a multi-disciplinary team of planners, engineers, and data scientists—supported by public and government affairs staff and consultants—to identify opportunities, develop concepts and business cases, monitor progress and performance of bus priority measures.
- Led high-profile transit priority initiatives. Delivers program or project updates and recommendations to internal oversight committees composed of TransLink directors and external advisory committees composed of city department managers or directors.
- **Key Initiatives**
 - Led Bus Rapid Transit corridor planning. Led all aspects of planning and conceptual design, including stakeholder management, planning for alignment and station locations, service planning, identifying and resolving bus priority needs, preliminary cost estimation, and scoping for detailed design, and presentations to city councils and leaders.
 - Developed and managed Bus Speed and Reliability Program to distribute up to \$8 million/year for bus priority studies, pilots, and capital projects across metro-Vancouver. TransLink has funded over 80 studies and projects since 2019.
 - Developed Bus Priority Vision for Metro-Vancouver region. Developed a region-wide vision for bus priority measures for the entire Frequent Transit Network to demonstrate the scale and intensity of bus priority measures needed, areas requiring context-sensitive solutions. Public report applies this vision to twenty corridors. Public release late February 2024.
- **Bus Speed and Reliability Report ([link](#))(Vancouver, BC) 2023.** Establishes the business case for bus priority investments and envisions a network of bus priority measures to guide future investments. Quantified the impact of delay on buses and customers, demonstrates the value of bus priority measures enabled by the Bus Speed & Reliability funding program, identified solvable issues on twenty major corridors, and—for the first time—envisions a network of bus priority measures. Led a

team of data scientists, planners, and consultants through strategic planning, analysis, authoring, and engagement.

- **Bus Stop Balancing ([link](#)) (Vancouver, BC) 2020 - 2022.** Launched a programmatic effort to improve bus stop spacing. Balanced bus stops on five routes since September 2020, saving up to 10 minutes per round-trip. Led a team of senior planners, public affairs, and communications staff through analysis, engagement, and implementation.

AC Transit, Oakland, CA

Transit Planner, 2011 - 2017

- Received over \$1 million in competitive grants. Projects included a network of dedicated bus and bike lanes around UC Berkeley campus, piloting the use of parklets as bus stops, piloting a student internship program, and developing design guidelines for bus stops on shared bus/bike corridors.
- Managed public engagement for Comprehensive Operations Analysis, a systemwide restructuring study. Created presentation materials, marketing, survey, and coordinated public meetings. Developed Excel-based travel-time and scheduling tools to model operating costs.
- **Multimodal Design Guideline ([link](#)) (Oakland, CA).** A design guideline for bus stops on shared bus/bike corridors. Developed concept to give transit and bicycle planners and advocates common language, goals, and expectations for "complete street" projects. Received a competitive grant to develop guidelines. Led grant writing, scoping, procurement, and project launch. Relocated to Vancouver, BC during the project.
- **Bus Parklet Design Guideline ([link](#)) (Oakland, CA).** A design guideline and pilot project to demonstrate the use of parklets as bus bulbs. Developed concept to show how bus priority measures can benefit communities and small businesses. Led grant writing, business and city council engagement, conceptual design, and publicity campaign. Relocated to Vancouver, BC before construction.
- **Berkeley Southside Complete Streets Project ([link](#)) (Oakland, CA) 2017 - 2025.** Reallocation of road space to create a network of dedicated bus and bike lanes around UC Berkeley Campus. Led analysis, conceptual design, city council engagement, and grant writing. Received \$1M for concept design and engineering and demonstration pilot, which later attracted an additional \$15.5M for construction. Pilot phase delivered in 2018. Final phase completed in 2025.

SFCTA, San Francisco, CA

Transportation Planning Intern, 2010 - 2011

- Supported Van Ness BRT, Countywide Transportation Plan, and other initiatives. Synthesized transportation demand and service model outputs. Produced maps, tables, and graphs to illustrate findings. Drafted chapters of Environmental Impact Report. Developed presentations for technical and community advisory committees. Facilitated small group discussion for public meetings.

City of Oakland, Oakland, CA

Transportation Planning Intern, 2011

- Produced tables and interactive maps to summarize parking behavior. Developed presentations for stakeholder outreach. Managed study methodology, inter-agency coordination, and volunteer training for "existing conditions" survey. Assisted senior staff with draft request for proposals.

