

September 12, 2025

Proposal for Humboldt County
RFP: Comprehensive Plan
for Regional Transit
& Land-Use Network
Planning

Submitted by:

Transpo Group USA, Inc.
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transpogroup 

Cover Letter

September 12, 2025

Subject: Transpo Group submittal for the Humboldt County Comprehensive Plan for Regional

Dear Selection Committee,

Humboldt County Association of Government's Partnering Assets and Authorities for Comprehensive Transit project (PAACT) aims to improve the region's already impressive transit services through more integrated land use and transportation planning and decision-making. Transpo Group USA, Inc. and our partner Transit Happy are pleased to submit our proposal for the development of the Comprehensive Plan for Regional Transit and Land-Use Network Planning for Humboldt County, the main effort under PAACT. Our team includes seasoned planners and facilitators with decades of experience working in rural and small urban communities at the many intersections that affect transit and active transportation success, including multi-jurisdictional governance, land use, climate change, and economic development.

Transpo Group and Transit Happy are committed to providing HCAOG and partners with the key staff included in this proposal, and all proposed staff have the capacity to complete the level of effort proposed. You will find our proposal includes flexibility to respond to the needs of the stakeholders and public as the project progresses and strategies to minimize potential project risks. We are excited to have the opportunity to work with you not just to develop the Comprehensive Plan and Land-Use Policy Connections but to strengthen regional working relationships and develop a new framework for integrated decision-making around transit and active transportation.

We appreciate your consideration of the Transpo Group team and look forward to working with you on this project. Heidi Ganum, as our project manager, will serve as your main point of contact during the proposal period. She can be reached at 503-841-7936 or heidi.ganum@transpogroup.com. I have the authority to commit Transpo to the terms in this proposal, which will remain in effect for 60 days from today. You can contact me at any time at my contacts listed below.

Thank you,

Sincerely,



Patrick Lynch, AICP
Principal, Director of Planning
patrick.lynch@transpogroup.com, (206) 979-3040

12131 113th Ave NE, Suite #203
Kirkland, WA 98034

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Section 1

Understanding of Project

Understanding of Project

Transpo Group and Transit Happy (“Transpo Group team”) recognize HCAOG’s dedication to creating a Comprehensive Plan for Regional Transit and Land-Use Network Planning that reflects the values, needs, and lived experiences of Humboldt County’s diverse communities. This plan is a key part of the federally funded Partnering Assets and Authorities for Comprehensive Transit (PAACT) initiative and offers a vital opportunity for HCAOG, HTA, and regional partners to help shape a more accessible, efficient, and multimodal transportation future, while also establishing a strong foundation for shared decision-making and implementation moving forward.

As noted in the RFP, Humboldt County provides a comprehensive transit system for a region of its size, including both fixed-route and dial-a-ride services. However, like many other rural transit agencies, expanding service hours, frequency, and multimodal options is difficult without more supportive land uses, especially housing and mixed-use development. This difficulty is made worse by several key factors.

- ▶ **Fragmented service delivery.** HTA operates and maintains three transit systems (Redwood Transit System, Willow Creek Transit Service, and the Southern Humboldt Transit Systems) and is contracted to operate the Eureka Transit System and the Arcata & Mad River Transit System. The Yurok Tribal Transit System provides demand-response services to tribal members and the general public. This fragmentation can lead to coordination challenges for providers and confusion for riders who may face multiple transfers and complex trip planning.
- ▶ **Expansive geography.** Public comments during HCAOG’s recent review of unmet transit needs revealed rider requests for service beyond the current coverage, highlighting the difficulty of meeting transit demand across multiple connected communities.
- ▶ **Demographic pressure.** Humboldt County’s population tends to be older, lower-income, and includes a higher percentage of residents with disabilities compared to statewide averages. The 75-84 age group is expected to increase significantly by 2030, which will increase the need for accessible transit.

- ▶ **Limited strategic coordination.** While recent efforts like the Short-Term Transit Development Plan have identified effective coordination among transit providers (such as regional passes and system connections), ongoing coordination among jurisdictions and agencies with land use authority remains limited. Additionally, transit investments have historically been made reactively, often in response to individual community needs.

These regional challenges are also influenced by broader trends in federal funding, new mobility technologies, and changing demographic patterns. Our approach, which has been successfully applied in rural transit systems nationwide, will build on recent regional efforts and local knowledge, combined with the consulting team’s understanding and analysis, to provide a comprehensive transit network assessment that identifies coordinated, practical strategies for route management, service expansion, and governance enhancements. This plan will also support HCAOG’s goals to:

- ▶ Reduce vehicle miles traveled (VMT)
- ▶ Improve jobs-to-housing balance
- ▶ Expand multimodal access
- ▶ Guide land use policy and permitting toward pro-transit outcomes

Our team combines strong national expertise with local insight to tackle the unique challenges of transit and accessibility in Humboldt County. We are dedicated to helping HCAOG, HTA, and your partners better understand how to align land use and transit planning, create a clear, actionable decision-making process for guiding transit investments, and enhance technical capacity for long-term success. Our qualifications and approach are outlined in more detail below.



Section 2

Consultant Qualifications and Experience

Consultant Qualifications & Experience

Firm



Transpo Group has assembled a team of transit professionals, mobility planners, and facilitators to complete this Comprehensive Plan and offer a fresh perspective on HTA services, policies, and funding opportunities in the future. Our team includes nationally recognized experts who have supported rural and small urban systems in a wide range of projects - from building consensus to stand up an area's first transit authority to redesigning services to developing long-range strategic plans. Transpo Group will lead the overall direction, technical analysis, and delivery of the study.

In Transpo Group, HCAOG will be supported by a team with extensive experience with projects with scopes similar to the RFP and a 50-year history of working alongside our clients to improve mobility. We understand that a clear vision of success, a well-structured strategy at each stage, solid technical analyses, meaningful public participation, and strong organizational partnerships and shared understanding are vital components of all successful transit projects. We recognize that the planning process and effective engagement are just as important as the final plan because they are where the community discovers, understands, and supports an idea.

At Transpo Group, we know that community mobility needs evolve, and a well-designed and integrated transportation network can support residents through those evolving needs. Our approach offers tailored mobility solutions that reflect community values, are easy to implement, and rely on data, all while focusing on system performance, efficiency, and effectiveness in providing transit services to the most transit-dependent community members.



Transit Happy is a DBE-certified, woman-owned sole proprietorship that offers creative marketing and communications consulting to public transit agencies across the United States. Our team includes Elea Carey, a marketing consultant with 30 years of experience; senior advisor Selena Barlow, the nation's leading expert in communications and outreach for small and medium-sized transit organizations; and Rick Schuster, who has provided graphic design services to public transit agencies nationwide for three decades. Transit Happy specializes in public outreach and planning support, ensuring that transit plans, policies, and initiatives are informed by a thorough understanding of public needs, wants, and challenges. We also provide creative development, including passenger information, websites, and branding for service implementation and route promotion (both English and Spanish). Additionally, we develop transit marketing plans, covering promotions, market overview, tailored strategies, timelines, and budgets.



Our Team

The proposed Transpo Group and Transit Happy staff are currently working together on the Short-Range Transit Plan for Glenn County Transit and in support of service change implementation in Orange County, NY.

