

Proposal
September 2025

Comprehensive Plan for Regional Transit and Land- Use Network Planning



Humboldt County Association of Governments

steer

Comprehensive Plan for Regional Transit and Land-Use Network Planning

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23 September 2025

Evaluation Committee
Humboldt County Association of Governments (HCAOG)
611 I Street, Suite B
Eureka, CA 95501

Client Ref:
Steer Ref: 250051P1

Dear Evaluation Committee:


Steer is pleased to submit the enclosed response to the Request for Proposals for the Comprehensive Plan for Regional Transit and Land-Use Network Planning, the core part of HCAOG's Partnering Assets and Authorities for Comprehensive Transit (PAACT) project.

Our team, including our subconsultant MIG, is excited by the opportunity to foster stronger, lasting intergovernmental partnerships between HCAOG, Humboldt Transit Authority (HTA), other transit operators, and local authorities in the County. These relationships will support the development of a plan to guide the future of transit in Humboldt. Our strengths include:

- **Proven results in multi-jurisdictional engagement** – through our leadership of regional partnerships for agencies such as MTC, SACOG, and Caltrans, Steer understands how to build effective partnerships across levels of government and other partners to build consensus and advance transit in rural California.
- **Strategic planning expertise** – we understand how to structure strategic decisions and guide decision-makers through the process. Together with MIG, we offer multidisciplinary expertise in transit planning, regional policy, and municipal land use planning. We focus on clearly illustrating the trade-offs of different options, underpinned by informed analysis, to help decision-makers agree on a preferred way forward.
- **Ability to hit the ground running** – we led the California Intercity Bus Study, a statewide precursor to this work, and understand the strategic challenges facing transit in the region and bring experience and knowledge to ensure success.

We affirm that Steer and our partners can and shall comply with the requirements set forth in the RFP and resulting Contract. This proposal shall serve as a binding offer to contract with HCAOG according to the requirements of this RFP for a period of sixty days from the due date of this submission (September 23, 2025). Please direct any communications regarding this proposal to our proposed project manager, Oakland-based Associate Vice President Tom Leach, who can be contacted at tom.leach@steergroup.com or 213-474-2878.

Sincerely,

A handwritten signature in black ink, reading "Herbert Higginbotham". The signature is fluid and cursive, with the first name "Herbert" and last name "Higginbotham" clearly legible.

Herbert Higginbotham
North American Executive President
(213) 425-0948
Herbert.Higginbotham@steergroup.com

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2 Understanding of Project

The following presents our understanding of the nature of the work, and issues related to this scope of work.

2.1 Project Purpose

Unlocking potential through stronger intergovernmental partnerships

Humboldt's transit service is impressive for a rural, remote, low-density region, but more can be done to **unlock the potential** of the regional transit system into a more connected, efficient, and user-focused multimodal network that fosters sustainable, long-term ridership.

The goal of the project is to build **strong government-to-government partnerships** which harness interagency leadership to reshape the network. Underpinning this is a recognition that the planning transit and land-use in Humboldt today is not as integrated as it could be.

This reflects a **wide range of parties involved in transit planning**: the Humboldt Transit Authority, for example, has separate governance and funding arrangements to the Eureka Transit Service and Arcata & Mad River Transit System, which have greater local city involvement. Blue Lake Rancheria and Yurok operate their own tribal transit services. Land-use planning is undertaken at the city level while Caltrans plans, operates and maintains the state highway network upon which many transit services operate.

Among these parties, **significant resources are spent planning and delivering transit**. But the potential regional benefits of these services can be greater than the sum of their parts. Transit operates best when services are planned strategically, balancing local control over exact routes and fares. Coordinated regional scheduling, which facilitates efficient transfers between operators supported by infrastructure such as mobility hubs, can offer riders access to a wider range of destinations at a more attractive frequency than independently operated services.

Integrating land-use with transit planning yields further opportunities. Focusing development along transit corridors can help the region meet wider goals, from reducing VMT to increasing multimodal access and improving jobs-to-housing balances. Greater population and jobs around transit ultimately helps build sustainable, long-term ridership growth which underpins successful transit networks.

Achieving these benefits requires **greater collaboration and stronger working relationships** between partners – the purpose of this project. Introducing this type of collaboration between

agencies, coupled with network analysis and planning, was a key focus of the California Intercity Bus Study, which Steer led for Caltrans. Greater collaboration forms the building block that enables more efficient service provision and a better transit service for the rider. The Steer team is uniquely positioned to help drive that collaboration across partner agencies in Humboldt County.

Building consensus among stakeholders

Stronger partnerships also provide the best way of building consensus around a common vision for transit, which in turn enables optimized prioritization of limited funding and resources. Transit planning involves distinct trade-offs, such as:



Frequency versus coverage – to what extent should service be focused on serving the highest-demand corridors with regular, frequent service, versus spreading service to ensure as many people as possible have access to some service?



Local versus regional – how should operating resources be spread between serving ‘local’ trips largely within cities, versus on facilitating longer-distance trips between cities and to neighboring counties?



Equality versus equity – should service be focused in the most disadvantaged communities, where transit needs are higher, versus on the highest-demand corridors and/or across the county as a whole?

Building consensus around the future of transit in Humboldt through partnerships is the best way to tackle these trade-offs. This requires both carefully structuring partner engagement to support strategic decisions – a hallmark of Steer’s work in California, including leading regional fare coordination and rail governance strategies for the Bay Area Metropolitan Transportation Commission; and experience engaging with local partners and the public – another strength, as Steer and MIG are working with District 1 and partners for Caltrans’ District Transit Plans, and MIG has held the statewide engagement contract for four cycles supporting District 1 and its partners.




The Steer team offers insights from targeted analysis and a knack for clear presentations of trade-offs, which will allow us to convene and facilitate effective meetings among the Project Steering Working Group to drive the project forward.

Developing the Comprehensive Plan

Stronger working relationships form the key building block of the core deliverable from the project: a Comprehensive Plan for Regional Transit and Land-Use in Humboldt County. It will provide a clear, actionable roadmap for transit in Humboldt, supported by evidence and the buy-in of regional stakeholders. The Steer team stands ready to deliver the Plan.

2.2 Key Team Strengths

The Steer team offers HCAOG a unique proposition:

Project Needs	Steer Team Value-Add
 Creating partnership	Closer working relationships between project partners are essential to maximizing the potential of transit in Humboldt. Through our work on the Caltrans District Transit Plans, California Intercity Bus Study and elsewhere, we have demonstrated an understanding of the transit stakeholder landscape in Northern California and how to build meaningful government-to-government partnerships.
 Building consensus	Consensus is hard earned, but essential to ensuring a plan and vision can be achieved and implemented. We focus on tackling the key trade-offs head-on, working with stakeholders to present and explain the issues, underpinned by robust analysis and evocative storytelling, to establish a clear way forward.
 Transit and land-use expertise	Any transit planning study requires technical expertise in transit operations, evaluation and prioritization, land-use policy and effective engagement. Our joint Steer – MIG team has the technical knowledge and the analytical tools to ensure success and underpin strategic decisions.

3 Consultant Qualifications and Experience

The following highlights our relevant qualifications, including key technical staff and unique project experiences.

3.1 Firm



Steer Davies & Gleave (dba Steer) is an employee-owned firm established in 1978 specializing in innovative solutions to transportation planning and design challenges.

We are a global team of over 500 qualified planners, designers, economists, specialists in equitable planning, marketing and communications, data scientists, and skilled support staff. Our 20 offices span across four continents, including North American offices in Oakland, Sacramento, Los Angeles, San Diego, New York, Boston, Washington DC, Toronto, Vancouver, and Mexico City. As an independent business with no external shareholders to support, Steer is proud of our unparalleled record providing objective and value-added advice to transit and MPO clients by understanding and meeting their needs.





Through Caltrans projects such as the California Intercity Bus Study and the District Transit Plans, our California team have coordinated with HCAOG's partner agencies to identify transit related needs and opportunities in the region.

Our areas of expertise include...



Transit Planning & Strategy

Steer helps transit agencies, state, and regional entities conduct a variety of transit and rail studies across California, North America, and globally. Steer excels at ridership forecasting, network analysis, service planning, governance, business planning, operations evaluation, performance, station planning, economic analysis, feasibility, and delivery. We led Caltrans' Intercity Bus Strategy, are leading Caltrans' District Transit Plans study to identify and prioritize transit needs along the state transit system across all Caltrans Districts, and have coordinated across rural, suburban, and urban areas to identify needs, identify transit solutions, and deliver context-sensitive transit strategy for regions such as SACOG and MTC.

 <p>Regional Strategy & Governance</p>	<p>Steer specializes in in-depth business case analysis and structured decision making to support our transit and regional clients in making evidence based, transparent, and accountable decisions using performance evaluation principles. We have delivered over 30 major business cases in North America for regional investments and policies, including the case for regional rail coordination and transit fare coordination and integration in the San Francisco Bay Area, and the case for a coordinated intercity bus strategy for Caltrans.</p>
 <p>First & Last Mile Planning</p>	<p>Steer is an expert in first-last mile planning and transit stop and station access, including transit-oriented development planning near stops and mobility hubs, physical layouts, wayfinding, digital design, and policy development. We have designed and led community engagement, coordinated pedestrian audits, and compiled strategies for many California agencies including Santa Clara VTA, LA Metro, Culver City, SCAG, and OCTA.</p>
 <p>Equity</p>	<p>Steer specializes in integrating equity into transportation planning, messaging, engagement, prioritization, and processes. Our North American equity practice is led from Northern California, where we redefined priority populations and integrated equity analysis into the Link21 Program Business Case, partnered with SACOG to establish equity-focused Mobility Zones that include both rural and urban needs, and identified priority transit and active solutions for Caltrans using equity-focused prioritization frameworks.</p>
 <p>Design</p>	<p>We specialize in design related to urban environments, including brand strategy, graphic design, report templates, digital information system design, GIS and cartography, wayfinding, visualization, and urban design for complete streets concepts and multi-modal corridor planning.</p>



MIG is an award-winning, multidisciplinary firm with deep expertise in urban planning and design, housing policy, zoning and form-based codes, transportation planning, community engagement, consensus building, communications, and environmental analysis. We specialize in

transportation and land use, working closely with federal, State, tribal, and local agencies, as well as community stakeholders to build consensus and support for transit and multimodal planning initiatives. Our ability to design and implement robust engagement processes is complemented by nationally recognized graphic design and communications capabilities that make complex technical content clear and accessible. Every project we undertake is guided by a commitment to quality, flexibility, creativity, and accountability—ensuring that plans are completed on schedule, within budget, and with strong community and agency ownership.

For nearly four decades, MIG has connected people with places through collaborative, context-sensitive, and equity-driven planning processes. Our urban design and planning

team has successfully managed projects that define a clear vision, balance community values, and address local and regional mobility needs. We tailor every project to reflect community priorities while grounding recommendations in practical, implementable strategies. MIG brings extensive experience across Northern California and the North Coast, coupled with national leadership in inclusive community engagement, economic development, climate adaptation, and resource protection. This dual perspective enables us to support HCAOG and its partners in developing a comprehensive, forward-looking transit and multimodal plan that integrates land use and transportation policies, advances equity, and builds consensus across jurisdictions and communities.

3.1.1 Required Statements

Steer Davies & Gleave Inc. (“Steer”) does not have any litigation regarding the provision of services equivalent to those set forth in this RFP that have been brought by or against Steer.

Steer does not have any fraud convictions related to public contracts.

Steer does not have any current or prior debarments, suspensions or other ineligibility to participate in public contracts. Steer does not have any violations of state and/or federal industry or regulatory requirements.

Steer is owned by our ultimate parent company, Steer Group Limited, with headquarters in London, UK. Steer holds a financial and controlling interest in its subsidiary, Fourth Economy Consulting Inc., based in Pittsburgh, PA. Steer acquired Fourth Economy in 2021, expanding Steer’s capabilities in economic development and strategic advisory services across North America.

3.2 Qualifications

3.2.1 Caltrans District Transit Plans

Client: Caltrans Headquarters	Budget: \$2.5 Million
Client Contact: Audrey Ogden, District Transit Plans Manager, Audrey.Ogden@dot.ca.gov	Key Staff: Michael Snavelly, Tom Leach, Sara Steinberger, Noé Noyola
	Subconsultants: MIG
	Period: February 2025 – ongoing

Caltrans is developing 11 District Transit Plans to identify transit needs on the State Transportation Network (STN), and to prioritize transit-supportive improvements that address these needs, including bus priority treatments that support fast and reliable transit service, as well as access improvements such as bike lanes, sidewalks, and bus shelters that make transit more comfortable and easier to access. The plans will guide Caltrans, transit agencies, planning organizations, and the public in delivering feasible, fundable, high-priority transit improvements that advance California’s climate, equity, and mobility goals.

As the prime, Steer is overseeing management and delivery of technical work streams, partnering with MIG to lead stakeholder and public engagement. Steer’s work includes:



Goal Setting and Methodology: Establishing goals, objectives, and performance measures for transit-priority and access improvements statewide, with a strong emphasis on equity.



Inventory and Assessment: Developing a synthesized statewide inventory of transit-supportive infrastructure, assessment of current conditions and performance, and identification of gaps and needs across the STN.



Prioritization: Designing a transparent, data-driven methodology to prioritize infrastructure needs, resulting in a ranked list and map of recommended improvements.



District Plans and Statewide Summary: Each district will receive a tailored plan with implementation strategies, funding opportunities, and conceptual projects for the highest-priority needs. A statewide summary report and interactive Story Map will document findings and recommendations.

MIG is designing and implementing a comprehensive engagement process that includes geographic online surveys, and over 70 district-specific focus groups and interviews with transit operators. The technical assessment of needs, combined with district-specific engagement insights, will produce District Transit Plans that align with statewide priorities while addressing the unique transit needs of each district.

Relevance: The DTPs provide a strategic foundation and valuable context for the PAACT. We offer access to the data and tools needed for technical analysis in the region, a rich source of input from transit agency engagement, and an understanding of Humboldt’s transit challenges. By leveraging this foundational work, we are well-positioned to efficiently and effectively deliver the PAACT Plan.

3.2.2 California Intercity Bus Study (CIBS)

Client: Caltrans Division of Rail Client Contact: Gabbie Sefranek, Regional Rail Coordinator for North State/Central Valley, Gabbie.Sefranek@dot.ca.gov	Budget: \$480,000 Period: March 2021 – January 2024
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Caltrans launched phase 1 of the “California Intercity Bus Study” (CIBS) in 2021 to address a critical issue facing Californians: a lack of connectivity by transit between the major cities and regions across the state. CIBS Phase 1 included three deliverables:

- **A network plan**, supported by network analysis, that illustrated a proposed network of bus routes that connect most major population centers in the state and key destinations outside of California.
- **A business case** that outlines benefits, costs, trade-offs, and risks, and requirements for successful implementation, including an exploration of core benefits (such as ridership and equity), socioeconomic impacts, operating and capital costs, funding and commercial models, infrastructure needs, and other factors to aid decision-makers in implementation.
- **A strategic roadmap** that defined critical next steps, including market sounding, further network planning and forecasting, and additional business casing to optimize the network and confirm its feasibility.



Our work involved a range of tasks spanning service planning, operating cost modeling, policy development, peer jurisdiction reviews, evaluation framework creation, goals/objectives setting, and commercial planning. It was completed in collaboration across Caltrans including senior/executive leadership and management from branches and districts.

Underpinning these deliverables was flexible engagement and collaboration to meet the unique needs of districts, transit agencies, JPAs, and other partners efficiently. Rather than taking a ‘one size fits all’ approach to statewide engagement, we worked with Caltrans to define locally relevant workshops and engagement sessions to generate robust feedback on the network, buy-in for the strategy, and longer term partnerships that could feed in Phase 2.

Relevance: The Caltrans Intercity Bus Study not only demonstrates our experience across many of the technical disciplines required for this project, but our effectiveness working collaboratively with partners to build consensus around the future direction of transit. The project provides a strategic foundation for the PAACT.

3.2.3 SACOG Mobility Zones

Client: Sacramento Area Council of Governments (SACOG)	Budget: \$1.7 million
Client Contact: Kathleen Aziz, Principal Transportation Planner, kaziz@sacog.org	Key Staff: Michael Snively, Sara Steinberger
	Period: January 2024 - Present

Mobility Zones is a first-of-its-kind planning initiative led by SACOG to identify and advance neighborhood-scale mobility projects in equity priority areas across the region. The project centers co-creation, giving marginalized communities in both rural and urban contexts meaningful decision-making power through structured committee engagement and iterative review. As the prime consultant, Steer's role included:

- **Committee and Community Engagement:** Facilitated quarterly meetings for stakeholder committees and a decision-making task force, integrating community input into project deliverables.
- **Goal Setting:** Developed four project goals, shown on the right, supported by custom analytical and visualization tools.
- **Mobility Zone Needs Assessments:** Conducted detailed technical analysis of needs and incorporated community and partner input to summarize existing conditions, challenges, and opportunities in each Zone.
- **Project Development, Evaluation and Prioritization:** Oversaw development of project concepts and designs, and implemented a robust evaluation framework, tied to project goals, to prioritize projects
- **Advance Priority Projects:** Develop implementation toolkits and support to advance high-priority projects, including infrastructure feasibility analysis, development of multimodal and transit-supportive designs, and identification of funding opportunities.



The project will result in funding to deliver six early-action projects and provide implementation toolkits for additional strategies not initially funded through Mobility Zones. The project sets a best practice standard for structured decision-making and collaboration between SACOG, regional planning agencies, transit providers and the public.

Relevance: The Mobility Zones framework offers a scalable model for identifying and prioritizing investments across rural regions in California. Steer's planning approach, paired with rigorous city and transit agency coordination has led to robust buy-in and seamless project advancement through the SACOG Board. It demonstrates our ability to apply mobility data to rural contexts, recognizing the limitations in coverage, granularity, and relevance that often accompany planning in these areas.

3.2.4 Santa Rosa General Plan

Client: City of Santa Rosa Client Contact: Amy Nicholson, City of Santa Rosa - Planning and Economic Development Supervising Planner – Advance Planning; anicholson@srcity.org	Budget: \$842,000
	Key Staff: Dan Amsden; Noé Noyola
	Period: 2020-2023

MIG was part of a multidisciplinary team that developed a new General Plan for the City of Santa Rosa — a City and community thoughtfully and passionately planning its future during a time of incredible change. The recent fires, housing crisis, electrical grid blackouts, and calls for social justice and equality provide a backdrop for an immensely important discussion on how the City will grow and change over the coming years and decades.



Noé Noyola leading community engagement on the Plan

MIG led all urban design and community engagement tasks for this important project. Working closely with City staff and the community, MIG developed an inclusive and dynamic engagement process so that the 2050 General Plan Update is based on robust and genuine feedback from the community, civic and city leaders, and the private sector. This included creating a Community Advisory Committee (CAC) composed of a diverse cross-section of the Santa Rosa community. CAC members serve as ambassadors to provide broad and deep community engagement. In light of the impacts of the COVID-19 pandemic, the process has an emphasis on virtual engagement due to the ongoing need for social distancing.

The engagement efforts resulted in participation by over 4,700 community members and over 26, 500 individual comments or ideas.

Relevance: The Santa Rosa General Plan demonstrates our experience undertaking large-scale public community engagement to inform development of transit and land-use planning (as part of a wider General Plan) in Northern California. This included development of a project website, facilitation of community outreach meetings, and creation of associated announcements, flyers, social media posts, etc.

3.2.5 Visualizing Sustainable Transportation in Santa Cruz County

Client: Santa Cruz County Regional Transportation Commission	Budget: \$127,000
	Key Staff: Dan Amsden; Noé Noyola
	Period: 2017-2018

Santa Cruz County is experiencing mounting mobility challenges in the context of population growth, constrained land availability, and community concerns about preserving natural resources. To address these complexities, our team led a robust engagement process that grounded transportation planning in community values and practical solutions.