Georgia Transit Association, Atlanta, GA

Intern, 2009 - 2010

- Developed and maintained transit database tool to publish factsheet summaries of 100+ urban and rural transit systems by legislative district. Factsheets used in successful campaign for HB277, Georgia Transportation Investment Act of 2010, authorizing counties to form districts for the purpose of proposing transit sales tax referenda.

Affiliations

- Vice President, AFSCME Local 3916, 2016 - 2017

Awards

- Alameda County Transportation Commission Capital Investment Program, 2017. \$1M grant for design and engineering of dedicated bus lanes, parking protected cycle tracks, bus boarding islands, and

pedestrian safety improvements along the southern edge of UC Berkeley campus. Concept design and engineering later attracted an additional \$15.5M, including more than \$13M for construction.

- MTC Safe Routes to Transit, 2013. \$100,000 to develop design guidelines for shared bus and bike corridors.
- MTC Safe Routes to Transit, 2013. \$100,000 to develop design guidelines for shared bus stops and parklets and to construct a demonstration project. to provide in-lane stops and more programmable space through narrow commercial streets.
- Caltrans Planning Grant, 2013. \$50,000 to develop an internship program at AC Transit to attract the interest of emerging planning professionals and create a pipeline of talent for succession planning.

Certifications

- APTA Emerging Leaders Program, 2015

Presentations / Conferences

- "TransLink's Bus Speed and Reliability Report." MPACT, Phoenix, AZ, 2023.
- "TransLink's Bus Speed and Reliability Report." Northwest Transit Exchange, Eugene, OR, 2023.
- Moderator for a panel about "Bus Speed and Reliability." American Public Transit Association, Boston, MA, 2019.
- "TransLink's Bus Speed and Reliability Program." MPACT, Vancouver, BC, 2018.
- "Trends in Transit Road Supervision." Northwest Transit Exchange, Spokane, WA, 2018.
- "Tactical Urbanism for Transit: Using parklets as bus stops." American Public Transit Association Bus & Paratransit Conference, Reno, NV, 2017.
- "Tactical Urbanism for Transit: Using parklets as bus stops." American Public Transit Association Annual Conference, Los Angeles, CA, 2016.
- "Berkeley Southside Pilot Project." Northwest Transit Exchange, Eugene, OR, 2016
- "Public-Public Partnerships: How to improve outreach through partnerships with public schools." California Transportation Association, Los Angeles, CA, 2015.

Appendix B

Required Attachment

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 Nelson Nygaard Address 1629 Telegraph Ave. Suite 400, Oakland, CA 94612	Transit market analysis, land use transportation policy development comprehensive plan development, and advisory group facilitation.	\$130,200.00
Name Address		\$
Name Address		\$
Name Address		\$
Name Address		\$
Name Address		\$

Rincon Consultants, Inc.

Name of Lead Firm

Kimiko Lizardi, Principal-in-Charge

Printed Name and Title of Signatory



Signature

9.23.2025

Date

Carlsbad

2215 Faraday Avenue
Suite A
Carlsbad, California 92008
760-918-9444

Fresno

7080 North Whitney Avenue
Suite 101
Fresno, California 93720
559-228-9925

Los Angeles

250 East 1st Street
Suite 1400
Los Angeles, California 90012
213-788-4842

Monterey

80 Garden Court
Suite 240
Monterey, California 93940
831-333-0310

Oakland

449 15th Street
Suite 303
Oakland, California 94612
510-834-4455

Palm Springs

777 East Tahquitz Canyon Way
Suite 200-127
Palm Springs, California 92262
760-203-5120

Riverside

11801 Pierce Street
Suite 200
Riverside, California 92505
951-405-0979

Sacramento

601 University Avenue
Suite 221
Sacramento, CA 95825
916-706-1374

San Diego

8825 Aero Drive
Suite 120
San Diego, California 92123
760-918-9444

San José

99 South Almaden Boulevard
San José, California 95113
408-577-3008

San Luis Obispo

1530 Monterey Street
Suite D
San Luis Obispo, California 93401
805-547-0900

Santa Barbara

319 East Carrillo Street
Suite 105
Santa Barbara, California 93101
805-319-4092

Ventura (headquarters)

180 North Ashwood Avenue
Ventura, California 93003
805-644-4455