Transpo Firm Details

Established in 1975 as a S-Corp. No current or pending legislation, fraud convictions, debarments or suspensions, violations of local/state/federal laws or regulations. Transpo is not owned or controlled by any other firm or organization and does not hold a controlling or financial interest in any other firms or organizations.

Transit Happy Firm Details

Established in 2020 as a sole proprietorship. No current or pending legislation, fraud convictions, debarments or suspensions, violations of local/state/federal laws or regulations. Transit Happy is not owned or controlled by any other firm or organization and does not hold a controlling or financial interest in any other firms or organizations.



The future of transit in Benton-Franklin counties continues to take shape!

As Benton County and Franklin County grow, so does the demand for the transportation system. Ben Franklin Transit is developing a long-range transit plan (LRTP) to prepare for what services will look like between now and 2045.

Outreach website for BFT's Long-Range Transit Plan

Timeline

Phase 1 - Share Current Needs and Future Visions

The team will gather and analyze information, studies, and plans about current services and policies. The team will also gather information from the public and community partners to better understand what the community wants and needs from BFT.

Phase 2 - Review and Respond to

Transpo Group

Ben Franklin Transit Long Range Transit Plan



Transpo is leading Ben Franklin Transit's (BFT) first Long-Range Transit Plan (LRTP), guiding the agency to address rapid population and employment growth while managing potential funding cuts and recent leadership changes.

The project evaluated service needs across multiple jurisdictions with varying priorities, supporting agency staff in strengthening regional relationships and coordination efforts. Transpo oversees all technical analysis, community engagement, and outreach to jurisdictions, working closely with stakeholders to align regional transit objectives.

The final plan offers recommendations on service delivery models, rider experience improvements, assets and infrastructure requirements, internal organizational capacity, technology enhancements, local and regional partnerships, and sustainable funding strategies. Additionally, Transpo has created a framework for BFT's ongoing development and maintenance of key service guidelines, strategic planning documents, and partnerships to ensure that the LRTP's recommendations can be implemented and that BFT is better prepared to access competitive funding sources.

Similarities to HTA's Needs

- ▶ Coordinating across multiple jurisdictions with different priorities
- ▶ Combining technical analysis and outreach to map out strategies to achieve shared goals
- ▶ Positioning agency for future funding opportunities



Link Transit Strategic Transit Development Plan

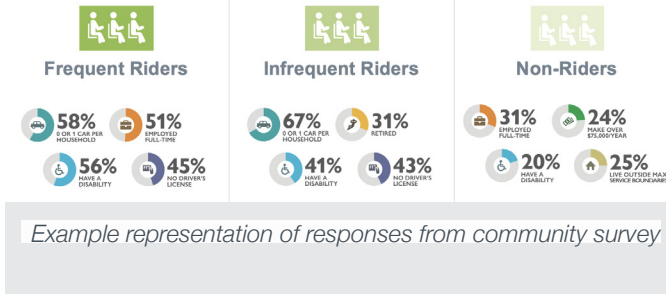


Link Transit offers fixed routes, paratransit, rideshare, seasonal shuttles, and mileage reimbursement within a service area that includes two counties and eight cities. In preparation for a major leadership transition and following the completion of a series of transit improvements funded by a local tax increase, Link Transit chose Transpo Group to develop a strategic plan that also fulfills Washington State planning requirements for the agency's Transit Development Plan. The process involved working closely with Link staff to identify agency needs and conducting interviews with government and community partners to determine their key transit requirements and best practices for engaging with their plans and policies. The final Strategic Transit Development Plan will outline key initiatives for the next 10 years, with implementation steps for years 1-5, supported by documentation to help the agency coordinate effectively both internally and with external partners.

Similarities to HTA's Needs

- ▶ Long-term vision for the agency's future, informed by partner agency interviews and coordination
- ▶ Development of new processes for internal and external coordination to support Plan progress
- ▶ Balancing strategic objectives with day-to-day compliance activities

Who did we hear from?



Macatawa Area Express (MAX) Service Restoration & Redesign

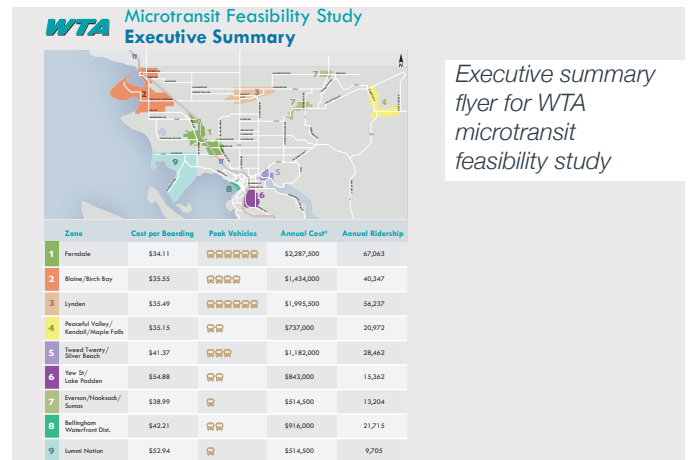
For Macatawa Area Express' (MAX) first major service revision in over 15 years, Transpo analyzed current and planned land use, employment, and population characteristics, along with travel demand, and conducted evaluations of MAX's service performance, operations, and technology. Transpo carried out extensive public outreach, including online and print surveys, online and in-person open houses, stakeholder focus groups, and other digital activities.

Transpo created a new fixed-route transit network by revising and consolidating routes to increase service frequency with existing resources. We also developed recommendations to support implementation, which include bus stop evaluations, policies and projects for jurisdictional partners, changes to MAX paratransit and demand-response service parameters, and areas to explore for future microtransit services. Throughout each phase of plan development, our team held multiple focus groups with local government leaders, business leaders, and community organizations to identify needs and partnership opportunities.

MAX is working to implement the redesigned system in spring of 2026.

Similarities to HTA's Needs

- ▶ Assessed key demographic, land use, and travel demand trends
- ▶ Conducted outreach via surveys, workshops, and individual interviews
- ▶ Developed recommendations for operational and organizational improvements
- ▶ Equipped MAX with tools to strengthen interagency coordination and service implementation



WTA On-Call

Transpo leads a team that provides on-call transportation planning services to Whatcom Transportation Authority (WTA). WTA offers public transportation across Whatcom County, Washington, including fixed routes, paratransit, microtransit zone service, and a vanpool program. As part of this on-call contract, Transpo has completed several plans and studies, two of which are highlighted here.

For the Rapid Transit Corridor Study, Transpo evaluated corridors where WTA currently offers service and assessed the feasibility of bus rapid transit (BRT) enhancements. The study identified infrastructure upgrades to boost speed and reliability, as well as examined alternatives and opportunities, many of which require extensive coordination with the City of Bellingham and the Washington State Department of Transportation. During Phase 2, Transpo is collaborating with WTA and these partners through several interactive workshops to develop a project memorandum of understanding and determine the locally preferred alternative.

For WTA's Microtransit Feasibility Study, Transpo identified peer agencies and relevant programs, interviewed agencies and software vendors, recommended service models for the new WTA microtransit services, and used the regional travel demand model along with our knowledge of planned local developments to estimate ridership.