We began with in-depth stakeholder interviews across seven key sectors—political leadership, business and tourism, real estate and economic development, education and youth, environmental advocates, and transit providers. These perspectives informed a series of focus groups designed to test ideas and build consensus around sustainable mobility priorities. Building on this foundation, 27 cross-sector leaders collaborated with agency staff in a design charrette that concentrated on three study areas: Westside Santa Cruz, Live Oak, and Downtown Watsonville. Map-based exercises generated conceptual designs and site-specific strategies for advancing sustainable transportation.

The process culminated in the development of rich visualizations for three key sites identified as potential transit hubs. Each site was strategically located along current or planned corridors, suitable for infill development, and proximate to major job centers. These visualizations provided a shared reference point that facilitated informed dialogue and demonstrated how targeted investments could improve mobility, strengthen access to transit, and support long-term community vitality.

Relevance: The model of targeted stakeholder interviews adopted for the project provides a model for focused, one-on-one discussions with key stakeholders, which can be used to tackle potential concerns that may not be fit for group settings. It highlights our experience developing rich visualizations, maps, and tools to support outreach activities.

3.3 Key Personnel

This section provides an overview of the key staff who will deliver this project for HCAOG, followed by a team organizational chart. These key staff will be supported by a deep bench of skilled junior analysts at both Steer and MIG to ensure efficient delivery of the scope of work.

3.3.1 Team Qualifications and Experience



Michael Snively
Steer

Michael Snively, Project Director. Michael will be responsible for technical direction of the study and overall quality control.

A Sacramento-based Vice President, he brings two decades of experience managing large and complex strategic planning, transit, multimodal, prioritization, and evaluation projects across California. He has directed large-scale, multi-jurisdictional projects for agencies including Caltrans, BART, LACMTA, and SACOG, focusing on performance evaluation, equity integration, and stakeholder engagement; his leadership of California Transportation Plan 2050 and Caltrans District Transit Plans demonstrates his ability to manage high-impact efforts with rigorous technical, partner, and public-facing components. Michael has worked with all major metropolitan planning organizations in the state—including MTC, SACOG, SCAG, and SANDAG—and helped transit agencies such as LACMTA, BART, LOSSAN, SFMTA, and AC Transit evaluate and prioritize multimodal infrastructure and accessibility investments, including Comprehensive Multimodal Corridor Plans. Drawing on a deep understanding of state and federal funding, policy, and regulatory landscapes, together with proven expertise in equity-focused transit planning and MTC's regional context, he is well-suited to direct this initiative.



Tom Leach
Steer

Tom Leach, Project Manager and Task 2 Lead: Advisory Groups Facilitation. Tom will be responsible for day-to-day delivery of the project, and the chief point-of-contact for HCAOG. He will lead the development and facilitation of the Project Steering Working Group under Task 2.

Tom is an Oakland-based Associate Vice President with 10 years' experience in multimodal transit planning, policy, strategy and evaluation. An experienced project manager, he has developed evaluation frameworks that facilitate effective decision-making and advance projects and programs, at local, state and federal levels. His project experience includes leading the development of the Preliminary Business Case methodology and documentation for the Link21 rail project, alongside developing local transportation plans, policies and strategies for state DOTs and local transit agencies (including on Caltrans District Transit Plans) and numerous feasibility and planning studies for BRT, LRT and new rail services. He is an accomplished technical writer with meticulous attention to detail, who oversees public-facing documents and 508-compliance on critical Steer projects.



Sara Steinberger
Steer

Sara Steinberger, Task 3 Lead: Comprehensive Plan for Regional Transit & Multimodal Networks. Sara will lead development of the Problem and Vision Statements, the Existing Conditions, Transit Market Analysis & Regional Operations Assessments, and the ultimate development of the Comprehensive Plan.

Sara is an Oakland-based Principal Consultant at Steer with 9 years' experience in multimodal planning, transit evaluation, and strategy. She brings a strong blend of technical and stakeholder-facing skills, specializing in performance-based planning and equity-centered evaluation frameworks. Sara has led major initiatives for Caltrans, BART, LA Metro, and SACOG, including the California Transportation Plan 2050, California District Transit Plans, and Link21 Business Case Evaluation. Her expertise in developing customized evaluation frameworks for the Caltrans District Transit Plans and SACOG Mobility Zones makes her well-suited to lead the performance metrics and data methodology tasks for MTC's paratransit pilots. Sara assesses service effectiveness, equity impacts, and implementation feasibility across diverse operating conditions. Her experience enables her to synthesize complex data, leveraging performance-based planning principles to support decision-making, translating technical information to support public engagement, and coordinating across large teams.



Ilya Chistyakov
Steer

Ilya Chistyakov, Task 3 Lead Analyst. Ilya will be supporting Sara to deliver the technical analyses required under Task 3.

Ilya is a Principal Consultant and expert in the analysis and visualization of transportation and mobility data with over 12 years of experience. He possesses extensive knowledge in transportation planning and mobility, having worked across more than a dozen countries. His proficiency includes analyzing and visualizing a diverse range of open-source and proprietary datasets, such as travel demand and land use model outputs, travel surveys, Census/ACS data, and cell phone data, among others. Ilya is committed to delivering comprehensive quantitative and qualitative insights to support decision-making processes and he has played a pivotal role in numerous large-scale transit and mobility projects in California, collaborating with agencies including Caltrans, BART, CCJPA, and SACOG. Currently, Ilya is leading the analytics work for SACOG Mobility Zones project helping to identify and prioritize mobility projects to support disadvantaged communities in the six-county SACOG region.



Matt Ciborowski
Steer

Matt Ciborowski, Peer Review. Matt will serve as a peer reviewer and ‘critical friend’ to the project, providing expert guidance to shape the development of the Comprehensive Plan and Project Steering Working Group materials. His strategic planning experience will help forge consensus amongst stakeholders and build stronger government-to-government partnerships.

Matt is a Vice President at Steer and AICP certified planner, with 15+ years of expertise in strategic planning, service planning, and sustainable transportation. He has held leadership roles at MassDOT and the MBTA, overseeing projects such as the Green Line Extension, South Station Expansion, and fare collection modernization. In consulting, he has led statewide and regional efforts including Vermont’s Rail and Freight Plans, the Massachusetts Priority Climate Action Plan, and Cambridge’s Net-Zero Transportation Plan, and contributed to major initiatives like the MBTA Bus Network Redesign and the Bay Area’s Link21 program. He brings extensive experience in strategic advisory, change management, and project delivery, with a strong focus on sustainability. His ability to bridge technical analysis with stakeholders and community priorities makes him a valuable peer reviewer, ensuring outputs are rigorous and actionable.



Dan Amsden
MIG

Dan Amsden, Task 4 Lead: Land Use-Transportation Policy Connections. Matt will lead the research of applicable transit and land-use strategies for Humboldt, and lead facilitation and discussion on the recommendations for improving integration of land-use and transit planning within the County.

As a Director of Planning & Development Services at MIG, Dan is an experienced, personable problem-solver whose patience and poise enable him to navigate the most complex and controversial urban planning projects. As timelines to produce results have become more compressed, he uses his land use, public policy, and engagement expertise to devise effective strategies that streamline and focus projects on action-oriented change. Whether cutting through regulatory roadblocks or fostering community buy-in, Dan finds multifaceted solutions through collaboration and engagement. He is committed to diversity and inclusion in his projects, as well as within the field of planning itself, serving as a Board member for diversity and inclusion with APA California. From general and specific plans to zoning and urban design, Dan is always seeking ways to innovate—creating better processes, projects, and outcomes for his clients and communities.



Noé Noyola
MIG

Noé Noyola, Task 5 Lead: *Stakeholder Outreach, Engagement, & Input.*

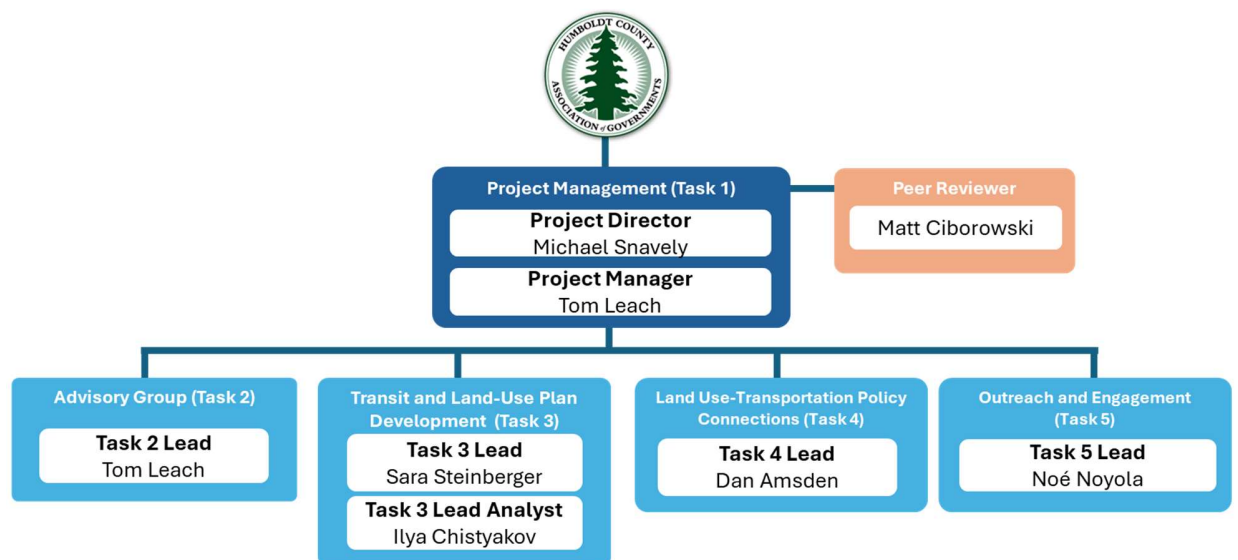
Noe will lead the projects’ outreach and engagement efforts ensuring the views of wider audiences are captured in the development of the Comprehensive Plan.

As a Community Planner and Equity Studio Co-director at MIG, Noé is a highly skilled and dedicated community planner and project manager whose projects have addressed the full range of urban planning and design issues—from transportation and housing to economic development and recreation. During a college-year abroad in Copenhagen, Denmark, Noé lived in an urban environment that was “healthy,” not just in physical fitness, but in social interaction and connection—which led him to his chosen field. He is keenly aware of the emotional ties that people have to their communities and strives to acknowledge this so that people will engage more productively and authentically in his projects. Noé’s cultural competency—fluency in Spanish—and mastery of process and meeting facilitation enable him to effectively bridge technical content with impacted, and often under-served, stakeholder communities. A creative communicator and facilitator, he ensures an open and balanced exchange of information and ideas that paves the way for collective decision-making and results in positive outcomes.

3.3.2 Organizational Chart

Figure 3.1 summarizes our team structure, and the leads for each task. It is supported by a wider pool of junior analyst and graphics design support across both Steer and MIG.

Figure 3.1: Organizational Chart



3.3.3 Project Communication Channels

Effective communication is the cornerstone of successful project delivery, particularly in complex, multi-stakeholder environments such as HCAOG's regional transit initiatives. At Steer, we view ourselves as an extension of agency staff, committed to fostering transparency, collaboration, and shared purpose through every project milestone. Our philosophy is rooted in the belief that open, purposeful communication builds trust, mitigates risks, and ensures that everyone—agency, partners, and community—is informed and involved throughout the project lifecycle.

HCAOG Management Team Coordination

To ensure seamless alignment and avoid surprises, we will conduct regular biweekly standing meetings with the HCAOG project management team. Every meeting will be guided by a predetermined agenda that defines objectives and desired outcomes, enabling participants to prepare and engage meaningfully. After each interaction, we will distribute detailed notes highlighting key decisions, action items, and next steps. We maintain an ongoing, living risk register that anticipates possible challenges and proactively proposes mitigation strategies, supporting a culture of readiness and continuous improvement. We will host project files including risk register, meeting notes, and deliverables, in a project-specific SharePoint folder to enable real-time document review and rapid file transfers.

Internal Team Coordination

Our streamlined team—composed of close partners Steer and MIG—works efficiently through close partnership on other projects such as the Caltrans District Transit Plans. To maintain clarity and momentum, we convene weekly internal meetings with key staff on Mondays, establishing priorities and ensuring everyone is aligned on weekly objectives. Using SharePoint file sharing and MS Teams shared channels with our staff and subconsultants, we facilitate prompt information exchange and agile responses to dynamic project needs, minimizing delays and maximizing collective effectiveness.

Partner Coordination

In regional projects like PAACT, success depends upon partners claiming ownership of each milestone. That process takes place in the planning and delivery of Project Steering Working Group meetings. Steer will coordinate the Project Steering Working Group, including HTA, Cher-Ae Heights Indian Community of the Trinidad Rancheria, City of Arcata, City of Blue Lake, City of Trinidad, County of Humboldt, and the Yurok Tribe. We will ensure ample opportunities for interaction among group members and HCAOG staff, partnering to facilitate discussions, organize site visits to transit and multimodal facilities, and conduct interviews with transit operators and mobility-service providers. We will maintain a living comment log for all partner engagement that captures inputs and concerns and how the project team addressed them in furthering project goals. This multi-faceted engagement approach cultivates consensus and empowers stakeholders to address challenges collaboratively.

Quality Management

Steer emphasizes understanding and meeting our clients' requirements. This philosophy is central to the way in which we undertake our work. Our company Quality Management System (QMS) is regularly independently reviewed and certified by DNV Certification Limited. We continually refine our procedures to adapt to experiences, client expectations, and technological developments. We ensure delivery within time, cost, quality, and performance objectives by consistently applying the principles and methodology of our QMS as documented in our **ISO9001: 2015 Certified Business Procedures**. These are set out to ensure resilient and structured project management that meets the high standards of our clients.



Monitoring Tools

Consistent with international best practices, Steer uses a suite of continuously updated digital project monitoring tools that allow our Project Directors and Managers to view hourly billing by staff; staff availability on an hourly basis; project burn rates at a subtask, task, and project level; and to identify any cost management issues immediately. These tools also allow our management team to review subconsultant progress, verify our commitment to contract terms, enable efficient compilation of monthly progress reports, and facilitate documentation for internal quality assurance and peer review teams.

3.4 References

Table 3.1 lists four client references for our team. Full details of the nature of the work performed, approximate dates where we performed the work, and professional staff who performed the work is described in each reference project in Section 2.2.

Table 3.1: Project References

Firm	References
Steer	<p>Caltrans California Intercity Bus Study Gabbie Sefranek, Regional Rail Coordinator, North State/Central Valley, Caltrans Division of Rail Gabbie.Sefranek@dot.ca.gov (916) 879-7213</p> <p>SACOG Mobility Zones Kathleen Aziz, Principal Planner, Sacramento Area Council of Governments kaziz@sacog.org (857) 208-3890</p>
Steer and MIG	<p>Caltrans District Transit Plans Audrey Ogden, District Transit Plans Manager, Caltrans Audrey.Ogden@dot.ca.gov (916) 662-6700</p>
MIG	<p>Santa Rosa General Plan Amy Nicholson, City of Santa Rosa - Planning and Economic Development Supervising Planner – Advance Planning 100 Santa Rosa Avenue, Room 3, Santa Rosa, CA anicholson@srcity.org (707) 543-3258</p>

4 Approach

The following describes our proposed approach to delivering the scope of work.

4.1 Overview

Our approach has been developed around the overall project goal of establishing stronger government-to-government partnerships in Humboldt that help build consensus around the future of transit in the region, to be reported in the Comprehensive Plan. It comprises six individual tasks:

- **Task 1: Project Management and Reporting** – adopting an efficient project management structure to ensure successfully project delivery.
- **Task 2: Lead Facilitation of Advisory Groups** – establishing a Project Steering Working Group to build closer partnerships between key stakeholders, and forge consensus around the future direction of transit in Humboldt
- **Task 3: Comprehensive Plan for Regional Transit & Multimodal Networks** – undertaking the detailed analyses that form the basis for developing the Comprehensive Plan, including:
 - **Task 3.1** – co-creating a Problem and Vision Statement, and gaining consensus on the strategic choices facing the transit network.
 - **Task 3.2** – developing an Existing Conditions Report to provide the local foundation to the plan
 - **Task 3.3** – undertaking a Transit Market Analysis & Regional Operations Assessment, including developing scenarios and strategies for the future network.
 - **Task 3.4** – combining the outputs from the above tasks into a Comprehensive Plan for transit in the county
- **Task 4: Land Use-Transportation Policy Connections** – incorporating best practice in integrated transit and land-use planning into the Comprehensive Plan
- **Task 5: Stakeholder Outreach, Engagement, & Input** – capturing the views of wider stakeholders and the public in the development of the Plan, and ensuring it has

The section below describes in detail our approach to delivering each of the six tasks, and the core challenges we anticipate. Section 4 describes how the tasks will be phased and delivered.

4.2 Task 1: Project Management and Reporting

Value-Add: A robust management approach spearheaded by a management team with proven experience managing complex contracts and budgets, multi-modal transit planning, engaging stakeholders, and building consensus on complex issues.

The purpose of this task is to ensure the **Comprehensive Plan for Regional Transit and Land-Use Network Planning** is centered in efficient project management, with clear and consistent communication, effective collaboration across multiple organizations, and shared quality control and risk mitigation principles.

4.2.1 Project Kick-Off Meeting

A well-planned project kick-off meeting is invaluable for establishing clear expectations among all participants, aligning objectives, and fostering collaborative relationships. By bringing together key partners at the outset, the project team can define roles, agree on communication protocols, and set the tone for transparent decision-making—foundations that are essential for an efficient, coordinated, and ultimately successful project delivery.

Within two weeks of a notice to proceed, we will schedule a Project Kick-Off Meeting to be attended by representatives from Steer, MIG, HCAOG and key project partners. At a minimum, the agenda will include:

- Finalizing our scope of work and schedule;
- Defining management meeting and invoicing/reporting cadences;
- Setting deliverable review timelines and procedures;
- Defining data sharing and communication protocols; and
- Identifying project risks and proposed mitigations.

4.2.2 Project Coordination

A multidisciplinary regional project of this nature with a broad and diverse set of stakeholders requires a project management approach that not only effectively manages scope, team, schedule, and budget; but also generates buy-in and ownership of the process as we go. For more information on our approach to project coordination, see **Section 3.3.3 Project Communication Channels**.

After establishing expectations at the Kick-Off Meeting, we will continue to work closely with HCAOG to ensure we have the tools we need to administer the project efficiently. This includes providing a finalized Work Plan and Schedule, outlining any potential project risks and mitigations, and defining our project-wide procedures for QA/QC.

We propose to hold standing biweekly check-in meetings with the HCOAG Project Management Team (PMT), supplemented by additional touch points on an as-needed basis. We will utilize a shared agenda and notes document that highlights action items after each meeting to ensure the project management team have easy access to information on ongoing work progress. At each meeting with the PMT, we will share key insights and progress notes collected through a series of ongoing and ad hoc internal coordination meetings with the

broader team, arranged to ensure alignment with project schedule, deliverable requirements, and PMT needs.

We underpin our expertise, knowledge and philosophy with sound management processes embodied in our accredited Quality Management System (QMS), which is compliant with the international requirements of ISO9001:2015.

4.2.3 Invoicing and Reporting

We plan to update the Work Plan and Schedule quarterly to ensure efficient tracking of project progress. Budget tracking will be undertaken monthly, accompanying monthly project invoices.

Deliverables:

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

4.3 Task 2: Lead Facilitation of Advisory Groups

Value-Add: A proven model to build the foundations for stronger government-to-government partnerships, leveraging perspectives from individual partners to develop a stronger vision for county-wide transit service, aligned to land-use planning.