Similarities to HTA's Needs

- ▶ Examination of the potential for microtransit to fill service gaps and/or replace under performing routes
- ▶ Development of shared understanding of challenges and solutions between transit agency and government partners
- ▶ Memorandum of understanding to support implementation of identified solutions



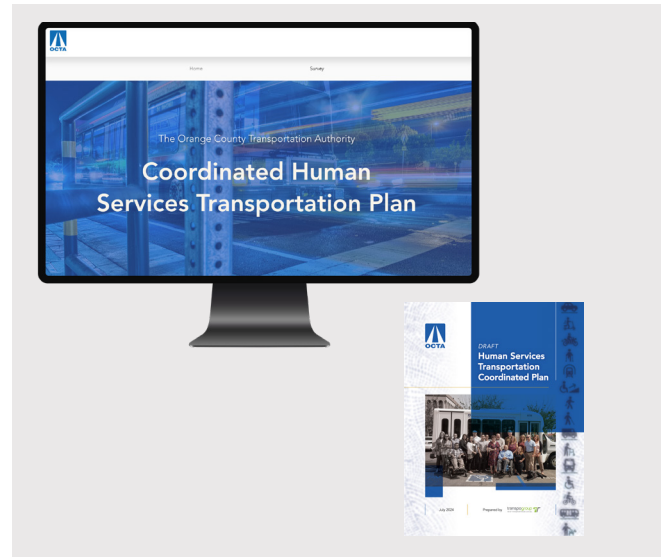
On-Call Transit Planning Services, Transit Orange



Over a multi-year contract, Transpo Group staff led or supported more than 20 transit task order studies and projects for Orange County. This extensive experience includes transit planning and technical assistance closely aligned with HTA's needs. Our contributions involved comprehensive transit planning services, including route optimization, scheduling, and service efficiency improvements, ensuring that Orange County's transit services adapt to the community's evolving needs while meeting regulatory standards. Transpo led efforts to update critical compliance documents, including Title VI and Limited English Proficiency (LEP) Plans. We also revised the Coordinated Public Transit Human Services Transportation Plan to enhance service integration and accessibility for underserved communities. Our team thoroughly evaluated bus stops, identifying areas for increased safety, accessibility, and passenger convenience. We helped redesign the county's two fixed-route services. Using data-driven approaches and stakeholder engagement, we ensured the new service designs were efficient, cost-effective, and aligned with community needs. Transpo staff managed the operator oversight program, which ensured that contracted transit operators met performance standards and regulatory requirements through regular monitoring, evaluations, and compliance audits.

Similarities to HTA's Needs

- ▶ Recommendations for route optimization, scheduling, and service efficiency improvements
- ▶ Combination of data-driven approaches and stakeholder engagement to identify needs and solutions
- ▶ Balancing strategic objectives with day-to-day compliance activities



OCTA Coordinated Human Services Transportation Plan



Transpo Group has led the development of multiple CHSTPs across the U.S., including for the Orange County Transportation Authority in California (OCTA). For the OCTA plan update, Transpo examined trip demand through paratransit origin-destination data, community survey data, and Replica trip data. Our team developed an inventory of existing transportation options, including an analysis of service availability by day and times of day, vehicle fleets (including vehicle ambulatory and non-ambulatory capacities and vehicle replacement needs), and eligibility criteria. Transpo estimated future paratransit trip demand by configuring the Southern California Association of Government's travel demand model for Orange County and OCTA characteristics. Transpo developed a community survey that was distributed online and in print in English, Spanish, and Vietnamese and interviewed several human service transportation providers and supporting agencies.

The plan, adopted in November 2024, provides recommendations for OCTA and community partners related to funding, service provision, technology supports, shared resources and capacity-building, customer service, and other topics related to improving regional coordination and customer service in an efficient and sustainable manner.

Similarities to HTA's Needs

- ▶ Conducted extensive engagement with a project working group
- ▶ Developed detailed understanding of partner organization assets and constraints
- ▶ Identified opportunities to enhance services, strengthen partnerships, and improve organizational processes



San Bernardino County Transit Marketing Plan

The nation's largest county has multiple public transit agencies forming a network that extends from the Mojave Desert into Los Angeles, and from the mountains of Big Bear Lake to ocean-side communities. The challenge faced by the San Bernardino County Transportation Authority was that the public had very low awareness of the network's full potential. The Transit Happy team launched a comprehensive marketing and passenger information campaign to educate current and potential riders about the many ways they could travel throughout the region using transit. The campaign included new network passenger information, a landing page, an animated video, paid advertising, and extensive social media efforts.

Similarities to HTA's Needs

- ▶ Understanding the needs of a multilingual rider community
- ▶ Integration of a variety of transit services and operators

Butte County Brand & Marketing Plan

After updating a short-range transit plan with recommendations for service changes, including introducing microtransit, the Butte County Association of Governments (BCAG) funded the research and development of a custom marketing strategy. The plan created by Transit Happy features the launch of a new visual brand, the development of a creative platform to promote service updates, comprehensive revisions to passenger information such as a website refresh, a marketing plan involving stakeholders to reach nearly half of the county's residents, a media plan to boost local news coverage, and more. Transit Happy will also produce multilingual passenger information materials and promotions to serve Butte County's Spanish- and Hmong-speaking residents.

Similarities to HTA's Needs

- ▶ Understanding the needs of a multilingual rider community
- ▶ Introduction of microtransit with existing fixed route services

Key Personnel

Transpo Group provides a team of experienced transit planners and mobility specialists with the technical skills and project experience that HCAOG needs. Our proposed team has successfully worked together on transit planning efforts similar to those requested by HCAOG, both in California and across the country.



Our team is led by **Heidi Ganum, AICP**, who will oversee daily management of all tasks, serve as the primary contact for HCAOG and HTA, and be responsible for our team's

performance. Heidi has nearly 20 years of experience in transit service evaluation and design, transit technology, and governance. She helps groups build a shared understanding of issues ranging from data specifications to long-range plans. Heidi is comfortable facilitating discussions with elected leaders, community advocates, transportation agency staff, and the public. She has led several efforts integrating public health, environmental health, land use policy, and equity concerns into transportation plans, projects, and policies. She is a member of the Transportation Research Board Standing Committee on Transportation in Rural Areas. Heidi has extensive experience working with small and medium-sized transit agencies and is currently supporting or has recently supported transit plans, service expansion plans, and coordinated plans in California, Washington, Michigan, and Iowa. She is a hands-on project manager who takes pride in delivering projects on time, within budget, and to each client's satisfaction. While her project management approach is outlined in the approach section below (Task 1), we emphasize that effective communication is the most vital component of this process. As the foundation of our project management, Heidi will schedule and conduct regular briefings with HCAOG staff, as well as internal team members throughout the project. We have found these biweekly meetings to be crucial for identifying issues early and making necessary adjustments.

Heidi will be supported by a management team and other staff with expertise in transit planning and operations, financial and capital planning, marketing and branding, and public outreach.



Chris Titze, AICP/PP, is our Principal-in-Charge and will provide strategic advice and guidance to the team while supervising QA/QC activities. Chris is a senior transit professional

who has dedicated his career to working with small and rural transit systems. He specializes in transit operations and service planning, transit policy and finance, strategic and long-range planning, human service transportation (HST), demand-responsive services, passenger market assessments, and transit technology applications.