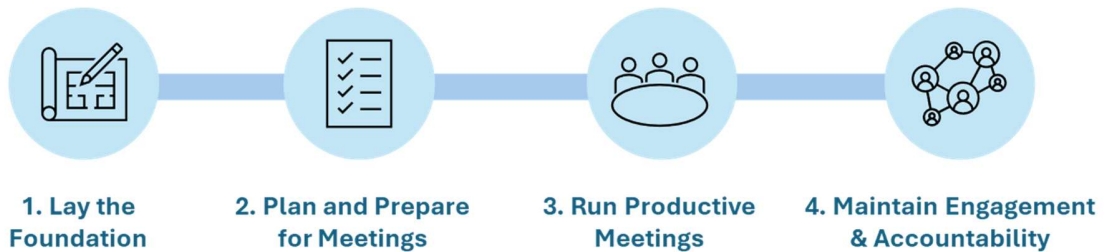
We recognize that the success of this project will depend on our ability to understand and reflect the needs of a wide range of stakeholders with independent aspirations and interests. Steer specializes in facilitating technical and policy advisory committees through critical decisions that lead to consensus outcomes. We will aim to foster early and sustained consensus around project goals and processes, methods, solutions, and desired results.

We will establish one or two limited-term advisory groups. The primary working group will be a government-based **Project Steering Working Group**¹ that strengthens the government-to-government relationships between those involved in transit and land-use planning in Humboldt County. The distinct purposes of this group will be to:

- Work directly with the Steer and MIG to guide the comprehensive transit network analysis;
- Tackle more difficult or costly network management decisions;
- Develop transit-supportive land use policy directives; and
- Achieve consensus on regional collaborative policy directives to effectively apply regional decisions.

¹ We understand that this group currently includes, but is not limited to, the following agencies: HTA, Cher-Ae Heights Indian Community of the Trinidad Rancheria, City of Arcata, City of Blue Lake, City of Trinidad, County of Humboldt, and Yurok Tribe.

Through our work with Caltrans, SACOG, MTC, and elsewhere, our team has a proven track record facilitating advisory committees and targeted engagement to reach consensus in challenging policy issues. Our approach is underpinned by the following key principles:



1. **Lay the Foundation** – the most effective advisory groups rely on a clear definition of purpose and objectives, the right members from partner agencies, and clear communication channels and expectations. At the outset, we will:
 - Clearly identify the specific goals, mission, and scope of the Project Steering Working Group
 - Ensure the right leadership and/or planning attendees amongst member agencies
 - Establish formal written agreement that defines the committee's purpose, structure, and how it will operate to ensure clarity and governance.
2. **Plan and Prepare for Meetings** – time with the working group is valuable, and not to be wasted. Before each meeting, we will craft a concise, focused agenda, including the topics for discussion, expected outcomes, and the meeting's duration. Materials will be distributed to members in advance, including the agenda and any necessary pre-reading materials, to ensure adequate time to prepare and maximize meeting productivity.
3. **Run Productive Meetings** – we see our role as one to facilitate, not dictate. We will begin with the purpose and desired outcome of each meeting, focus on guiding discussions, foster open communication, and create a safe space for members to share their ideas and challenge assumptions, which keeping meetings focused on the task at hand. We will document key decisions, insights, and specific action items.
4. **Maintain Engagement and Accountability** – where required, we will keep the group engaged between meetings by sending periodic updates and progress reports. Our aim will be to demonstrate how the group's collective insights and direction are positively influencing the direction of the project, ensuring their fingerprints are on each plan phase and ultimate outcomes.

We envisage that this group **meets quarterly**, initially to build a common understanding of the vision for transit and land-use in Humboldt, and in later sessions to address key strategic choices and eventual refinement of the Comprehensive Plan. We propose, and have budgeted that, these meetings are **held in person** in Humboldt, with at least one Steer team member attending each, to maximise their value and ability to build genuine partnership.

will also facilitate one-on-one discussions or roundtable interviews with key stakeholders. In our experience, these can be invaluable in daylighting potential concerns and/or addressing specific challenging issues. We will also facilitate up to three Project Steering Working

Group's site visits to transit and multimodal facilities, to aid understanding of transit operations, challenges and opportunities among Working Group members.

We may establish one additional advisory group focused on specific policy matters, including regional planning, housing, land use, greenhouse gas reduction, public transit improvements, and new revenues for transportation in the region. This would be managed through the same principles as the above.

The ultimate goal of this task is to firmly establish a group that ensures closer partnership working between the different agencies involved in transit and land-use planning in Humboldt. This group will not only be invaluable for defining the values that guide subsequent tasks, and the eventual development of the Comprehensive Plan, but should provide a body that lasts beyond the life of this project to ensure integrated transit planning in Humboldt for many years ahead.

Deliverables:

1. Schedule of meetings, agenda topics.
2. Steering committee purpose statement (admin draft, draft, final).
3. Attendance at a minimum of quarterly meetings with Project Steering Working Group.
4. Facilitate Project Steering Working Group's site visits to transit and multimodal facilities (up to three (3)).

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

Value-Add: An team experienced in strategic visioning, scenario analysis, and proven technical analysis, who can assess regional needs and define implementable strategies for regional transit delivery.

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

The purpose of this task is to foster a unified understanding of the mobility challenges facing Humboldt County within the Project Steering Group and define a shared vision for what the Comprehensive Plan can and should achieve.

Our approach centers on the collaborative development of **Problem and Vision Statements**, to describe the current transit challenges in Humboldt County and set an aspirational regional vision for a regional transit network; and targeted **discussion of key strategic choices** to be addressed in the Comprehensive Plan.

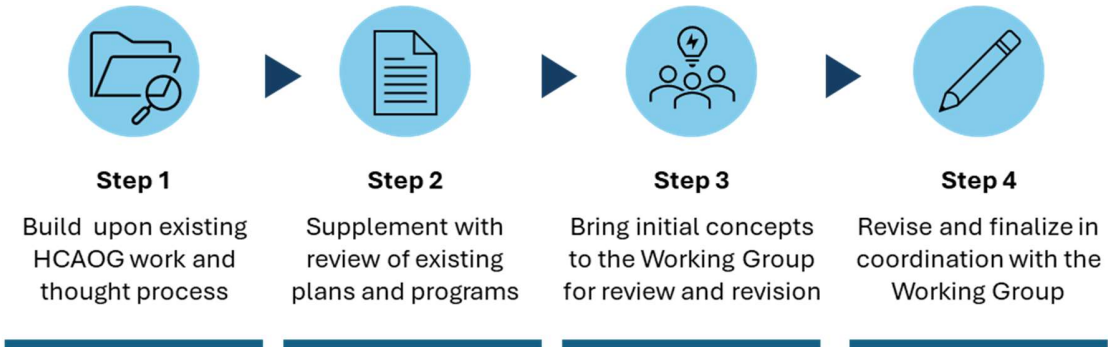
Problem and Vision Statements

In any regional strategy, it is critical to begin with a common understanding of the challenges that have made the project necessary (Problem Statement); and a shared vision for desired project outcomes (Vision Statement). Together, these statements provide the foundation for a process that results in practical, relevant, and effective solutions:

The role of a **Problem Statement** is to define the **specific challenges** for transit in Humboldt and therefore provide clarity and focus for the Working Group on the key issues that planning efforts should address.

The **Vision Statement** complements this by communicating what a more successful transit network would ‘look like’ – from higher ridership to reduced travel times – and a common set of aspirations for what transit should achieve.

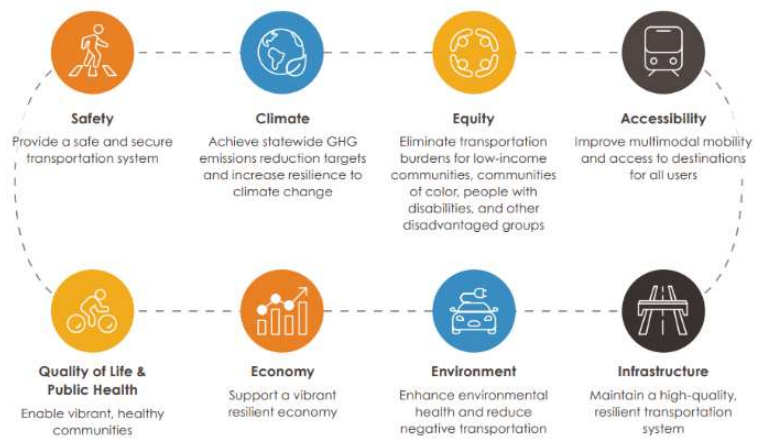
We will develop the statements collaboratively, through four key steps:



1. **Build upon existing HCAOG work and thought process.** We know that HCAOG and its partners already have broad goals for transit in the region, and these underpinned the previous Humboldt County Transit Development Plan. We will begin with an initial conversation with the working group to understand their ambitions for transit in the county.

2. **Supplement with review of existing plans and programs.** We find it is imperative when developing project-specific goals to tie these to broader long-term ambitions and policy levers across stakeholder jurisdictions. We will review wider plans and policies, including but not limited to:

- The goals adopted by the HTA, ETS and A&MRTS in their own business planning processes;
- The CTP 2050 / CAPTI goals framework, led by Michael Snaveley and Sara Steinberger for Caltrans;
- The goals of the California Intercity Bus Study, led by Steer for Caltrans.






3. **Bring initial concepts to the Working Group for review and revision.** Leveraging our breadth of experience in regional goal-setting and aligning with preceding goal

structures, we will develop initial Problem and Vision Statements and present to the Working Group for initial feedback, dissection, and revision. Specific emphasis will be on active discussion of the statements and their rationale and the inclusion or exclusion of certain themes to foster consensus and joint understanding.

4. **Revise and finalize in coordination with the Working Group.** We will finalize the two statements, providing a foundation to guide the tasks to follow. This will include outreach to other key partners as directed by HCAOG and the Working Group to capture other perspectives and achieve buy-in on wider project goals and outcomes.

Discussion of key strategic choices

While the Problem and Vision Statements help articulate the broad challenges and aspirations for transit, they cannot address every specific choice facing the network. Fundamental to transit planning is a series of strategic choices that can direct the finer prioritization of operating resources, including:

-  **Frequency versus coverage** – to what extent should service be focused on serving the highest-demand corridors with regular, frequent service, versus spreading service to ensure as many people as possible have access to some service?
-  **Local versus regional** – how should operating resources be spread between serving ‘local’ trips largely within cities, versus on facilitating longer-distance trips between cities and to neighboring counties?
-  **Equality versus equity** – should service be focused in the most disadvantaged communities, where transit needs are higher, versus on the highest-demand corridors and/or across the county as a whole?

Other strategic questions regarding how transit service should be delivered, and for integrated land-use planning, might include:

What is the willingness to consider **on-demand and/or micro-transit** as an alternative to fixed-route bus service on lower-demand routes and corridors?

How should **transit be governed** between the different agencies involved? What responsibilities (e.g. fares; service planning; scheduling) sit best at different organizations or governance levels?

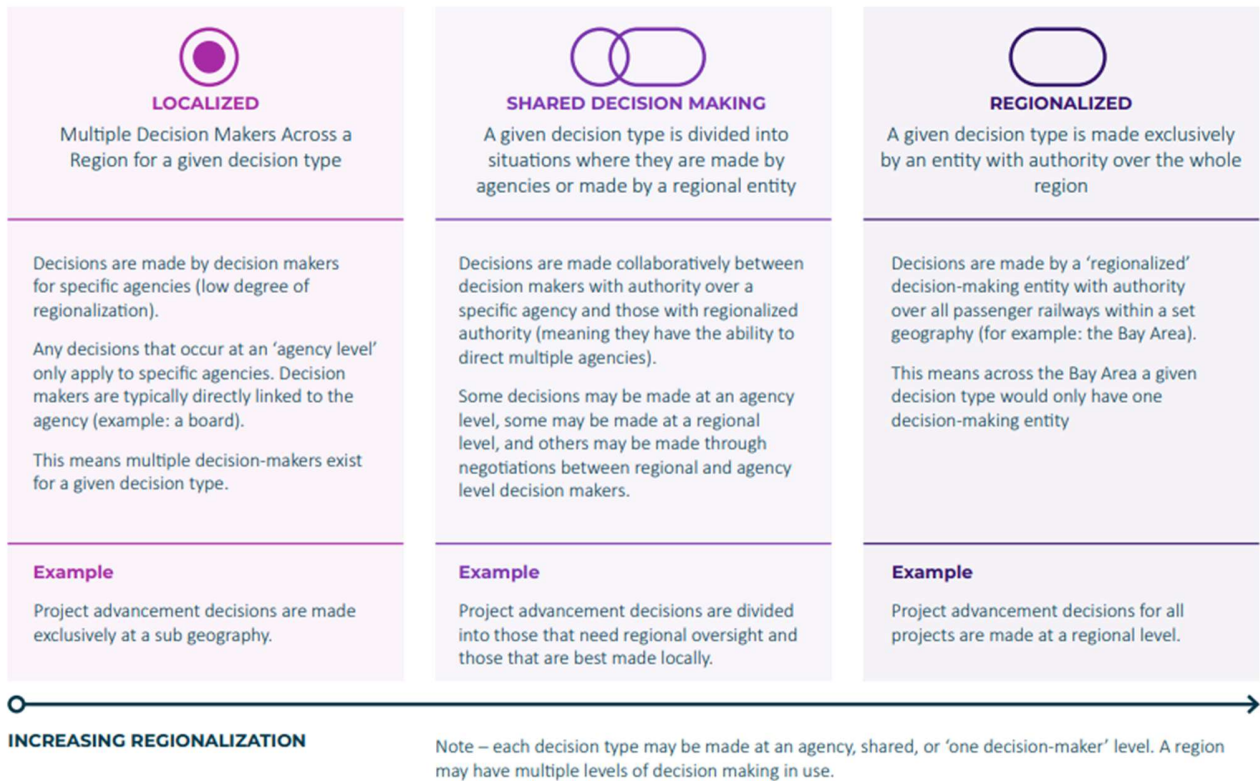
What is the willingness to **amend land-use policy** to more strongly encourage denser development surrounding transit stops?

Each question above represents a spectrum, with distinct trade-offs for policy-makers to consider. Analysis can help inform the decision but cannot ‘make it’ – it is up to policymakers to weigh the costs and benefits and decide what is best for their network. Our focus is on providing the evidence and insight required to make these strategic choices, and to guide the technical analyses and development of the plan accordingly.

The graphic below provides an example of how our team structured different approaches for multi-agency decision-making regarding rail service in the Bay Area as part of [MTC’s Rail](#)

Partnerships study. While the agencies, modes and operations are clearly different, many of the principles behind governance and decision-making are similar to Humboldt:

Figure 2.1: Approaches to Decision Making



We envision these topics as the primary focus of the initial Working Group sessions, facilitated by our team. These will be supported by targeted analysis to understand the key considerations in a Humboldt context (drawing from the analyses in Task 3.2 and 3.3), with a focus on readily digestible presentation materials and briefing notes that can be easily understood by Working Group members. The discussions and consensus reached through these sessions will form the foundations of the Comprehensive Plan development.

4.4.2 Task 3.2 Existing Conditions Report on Community & Regional Characteristics

Assessing existing conditions is a critical piece of any planning project – and Steer’s extensive experiences conducting similar regional assessments for strategic planning exercises across California have yielded a proven formula for their delivery. The purpose of this task is to:

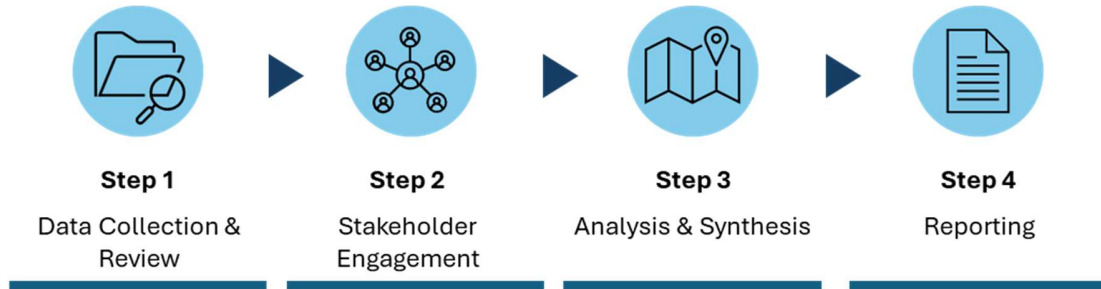
- **Establish a baseline** that provides a clear, data-driven snapshot of Humboldt’s communities, transit systems, demographic and land use patterns, and equity factors.
- **Identify needs, gaps, challenges and opportunities** related to the aforementioned factors.

- **Inform strategic decision-making** around the identified trade-offs in transit and land use planning (i.e. frequency vs. coverage, local vs. regional service) and ensure that decisions are grounded in reality – not assumptions.
- **Build public and stakeholder trust** through transparent, evidence-based analysis and responsiveness to real conditions and community needs.
- **Provide a foundation for scenario planning** by ensuring that strategies and scenarios meaningfully address the region’s challenges and opportunities, and that they can be evaluated against baseline conditions.

Building upon the problem statement, vision, and strategic trade-off considerations identified in Task 3.1, we will conduct a technical assessment - paired with qualitative review – to assess **key factors** related to transit and land use in the Humboldt region. This will form the core evidence base of the Comprehensive Plan.

Building the evidence base

We will conduct the existing conditions analysis according to the following steps:

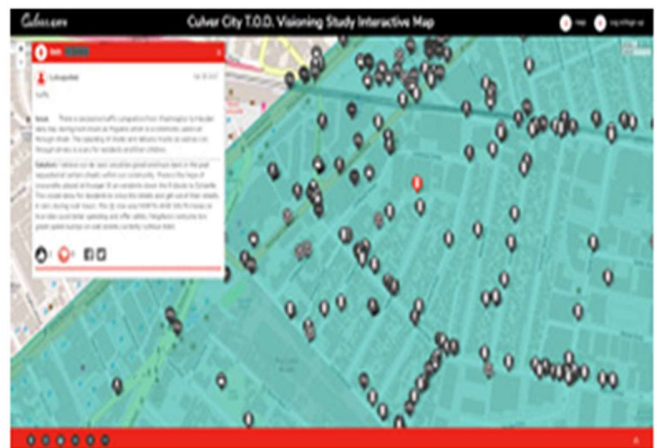


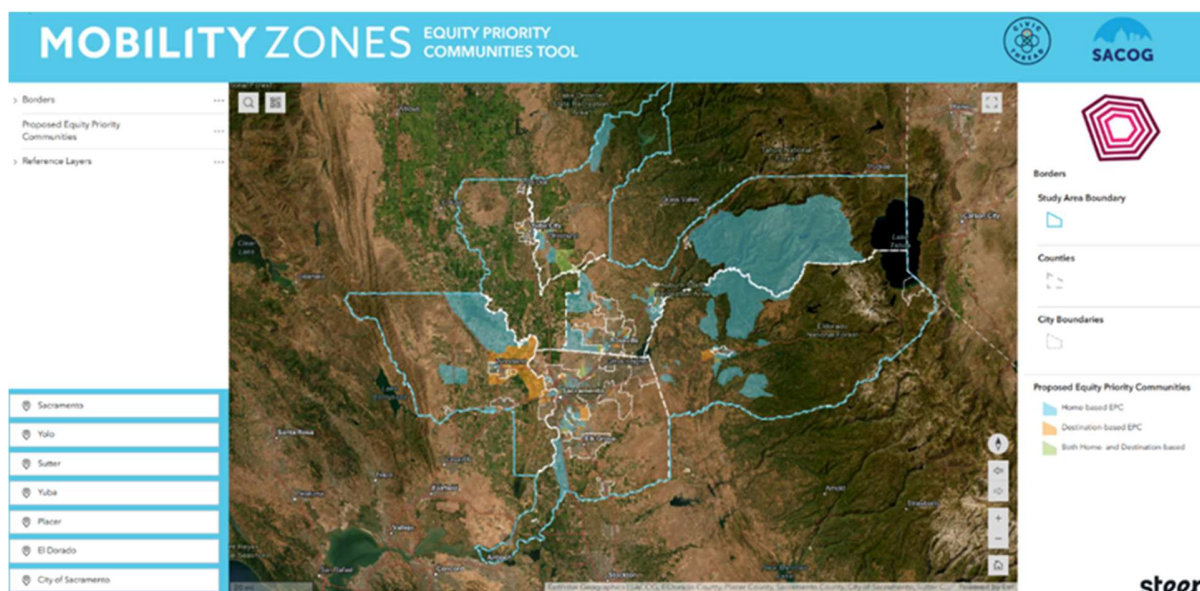
1. **Data Collection & Review:** Our team of data analysts, led by Ilya Chistyakov, will gather existing demographic, land use, and travel pattern data from HCAOG, Caltrans, partner agencies, and other sources such as the American Community Survey and Replica. For the Caltrans District Transit Plans, we are developing a statewide transit inventory and performance database and have easy access and familiarity with many of the relevant data sources. We will work with HCAOG and the Steering Working Group to refine a preliminary list of sources, shown in the table overleaf:

Data Source	Description	Relevance to PAACT SOW Tasks
Transit Development Plan (2023)	Short-term transit planning document for Humboldt County.	Core reference for existing service, ridership trends, and operational context (Tasks 3.2 & 3.3).
Regional Transportation Plan (RTP)	Long-range transportation planning framework for the region.	Provides regional goals, disadvantaged community definitions, and multimodal priorities (Task 3.2).
VROOM 2022–2042	RTP document with equity, climate, and land use integration focus.	Key source for identifying disadvantaged communities and long-term planning goals (Task 3.2).