Along with his transit expertise, Chris brings extensive experience at the intersection of land use and transportation planning. He has led transit-oriented development and corridor land use studies that incorporated zoning, multimodal connectivity, and economic development goals to strengthen links between transportation investments and community growth, land use, and strategic planning. His work consistently emphasizes the importance of aligning land use and transit strategies to improve access, enhance mobility, and encourage sustainable development, particularly in small cities and rural communities.



Evan Howington is our Deputy Project Manager and will support Heidi in the day-to-day management of all tasks. Evan has almost a decade of experience supporting rural and small

urban transit agencies, with a focus on GTFS, flexible and micro-transportation data, and evaluating the effectiveness of transit-oriented and mixed-use developments. Evan has extensive experience working in multi-stakeholder environments, including councils of government and transit consortia, and identifying opportunities to make the day-to-day operations of providing transit easier and more efficient. Prior to working with Transpo, Evan worked at a firm supporting HTA from 2017-2023, providing services including website management and improvement, real-time integration for buses and navigation help with new requirements set by Cal-ITP.



Jonathan den Haan will lead GIS data collection and analysis and will be responsible for the development of any maps needed for partner and public engagement and inclusion in

the Plan. Jonathan has supported multiple transit planning efforts and often works closely with Heidi and Evan in ensuring project data collection early in the project. Jonathan's transit planning experience includes working with multiple-jurisdiction service areas that require individual and aggregated analysis. His expertise includes a mixture of GIS and transportation solutions such as implementing good mapping design techniques, performing proper database management, and using transportation engineering

procedures. Jonathan works on transportation plans for multiple agencies around the Puget Sound and in the states of New York and Idaho. He ensures proper data collection techniques are used and that raw data is correctly transformed through GIS into valuable information that can be used to better urban conditions for all transportation used to improve transportation options for all travelers.



Cameron Duncan will serve as the project's graphic designer and lead for ADA- and 508-compliant documents. Cameron has experience in creating clear, accessible reports, presentations, and outreach materials. Recently, he worked with WSDOT to produce a 508-compliant executive summary report for the WSDOT Intercity Bus Plan Update that was submitted to the state legislature. Skilled in Adobe Creative Suite, he designs graphics and layouts that display technical content professionally, are easy to understand, and are ADA- and 508-compliant.



Scott Levine PhD, AICP, PP, is a Transportation Economist with more than 20 years of experience in transit economics. He will oversee transit demand and fare policy analyses. He is recognized as an industry leader in transit demand/ridership impact analysis, with international leadership roles on assignments across diversified transit modes and significant research initiatives. In addition to his demand-forecasting expertise, Scott has evaluated the impacts of service redesigns on transit fare policies, including fare-free systems, service transfers, system interlining, and the impacts of implementing microtransit and supportive demand responsive transport services.



Elea Carey, sole proprietor of Transit Happy, is a longtime communications and marketing consultant with experience in launching new ideas and initiatives with public transit agencies nationwide. El will lead team efforts to support the client in public engagement activities and will support facilitation of the Working Group workshops. In addition, she will lead development of any engagement, marketing, and branding recommendations. El has supported communications and branding strategies for new or expanded transit services in Butte, El Dorado, and San Bernadino Counties in California; and for transit agencies in Kentucky, Washington State, Oregon, and Arizona.

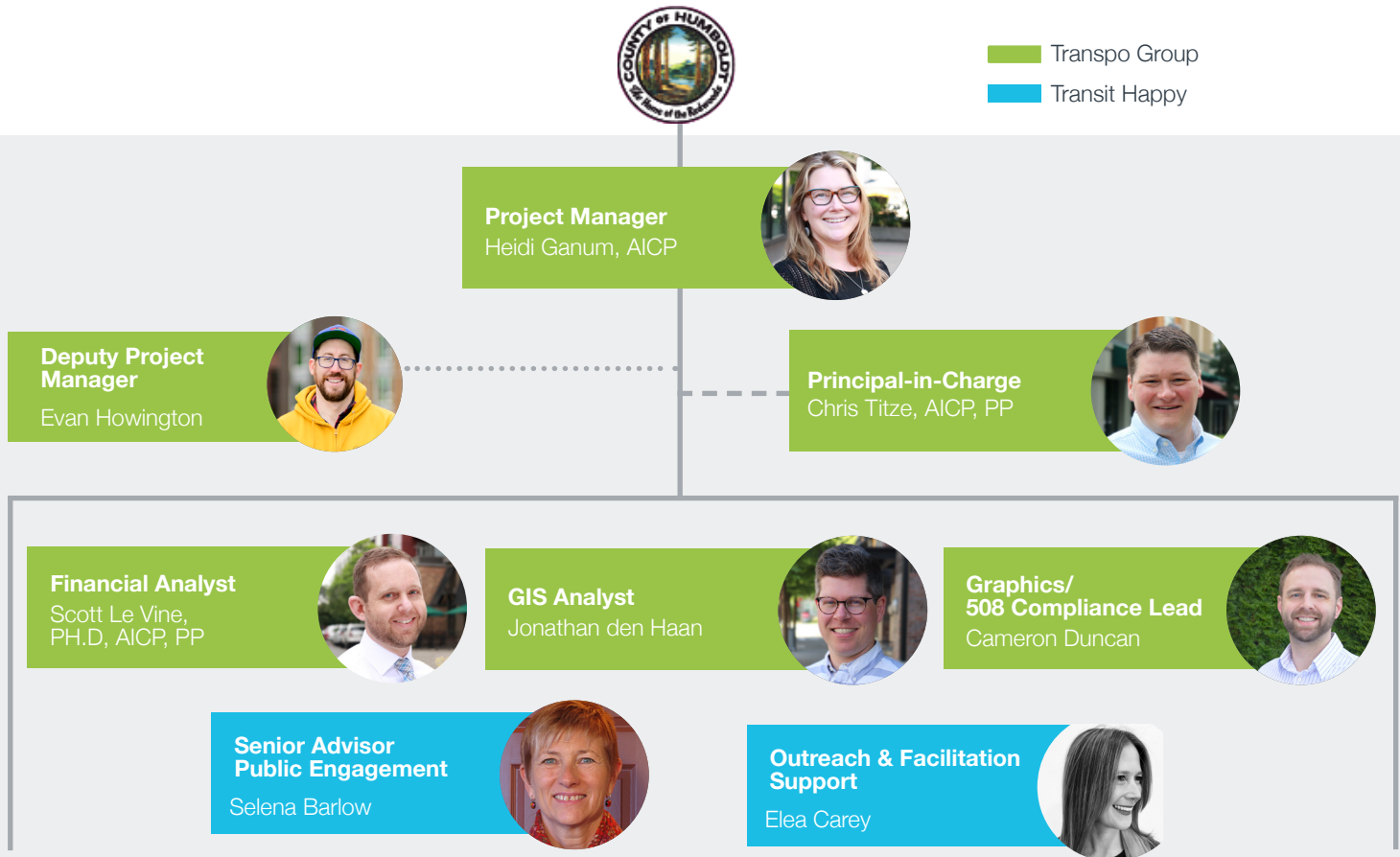


Selena Barlow has more than 30 years of experience marketing and planning public transportation services throughout the U.S., often in small-urban and rural markets. Selena will advise the team on public engagement materials, provide guidance for the Working Group workshops, and will support El in development of any engagement, marketing, and branding recommendations. Selena has specialized in leading surveys and community engagement, as well as developing marketing plans, brands, and campaigns for transportation agencies, including for San Bernadino County, Sedona Arizona, and Tillamook Oregon.



As described in Section 4 Approach, Task 1, the Transpo Group project manager, Heidi Ganum, will meet bi-weekly with HCAOG to discuss the project status, any concerns or potential project risks and strategies to mitigate or address these, and upcoming events or deliverables. These regular check-ins, in addition to ad-hoc meetings, as needed, and timely email communication, will ensure that the Transpo Group team completes the tasks set forth in this proposal to HCAOG's satisfaction.

Team Organization



Additional Support

Transpo also has **over 70 engineers, planners and technical staff** available to assist if needed, and our Project Manager has the authority to assign additional resources if needed.

References

Ben Franklin Transit (BFT)

1000 Columbia Park Trail, Richland, WA 99352

Gabe Martin, Planning Manager
gmartin@bft.org, (509) 528-8006

May 2024-November 2025

Transpo Group Staff: Heidi Ganum, Project Manager;
Jonathan den Haan, GIS Analyst; Evan Howington,
Transit Analyst; Scott LeVine, Financial Analyst

Work described under qualifications.

Link Transit

2700 Euclid Avenue, Wenatchee, WA 98801

Don Billen, Planning Manager
dbillen@linktransit.com, (509) 664-7611

April 2025-November 2025

Transpo Group Staff: Heidi Ganum, Project
Manager; Evan Howington, Transit Analyst

Work described under qualifications.

Macatawa Area Express (MAX)

11660 Greenway Drive, Holland, MI 49424

Sandra Korhorn, Mobility Manager
s.korhorn@catchamax.org, (616) 355-1010

August 2023-June 2024 (plus on-call
support through December 2024)

Transpo Group Staff: Heidi Ganum, Project Manager;
Jonathan den Haan, GIS Analyst; Scott LeVine, Financial
Analyst; Cameron Duncan, Graphic Designer

Work described under qualifications.

Butte County Association of Governments

326 Huss Dr STE 150, Chico, CA 95928

Amy White, Transportation Analyst

awhite@bcag.org, (530) 809-4616 ext. 1135

2024-on going

Happy Transit Staff: Elea Carey, Outreach and
Marketing; Selena Barlow, Senior Advisor

Work described under qualifications.

San Bernardino County Transportation Authority

1170 W 3rd St 2nd floor, San Bernardino, CA 92410

Nicole Soto, Multimodal Mobility Programs Administrator
nsoto@gosbcta.com, (909) 884-8276

2022-on going

Happy Transit Staff: Elea Carey, Outreach and
Marketing; Selena Barlow, Senior Advisor

Work described under qualifications.



Client References

Transpo's success is rooted in our commitment to providing high value, high quality service to our clients. We strive to develop a strong understanding of each client and their priorities, and identify factors that may present challenges. We encourage you to speak with our references regarding our past performance.



Section 4

Approach

Approach

Task 1 Project Management & Reporting

Objective. Provide coordination and management of project work tasks, deliverables, and other critical path activities that must be undertaken to maintain project schedule and ensure successful project completion.

Approach. This task will lay the groundwork for effective project management by ensuring alignment on project goals and parameters, identifying key stakeholders, providing a detailed project management plan, and agreeing on communication, invoicing, and review processes. Heidi will manage the project for the Transpo team and serve as the primary point of contact for HTA staff. We will provide meeting agendas and materials before each check-in meeting and meeting notes afterward. In addition, Transpo will develop monthly progress reports and invoices.

Task 1.1 Project Kick-off Meeting

Upon award, we will schedule and conduct a kick-off meeting with HCAOG and partners staff. Before the kick-off, we will prepare a project management plan (PMP) that outlines work organization, the program, outreach plan, that outlines key tasks, responsibilities, coordination and communication procedures, deliverable formats, meeting dates, formats, and locations, and other key operational details.

For the kick-off meeting, Transpo's project manager and key staff will meet virtually with HCAOG and partners staff to introduce the team and review the PMP.

Besides drafting the PMP, the Transpo Group team will develop and share a list of topics with HCAOG before the scoping meeting, allowing for the most effective use of time and coordinating with other staff as needed. Topics are likely to include:

- ▶ What does success look like?
- ▶ What about previous planning efforts worked well, and for whom (staff, partners, public)? What could have worked better? What would make the documents themselves and the accompanying documentation more useful?
- ▶ What elements of the previous planning efforts or studies were successfully implemented, and what aspects of the plans or studies made implementation more effective?

- ▶ Who among HCAOG and partner agency staff is available to support this effort, and with what capacity? What is the preferred chain of communication for involving those individuals?
- ▶ Who are the primary points of contact for requesting additional data, as needed?
- ▶ How can we leverage other existing committees, councils, and efforts?

Tasks 1.2 & 1.3 Project Coordination & Invoicing & Reporting

During the project, we will schedule and participate in biweekly status update meetings with HCAOG staff, where we will be ready to report on overall progress, schedule, scope issues, budget, DBE utilization, and task-level results. The standard agenda for these meetings is shown below; additional discussion topics will be added as needed. We will document all meetings with brief summaries that emphasize upcoming action items, lessons learned, and key deliverables. Each month, we will submit a progress report along with an invoice that lists all tasks completed in the previous month.

Standing Project Management Meeting Agenda

- ▶ Status of/feedback on key deliverables
- ▶ Upcoming meetings/events
- ▶ Areas of concern
- ▶ Contract/administrative items

Deliverables

- ▶ Draft and final Project Management Plan
- ▶ Meeting agendas, materials, and summaries with action items
- ▶ Monthly invoices and progress reports

Challenges & Potential Solutions. Potential project timeline and management risks include delays caused by external factors, such as scheduling check-ins, meetings, and access to data. Our PMP will include identification of potential risks to completing deliverables on time and within budget, along with strategies to mitigate them.

Task 2 Lead Facilitation of Advisory Groups

Objective. Promoting discussion and dialogue among the members of the Project Steering Working Group and with the Policy Advisory Committee helps build strong working relationships between organizations with transportation and land use decision-making authority in the area.

Approach. As an initial step in this effort, our team will work with HCAOG to identify and prioritize key external stakeholders whose input and collaboration are essential for the success of the Plan. This process will involve creating a stakeholder map that encompasses a diverse range of partners, including jurisdictional agencies, community-based organizations, neighboring transit agencies, and other regional stakeholders with a vested interest in transit services. Based on this mapping, our team will work with HCAOG to determine if there are additional groups beyond those listed in the RFP that should be invited to participate in the Project Steering Working Group (Working Group) or the Policy Advisory Committee (PAC). However, these committees are not the only avenues for engaging external organizational stakeholders. Further efforts are described in Task 3.