Land Use Plans	General Plans, Specific Plans, and zoning documents from local jurisdictions.	Essential for understanding development patterns and transit-supportive land use (Task 3.2 & 3.3).
Transit Boardings data	Latest boardings / ridership data from transit agencies	Key source of current transit demand (Task 3.2 & 3.3).
GTFS Data	General Transit Feed Specification: standardized transit schedule, stops, and route data.	Enables mapping and analysis of transit coverage, frequency, and connectivity (Tasks 3.2 & 3.3).
Caltrans: Cal-ITP and DDS data	Various datasets collected and maintained by Caltrans, including transit assets, speeds, and others.	Supports granular analysis of transit operations, speeds, and reliability (Tasks 3.2 & 3.3).
Replica Location-Based Services Data	Travel behavior analytics platform using mobile data.	Useful for analyzing travel demand, trip patterns, and mode share across the region (Task 3.3).
American Community Survey (ACS)	U.S. Census Bureau data on demographics, housing, income, and commuting.	Provides foundational equity and population data for segmentation and needs analysis (Task 3.2).
CalEnviroScreen	California tool identifying pollution burden and vulnerable populations.	Supports equity analysis and identification of overburdened communities (Task 3.2).
California Crash Reporting System (previously SWITRS)	Historical collision data with details on severity and frequency for drivers, pedestrians, and cyclists.	Supports transit access analysis identifying areas unsafe for walking and cycling to reach a transit stop (Task 3.2).
OpenStreetMaps (OSM)	Additional data on stops, amenities, and destinations	Useful for identification of key amenities across the county such as schools, grocery stores, libraries, parks, etc. (Task 3.2).

2. **Stakeholder Engagement:** Next, we will work closely with the Project Steering Working Group to identify additional data sources and fill gaps. We will work with HCAOG and partner agencies to collect qualitative inputs and validate findings, especially regarding equity and transportation burdens and governance challenges.





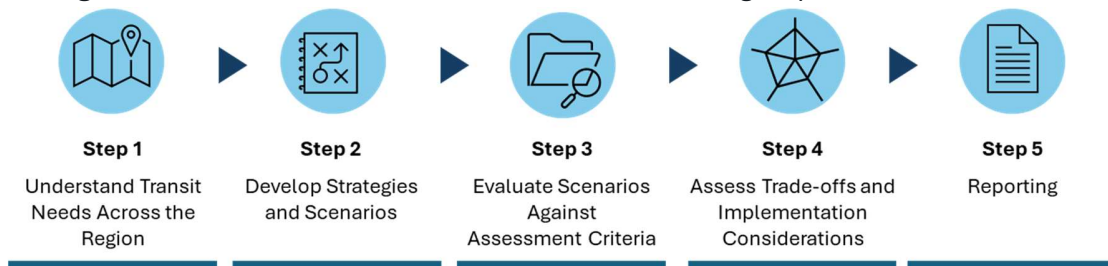
4.4.3 Task 3.3 Transit Market Analysis & Regional Operations Assessment

The purpose of Task 3.3 is to provide context-sensitive, data-driven transit market and operations insights to support strategic decision-making, helping partner agencies advance transit and land use strategies that align to community priorities, support regional goals, and are fundable, deliverable, and effective.

In our experience, a successful strategic evaluation includes:

- **Foundational technical analysis** to root decision-making and bring stakeholders together.
- **Research and best practice** to support scenario development and ensure strategies are aligned to regional needs.
- **Thorough and iterative stakeholder engagement** to ensure buy-in and transparency.

Building on the prior tasks, we will develop and evaluate a range of **service models and strategies** for transit in Humboldt. This includes the following steps:



1. **Understand Transit Needs Across the Region:** Using inputs from Task 3.2, we will define key variables to segment the Humboldt County region into distinct transit markets. The market analysis will consider factors such as land use density, demographic characteristics, existing transit services and ridership, governance structures, and equity factors. Potential market typologies for the Humboldt County region may include:
 - **Rural Small Towns** (Blue Lake, Ferndale, Rio Dell): Lower density, limited transit service, car-dependent, small local employment centers.
 - **Urban Areas** (Eureka, Arcata): Higher population and employment density, mixed-use development, frequent transit service, walkable environments, interregional transit services.
 - **Recreation Areas** (Redwood National and State Parks, coastal campgrounds, river access points): Seasonal or event-driven transit demand, low permanent population, high visitor traffic.
 - **Coastal Communities** (Trinidad, Shelter Cove): Small populations, unique land use patterns (tourism, fishing), limited transit, environmental constraints.

- **Tribal Lands** (Yurok, Karuk, Wiyot territories): Distinct governance, cultural priorities, potential for unique transit needs and solutions.
- **Employment Centers** (Humboldt Bay port area, business parks): Concentrated employment, commuter transit demand, potential for targeted service models.

We will work closely with HCAOG and the Steering Working Group to define and confirm these typologies, ensuring we are using local terminology and building on existing land use and transit plans. We will provide background files and links to online tools, including ArcGIS Online and other visualization tools, so that stakeholders and partners can easily follow along and provide informed inputs to the process.





2. **Develop Strategies and Scenarios:** Based on identified needs and a review of best practices, we will develop 3 to 6 scenarios that address the challenges identified in the problem statement, and achieve the vision set forth in Task 3.1. Scenarios will be specifically designed to evaluate key strategic considerations and (frequency vs. coverage, local vs. regional service, equity vs. equality). Scenarios may include enhancements to fixed-route services, micro-transit, on-demand options, multimodal connections, and land use strategies - they will consider innovative approaches to urban-rural connectivity, first/last mile challenges, and equity and ADA accessibility gaps – all of which our team of subject matter experts can bring to the region. Examples of scenarios could include:

- Expanding fixed-route frequency in urban or interregional corridors.
- Piloting micro-transit in rural or tribal areas.
- Launching seasonal shuttles to coastal or recreation destinations.
- Replacing underperforming fixed routes with on-demand service.
- Integrating active transportation options at key transit hubs.

The below illustrates some examples of specific scenarios developed by our team for the **MTC's Fare Integration and Coordination Study**, which considered how fare systems could be better integrated across the 27 different transit agencies within the Bay Area.

	Tier 1: Overlays to the existing fare structure	Tier 2: Free and Discount Transfers	Tier 3: Regional Change	Tier 4: Regional and Local Change
Changes to Fares	Explored benefits of introducing new pass and cap products to the existing system or as part of other tiers.	Explored benefits of adding free and discount transfers for multi-agency trips, eliminating double payments.	Explored the additional benefits that could be unlocked by bringing regional services under one unified fare structure, while maintaining a region-wide system of transfer discounts.	Explored significant changes to both regional and local fares through introduction of new concepts such as cellular zones and unified flat fare for local services throughout the region.
Changes to Agency Control of Fares	No changes to agency authority, new passes or products could receive funding	No changes to agency authority, discounts could receive funding	Regional agencies would either agree to fares or a central entity could control fares	Would require all agencies to agree to a single fare formula or for a centralized entity to control fares

3. **Evaluate Scenarios Against Assessment Criteria:** In collaboration with the Steering Working Group, we will develop a set of assessment criteria that respond to the problem statement and vision. We like to maintain a limited set of assessment criteria (no more than 12) that help decision-makers gain insightful answers to the most challenging questions. In this step, we will focus on scenario impacts and community benefits – the purpose is to understand **“what benefits can we achieve with this scenario”?** Potential assessment criteria may include:

 <p>Service</p>	<ul style="list-style-type: none"> • Coverage: Extent to which the service reaches key destinations and communities. • Frequency: How often vehicles run during peak and off-peak times. • Reliability: On-time performance and consistency of service.
 <p>Access</p>	<ul style="list-style-type: none"> • Proximity: Distance from homes, jobs, or activity centers to the nearest transit stop. • Span of Service: Hours and days of operation. • First/Last Mile Connectivity: Ease of accessing transit from origin/destination.
 <p>Customer Experience</p>	<ul style="list-style-type: none"> • Comfort and Safety: Vehicle and stop amenities, cleanliness, and perceived safety. • Information and Wayfinding: Clarity and accessibility of schedules, maps, and real-time info. • Travel Time: Total time required for typical trips, including transfers
 <p>Equity</p>	<ul style="list-style-type: none"> • Service to Priority Populations: Level of service provided to low-income, minority, senior, youth, and disabled populations. • Affordability: Cost of service relative to income and alternatives. • Language and Accessibility: Availability of information and services for non-English speakers and people with disabilities.

We will then conduct a quantitative (and qualitative where appropriate) assessment of each scenario against the assessment criteria. For the SACOG Mobility Zones project and the Caltrans District Transit Plans, our team has built custom evaluation tools to analyze and visualize performance assessments (see example below). The purpose of the scenario evaluation is not to select a preferred scenario, but to understand the benefits, cost, risks, and tradeoffs associated with the various service models and land use scenarios.

Example spreadsheet-based project evaluation tool.

ACCESS & QoL SCORE							COMMUNITY RESPONSIVENESS SCORE					DELIVERY SCORE				
Safety	Access	Connectivity	Environment	Total Access & QoL Score (Sum)	Project Phase for Funding	Adjusted Total Access & QoL Score (Sum)	EPC	Community Responsiveness	Community Priority	Addressing Underinvestment	Total Community Responsiveness Score	Cost	Timeframe	Fundability	Jurisdictional Responsiveness	Total Delivery Score
			Low High	1 36	Low High	1 36				Low High	1 14				Low High	1 12
4	3	9	6	22	0.7	15	2	1	1	1	5	3	2	1	1	7
2	3	6	3	14	1	14	2	1	1	1	5	3	3	2	2	10
9	9	3	4	31	1	31	2	2	1	1	7	1	1	1	1	4
9	3	3	6	21	0.7	15	3	1	1	1	7	3	1	2	2	8
3	6	6	2	17	1	17	3	3	1	1	10	3	3	1	1	8
2	2	1	3	8	1	8	3	3	1	1	10	3	3	2	2	10
6	4	2	2	14	0.7	10	2	3	1	1	9	3	2	1	1	7
2	6	4	1	13	0.7	9	2	3	1	1	8	3	3	2	2	10
9	9	6	6	30	0.85	26	3	3	1	1	8	1	1	1	1	4
9	9	6	4	28	1	28	3	3	1	1	9	3	3	2	2	10
4	2	2	1	14	1	14	3	1	1	1	7	3	3	1	1	8
9	6	4	4	23	0.7	16	2	3	1	1	8	3	2	2	2	9
3	6	9	6	24	0.7	17	3	3	1	1	9	3	1	1	1	6
6	3	6	2	17	1	17	2	2	1	1	8	2	2	2	2	8
4	3	6	2	15	1	15	2	2	1	1	8	2	2	2	1	6
2	3	6	2	13	0.7	9	1	2	1	1	6	3	3	2	2	10
9	9	9	9	36	1	36	3	2	1	1	7	1	1	1	1	4
6	6	9	9	24	1	24	3	2	1	1	7	2	2	2	2	8
3	6	6	6	21	0.85	18	3	1	1	1	7	1	1	1	1	4
3	6	6	6	21	1	21	3	2	1	1	8	1	2	2	2	7
2	2	1	6	11	1	11	3	1	1	1	8	3	3	1	1	8
2	3	6	6	17	1	17	2	1	1	1	6	3	3	2	2	10
4	3	9	2	18	1	18	1	1	1	1	6	1	3	1	1	6
4	3	9	2	18	0.85	15	1	1	1	1	6	2	2	2	2	8
2	6	9	4	21	0.85	18	3	1	1	1	7	2	2	1	1	6
3	3	3	6	15	1	15	1	1	1	1	4	2	2	2	2	8
2	6	2	9	19	1	19	2	2	1	1	7	1	2	1	1	5
3	3	9	3	18	0.7	13	1	1	1	1	5	3	2	2	2	9
9	6	6	6	27	0.7	19	1	3	1	1	6	3	2	1	1	7
6	4	1	6	17	1	17	1	2	1	1	6	3	3	2	2	10
2	3	6	6	17	1	17	2	1	1	1	6	2	1	1	1	6
9	6	6	2	23	0.7	16	2	2	1	1	7	3	1	2	2	8
4	3	4	3	14	1	14	3	2	1	1	8	1	1	1	1	4

- Assess Trade-offs and Implementation Considerations.** Next, we will analyze the delivery and implementation considerations, based on a set of assessment criteria focused on topics of governance, fundability, cost, and other implementation considerations. This step intends to answer the question **“what will it take to achieve the benefits generated by each scenario?”** The trade-off analysis will be used to develop recommendations in Task 3.4. Potential implementation considerations include:



Governance Implications: Feasibility within existing governance structures; governance needs for successful implementation



Cost-Effectiveness: High-level operating and capital costs assumptions relative to benefits.



Cost: High-level order of magnitude cost estimates (capital, operating) of each scenario.



Feasibility: Practicality of implementation given funding, staffing, and regulatory constraints.






Fundability: Ability to fund strategies with existing or new funding sources (local, regional, state, federal funding opportunities).



Scalability: Ability to expand or adapt the service as needs change.

- Reporting:** We will prepare a Transit Market Analysis & Regional Operations Assessment summary report to prepare for the actional recommendations and roadmap developed in Task 3.4. The example below shows how we distilled a very complex evaluation into a

digestible format for decision makers to easily weigh project benefits and tradeoffs. We will present findings to the Steering Working Group and incorporate feedback into the final report.

Example Project: Mobility Hub in Mobilityville									
Project	Zone	Type		Safety	Access to Destinations	Multimodal Connectivity	Public & Env. Health	Impact Summary	
Mobility Hub	Mobilityville: 0.25 mi buffer	Program	Need	Low (1)	Medium (2)	High (3)	High (3)		22/36
			Impact	Low (1)	High (3)	High (3)	Medium (2)		
			Total	1	6	9	6		
EPC	Community Responsiveness	Community Priority	Jurisdictional Responsiveness	Community Responsiveness Summary	Cost	Timeframe	Addressing Underinvestment	Lack of Existing Funding	Delivery Summary
Yes, fully within EPC	No records	3	No records	 8/14	\$1M to \$1.5M	<2 years	Yes, one project – Vision Zero	Already identified project with slated funding source.	 8/12
High (3)	Low (1)	3	Low (1)		Medium (2)	High (3)	Low (1)	Medium (2)	



4.4.4 Task 3.4: Develop Comprehensive Plan

Drafting a compelling Comprehensive Plan that establishes a clear roadmap for transit in Humboldt, with the buy-in and consensus of the project partners, is the core purpose of this task. An effective plan document that clearly articulates regional priorities, the evidence for regional action, and the role of key stakeholders, is crucial to ensuring the plan resonates with partners and the public and positions the plan for future funding opportunities.

Guiding Principles

We have adopted several guiding principles for plan delivery, drawing from our experience drafting multiple public-facing strategic plans:

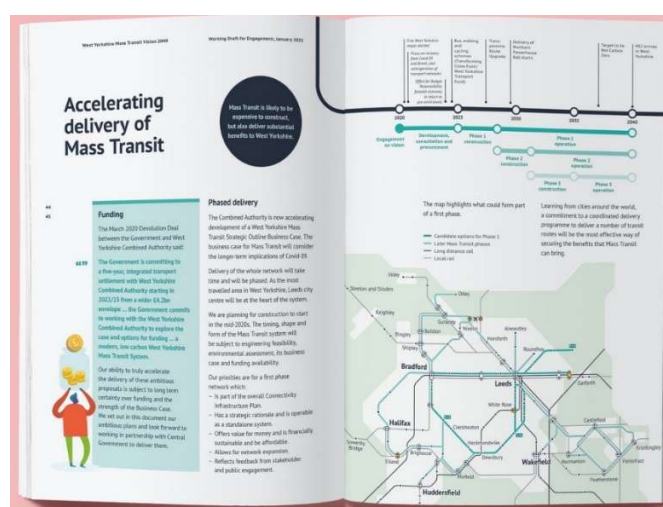
- **Verify the role(s) the plan will play and write for them** – the Comprehensive Plan must be written for the specific purpose it is intended to serve in the region. The ultimate role of the plan, and how it complements the work of partner agencies, will be translated into document structure, language, and development approach.
- **Understand the plan will have different audiences and confirm our focus** – the Comprehensive Plan will have a range of audiences, spanning decision-makers, partners, stakeholders, the public, and funding agencies. Our approach to plan writing will include early identification of the primary and secondary audiences for whom to prioritize plan writing and development. We will then align on language and visual communication style to meet the role of the plan and its intended audiences.
- **Balance specificity and direction** – the Comprehensive Plan needs to outline specific plan proposals while recognizing uncertainty and the need for individual partners to maintain their agency and independence. The plan writing process should intentionally

identify areas where specificity is helpful and areas where remaining high-level or general will support the plan's success.

- **Identify document layout requirements early and iterate as needed** – the Plan will be a desktop published document that must align with Section 508 compliance requirements. We will develop templates and structures early in the process to avoid 'late stage' surprises and rework, coordinating with HCAOG to ensure alignment with agency style.
- **Develop language guidelines early** – we will align on the language and style of writing for the transit plans early in the process. All technical teams will receive the writing guides, which will clarify language use and style. This will both augment the impact of the document, while minimizing the need for late stage editing and rewrites.

Annotated Plan Outline

Our first stage of work will be to establish a proposed plan format and template. From our experience developing complex, public-facing documents, we understand that establishing a clear report structure collaboratively with the client at an early stage simplifies subsequent reporting and ensures challenging project timescales can be met. We propose a draft template for consideration in a collaborative virtual workshop with HCAOG, to ensure that the content of the plans aligns with expectations.



Steer designs accessible, public-facing transit plans

Building on the template, we will define an annotated structure for the plan, including organization, format, and desired content. Once content has been affirmed with HCAOG, Steer's award-winning design team will develop a plan design concept.

Administrative Draft Comprehensive Plan

After the core structure of the plans is agreed upon, our team will develop an administrative draft for review by the Project Steering Working Group. This will draw together:

- The Purpose and Vision Statements for regional transit service
- Alternative strategies and scenarios for meeting regional transit needs
- The evaluation methodology and findings of these strategies, and how engagement has shaped the development of these findings
- Final recommendations, including land-use policy as discussed in Task 4.

We assume one round of client and/or partner comment on the administrative draft before proceeding to a Public Draft.

Public Draft Comprehensive Plan

The penultimate stage will involve developing a public draft of the Comprehensive Plan, for public review and comment. Since ensuring an attractive, visually engaging document is paramount, our team will desktop-publish the document to ensure it effectively communicates the transit needs and priorities of the region to a range of audiences.

Our design approach Steer has supported peer agencies in branding, transit and rail studies, customer experience and behavior change, wayfinding and information design, and document and communication strategy. We develop branding and document specific visual language that clarifies intent in broader agency context. We develop compelling visualizations and document layouts.



Steer-led project concept plan for OCTA

As a public document, as part of the publishing process, we will also ensure the plans are ADA accessible, developed under Web Content Accessibility Guidelines (WCAG) and 508 compliant. We assume one round of client and/or partner comment on the public draft before finalization.

Final Adopted Comprehensive Plan

The final stage will involve issuing a final draft of the Comprehensive Plan, which captures feedback following the public review period. The final plan will also include a record of comments, and demonstrate how the views of the public and stakeholders have informed the final version. Findings will be presented at regularly scheduled board/committee/ council meetings, at least one of which will be in person.

Deliverables:

1. 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.)
2. Survey (or alternative best tool(s), ADA accessible) to inform and solicit public input; record of responses.
3. Existing Conditions Report (ADA accessible admin draft, draft, and final)
4. Transit Market Analysis & Regional Operations Assessment (ADA accessible admin draft, draft, and final).
5. Comprehensive Plan (administrative draft, record of comments from Project Steering Working Group and other stakeholders, public review draft, and final draft (all ADA accessible)).
6. Presentation of draft and/or final plan at public meetings (ADA accessible).

4.5 Task 4: Land Use-Transportation Policy Connections

Value-Add: An approach shaped by principles of equity, collaboration, and difficulty of implementation, with strategies tailored to the specific governance structures of Humboldt County and its tribal governments. By fostering open dialogue between land use planners, transit operators, and decision-makers, our team will help build consensus around a shared policy framework.

Task 4 requires a deliberate effort to bridge the gap between regional transit planning and local land use decision-making. Strengthening these connections is critical to ensuring that future transit investments are supported by policies that encourage transit ridership, multimodal access, and equitable community development.

This task calls for researching best practices in pro-transit land use strategies, such as transit-oriented development, zoning that supports density and mixed uses near transit, and policies that improve first/last-mile connectivity. It also emphasizes the importance of establishing procedures for regular government-to-government consultation, particularly with the Humboldt Transit Authority, tribal governments, and local jurisdictions. By facilitating dialogue across agencies, building consensus around policy frameworks, and preparing practical, adaptable policy language, Task 4 will help institutionalize transit-supportive land use practices and ensure they are reflected in General Plans, Tribal Plans, Specific Plans, and related planning processes across the region.

Approach

Led by transit-supportive land use expert Dan Amsden of MIG, our approach to Task 4 is grounded in the principle that effective transit planning must be reinforced by land use policies that actively support ridership, multimodal access, and equitable development. We will bring forward unique facilitation tools and policy analysis methods that translate complex land use and transportation interactions into clear, actionable strategies. This includes the use of visual policy maps and interactive activities that allow community members and interested parties to directly see how zoning, density, and multimodal infrastructure influence transit performance. We also employ comparative case studies and decision-support matrices that help jurisdictions weigh tradeoffs and adapt best practices from other rural and tribal regions.

Specifically, our scope will include a technical memo of pro-transit land use policies, guidance on procedures for regular government-to-government consultation, and sample policy language that jurisdictions and tribes can incorporate into their General Plans, Tribal Plans, or specific planning processes. We will also provide staff support for up to six agency meetings, ensuring that elected officials and staff have the tools they need to adopt and implement the recommendations. This structured, collaborative process will lead to durable outcomes: stronger land use-transportation alignment, increased regional coordination, and policy frameworks that position Humboldt County to secure funding and advance its long-term transit and multimodal vision.

Deliverables:

1. Develop a technical memo of best practices highlighting pro-transit and multimodal land use policies that can be adapted for Humboldt County and tribal contexts.
2. Create practical procedures for ongoing consultation between HCAOG, the Humboldt Transit Authority, local jurisdictions, and tribal governments to strengthen coordination and policy alignment.
3. Draft sample policy language and implementation measures that can be directly incorporated into General Plans, Tribal Plans, Specific Plans, and other planning documents.
4. Present findings and recommendations virtually at up to eight agency or council meetings, ensuring staff and elected officials have the tools they need to consider and adopt policies.
5. Provide staff report support materials (e.g., slide decks, summaries, briefing notes) to assist Steering Working Group representatives in bringing recommendations to their agencies.

4.6 Task 5: Stakeholder Outreach, Engagement, & Input

Value-Add: An approach guided by key principles, including **equity** (ensuring that voices from underserved and historically marginalized communities are included through culturally responsive methods and bilingual materials); **accessibility** (designing user-friendly, ADA-compliant, and available engagement across multiple platforms); **transparency** (showing how feedback is considered, providing evidence, and maintaining open lines of communication between the project team and the public), to ensure that stakeholders not only contribute but also see their input reflected in the process.

Stakeholder outreach plays a critical role in ensuring that the Comprehensive Plan is grounded in the voices of Humboldt County residents, community organizations, and key stakeholders. While HCAOG and the project team will lead overall engagement, our role is to support and strengthen outreach efforts by making technical work accessible, ensuring inclusive participation, and documenting community perspectives.

We understand that HCAOG seeks to gain broad-based input on the draft purpose and vision statements, validate the plan approach and strategies with diverse stakeholders, and build trust through transparent and accessible communications. While the views of key stakeholders will be captured through the Project Steering Working Group, wider outreach efforts (for example, to local advocate organizations, social service agencies involved with transportation, current and latent transit users, other institutions involved with or providing mobility services and/or infrastructure, and the public at large). Our efforts will ensure that community voices inform the plan at every stage and that the final product reflects both technical analysis and lived experience.

Approach

Led by community engagement expert Noé Noyola of MIG, who has engaged with District 1 through the District Transit Plans in partnership with Steer, our approach to delivering Task 5 will ensure meaningful community input shapes a Comprehensive Plan that is both technically sound and locally supported.

While HCAOG will lead overall engagement, we will apply unique tools and methods to ensure broad participation and clarity in communication that supports HCOAG engagement. While the precise program of engagement will be confirmed during the project kick-off stage, we envisage outreach effort focused at the following points:

- **Shortly after project kick-off**, to inform and educate regarding the purpose and scope of the project;
- **During development of the Purpose and Vision Statements**, to ensure that the broad community's (i.e. those not included in the Project Steering Working Group) key priorities for the transit network are captured.
- **During the Comprehensive Plan public review period**, where the public have the opportunity to review and comment on the emerging plan.
- **At Comprehensive Plan adoption**, to inform and educate regarding the final adopted plan and the next steps for transit in Humboldt.

Our approach will include interactive digital surveys and polling tools that are accessible in English and Spanish, visually engaging outreach materials that translate complex technical findings into understandable content, and content for a project web page that serves as a centralized, ADA-compliant hub for updates and public feedback. We will also support targeted outreach by preparing concise policy briefs and infographics that make it easier for stakeholders to engage with draft findings.

Specific features of our scope are designed to realize these outcomes. We will support HCAOG by developing content for a project website that houses key documents and updates; developing surveys and interactive tools that capture a wide range of perspectives; and preparing announcements, flyers, press releases, and social media content to broaden awareness. Our team will also help facilitate stakeholder and community meetings, ensuring that technical findings are explained in plain language and supported with compelling visuals. Finally, we will maintain a clear record of community input so that decision-makers and the public can see how comments and priorities informed the final plan.

Deliverables:

1. Develop content for a project website page (hosted on HCAOG or HTA's platform) that is ADA accessible and serves as a central hub for project updates, documents, and opportunities for input.
2. Design bilingual community surveys and interactive tools (English and Spanish, ADA accessible) to gather broad feedback on draft findings and recommendations.
3. Prepare clear and engaging outreach materials—including announcements, flyers, press releases, and social media content—that explain technical content in plain language and invite community participation.

4. Support stakeholder and community meetings by making draft findings accessible, facilitating dialogue, and capturing feedback for incorporation into project deliverables.
5. Document and organize community input in a transparent record that shows how feedback was considered and used to inform the Comprehensive Plan.

4.7 Potential Challenges

This section presents our initial views on challenges that may arise from developing and management of the Comprehensive Plan, including potential mitigations.

4.7.1 Building consensus amongst different perspectives

While there a number of potential challenges may arise throughout this work, one fundamental challenge will be achieving the consensus called for in Task 3.1. When the topics of transit accessibility and land use meet in American towns and cities, a key tension inevitably arises over the desire for density to support transit use, and the right to develop property as seen fit by a local community. Transit is inherently a common need, working best when many can utilize the service for trips between densely populated areas. Land use policies that prevent densification may hinder the ability to effectively provide transit services.

The Steer team is confident in our partnership with HCAOG and the local communities to help overcome this tension. We have explored just these conflicts in regional efforts on a large scale, whether across the 9-county Bay Area or 6-county Sacramento capital region. To bridge gaps, we will establish transparent and effective communication channels and forums where all voices can be heard. Facilitating the Advisory Group in Task 2 will focus on building mutual understanding and trust through the agreement of shared values and long-term community goals – shifting the conversation to collaboration. In addition to dialogue, data-driven analysis and scenario planning will clarify the impacts of different land use and service options. Visual tools can illustrate trade-offs and benefits, making abstract concepts more tangible. The Steer team is built and crafted to meet this challenge head on.

4.7.2 Specific task challenges

In addition to this overarching challenge, we have identified some challenges on a task-by-task basis as shown in the table below. Across all tasks and deliverables, Steer will utilize our ISO-certified quality management system to ensure HCAOG’s complete satisfaction.

Table 4.1: Overview of specific task challenges

Subject	Potential Challenges	Mitigations
Task 1 Project Management and Reporting	<p>Typical risks to effective management in any project include:</p> <ul style="list-style-type: none"> Insufficient team resources to deliver needed discussions. Risks to budget and schedule. Meeting oversaturation. 	<ul style="list-style-type: none"> Our Project Manager and team have led similar efforts in the past, and understand the intricacies and nuances required. Our team has complete capacity to deliver this project in the defined schedule and budget. Our QMS procedures elevate risk assessment and ensure consistent communication with the client and internal project team.

		<ul style="list-style-type: none"> Our team’s experience working on regional projects in and around the North Coast gives us ample knowledge of the local capacity.
Task 2 Lead Facilitation of Advisory Groups	<p>Developing a strategy that aligns with HCAOG’s vision while maintaining strong working relationships with partners carries risks such as:</p> <ul style="list-style-type: none"> Misalignment with partners that threatens consensus Being perceived as unattuned to regional needs. 	<ul style="list-style-type: none"> Steer has led consensus-driven prioritization approaches and understands how to balance local needs with regional desires. Our staff have successfully interfaced with wide ranges of stakeholders on regional transit issues. We have scoped for a range of engagement options with specific stakeholders, recognizing that some Steering Working Group members may require more attention.
Task 3 Comprehensive Plan for Regional Transit & Multimodal Networks & Networking	<p>Development and management of the community’s values and priorities will require understanding the unique circumstances of each community. Risks include:</p> <ul style="list-style-type: none"> Setting controversial goals that do not incorporate shared regional interests Expending budget on basic data collection Inefficiencies managing data Data gaps or inconsistencies in more rural areas 	<ul style="list-style-type: none"> We offer statewide experts in goal setting and applying flexible evaluation frameworks aligned with consensus transit goals. Steer and MIG have interfaced with Humboldt County transit partners through other projects for Caltrans and bring efficiencies and lessons learned in past and ongoing work to this effort. We will design a central database of community characteristics that directly feeds the market analysis and operation assessments. We’ve already developed a statewide inventory of transit needs for Caltrans that includes rural area sensitivities. We can deploy it efficiently for this project, leaving more resources for consensus-building and visualization.
Task 4 Land Use – Transportation Policy Connections	<p>Finding and developing policies specific to Humboldt County from peer agencies brings the risk of lack of acceptance by locals, and conflict with existing policies.</p>	<ul style="list-style-type: none"> We have identified a pool of subject matter experts who will assist in the development of peer policies for review. Our approach for driving consensus will include detailed review of existing policies and regulations to ensure harmony.
Task 5 Stakeholder Outreach, Engagement & Input	<p>Stakeholder and community outreach carries risks of straying too far from the intended project message, failing to simplify complex content, and seeming unresponsive to feedback.</p>	<ul style="list-style-type: none"> Steer specializes in simplifying complex concepts for public and policymaker input. We use data visualization to reveal gaps and trade-offs to a range of audiences. We will develop a comment database in which stakeholder concerns and comments will be logged, allowing easy review by HCAOG staff for consistency with public materials.

4.8 Ensuring successful, on time delivery

4.8.1 Project Management tools

Steer regularly uses the following tools to ensure we are managing our projects efficiently:

- **Specific work plans:** We will develop and keep updated a detailed work plan in conjunction with the PMT to establish scope, organization plan, coordination procedures, and schedule and budget baseline. We will achieve agreed-to schedule objectives.
- **Established control systems:** We will tailor our internal control system to meet HCAOG's needs, and effectively manage and control project costs and schedules, efficiently produce high quality deliverables, maintain readily accessible document and data files, and produce concise and timely reporting. We have standardized budget tracking and reporting tools that all of our Project Managers and Project Directors use to plan for and stay on top of past and projected project spend.

4.8.2 Quality Assurance

We will ensure we deliver high-quality outputs and outcomes driven by a collaborative process, continuous peer and client review and critique from initial to final drafts. A clear communications protocol will be established with our Project Management team to ensure all incoming/outgoing inquiries, materials, or deliverables are safely received / responded to in a timely manner. This will also help to ensure that everyone, including our workstream and subject matter expert leads is aware of our progress and findings and that the course of action remains flexible. All the Quality Management Systems that Steer maintains are compliant with the requirements of ISO9001:2015.

Through Quality Management processes. We will develop a Project Initiation Document (PID) at the beginning of this project to ensure we have agreed and can manage project deliverables, timelines and outputs to time and to budget.

5 Work Plan and Schedule

The section outlines our proposed schedule to deliver the project and proposed allocation of staff resources (hours by key staff by task)

5.1 Schedule

We envisage the project consisting of three phases, underpinned by coordinated project management and communications throughout:

- **Phase 1: Establishing Foundations** (six months: October 2025 to March 2026)
- **Phase 2: Plan Development** (six months: April 2026 to September 2026)
- **Phase 3: Plan Reporting and Adoption** (circa six to eight months: October 2026 to early-to-mid 2027)

Each phase will be supported by targeted outreach and engagement, tailored to the objectives of each phase, as described in **Section 4.6.2**.

5.1.1 Phase 1: Establishing Foundations

This stage includes the technical work, stakeholder engagement and outreach required to build the foundations of the project. Key elements include:

- Host the project **Kick-Off Meeting** (Task 1.1) – to confirm scope of work and project approach
- Establish the **Project Steering Working Group** – establish the parties involved in the advisory group, and through collaborative development of the **Purpose and Vision Statements** (Task 3.1), build consensus around the overall objectives for transit and land-use planning in Humboldt.
- Conduct the **Existing Conditions analysis** (Task 3.2) and draft the **technical memo of transit land use policies** – build the evidence base that will underpin the development of scenarios and strategies for transit in Humboldt, and approaches for better integrating transit and land-use
- Developing the **content for the project website**

The purpose of this stage is both to ‘**bed in**’ the **Project Steering Working Group** – the role of which is crucial to the success of the project – and **gather the evidence** that supports the collaborative development of the Comprehensive Plan. Outreach and communication efforts

will focus on informational materials surrounding the scope and role of the project, and capturing data and insight to support the Existing Conditions analysis.

5.1.2 Phase 2: Plan Development

This stage is where the **detail** of the Comprehensive Plan is worked through collaboratively amongst Steering Group members and wider stakeholders. Presentations and briefings with the **Project Steering Working Group** will address the key strategic choices (frequency versus coverage; local versus regional; etc), underpinned by the evidence from the previous phase to ensure that discussions are rooted in a Humboldt context. The outcomes from these sessions, and the consensus reached, will form the basis of developing the Comprehensive Plan. Key elements therefore include:

- Undertaking the **Transit Market Analysis & Regional Operations Assessment** (Task 3.3) = development of the Strategies and Scenarios for transit in Humboldt, and evaluation of these scenarios against the agreed goals and assessment criteria
- Facilitating **Project Steering Working Group** discussions regarding these scenarios, and the strategic choices facing the network, and reaching consensus on the policy and approaches to be included in the Comprehensive Plan
- Agreeing the **policy recommendations with respect to transit and land-use planning** to be included in the Comprehensive Plan.
- Developing the **template for the Comprehensive Plan** document.

The objective is, for the end of this stage, agreement and consensus to have been achieved on the broad content of the plan and the recommendations included therein. Engagement and outreach will focus on ensuring that wider views are captured in developing the key themes and recommendations that will form the basis for the Comprehensive Plan.

5.1.3 Phase 3: Plan Reporting and Adoption

This stage is where the Comprehensive Plan document is developed, combining the outputs from previous phases into one overarching document. Key elements include:

- developing the **administrative** and **public drafts** of the **Comprehensive Plan**
- facilitating **outreach and engagement** pertaining to the public version of the plan (e.g. soliciting public comments on plan documents)
- **presenting** the draft and/or final plan at public meetings.

The objective is to achieve a **final, adopted Comprehensive Plan** by the end of this stage, supported by targeted outreach and engagement efforts to maximise its impacts amongst key stakeholders. All work will be complete no later than May 31, 2027.

5.1.4 Schedule and Resourcing

Figure 5.1 summarizes the proposed project schedule, which summarizes how individual tasks correspond to the project phases. We envisage bi-weekly progress meetings with the HCAOG project team, and quarterly workshop sessions with the Project Steering Advisory Group.

Figure 5.2 outlines the proposed resourcing of each task in hours by team member.