In our experience, developing a charter to establish the rules of engagement - for both the Working Group and the PAC - is as important as membership. We will work closely with HCAOG, HTA, and Working Group/PAC members to develop charter(s) that describe(s):

- ▶ Membership and alternates
- ▶ Roles and responsibilities
- ▶ Meeting frequency
- ▶ Timeframe for participation
- ▶ Preferred meeting structure and locations
- ▶ Expectations on timeframes to provide information in advance and for members to provide feedback

Task 2.1 Project Steering Working Group

As shown in the Work Plan & Schedule section, we have identified seven meetings of the Project Steering Working Group (Working Group), aligned with key project efforts and milestones, including the visioning workshop. We expect to hold at least four of these six meetings in person, but we are prepared to plan activities that are effective as in-person, remote, or hybrid events, based on coordination with HCAOG and Working Group members during project initiation. While final meeting plans will be confirmed later, we have developed a proposed approach as a starting point for refinement.

WG Meeting #1 – Project Initiation (remote)

WG Meeting #2 – Site Visits – up to three facility visits (in person)

WG Meeting #3 – Visioning Workshop Foundations – review outcomes of plans & policies review and interviews (remote)

WG Meeting #4 – Visioning Workshop (in person)

WG Meeting #5 – Review Gaps & Needs Assessment and Service Alternatives (remote)

WG Meeting #6 – Draft Plan Review (in person)

WG Meeting #7 – Land Use Workshop (in person)

Task 2.2 Policy Advisory Committee

Additional expertise beyond what exists in the Working Group may be necessary for topics specific to this study, such as transit-supportive land use planning, right-of-way impacts, housing, and other related areas. We will work closely with HCAOG, HTA, and the Working Group to identify expertise gaps that need to be addressed within a Policy Advisory Committee to ensure we have access to a wide range of perspectives on successful transit and land use coordination. If the needs for this Plan match the expertise of an existing committee, our team will coordinate with the committee sponsors and organizers to leverage the existing committee instead of forming a new group.

This committee would meet to address at least three important points in the project: after project initiation to help guide the project's efforts, to review the proposed transit enhancement recommendations, and to examine the land use-transportation policy connections work. We expect that this group might also participate in the stakeholder interviews outlined in Task 3.1b.

PAC Meeting #1 will allow the project team to hear from the PAC about existing challenges, opportunities, and key community stakeholders.

PAC Meeting #2 will be held after the development of the recommendations for enhancing the regional transit network so that PAC members, in addition to the Working Group, can review and refine those before they are developed into the Comprehensive Plan.

PAC Meeting #3 will provide PAC members with the opportunity to review and refine the draft Task 4 documents – the best practices memo and the recommended coordination procedures – before these are finalized.

Deliverables

- Meeting agendas, materials, and summaries with action items for all Working Group and PAC meetings

Challenges & Potential Solutions. The most likely challenge for this task is identifying days and times that work for all Working Group and PAC members for their respective meetings. Our team will work with HCAOG early in the project to identify key dates, schedule meetings (using polls if needed), and develop alternative strategies to engage individual members who have conflicts. This will help ensure their continued participation and understanding of the project.

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

Objective. To describe existing transit services and operations, understand the travel needs and patterns of the community that HCAOG serves, define a regional vision for transit service and active mobility, and present a Comprehensive Plan that provides direction for future transit mobility and system changes in the county.

Approach. Organizational values and priorities answer the questions “Where are we now?” and “Where do we want to go?” and provide the framework for “How will we get there?” Ultimately, the answers to these questions inform how the community considers trade-offs and prioritizes service outcomes; these answers also act as the foundation for the vision statement for regional transit service and mobility.

Finding the answers to these questions is a nuanced, interactive, and iterative process, which will involve numerous stakeholders and decision-makers, as well as data analysis and practical judgment. It is vitally essential that the values and priorities developed here complement and build upon existing plans and regional priorities and benefit from recently completed analysis – it is important to not reinvent the wheel.

To ensure that the Comprehensive Plan is grounded in meaningful and actionable input, our team will summarize and synthesize feedback gathered through all review and engagement efforts in a clear, structured format.

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

Task 3.1a Plan & Policy Review

In coordination with HCAOG staff, we will gather and review important studies and plans that could influence this planning effort. During the kick-off, the Transpo team will verify the relevant plans to examine. Sources will include agency, state, regional, and local plans and programs. We will summarize the key policies related to land use, economic development, transportation, and other related areas. The current status of each policy and its potential impact on the transit planning process will be highlighted.

This will keep key policy decisions and issues in sight during the planning process and will provide a deeper understanding of partner organization plans and objectives. The list will be finalized after the kick-off, but we anticipate the plan and policy review to include, at a minimum, those listed in the RFP and others added by the Working Group and Policy Advisory Committee during project initiation.

Through the review, the Transpo team will identify relevant goals and objectives along with local, regional, state, and federal planning requirements. Based on this analysis of previous planning efforts, Transpo will identify aligned and conflicting project goals and objectives for consideration during our facilitation of the vision statement for regional transit service and active mobility.

Task 3.1b Stakeholder Interviews & Surveys

We will conduct a series of focused discussions and interviews with key partners and community leaders, including, but not limited to, Working Group members. These conversations will provide valuable insights into shared priorities, potential partnership opportunities, and strategies to ensure external consistency across plans and investments. Depending on the input from HCAOG and the Working Group during project initiation, efforts during this task might also include a brief survey or other interactive tools that ask about the broader community's priorities for the regional transit network.

Task 3.1c Visioning Workshop

Given the focus on developing strong working relationships and structures to promote coordination in the future, we propose to facilitate the visioning workshop after the Working Group has had the chance to work together through at least three earlier meetings.

Based on what we've learned from the plan and policy review (Task 3.1a), stakeholder interviews (Task 3.1b), public survey results, where applicable, and the existing conditions analysis (Task 3.2), our team will develop an initial set of values and priorities that reflect this understanding. Our team has facilitated these important discussions with many different agencies across the country, and the most effective approach varies for each group. We will use this set of values and priorities as the foundation for collaboratively creating the region's vision statement.

The following description offers some examples of activities our team may facilitate, but the workshop approach will be developed in collaboration with HCAOG and the Working Group, based on the understanding our team gains from earlier interactions with stakeholders.

We expect to have activities leading up to the visioning workshop, allowing participants time and space to consider the many factors that will shape their understanding of the region's future. For example, we might ask stakeholders to review and rank the already-identified values and priorities, helping our team understand where agreements and conflicts may arise in developing a unified vision. The visioning workshop will be held in person and be designed to be highly interactive, aiming not only to develop the vision but also to strengthen shared understanding and relationships among participants. From our experience, the iterative process of reaching consensus is just as important as the vision statement itself, as it helps build support among key stakeholders throughout the region.

After developing the vision statement, our team will facilitate a second set of activities to identify what participants believe are the main barriers and supports to achieving the vision. These activities will be planned after the team gains a deeper understanding of the participants and will be based on the vision statement. Through these activities, we will create a problem statement that highlights the key barriers and supports needed to reach the vision. This problem statement will guide the plan's recommendations.

Task 3.1d Performance Measures

Our team will collaborate with HCAOG to develop long-term goals, objectives, and performance measures that support the vision outlined in Task 3.1c. Transpo has completed similar projects for several clients, including two recent ones in Washington for Ben Franklin Transit in the Tri-Cities and Link Transit in Wenatchee.