Figure 5.1: Proposed Project Schedule

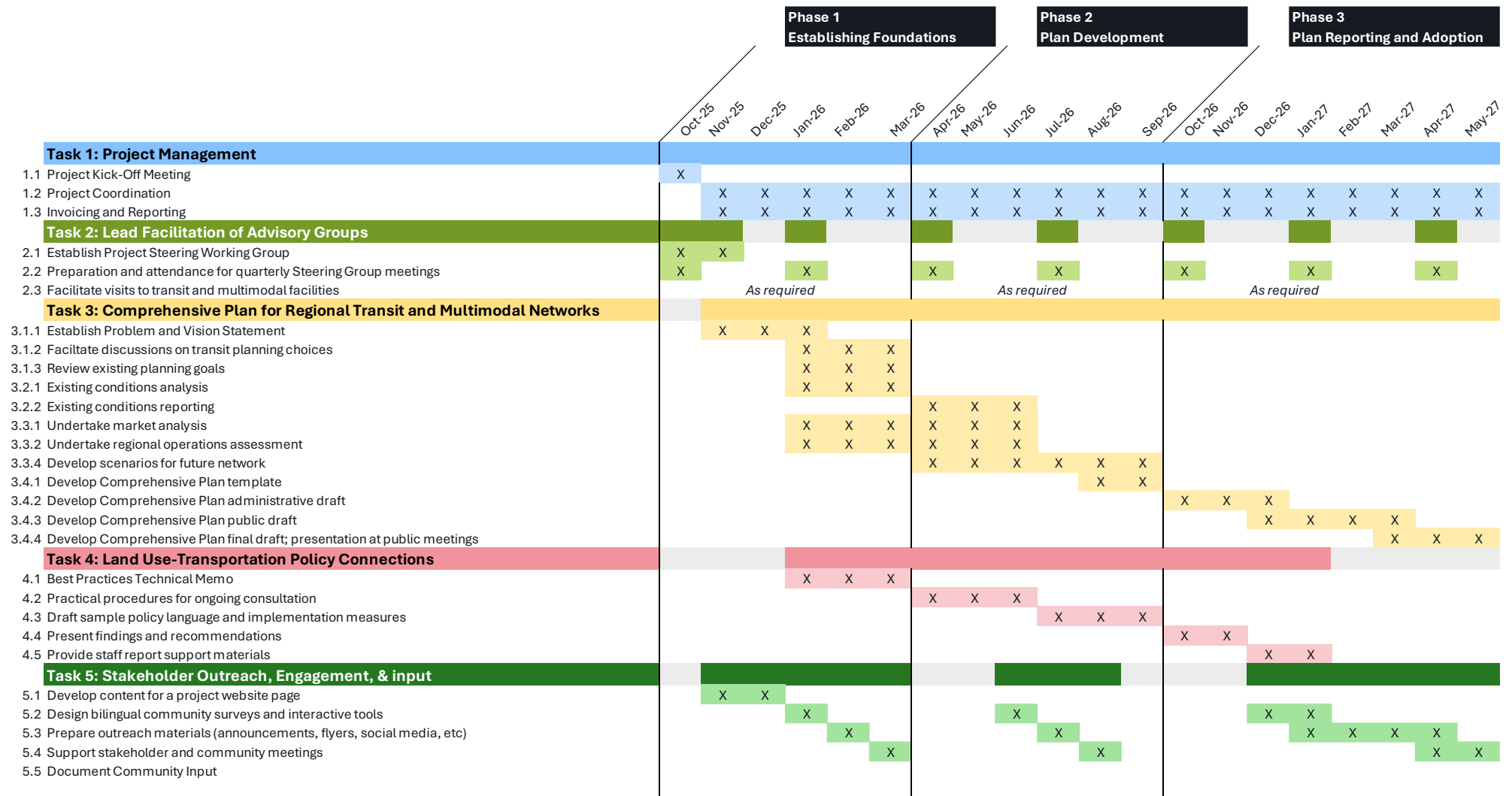


Figure 5.2: Proposed Resourcing by Task by Team member

Team Member	Michael Snavely	Tom Leach	Sara Steinberger	Ilya Chistyakov	Analyst (Steer)	Graphics Support (Steer)	Matt Ciborowski	Dan Amsden	Noé Noyola	Senior Project Associate (MIG)	Graphics Support (MIG)	Grand Total
Role	Project Director	Project Manager and Task 2 Lead	Task 3 Lead	Task 3 Support	Analytical Support	Graphics Support	Peer Review	Task 4 Lead	Task 5 Lead	Engagement Support	Graphics Support	
Task 1: Project Management												
1.1 Project Kick-Off Meeting	2	6	1					1				
1.2 Project Coordination	10	45										
1.3 Invoicing and Reporting		5			10							
Task 2: Lead Facilitation of Advisory Groups												
2.1 Establish Project Steering Working Group	4	16	4									
2.2 Preparation and attendance for quarterly Steering Group meetings	8	32	16									
2.3 Facilitate visits to transit and multimodal facilities	2	16										
Task 3: Comprehensive Plan for Regional Transit and Multimodal Networks												
3.1.1 Establish Problem and Vision Statement	4	10	24		8		2					
3.1.2 Facilitate discussions on transit planning choices	4	10	32		16		2					
3.1.3 Review existing planning goals	2	4	24		36							
3.2.1 Existing conditions analysis	2	4	20	40	20							
3.2.2 Existing conditions reporting	4	8	20	20	20		4					
3.3.1 Undertake market analysis	2	8	20	40	20		4					
3.3.2 Undertake regional operations assessment	2	8	20	40	20		4					
3.3.4 Develop scenarios for future network	4	8	20		16		4					
3.4.1 Develop Comprehensive Plan template	2	4	8		8	32						
3.4.2 Develop Comprehensive Plan administrative draft	4	8	24		40		4					
3.4.3 Develop Comprehensive Plan public draft	8	12	24		6	30	2					
3.4.4 Develop Comprehensive Plan final draft; presentation at public meetings	8	12	16		2	10	2					
Task 4: Land Use-Transportation Policy Connections												
4.1 Best Practices Technical Memo	1	2						10	2	30		
4.2 practical procedures for ongoing consultation								10	2	30		
4.3 Draft sample policy language and implementation measures								10	2	30		
4.4 Present findings and recommendations	1	2						10	2	12		
4.5 Provide staff report support materials								8	2	20		
Task 5: Stakeholder Outreach, Engagement, & Input												
5.1 Develop content for a project website page		2						2	8	30		
5.2 Design bilingual community surveys and interactive tools		2						2	8	20		
5.3 Prepare outreach materials (announcements, flyers, social media, etc)		2						2	12	8	40	
5.4 Support stakeholder and community meetings		16						2	12	30		
5.5 Document Community Input		2						2	8	30		
	74	244	273	140	222	72	28	59	58	240	40	1450

Values refer to number of hours, by task, by team member

6 Cost Proposal

The following section describes our cost proposal, detailed by individual tasks

Our fee schedule is presented on page 45, and summarizes:

- Cost per activity, by team member
- Hourly rates for all personnel (on row 3)
- A breakdown of Steer, MIG and direct costs.

Note that all Steer staff costs are shown with an orange background; MIG costs with a blue background, and direct costs with a green background.

Direct costs assume estimated travel costs for six in-person meetings/engagement activities in Humboldt, corresponding to each quarterly advisory group meeting and the project kick-off meeting, and printing/materials costs for engagement activities.

Table 6.1: Project Fee Schedule

	Team Member	Steer costs in orange			MIG costs in blue			Direct costs in green			Senior Project Associate	Graphics Support (MIG)	Direct Costs	Total
		Michael Snavely	Tom Leach	Sara Steinberger	Ilya Chistyakov	Analyst (Steer)	Graphics Support (Steer)	Matt Ciborowski	Dan Amsden	Noé Noyola				
		Project Director	Project Manager and Task 2 Lead	Task 3 Lead	Task 3 Support	Analytical Support	Graphics Support	Peer Review	Task 4 Lead	Task 5 Lead	Engagement Support	Graphics Support		
Hourly Rate		\$ 390	\$ 250	\$ 230	\$ 200	\$ 178	\$ 140	\$ 350	\$ 235	\$ 175	\$ 130	\$ 130		
Task 1: Project Management														
1.1 Project Kick-Off Meeting		\$ 780	\$ 1,500	\$ 230	\$ -	\$ -	\$ -	\$ -	\$ 235	\$ -	\$ -	\$ -	\$ 1,000.00	\$ 3,745.00
1.2 Project Coordination		\$ 3,900	\$ 11,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,150.00
1.3 Invoicing and Reporting		\$ -	\$ 1,250	\$ -	\$ -	\$ 1,780	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,030.00
Task 2: Lead Facilitation of Advisory Groups														
2.1 Establish Project Steering Working Group		\$ 1,560	\$ 4,000	\$ 920	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,480.00
2.2 Preparation and attendance for quarterly Steering Group meetings		\$ 3,120	\$ 8,000	\$ 3,680	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000.00	\$ 19,800.00
2.3 Facilitate visits to transit and multimodal facilities		\$ 780	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500.00	\$ 6,280.00
Task 3: Comprehensive Plan for Regional Transit and Multimodal Networks														
3.1.1 Establish Problem and Vision Statement		\$ 1,560	\$ 2,500	\$ 5,520	\$ -	\$ 1,424	\$ -	\$ 700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,704.00
3.1.2 Facilitate discussions on transit planning choices		\$ 1,560	\$ 2,500	\$ 7,360	\$ -	\$ 2,848	\$ -	\$ 700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,968.00
3.1.3 Review existing planning goals		\$ 780	\$ 1,000	\$ 5,520	\$ -	\$ 6,408	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,708.00
3.2.1 Existing conditions analysis		\$ 780	\$ 1,000	\$ 4,600	\$ 8,000	\$ 3,560	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,940.00
3.2.2 Existing conditions reporting		\$ 1,560	\$ 2,000	\$ 4,600	\$ 4,000	\$ 3,560	\$ -	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,120.00
3.3.1 Undertake market analysis		\$ 780	\$ 2,000	\$ 4,600	\$ 8,000	\$ 3,560	\$ -	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,340.00
3.3.2 Undertake regional operations assessment		\$ 780	\$ 2,000	\$ 4,600	\$ 8,000	\$ 3,560	\$ -	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,340.00
3.3.4 Develop scenarios for future network		\$ 1,560	\$ 2,000	\$ 4,600	\$ -	\$ 2,848	\$ -	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,408.00
3.4.1 Develop Comprehensive Plan template		\$ 780	\$ 1,000	\$ 1,840	\$ -	\$ 1,424	\$ 4,480	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,524.00
3.4.2 Develop Comprehensive Plan administrative draft		\$ 1,560	\$ 2,000	\$ 5,520	\$ -	\$ 7,120	\$ -	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,600.00
3.4.3 Develop Comprehensive Plan public draft		\$ 3,120	\$ 3,000	\$ 5,520	\$ -	\$ 1,068	\$ 4,200	\$ 700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,608.00
3.4.4 Develop Comprehensive Plan final draft; presentation at public meetings		\$ 3,120	\$ 3,000	\$ 3,680	\$ -	\$ 356	\$ 1,400	\$ 700	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00	\$ 14,256.00
Task 4: Land Use-Transportation Policy Connections														
4.1 Best Practices Technical Memo		\$ 390	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,350	\$ 350	\$ 3,900	\$ -	\$ -	\$ 7,490.00
4.2 practical procedures for ongoing consultation		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,350	\$ 350	\$ 3,900	\$ -	\$ -	\$ 6,600.00
4.3 Draft sample policy language and implementation measures		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,350	\$ 350	\$ 3,900	\$ -	\$ -	\$ 6,600.00
4.4 Present findings and recommendations		\$ 390	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,350	\$ 350	\$ 1,560	\$ -	\$ -	\$ 5,150.00
4.5 Provide staff report support materials		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,880	\$ 350	\$ 2,600	\$ -	\$ -	\$ 4,830.00
Task 5: Stakeholder Outreach, Engagement, & input														
5.1 Develop content for a project website page		\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 470	\$ 1,400	\$ 3,900	\$ -	\$ -	\$ 6,270.00
5.2 Design bilingual community surveys and interactive tools		\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 470	\$ 1,400	\$ 2,600	\$ -	\$ -	\$ 4,970.00
5.3 Prepare outreach materials (announcements, flyers, social media, etc)		\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 470	\$ 2,100	\$ 1,040	\$ 5,200	\$ -	\$ 9,310.00
5.4 Support stakeholder and community meetings		\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 470	\$ 2,100	\$ 3,900	\$ -	\$ 1,000.00	\$ 11,470.00
5.5 Document Community Input		\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 470	\$ 1,400	\$ 3,900	\$ -	\$ -	\$ 6,270.00
		\$ 28,860	\$ 61,000	\$ 62,790	\$ 28,000	\$ 39,516	\$ 10,080	\$ 9,800	\$ 13,865	\$ 10,150	\$ 31,200	\$ 5,200	\$ 10,500.00	\$ 310,961.00
Total Steer staff costs		\$ 240,046												
Total MIG staff costs		\$ 60,415												
Total direct costs		\$ 10,500.00												
Grand Total		\$ 310,961.00												

7 Required Attachments

7.1.1 Subconsultant List Form

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

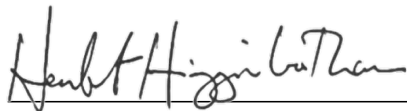
Subconsultant Firm Name and Address	Scope of Work	Dollar Amount of Work
Name MIG Address 1610 R Street, Suite 300 Sacramento, CA 95811	Lead Task 4: Land Use-Transportation Policy Connections, and Lead Task 5: Stakeholder Outreach, Engagement, & Input	\$60,415
Name Address		\$
Name Address		\$
Name Address		\$
Name Address		\$
Name Address		\$

Steer Davies & Gleave Inc.

Name of Lead Firm

Herbert Higginbotham, Executive President

Printed Name and Title of Signatory



Signature

09/23/2025

Date

7.1.2 Staff resumes

Michael Snavely

Vice President

Michael brings 20 years of experience in transportation policy, transit evaluation, strategic planning, and communications. His expertise includes multimodal regional planning, transit and rail planning, visioning, strategic decision-making, stakeholder engagement, and multimodal prioritization. Michael leverages expertise in policy development, stakeholder coordination and strategic planning to translate complex analysis and policy constraints into actionable insights and clear tradeoffs for agencies, partners, and the public.

At Steer, he leads large-scale state and regional policy and analytics projects including regional multimodal needs assessments, equity frameworks, project prioritization strategies, transit alternative evaluations, and more. He presents to advisory groups, boards of directors, and executive staff of public sector agencies on evaluation findings and proposed strategic initiatives.

Relevant skills

Performance Evaluation and Prioritization: Michael is an expert in multimodal and transit performance evaluation, strategic prioritization and programming. For Caltrans, he developed the statewide evaluation process for prioritizing active transportation and transit needs along the State Highway System. For LA Metro, he developed a quantitative and qualitative processes to prioritize proposed transit and highway projects for consideration in Measure M, a transportation ballot measure approved by voters in 2016. He has led complex evaluations for SACOG, the California High-Speed Rail Authority, BART, Caltrans, SCAG, SANDAG, LA Metro, and other agencies across the U.S.

Regional Strategic Planning: Michael uses ridership and revenue forecasts, survey analysis, big data analytics and other data and tools to design and implement scenario analyses that respond to stakeholders while advancing agency strategic planning efforts. Scenario analysis is particularly critical when planning in an environment of high uncertainty. Michael has helped agencies such as LA Metro and Caltrans develop scenario planning frameworks that employ robust decision-making to propose strategies for navigating COVID-19 recovery and other agency challenges.

Transit & Rail Planning: Michael has partnered with transit agencies (e.g., BART, CCJPA, LOSSAN, SFMTA, LA Metro, AC Transit), MPOs (SACOG, MTC, SCAG, SANDAG), and State DOTs (Caltrans, Oregon, Washington) to develop complex rail and transit planning studies that incorporate visioning, operations, and coordination to achieve regional goals. He designs decision frameworks for major investments that build upon partner aspirations, leveraging a range of qualitative and quantitative analytical tools and data to support operational, investment, and policy decisions.

Qualifications

University of Michigan
MPP Public Policy

2008

Miami University
BA Diplomacy & Foreign Affairs
2003

Years of experience

20



Selected projects

Caltrans District Transit Plans

Client *Caltrans*
Position Held *Project Director*
Year / Location *Sacramento, California, 2025 – ongoing*

Role and Outcome: For Caltrans, Michael is directing a statewide effort to identify transit needs on the State Transportation Network and prioritize transit-supportive improvements that address these needs. The first year has included establishing program goals and needs assessment criteria, developing a statewide transit database to support plan development, and coordinating with 11 District offices to define a stakeholder and public engagement strategy. The next year will involve working directly with District staff and their transit and local partners to identify transit priority and access needs and identify tailored solutions including implementation and funding opportunities.

SACOG Mobility Zones Program

Client *Sacramento Area Council of Governments (SACOG)*
Position Held *Project Director*
Year / Location *Sacramento, California 2024 - ongoing*

Role and Outcome: For SACOG, Michael is serving as Project Director for a groundbreaking program to identify regional priority areas with pronounced mobility needs across the six-county region, direct extensive partner engagement, and identify targeted investments in clean, shared, and active mobility solutions. The project is centered in a robust community collaboration and co-creation framework including representatives from transit agencies, municipalities, and community members. Michael led the regional adoption of a vision and goals for the program, and oversaw team efforts to perform a context-sensitive equity analysis, develop a regional database of needs, and coordinate across partners and decisionmakers to build consensus on strategic decisions from zone selection to project prioritization.

Link21 Business Case Evaluation

Client *Bay Area Rapid Transit (BART) and Capital Corridor Joint Powers Authority (CCJPA)*
Position Held *Project Director*
Year / Location *Bay Area, California, 2022 – 2025*

Role and Outcome: Michael led the complex business case evaluation for Link21, a proposed new transbay rail crossing between San Francisco and Oakland in Northern California. This included coordinating with key stakeholders, directing a multidisciplinary team of analysts to calculate evaluation criteria, and designing and delivering weekly presentations summarizing key project decision trade-offs, including proposed crossing alignments, station locations, technology assumptions, service plans, operating assumptions, and other design options to an executive leadership team consisting of engineers, planners, operations specialists, and public agency representatives. The Business Case was completed in 2024 and both the BART and CCJPA Boards approved a project to move into the next phase of development in 2025. [Link21 Program](#) | [Link21](#)

LA Metro Long Range Plan & Measure M Evaluation

Client *LA Metro*
Position Held *Project Manager*
Year / Location *Los Angeles County, California, 2015-2020*

Role and Outcome: Michael led the long-range plan for LA Metro, a multi-year effort coordinating with agency staff, municipal transit operators, cities, CBOs, and the community to define regional priorities and prioritize transit strategies for the 89 jurisdictions of Los Angeles County. The work included prioritizing the projects and programs that became Measure M, a \$120 billion ballot measure approved by voters in 2016 funding the region's transit expansion.

Tom Leach

Associate

Tom brings 10 years' international experience across transportation planning, policy and strategy. His expertise stretches across business case development, project evaluation and prioritization, and economic analysis, with a focus on translating complex analysis into actionable insights and strategies.

Tom has an expert understanding of how rail and transit can meet wider policy goals, and enjoys working with colleagues and clients to develop schemes and strategies to help achieve these. He has led the development of business cases for multi-billion-dollar transit investments to prioritize and refine options, and help secure local, state and federal funding.

Relevant skills

Business Case and Decision-Making Tom is well-versed in developing business case frameworks to help structure and inform decision-making at different stages of project development. This includes 'early-stage' feasibility – determining route corridors; stations; service levels – to informing final funding decisions and approvals. He led the business case for Link21 Program – a new rail crossing of the San Francisco Bay - in California.

Project Evaluation & Prioritization: Tom is an expert in developing evaluation frameworks that facilitate effective decision-making to advance projects and programs, at local, state and federal levels. He adopts a collaborative approach to developing goals and objectives with local buy-in, which form the basis for key performance metrics and indicators to robustly assess project and program performance.

Economic Analysis: Tom has played a core role in assessing the economic impact and benefits of numerous rail and transit projects within the UK and North America. He is familiar with how different sources of benefit can be assessed and monetised and they can be captured within different cost-benefit analysis (CBA) models and frameworks.

Stakeholder Engagement: Tom is experienced at leading engagement efforts amongst c-suite decision-makers, partner agency and MPO staff, community organizations and the wider public. His focus is on developing tailored materials that translate technical findings to wider audiences.

Project Management: Tom is an experienced, qualified project manager, leading successful teams to deliver robust technical analysis and reporting. He enjoys working collaboratively with his clients to meet their objectives.

Qualifications

Jesus College, Cambridge
MA (Cantab) Geography
2015

Association of Project Management
Project Management Qualification
2019

Years of experience

10 Consultancy

Selected projects

Link21 Business Case Methodology and Reporting

Client *Bay Area Rapid Transit (BART) and Capital Corridor Joint Powers Authority (CCJPA)*
Position Held *Project Manager*
Year / Location *Bay Area, California, 2023 – 2025*

Tom managed the overall development of the Preliminary Business Case (PBC) for Link21, a new \$20+ bn transbay rail crossing between San Francisco and Oakland in Northern California. This included scoping the evaluation methodology, including the strategic case metrics, economic and cost-benefit analysis, and directing the economic analysis of GDP and employment alongside productivity benefits from faster travel times, decongestion and increased ‘agglomeration’ through the Link21-specific travel demand model. Tom acted as ‘lead author’ of the PBC document, with the aim of concisely and robustly evaluating two rail technology options to inform decision-making, help develop the overall case for investment, and guide engagement with stakeholders. [Link21 Program](#) | [Link21](#)

California High Speed Rail Economic Impact Assessment

Client *California High Speed Rail Authority*
Position Held *Project Manager*
Year / Location *California, 2024 – ongoing*

Steer were appointed to assess the economic impacts generated by the ongoing construction of California High Speed Rail, to better understand and communicate the benefits of investment to local communities along the route. Tom led the modeling effort to assess the project’s contribution to economic output and employment, combining outputs from CHSR expenditure data to model the impacts at a county, region and state level, and presenting the results to CHSRA management. The work has directly helped secure ongoing political support for the project.