We will apply lessons learned from these projects, while also ensuring that the performance measures for this plan are carefully customized to fit the region's needs and capacities. We will ensure that the performance measures are clear and rely on existing data, with recommendations for further data collection/analysis and future performance measure revision, as relevant.

Task 3.2 Existing Conditions Report on Community & Regional Characteristics

The Transpo Group team will gather relevant data to understand current conditions in the area, including key travel patterns and transit needs throughout the service area. Our team will be prepared to request all necessary data shortly after the internal project kick-off meeting, ensuring that data collection and analysis are completed on schedule. Data will include information available through the Transit Development Plan, provided by HCAOG, HTA, and other partners, as well as information collected by the Transpo Group team through stakeholder interviews and public engagement, and will include:

- ▶ Demographic and socioeconomic conditions, including population, density, employment, disadvantaged communities, and high transit-propensity communities¹
- ▶ Land use patterns & major activity centers
- ▶ Equity focus communities, including, but not limited to equity priority areas as defined in VROOM 2022-2042 (with tribal areas added as noted in the Plan) and areas identified through the federal tools noted in the RFP (for tools that are still available)
- ▶ Travel trends and patterns
- ▶ Climate vulnerabilities
- ▶ Funding sources and sustainability
- ▶ Transit service, operations, and performance conditions
- ▶ Other pertinent information

We will work with Census and local information collected through interviews and during project kick-off as a foundation for demographic, geographic, land use, policy, environmental, and travel and traffic patterns.

¹ An index for transit readiness or transit demand based on factors influencing transit ridership like population, employment, zero car households, and service employment

Task 3.3 Transit Market Analysis & Regional Operations Assessment

Task 3.3a Performance Evaluation

Our team will gather and analyze HTA and partner service performance data. The Transpo team will collect all relevant data to understand when, where, and how often transit services run, as well as factors such as how well HTA's services follow the published timetable and connect with each other. Data will include information from HTA and partners, along with data collected by the Transpo team, including but not limited to:

- ▶ Key destinations
- ▶ Ridership by line and boardings by stop
- ▶ Ridership by service type
- ▶ Daily passenger boardings by daily revenue hours across the system and per route
- ▶ Subsidy per passenger by system and by route
- ▶ Key performance measures for demand-response, on-demand, and vanpool services
- ▶ Detailed funding and revenue data
- ▶ Capital and operational costs
- ▶ Hours and miles and of service
- ▶ Peak vehicle requirements
- ▶ Service quality (frequency, reliability and on-time performance, operating speed, stop spacing, vehicle cleanliness, service information, out-of-direction movements)
- ▶ Fleet inventory, including type, age, and fuel of vehicles
- ▶ GTFS and GTFS-flex files
- ▶ Contracted service agreements
- ▶ Results of rider surveys and previous engagement efforts

Soon after the project kick-off meeting, the Transpo team will submit a request for information to HTA and others, which will include an itemized and fully described list of all requested data items and their intended uses, ensuring that data collection and processing activities are completed on schedule.

With data from HTA and other local partners, our team will evaluate services and conduct a performance review to support the Comprehensive Plan. We will use the most current service information available. We will calculate and analyze key performance indicators, especially those that may influence or be affected by coordination efforts, during this review.

The Transpo team will visually present relevant data and key performance measures for inclusion in the final study and public engagement materials as relevant.

The performance evaluation section will include information collected through Task 2 and Task 5 regarding partner and public, as applicable, perceptions of transit service delivery. Using this information, the Transpo team will assess the strengths and weaknesses of current transit operations, highlighting what is working well and areas needing improvement. We will examine ridership and performance by route, day of the week, and time of day. This analysis will cover fixed-route services, ADA paratransit, general on-demand services, and rideshare. The insights from these analyses will form the foundation for a holistic analysis of the transit network, which will seek to answer the following questions:

- ▶ **Service Ridership:** What are the key routes that attract the majority of the system's ridership, and which do not? What service characteristics promote or deter passenger activity? How does ridership vary by day of week and service type? Where are there opportunities to maintain and grow ridership?
- ▶ **Service Efficiency and Effectiveness:** Which routes have the highest productivity and farebox recovery ratios? What is the return on investment from today's resources? Are there any inefficiencies in service delivery that contribute to lower performance?
- ▶ **Service Availability:** Do service frequency and coverage meet market needs? Will expansion of service hours, days, and frequency create a more attractive transit network that better meets the needs of residents?
- ▶ **On-Time Performance:** The project team will analyze the consistency of service delivery relative to published timetables and identify routes with significant on-time performance issues.
- ▶ **Missed/Canceled Trips:** Using available data, the team will evaluate how many trips are missed or canceled daily and how this may impact the overall customer experience.
- ▶ **Transfer Connections:** The team will examine how schedules are designed to have routes meet at major transfer points and identify opportunities for improving connections to minimize transfer wait times.

In exploring the forecasted or future performance of the system, our team will use the most forward-looking data that HCAOG can provide in the form

of GTFS, GTFS-flex, or GIS files, and will make data modifications or adjustments necessary to support the analysis and develop actionable recommendations.

Task 3.3b Fiscal Evaluation

Based on the information gathered during the performance evaluation, we will assess the financial effectiveness and stability of the current transit system and predict future trends. The fiscal analysis will concentrate on operating revenues/expenses and capital investments over the most recent five fiscal years, providing a breakdown of funding sources to establish a baseline for future transit funding stability.

Related to operating expenses, the fiscal analysis will include a breakdown of costs as follows:

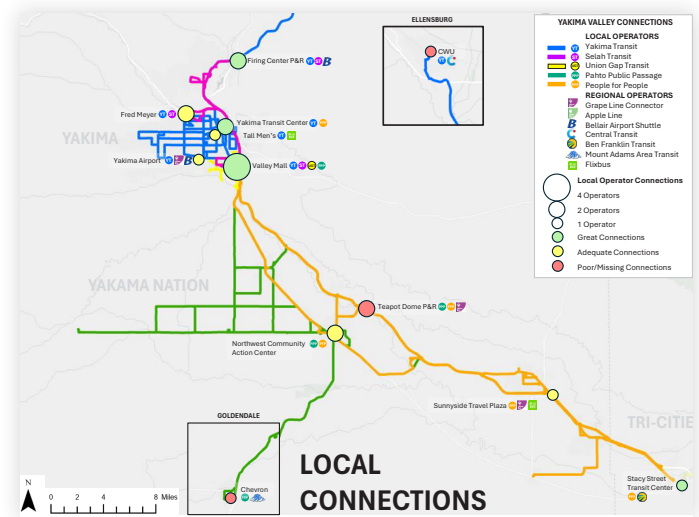
- ▶ Operating expenses per capita
- ▶ Operating expenses per passenger trip
- ▶ Operating expenses per revenue mile
- ▶ Operating expenses per revenue hour

The fiscal analysis will be sensitive to the different types of services that HTA provides and how service efficiency varies by time of day and location within the HTA service area.

Along with outlining recent capital investments, the fiscal analysis will also consider the following information as a way to determine potential long-term capital investment needs.