West Midlands Metro Business Case Development

Client *Transport for West Midlands (United Kingdom)*
Position Held *Project Manager*
Year / Location *West Midlands, United Kingdom, 2017-2021*

Steer have led the development of a suite of business cases to support the development of a number of extensions to the West Midlands Metro. Tom managed delivery of a Final Business Case for the Eastside Extension and an Initial Business Case for the Solihull Extension, in line with the UK Department for Transport’s ‘five-case’ model and TAG guidance. This included overseeing the specification and interrogation of model runs, leading the economic evaluation of travel time and wider economic benefits, and drafting of the Strategic and Economic Cases. His work directly facilitated the approval and funding for the Eastside Extension, which is now under construction.

MTC Clipper BayPass Title VI Assessment

Client *Metropolitan Transportation Commission*
Position Held *Project Manager*
Year / Location *Bay Area, California, 2024 - 2025*

Role and Outcome: Tom led the recent Title VI assessment of the Clipper BayPass Program for MTC, a specific type of equity evaluation in line with Title VI of the Civil Rights Act of 1964. This involved evaluating the usage of BayPass amongst different population groups to understand any potential for the Program to result in a Disparate Impact or a Disproportionate Burden on protected groups. The work identified that there no Equity finding, and provided a range of actionable insights to guide the development of more equitable expanded BayPass Program.

Sara Steinberger

Principal Consultant

Sara brings eight years of experience as a transportation planning consultant focused on areas of multimodal planning, transit planning, alternatives analysis, and project evaluation and prioritization. She has led and supported the development of evaluation frameworks for SACOG's Mobility Zones project, BART's Link-21 program, Muni's Metro Modernization program, LA Metro's I-405 Comprehensive Multimodal Corridor plan, and many more. She brings a unique blend of quantitative and qualitative skills to help public agencies and their partners improve safe, sustainable, and equitable mobility options throughout their communities. Sara is based in Steer's Oakland office.

Relevant Skills:

Evaluation and Prioritization: Sara has extensive experience developing and applying customized evaluation frameworks for clients across the US. She is well-versed in consensus-based decision-making around project goals, objectives, and performance criteria, which are fundamental to a successful evaluation. Her work brings a mix of technical, evidence-based decision-making and local knowledge to help build consensus and balance competing stakeholder interests. The evaluation frameworks she's developed are rooted in implementation, ensuring that prioritized projects are fundable and deliverable. She has developed single-mode, single-jurisdiction frameworks as well as complex multi-modal, cross-jurisdictional frameworks. Her work for SACOG on the Mobility Zones project, BART's Link21 program, and LA Metro's I-405 Comprehensive Multimodal Corridor Plan showcases the success of these frameworks at helping agencies secure funding and buy-in, and moving critical high-priority projects forward.

Multimodal Transportation Planning: Sara has led and supported transportation plans at the statewide, regional, and municipal levels across California. She has worked with Caltrans, SACOG, BART, and LA Metro to see planning projects through from conception to implementation. Her expertise is centered on building consensus around goal-setting and visioning, setting up performance-based planning frameworks, conducting existing conditions and needs assessments, overseeing complex technical analyses, communicating and visualizing data, and evaluating and prioritizing improvements. She also has extensive experience supporting clients in responding to frequently changing global and domestic conditions through scenario planning and alternatives analysis.

Project Management: Sara serves as Project Manager for the Caltrans District Transit Plans and has served in management roles for the SACOG Mobility Zones project, Link-21, California Transportation Plan 2050, and more. She excels at managing teams of consultants and working with clients to ensure that projects adhere to scope, schedule, and budget..

Qualifications

California Polytechnic
State University
*MA City & Regional
Planning*
2016
California Polytechnic
State University
*MS Transportation
Engineering*
2016
University of California,
Santa Cruz
BA Environmental Studies
2011

Years of experience

6 Consulting

Selected Relevant Projects

SACOG Mobility Zones

Client *Sacramento Area Council of Governments*
Period/Location *2024-Ongoing/ California*
Position Held *Strategy Lead*

The Mobility Zones project is a program to enhance clean, shared, and active transportation investments in equity priority communities throughout the SACOG region. The program will identify a select number of Mobility Zones and prioritize and implement projects that improve mobility within each zone. In her role as the Strategy Lead, Sara is leading the development of a methodology to identify mobility zones, as well as an evaluation framework to identify candidate projects and assess their performance with respect to program goals of equity, access, quality of life. The evaluation framework will include a feasibility screening based on community support, project readiness, cost-effectiveness, funding availability, risk, and timeline, which will ensure that the identified projects are ready for implementation

Caltrans District Transit Plans

Client *California Department of Transportation (Caltrans)*
Period/Location *2025-2027/California*
Position Held *Project Manager*

Caltrans is developing 11 District Transit Plans to identify transit needs along the state transportation network (STN), and to prioritize transit-supportive improvements that address those needs. The Plans' will identify district-specific transit improvements that are aligned to statewide goals of mode shift and VMT reduction, and that can be programmed into the State Highway Operation and Protection Program (SHOPP) for funding and implementation. As project manager, Sara oversees multiple large and inter-related tasks including development and application of a performance evaluation framework, a statewide transit inventory database, public engagement, and coordination across 11 Districts to develop and deliver each Plan. She coordinates across multiple Caltrans divisions and oversees a team of three subconsultants and multiple Steer staff to ensure the project is delivered efficiently and effectively.

California Transportation Plan 2050 (CTP 2050)

Client *California Department of Transportation (Caltrans)*
Period/Location *2019-2021 /Sacramento, California*
Position Held *Deputy Project Manager*

While with a prior firm, Sara served as Deputy Project Manager on the CTP 2050, California's Long-Range Transportation Plan that envisions California's ideal transportation future and uses scenario planning to identify strategic goals, policies, and recommendations to achieve that future. CTP 2050 is a stakeholder-driven, performance-based plan which uses data to demonstrate how policies, strategies, and recommendations support goals, objectives, and statewide performance targets. As the Deputy Project Manager, Sara supported key project tasks of identifying existing conditions and trends in emerging technologies, land use, sustainability, and economic development; developing and evaluating plan scenarios; and developing policies and recommendations to achieve statewide goals and legislative targets.

Ilya Chistyakov, MUP

Principal Consultant

Ilya is an expert in the analysis and visualization of transportation and mobility data, with over 14 years of experience spanning the academic, public, and private sectors. He brings deep technical expertise and strategic insight to projects that intersect transportation planning, policy, and data analytics. Ilya has worked across more than a dozen counties, helping public agencies and regional partners make data-informed decisions. His work includes advanced analysis of diverse datasets such as travel demand and land use model outputs, Census/ACS data, travel surveys, and third-party mobility data (e.g., cell phone, GPS). He combines quantitative rigor with a deep understanding of planning contexts to support clients through complex planning, engagement, and grant application processes. Ilya led the implementation of the Initial Travel Demand Model for the Link21 program and is currently leading analytics for the SACOG Mobility Zones project and for Caltrans Districts Transit Plans.

Qualifications

Registered Professional Planner (RPP) Candidate

University of Illinois at Urbana-Champaign

MUP Master of Urban Planning (Land-Use and Transportation Planning), Fulbright scholarship 2017

Lomonosov Moscow State University
BSc+MSc Economic Geography 2012

Years of experience

7.5 Consulting

1.5 Public Sector

2 Academic

3 Industry

Relevant knowledge and skills

GIS, Data Visualization and Analytics: Ilya is highly skilled in spatial and tabular data analysis using tools such as Python, R, and various GIS platforms including ArcGIS and QGIS. He has extensive experience working with mobility datasets such as Replica, StreetLight, INRIX, HERE, and TomTom. His ability to distill complex data into actionable insights is supported by his proficiency in building dashboards, web maps, and visual storytelling tools. Ilya has led the development of data management protocols and infrastructure for data-intensive projects, ensuring consistency, transparency, and reproducibility across project phases.

Demand Forecasting and Impact Assessment: With over seven years of experience in demand forecasting, Ilya has contributed to numerous transportation studies supporting investments totaling more than \$35 billion. His expertise includes travel demand modeling, land use forecasting, ridership analysis, and policy impact assessment. He has worked with major regional travel models across California, including those developed by SACOG, SCAG, and MTC. His contributions to high-profile projects such as the Link21 Transbay Program in California demonstrate his ability to provide robust, evidence-based support for strategic transportation initiatives. Prior to entering consulting, Ilya worked with Metropolitan Planning Organizations in Chicago and Las Vegas, where he specialized in regional modeling and analytical support.

Project and Program Management: Ilya is an experienced consultant with significant experience of project management and community engagement. He has contributed to the management of complex projects and programs with numerous interested parties, agencies, and jurisdictions involved. Such projects in California included Link21 Program, SACOG Mobility Zones, and Caltrans Districts Transit Plans. Ilya has more than seven years of project management experience and is closely following the guidelines established by the Project Management Institute.

Selected Projects

Statewide Districts Transit Plans

2025 - present, California

Client California Department of Transportation (Caltrans)
Position Held Analytics Lead

Ilya led analytics for a project supporting Caltrans in the development and implementation of Statewide Transit District Plans, a key initiative to strengthen multimodal connectivity, advance equity, and improve coordination among California's diverse transit providers. The work involved creating data-driven district profiles documenting system characteristics, identifying service and infrastructure needs, and highlighting opportunities for collaboration. Ilya was responsible for leading data collection, verification, and visualization from multiple open-source and proprietary datasets, applying his expertise to ensure accuracy while accounting for data limitations. His contributions supported comprehensive analyses of operational performance, funding sources, demographic and equity indicators, and alignment with local, regional, and state transportation plans.

SACOG Mobility Zones

2024 – present, Sacramento, CA

Client Sacramento Area Council of Governments (SACOG)
Position Held Analytics Team Lead

Steer has been selected to support SACOG's Mobility Zones project under the USDOT's Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Program. This initiative aims to advance sustainable transportation investments in equity-focused communities across the Sacramento region. Ilya leads the team's analytics work, responsible for analyzing and visualizing various data sources such as ACS, Replica, CalEnviroScreen, SWITRS/TIMS, travel demand models, and land use data. The team developed a methodology to identify mobility zones throughout the region and prioritize key mobility projects to address needs and barriers in these communities. Ilya managed the development of various web applications and GIS tools used for stakeholder and community engagement, ensuring that quantitative insights are delivered clearly and concisely.

Link21 Business Case and Travel Demand and Land Use

2022 – 2024, Bay Area, CA

Client Bay Area Rapid Transit (BART) and Capital Corridor Joint Powers Authority (CCJPA)
Position Held Workstream Lead

Ilya led a part of the work of Business Case and Travel Demand and Land Use for Link21, a new \$20+ bn transbay rail crossing between San Francisco and Oakland in Northern California. His responsibilities included developing and implementing the Initial TDLU Tool, a high-level travel demand model for the 21-county Megaregion. Additionally, Ilya oversaw the development of the Refined TDLU Tool, a more granular activity-based travel demand model. Both models were utilized to test dozens of concepts, supporting the Business Case with ridership forecasts and other critical data. Ilya processed and interpreted data from the travel demand models to provide insights and inform the evaluation for the Preliminary Business Case (PBC). The PBC is currently being finalized, with the BART and CCJPA Boards expected to decide on technology and progress the project to the next stage in late 2024.

Congestion Management Process 2018

2017 - 2018, Las Vegas, NV

Client RTC of Southern Nevada (RTC SNV)
Position Held Project Manager

Ilya was leading the annual update of one of the documents for Metropolitan Planning Organization for Las Vegas-Henderson-Paradise, NV Metro Area. The goal of the document is to provide a complex analysis to the current trends in congestion and traffic volumes distribution across the roadway network and to suggest policies and solutions for traffic mitigation.

The analysis part of the document was based on various internal and external datasets, such as INRIX traffic data, RTC SNV model outputs, signal phasing and intersection design data. The solutions included initiatives related to intersections and roadway segments design, development of public transit and active mobility infrastructure, and parking policies, among others. The results of the work were presented at AMPO Annual Conference, September 2018.

Matthew Ciborowski, AICP

Vice President

Matthew has more than 15 years of experience delivering transformative transportation initiatives across the US. He specializes in strategic planning, service planning, and public-private partnerships, with expertise spanning planning analytics, economic development, environmental review, and engineering integration.

Before joining Steer, Matthew held leadership roles at the Massachusetts Department of Transportation (MassDOT) and the Massachusetts Bay Transportation Authority (MBTA), where he oversaw projects such as the Green Line Extension, South Station Expansion, and modernization of fare collection systems. In consulting, he has led high-profile assignments including the Massachusetts' Priority Climate Action Plan, and the Vermont State Rail Plan, and contributed to major efforts such as the Bay Area's Link21 program and MBTA's Bus Network Redesign.

At Steer, Matthew leads strategic advancement across the US East Coast, focusing on public sector business development and contributing to transit and planning projects. He works with clients to align technical precision with political and operational realities, ensuring solutions that deliver measurable community impact.

Relevant skills

Strategic Advisory: Matthew is well-versed in developing strategic plans for multimodal networks and developing business case frameworks and scenario analysis for investment and planning decision making.

Major Project Delivery: Matthew is an expert in delivering actionable plans that have converted into major transportation investments. He has advanced projects at the local, state, and federal levels to implementation, while remaining faithful to underlying project principles.

Sustainable Transportation: Matthew has a multitude of experience in ensuring sustainable outcomes for communities. His strategies and plans always include reductions in VMT, mode shift, and on-site improvements.

Change Management and Engagement: Matthew is experienced at leading public and internal engagement efforts, including partnerships with decision-makers from executive ranks and front-line staff. He has developed new offices within large organizations, and driven the uptake of new processes, policies, structures and technologies.

Project Management: Matthew is an experienced, qualified project manager, leading successful teams to deliver robust technical analysis and reporting. He enjoys to deliver projects ahead of budget and schedule, while retaining core project principles.

Qualifications

Massachusetts Institute of Technology (MIT)

Masters of City Planning
2009

Massachusetts Institute of Technology (MIT)

Bachelors of Science in Planning
2008

Professional memberships

American Institute of Certified Planners
Member

Years of experience

8 Client side

8 Consulting

Selected projects

MBTA Bus Network Redesign

Client *Massachusetts Bay Transportation Authority (MBTA)*
Position Held *Lead Service Planner*
Year / Location *Massachusetts, 2018-2022*

A complete overhaul of the MBTA's bus network, comprised of over 175 routes and carrying approximately 500,000 daily passengers. This project was centered on the development of a series of algorithms to automatically design high frequency bus networks from Location Based Service (LBS) data, focusing on demand captured by people of color and low-income communities. Following the development of new routes, the team was involved in the twelve-week public comment and analysis period. The project was completed with a statistical analysis of over 20,000 public comments and further geospatial analysis for a new modern network filling current and future needs through flexible alternatives and considering changes in land use and travel patterns. Following the success of the Redesign project and the public comment period, the MBTA began implementing the new routes in several phases over five years, beginning in the summer of 2023.

Beyond Boston: Statewide Transit Plan

Client *Massachusetts Department of Transportation (MassDOT)*
Position Held *Deputy Project Manager*
Year / Location *Massachusetts, 2012-2014*

The 15 regional transit authorities (RTAs) operating in Massachusetts, not including the MBTA, serve a total of 262 communities and provide over 29 million trips annually. The combination of a constrained fiscal environment and an evolving market for transit services means that it has become increasingly important that limited resources available for RTAs are used as effectively as possible. This project inventoried the strengths and weaknesses of the RTAs and MassDOT. It resulted in ten initiatives aimed at improving service and better-determining service needs, improving efficiency and the use of funds, and improving collaboration.

Vermont Rail and Freight Plan

Client *Vermont Agency of Transportation (VTrans)*
Position Held *Project Manager*
Year / Location *Vermont, 2024-2025*

Project Manager overseeing the Vermont Rail Plan and Vermont Freight Plan to conform to new federal guidelines. These updates build on the 2021 plans, focusing on leveraging the state's rail network for both passenger and freight transportation to enhance economic vitality and align with the Vermont Climate Action Plan. The Rail Plan requires increased public involvement and detailed recommendations, while the Freight Plan incorporates new data and maintains federal compliance. Responsible for maintaining infrastructure, improving capacity, and ensuring resilience against environmental challenges. Public and stakeholder engagement is a key component, with a structured plan for meetings and online interactions to ensure thorough review and feedback throughout the process.

City of Cambridge Net-Zero Transportation Plan

Client *City of Cambridge, MA*
Position Held *Project Manager*
Year / Location *Cambridge, MA, 2022-2024*

Senior Planner and Plan Author for the development of the City's Net-Zero Transportation Plan, covering the entire mobility network, including public transit and private vehicles. GHG emissions inventory for the City to track the impact of policies and interventions towards the net-zero goal. Includes extensive public outreach and the implementation of the USDN Nexus engagement framework.

Dan Amsden

PRINCIPAL, DIRECTOR OF PLANNING AND DEVELOPMENT SERVICES

AREAS OF EXPERTISE

Land Use Planning and Policy / General and Specific Plans / Urban Design / Public Outreach / Meeting Facilitation.

QUALIFICATIONS

Dan Amsden is an experienced, personable problem-solver whose patience and poise enable him to navigate the most complex and controversial urban planning projects. His father planted the planning seed before Dan left for college where the idea of helping to organize the built world took root, leading him to study geography, city and regional planning, and eventually regulatory law. As timelines to produce results have become more compressed, he uses his land use, public policy, and engagement expertise to devise effective strategies that streamline and focus projects on action-oriented change. Whether cutting through unnecessary regulations and roadblocks, or developing community buy-in, Dan enjoys finding multifaceted solutions through collaboration and engagement. He is committed to diversity and inclusion in his projects, as well as within the field of planning itself, serving as a Board member for diversity and inclusion with APA California. From general and specific plans to zoning and urban design, Dan is always seeking ways to innovate—creating better processes, projects, and outcomes for his clients and communities.

EDUCATION

- Graduate Certificate in Planning Law, Rutgers University, New Brunswick, New Jersey
- MCRP, California Polytechnic State University, San Luis Obispo
- BA, Geography, University of California, Santa Barbara

CERTIFICATIONS/AFFILIATIONS

- American Institute of Certified Planners (AICP)
- American Planning Association (APA), Sacramento Valley Section

RELEVANT EXPERIENCE

- San Pablo Avenue Specific Plan, El Cerrito and Richmond, CA
- Danville Downtown Business District Ordinance Update, Danville, CA
- Santa Rosa General Plan Update, Santa Rosa, CA
- Moffett Boulevard Precise Plan, Mountain View, CA
- Richmond On-Call Planning Services, Richmond, CA
- Burlingame General Plan Update, Burlingame, CA
- Burlingame Zoning Code Update, Burlingame, CA
- Hayward General Plan Update, Hayward, CA
- Hercules Housing General Plan Element Update, Hercules, CA
- Hercules Circulation General Plan Element Update, Hercules, CA
- The Hub/California Mobility Center Master Plan, Sacramento, CA
- Fairfield Specific Plan and EIR, Fairfield, CA
- Rollins Road, Bayfront, and North Burlingame Specific Plans, Burlingame, CA
- Cupertino General Plan Update, Cupertino, CA
- Downtown Hawthorne Specific Plan, Hawthorne, CA
- North Franklin Boulevard District Plan, Sacramento, CA
- San Benito County General Plan Update, Hollister, CA
- San Joaquin County General Plan Update, Stockton, CA
- Heart of Fairfield Downtown Specific Plan and EIR, Fairfield, CA
- Nishi Gateway Sustainable Innovation District, Davis, CA
- Sacramento Inclusive Economic Development Plan, Sacramento, CA

Noé R. Noyola

COMMUNITY PLANNER / PROJECT MANAGER / BILINGUAL FACILITATOR

AREAS OF EXPERTISE

Community Planning / Diverse Community Outreach and Public Involvement / Strategic Planning / Spanish Fluency / Urban Planning / Infrastructure Outreach / Policy Analysis / Sustainable Mobility

QUALIFICATIONS

Noé Noyola is a motivated and personable professional fluent in Spanish with a demonstrated record of over 20 years of full-time professional experience in planning, community outreach and community affairs, and 12 years with MIG. Noé's cultural competency improves his effectiveness as a facilitator and communicator in a wide array of projects related to community facilities and urban planning and development, community preference-setting, policy analysis, sustainable mobility, program evaluations and community assessments, meeting and process facilitation. He specializes working with underrepresented and under serviced communities and projects with Spanish language focus.

Noé possesses a strong background in implementing community outreach initiatives, having developed and implemented tailored outreach strategies that work to bridge technical planning content with impacted stakeholder communities. He is a skilled meeting and process facilitator, working to build a shared understanding of community concerns and to identify priorities and viable solutions. Noé is skilled in applying a variety of interactive tools such as electronic polling, visual preference surveys, priority-setting and budget allocation activities, charette-style small group activities, mapping activities, animated videos, and other high tech and/or high touch tools.

EDUCATION

- Master of City Planning (MCP), University of California, Berkeley
- Bachelor of Arts, Political Science and Spanish, Sonoma State University, Rohnert Park, California

RELEVANT EXPERIENCE

- Caltrans District Transit Plans, Statewide, CA
- Caltrans District 5 Bicycle and Pedestrian Plan, Central Coast, CA
- Valley Link Commuter Rail, Outreach and Stakeholder Engagement, Station Area Design, San Joaquin and Alameda Counties
- Branch Line Light Rail Station Visioning, Community Engagement, Santa Cruz County Regional Transportation Commission, Santa Cruz County, CA
- San Bruno and South San Francisco Community Based Transportation Plan, Bilingual Community Engagement, City/County Association of Governments of San Mateo County, CA
- Napa County Community Based Transportation Plan, Bilingual Community Engagement, Napa Valley Transportation Authority, Napa County, CA
- Caltrans District 1 Last Chance Grade Tunnel Project, Stakeholder Engagement, Del Norte County, CA
- Caltrans District 1 Tribal Summits, Facilitation, North Coast, CA
- Santa Rosa General Plan, Outreach and Stakeholder Engagement, Santa Rosa, CA
- Sonoma County Vision Zero, Bilingual Focus Groups, Sonoma County, CA
- Mountain View Vision Zero, Bilingual Engagement, Mountain View, CA
- Bohemian Highway Bridge Replacement, Engagement Lead, Russian River, Monte Rio, CA
- Franklin Blvd Complete Streets Improvements, Bilingual Community Engagement, Sacramento, CA
- King Road Complete Streets Improvements, Bilingual Community Engagement, San Jose, CA
- Caltrans Highway 17 Access Management Plan, Community Outreach and Education, Santa Cruz County, CA
- Blossom Hill Road Bike and Pedestrian Overcrossing over Hwy 17, Los Gatos, CA
- San Gabriel Valley Channels Greenway, Los Angeles County, CA

7.1.3 Steer Preventing Harassment and Discrimination in the Workplace (Affirmative Action) policy

Preventing Harassment and Discrimination in the Workplace (US policy)

Steer Davies & Gleave Inc and Fourth Economy Consulting Inc (“Steer Group”) is committed to creating a respectful, inclusive, and safe environment where all employees can thrive, develop their potential, and contribute to the success of their workplace. Each Individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits unlawful discriminatory practices, including harassment.

Steer Group has developed this policy to ensure that all its employees can work in an environment free from unlawful harassment, discrimination, and retaliation. Steer Group will make every reasonable effort to ensure that all concerned are familiar with these policies and are aware that any complaint in violation of such policies will be investigated and resolved appropriately.

These policies should not, and may not, be used as a basis for excluding or separating individuals of a particular gender, or any other protected characteristic, from participating.

Equal Employment Opportunity

Steer Group is committed to the principles of equal employment. We are committed to complying with all federal, state, and local laws providing equal employment opportunities, and all other employment laws and regulations. It is our intent to maintain a work environment that is free of harassment, discrimination, or retaliation because of an individual’s membership, or perceived membership, in a protected class. For purposes of this policy, protected classes include: age (40 or older), sex, sexual orientation (including transgender status, gender identity or expression), pregnancy (including childbirth, lactation, and related conditions), race (including hair texture, hair type, or a protective hairstyle commonly or historically associated with race, such as braids, locs, twists, tight coils or curls, cornrows, Bantu knots, Afros, and headwraps), national origin, disability, creed, religion, genetic information, ancestry, marital status, military or veteran status, or any other status protected by federal, state, or local laws. The Company is dedicated to the fulfillment of this policy in regard to all aspects of employment, including, but not limited to, recruiting, hiring, placement, transfer, training, promotion, rates of pay, and other compensation, termination, and all other terms, conditions, and privileges of employment.

The Company will conduct a prompt and thorough investigation of all allegations of discrimination, harassment, or retaliation, or any violation of the Equal Employment Opportunity Policy in a confidential manner. The Company will take appropriate corrective action, if and where warranted. The Company prohibits retaliation against employees who provide information about, complain about, or assist in the investigation of any complaint of discrimination or violation of the Equal Employment Opportunity Policy.

We are all responsible for upholding this policy. You may discuss questions regarding equal employment opportunity with your Personal Supervisor or any other designated member of management.

Sexual Harassment

Sexual harassment constitutes discrimination and is illegal under federal, state, and local laws. For the purposes of this policy, “sexual harassment” is defined, as in the Equal Employment Opportunity Commission Guidelines, as unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when, for example: a) submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment, b) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or c) such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile or offensive working environment.

Title VII of the Civil Rights Act of 1964 recognizes two types of sexual harassment: a) quid pro quo and b) hostile work environment. Sexual harassment may include a range of subtle and not-so-subtle behaviors and may involve individuals of the same or different gender. Depending on the circumstances, these behaviors may include unwanted sexual advances or requests for sexual favors; sexual jokes and innuendo; verbal abuse of a sexual nature; commentary about an individual’s body, sexual prowess or sexual deficiencies; leering, whistling or touching; insulting or obscene comments or gestures; display in the workplace of sexually suggestive objects or pictures; and other physical, verbal or visual conduct of a sexual nature.

Harassment

Harassment on the basis of any other protected characteristic is also strictly prohibited. Under this policy, harassment is verbal, written or physical conduct that denigrates or shows hostility or aversion toward an individual because of his or her race, color, religion, sex, sexual orientation, gender identity or expression, national origin, age, disability, marital status, citizenship, genetic information, or any other characteristic protected by law, or that of his or her relatives, friends or associates, and that: a) has the purpose or effect of creating an intimidating, hostile or offensive work environment, b) has the purpose or effect of unreasonably interfering with an individual’s work performance, or c) otherwise adversely affects an individual’s employment opportunities.

Harassing conduct includes epithets, slurs or negative stereotyping; threatening, intimidating or hostile acts; denigrating jokes; and written or graphic material that denigrates or shows hostility or aversion toward an individual or group that is placed on walls or elsewhere on the employer’s premises or circulated in the workplace, on company time or using company equipment by e-mail, phone (including voice messages), text messages, social networking sites or other means.

Discipline and Grievance

Any employee who feels that they have been treated less favorably than others in the same circumstances has the right to use Steer Group’s Grievance Policy/ Internal Complaints Policy to seek redress. All complaints and grievances will be thoroughly investigated and dealt with fairly and consistently.

We cannot remedy claimed harassment, discrimination, or retaliation unless an employee brings these claims to the attention of management. Failure to report claims of harassment and/or retaliation prevents us from taking steps to remedy the problem. Any employee who feels that

they have been harassed or discriminated against should immediately raise the matter with the People Team and where appropriate, to their Regional or Managing Director.

Steer Group will promptly investigate the facts and circumstances of any claim of harassment, discrimination, or retaliation. To the extent possible, the Company will endeavor to keep the reporting employee's concerns confidential. Upon completion of the investigation, Steer Group will take corrective measures against any person who has engaged in conduct in violation of this policy, if the Company determines such measures are necessary. These measures may include, but are not limited to, counselling, suspension, or immediate dismissal or termination.

We strongly encourage employees to report any claims using our internal procedures in the first instance. However, an employee is not prohibited from contacting (local) external agencies, please see appendixes for each respective state/s.

Employees who make allegations in good faith will not be victimized or otherwise disadvantaged as a result. False allegations of a breach of the '*Preventing Harassment and Discrimination in the Workplace Policy*' that are found to be made in bad faith will however be dealt with under the Company's Disciplinary Policy (as applicable to the local jurisdictions).

Maintaining Confidentiality

Information relating to reports of harassment, or hostile or abusive conduct will be maintained on a confidential basis to the greatest extent possible, consistent with an appropriate, thorough, and impartial investigation. Information may be disclosed if necessary to conduct an effective harassment inquiry, to defend the agency in any litigation in which the information may be relevant and necessary, or for any other purpose consistent with law, regulation, or agency policy.

Reporting Discrimination and Harassment

If you feel that you have witnessed or have been subjected to any form of discrimination or harassment, immediately notify Janice Lee, HR Business Partner, +1 332 529 8017, janice.lee@steergroup.com or any member of management.

We will promptly and thoroughly investigate any claim and take appropriate action where we find a claim has merit. To the extent possible, we will retain the confidentiality of those who report suspected or alleged violations of the harassment policy.

Discipline for violation of this policy may include, but is not limited to, reprimand, suspension, demotion, transfer, and discharge. If Steer Group determines that harassment or discrimination occurred, corrective action will be taken to effectively end the harassment. As necessary, Steer Group may monitor any incident of harassment or discrimination to assure the inappropriate behavior has stopped. In all cases, Steer Group will follow up as necessary to ensure that no individual is retaliated against for making a complaint or cooperating with an investigation.

Prohibition Against Retaliation

Retaliation is prohibited against any employee based on his or her report of harassment, or hostile or abusive conduct under this policy, or for assisting in any inquiry about such report. An employee who has engaged in retaliation may be subject to disciplinary action, up to and including removal.

Appendix 1 – California

Steer Group is committed to the principles of equal employment. We are committed to complying with all federal, state, and local laws providing equal employment opportunities, and all other employment laws and regulations. It is our intent to maintain a work environment that is free of unlawful harassment, discrimination, or retaliation based on the following protected classes: age (40 and over), race (including, but not limited to, hair texture and protective hairstyles such as braids, locks, and twists), color, religion, religious creed (including religious dress and grooming practices), national origin, ancestry, citizenship, physical or mental disability, medical condition (including cancer and genetic characteristics), genetic information, marital status, reproductive health decision-making, sex (including pregnancy, childbirth, breastfeeding, or related medical conditions), gender (including gender identity and gender expression), sexual orientation, veteran and/or military status, protected medical leaves (requesting or approved for leave under the Family and Medical Leave Act or the California Family Rights Act), domestic violence victim status, political affiliation, off-duty and off-premises use of cannabis, or any other status protected by federal, state, or local laws. The Company is dedicated to the fulfillment of this policy in regard to all aspects of employment, including, but not limited to, recruiting, hiring, placement, transfer, training, promotion, rates of pay, and other compensation, termination, and all other terms, conditions, and privileges of employment.

The Company will conduct a confidential, prompt, and thorough investigation of all allegations of discrimination, harassment, retaliation, or any violation of the Equal Employment Opportunity Policy. The Company will take appropriate corrective and remedial action, if and where warranted. The Company prohibits retaliation against any employees who provide information about, complain about, or assist in the investigation of any complaint of discrimination or violation of the Equal Employment Opportunity Policy.

We are all responsible for upholding this policy. You may discuss questions regarding equal employment opportunity with your Personal Supervisor or any other designated member of management.

Policy Against Workplace Harassment

Steer Group has a strict policy against all types of workplace harassment, including sexual harassment and other forms of workplace harassment, based upon an individual's membership in a protected class.

This policy protects all applicants and employees (including managers and supervisors) from unlawful harassment and discrimination. This includes harassment by employees, managers, supervisors, contractors, interns, volunteers, vendors, suppliers, and customers. In addition, this policy extends to conduct connected with an individual's work, even when the conduct takes place away from the workplace, such as a business trip or business-related social function.

Harassment

Harassment means disrespectful or unprofessional conduct, including disrespectful or unprofessional conduct based on an individual's membership in a protected class.

While it is not possible to list all the circumstances that may constitute other forms of workplace harassment, some examples of conduct that may constitute workplace harassment include:

- The use of disparaging or abusive words or phrases, slurs, negative stereotyping, or threatening, intimidating, or hostile acts that relate to the above-protected categories;
- Written or graphic material that insults, stereotypes, or shows aversion or hostility toward an individual or group because of one of the above-protected categories and that is placed on walls, bulletin boards, or elsewhere on our premises, in emails or voicemails, or otherwise circulated in the workplace; and
- A display of symbols, slogans, or items that are associated with hate or intolerance toward any select group.
- Sexual Harassment

Sexual harassment means harassment based on sex or conduct of a sexual nature and includes harassment based on sex (including pregnancy, childbirth, breastfeeding, or related medical conditions), gender, gender identity, or gender expression. It may include all of the actions described above as harassment, as well as other unwelcome sex-based conduct, such as unwelcome or unsolicited sexual advances, requests for sexual favors, conversations regarding sexual activities, or other verbal or physical conduct of a sexual nature. Sexually harassing conduct need not be motivated by sexual desire and may include situations that began as reciprocal relationships, but that later cease to be reciprocal.

Sexual harassment is generally categorized into the following two types:

- Quid pro quo sexual harassment (“this for that”), which includes:
 - Submission to sexual conduct when made explicitly or implicitly a term or condition of an individual’s employment.
 - Submission to or rejection of the conduct by an employee when used as the basis for employment decisions affecting the employee.
- Hostile work environment sexual harassment is conduct of a sexual nature or on the basis of sex by any person in the workplace that unreasonably interferes with an employee’s work performance and/or creates an intimidating, hostile, or otherwise offensive working environment. Examples include:
 - Unwelcome sexual advances, flirtation, teasing, sexually suggestive or obscene letters, invitations, notes, emails, voicemails, or gifts.
 - Sex, gender, or sexual orientation-related comments, slurs, jokes, remarks, or epithets.
 - Leering, obscene, or vulgar gestures, or sexual gestures.
 - Displaying or distributing sexually suggestive or derogatory objects, pictures, cartoons, or posters or any such items.
 - Impeding or blocking movement, unwelcome touching, or assaulting others.

- Any sexual advances that are unwelcome as well as reprisals or threats after a negative response to sexual advances.
- Conduct or comments consistently targeted at one gender, even if the content is not sexual.

Retaliation

Retaliation means any adverse employment action taken against an employee because the employee engaged in activity protected under this policy. Protected activities may include, but are not limited to, reporting, or assisting in reporting suspected violations of this policy and/or cooperating in investigations or proceedings arising out of a violation of this policy.

Adverse employment action is conduct or an action that materially affects the terms and conditions of the employee's employment status or is reasonably likely to deter the employee from engaging in protected activity. Even actions that do not result in a direct loss of compensation may be regarded as an adverse employment action when considered in the totality of the circumstances.

Examples of retaliation under this policy include, but are not limited to: demotion, suspension, reduction in pay, denial of a merit salary increase, failure to hire or consider for hire, refusing to promote or consider for promotion because of reporting a violation of this policy, harassing another employee for filing a complaint, denying employment opportunities because of making a complaint or cooperating in an investigation, changing someone's work assignments for identifying harassment or other forms of discrimination in the workplace, treating people differently such as denying an accommodation, not talking to an employee when otherwise required by job duties, or otherwise excluding the employee from job-related activities because of engagement in activities protected under this policy.

Reporting Discrimination, Harassment, and/or Retaliation

If you feel that you have witnessed or have been subjected to any form of discrimination, harassment, or retaliation, immediately notify Janice Lee, NA HR Business Partner, +1 332 529 8017, Janice.Lee@steergroup.com or any member of management.

The Company prohibits retaliation against employees who, based on a reasonable belief, provide information about, complain, or assist in the investigation of any complaint of harassment or discrimination.

We will promptly and thoroughly investigate any claim and take appropriate corrective and/or remedial action where we find a claim has merit. If the Company begins an investigation, we will endeavor to conduct the investigation in a timely manner and will keep the investigation confidential to the extent possible. In the same way, anyone involved in an investigation of harassment has an obligation to keep all information about the investigation confidential. That is why the Company will only share information about a complaint of harassment with those who need to know about it. Failure to keep information about an investigation confidential may result in disciplinary action. Investigations will be documented and tracked for timely resolution.

When the investigation has been completed, the Company will normally communicate the results of the investigation to the complaining individual, to the alleged harasser, and, if appropriate, to

others who are directly involved. If our policy against harassment is found to have been violated, appropriate corrective action, up to and including termination, will be taken against the harasser so that further harassment will be prevented. Both the rights of the alleged harasser and the complainant will be considered in any investigation and subsequent action.

Discipline for violation of this policy may include, but is not limited to, reprimand, suspension, demotion, transfer, and discharge. If the Company determines that harassment or discrimination occurred, corrective action will be taken to effectively end the harassment. As necessary, the Company may monitor any incident of harassment or discrimination to assure the inappropriate behavior has stopped. In all cases, the Company will follow up as necessary to ensure that no individual is retaliated against for making a complaint or cooperating with an investigation.

In addition to our internal complaint procedure, employees may also contact either the Equal Employment Opportunity Commission (EEOC) or the California Civil Rights Department (CRD) to report unlawful harassment. You must file a complaint with the CRD within three years of the alleged unlawful action. The EEOC and the CRD serve as neutral factfinders and will attempt to assist the parties to voluntarily resolve their disputes. For more information, contact the Office of Human Resources or the nearest EEOC or CRD office.

Filing of Complaints Outside Company

You may file formal complaints of discrimination, harassment, or retaliation with the agencies listed below. Contact these agencies directly for more information about filing processes.

California Civil Rights Department

2218 Kausen Drive, Suite 100

Elk Grove, CA 95758

Voice: 800-884-1684

TTY: 800-700-2320

California Relay Service: 711

Email: contact.center@dfeh.ca.gov

Main website: <https://www.calcivilrights.ca.gov>

Online sexual harassment training courses: <https://www.calcivilrights.ca.gov/shpt/>

U.S. Equal Employment Opportunity Commission

450 Golden Gate Avenue 5 West

P.O. Box 36025

San Francisco, CA 94102-3661

Phone: 800-669-4000

Fax: 415-522-3415

TTY: 800-669-6820

ASL Video Phone: 844-234-5122

Website: <https://www.eeoc.gov/field-office/sanfrancisco/location>

7.1.4 Statement regarding DBE involvement

We are not proposing to contract with any DBEs during the course of this work, with MIG as the sole subcontractor. We do not discriminate on the basis of race, color, national origin, or sex in the award and performance, and provide DBEs with the maximum opportunity to participate in our contracting. Our subcontracting strives to create equal opportunities regardless of a partner's race, gender, ethnicity or other characteristics.

Steer's proactive stance in collaborating with a diverse range of clients and contractors has expanded our commitment to inclusivity. This approach ensures that inclusivity extends beyond our organization to our external partnerships with certified Business Enterprises, such as DBEs WBEs, SBEs, or MBEs. Our non-discrimination efforts start with carefully examining the RFP tender documents, project scope, contractual obligations, and partner expertise/suitability before we outreach to potential teaming partners. Internally, we have established a subcontractor database, containing information on partners we have previously worked with that demonstrates specific qualifications, expertise and skills that may be complementary to our offering. Information on potential partners discovered through community and industry engagement (conferences, tradeshow, workshops...etc.) is also collected to ensure we contract work based on merit, suitability and equity, as opposed to unfair discriminatory judgements.

In the case of this contract, we selected MIG as a subcontractor because of:

- their **specialist skills** in both land-use and transit planning, and stakeholder engagement and outreach, including in Northern California
- our **strong working relationship** developed through the Caltrans District Transit Plans project, which is directly relevant to this contract (as set out in Section 3).

On this occasion, we were unable to identify a suitable DBE partner who met these requirements. Our outreach efforts and review of our internal subcontractor database did not identify any other appropriate firms.

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