- ▶ Age of the existing transit fleet
- ▶ Federal/State requirements that must be met

Based on the performance evaluation, we will conduct a high-level review of any service inefficiencies that may affect the system's overall capital or operating costs. Additionally, our team will evaluate potential impacts on funding resulting from possible changes to revenue and funding at the local, regional, state, and federal levels. These factors will be incorporated into the recommendations in Task 4.



Example graphic showing missing connections

Task 3.3c Gaps & Needs Assessment

Based on the results of the previous sub-tasks, our team will complete the gaps and needs assessment, allowing us to integrate the results of earlier analyses with input from the public and jurisdictional partners.

The gaps and needs assessment will pinpoint areas for improvement for HTA and partners in the short, medium, and long term, along with trends to consider when developing recommendations. Gaps and needs will be sorted based on geographic, temporal, informational, and organizational categories.

In addition to the transit service factors, the gaps and needs assessment will address critical issues such as:

- ▶ Staffing
- ▶ Training
- ▶ Capital requirements
- ▶ Structural (e.g., contractual) limitations
- ▶ Funding
- ▶ Geometric constraints on roads and in transit yards/maintenance facilities
- ▶ Geographic and temporal supply and demand mismatch
- ▶ Regional coordination
- ▶ Trends in travel behavior changes following the COVID-19 pandemic

The gaps and needs assessment will be presented visually to show the current transit service, the area's transit use and travel patterns, and opportunities for better service, such as new or adjusted service areas or timing tweaks.

Task 3.3d Proposed Service Alternatives

Building on the work done in previous tasks, the Transpo team will identify service recommendations tailored to the specific needs of the service area and targeted service gaps, taking into account the existing transit assets. Potential options may include:

- ▶ Extended hours and/or days of operations
- ▶ Additional or amended service routes or areas
- ▶ Improvements to scheduling and/or dispatching policies and practices to improve and expand access to demand responsive service
- ▶ Services designed to enhance the mobility of specific community groups such as youths, veterans, seniors, or persons with disabilities
- ▶ Partnerships with and between local operators, agencies, organizations, and/or employers.

Nationally, a growing number of small and medium-sized communities are introducing flexible, on-demand service models to supplement fixed-route services. These flexible services aim to better match service area size and hours, ultimately improving customer access to mobility options and enabling communities to respond more quickly to funding and policy changes. As we will explore these models and pilots. As we will explore the potential of these models to meet area mobility needs.

During the development phase, the team will evaluate the proposed recommendations using an iterative service design approach based on, at a minimum, the following considerations, which will be further refined based on Task 2.1's Vision & Priorities and public input.

- ▶ How well do the recommendations serve priority transit markets?
- ▶ Can partnerships with local organizations and employers be leveraged?
- ▶ How well do the recommended services interact with and support the existing transportation network, including multimodal networks that could serve as first/last mile connections?
- ▶ How well do the recommended services increase efficiency so that additional residents can be served, or costs can be reduced?
- ▶ How financially feasible are the proposed recommendations in the short- and mid-term?

In addition to reviewing the proposed recommendations during a regular check-in meeting, the team will facilitate a meeting to review the gaps & needs assessment, as well as the proposed service enhancements, with the Working Group and PAC. Transpo will refine the service concept based on this feedback.

Task 3.4 Develop Comprehensive Plan

Task 3.4a Draft of Comprehensive Plan

Transpo will refine the proposed service alternatives into a plan and provide further operational and performance analysis for the recommended service, including:

- ▶ **Service orientation** – the routing and general stop locations for fixed-route service and service areas for demand-responsive services
- ▶ **Service hours** – the hours of operation and frequency for each service type
- ▶ **Service schedule** – a service schedule summarizing a timetable for each route
- ▶ **Microtransit** – service structure and operational characteristics (if supported)
- ▶ **Fare structure** – recommendations for fare changes of existing services and fares for any newly proposed services
- ▶ **Operational expenses** – planning level estimate of the proposed service cost based on comparing current operational costs at the revenue mile and revenue service hour
- ▶ **Social impact** – examining how well the proposed alternative serves underserved and vulnerable communities compared to current services
- ▶ **Capital needs** – planning level estimate of the proposed facility, technology, and vehicle needs based on service recommendations, with a particular focus on facility implications for land use planning and decision-making

As mentioned in Task 2, the Working Group will have the opportunity to review the draft Comprehensive Plan before it is revised and shared with the public.

Task 3.4b Public Engagement Tools

In line with HCAOG's planned engagement efforts, The Transpo Group team will create materials and activities that focus on public feedback for the draft Comprehensive Plan. We will work with HCAOG to determine these activities, but they are expected to mainly involve informing the public about the factors that were considered and prioritized in developing the Plan, as well as the team's considerations and responses to previous feedback rounds.

Task 3.4c Revised Comprehensive Plan

Based on feedback from the public, the Working Group, and the PAC, the Transpo Group will revise the Comprehensive Plan into a final draft for presentation. The final draft will include the record of comments and responses.

Task 3.4d Presentations

Our team will create a slide deck for presenting the draft of the Plan as part of Task 3.4a efforts and will also create a slide deck for the final version of the Plan. We will be ready to deliver four total presentations of either the draft or final Plan at public meetings. Draft Plan presentations will be scheduled to align with the in-person Working Group meeting #6, and final Plan presentations will take place between the completion of the final Plan and Task 4 efforts.

Deliverables

- ▶ Vision statement (administrative, draft, & final versions)
- ▶ Existing conditions report (ADA accessible admin draft, draft, and final)
- ▶ Proposed service alternatives (including summaries of all transit market analysis & regional operations assessment sub-tasks – ADA accessible admin draft, draft, and final)
- ▶ Comprehensive Plan (including relevant summaries of sub-task efforts - administrative draft, record of comments from Working Group and other stakeholders, public review draft, and final draft (all ADA accessible))
- ▶ ADA accessible public engagement tools; record of responses
- ▶ Presentation of draft and/or final plan at public meetings (ADA accessible)

Challenges & Potential Solutions. This task involves several high-effort subtasks, and our approach has taken into account the challenges inherent in each.

Data collection and synthesis efforts are challenging in any technical project, especially one with numerous data sources and stakeholders. Scheduling and conducting interviews pose a risk of schedule delays. We will collaborate closely with HTA and HCAOG staff to ensure these events are scheduled well in advance.

Another risk is that efforts to develop a shared vision may not lead to consensus. However, our team's professional facilitators, along with our extensive experience working with stakeholder groups that have diverse perspectives, will enable us to address this issue if it arises. Observing interactions between key stakeholders in earlier meetings and conducting stakeholder interviews before the visioning workshop will provide our team with additional insights into factors we need to consider before the workshop.

Waiting too long to develop the final Plan can also pose a risk. If stakeholders see the final Plan document as an afterthought, the Plan loses its impact as a meaningful, implementable document. We will develop final documentation throughout the study, share annotated and detailed report structure outlines with HCAOG, HTA, and the Working Group early in the process, and ensure our interim deliverables are created such that they can be quickly and easily integrated into the final materials.

Another challenge is effectively positioning funding recommendations. As Federal and State programs continue to rely heavily on discretionary grant programs, it is crucial to have projects ready to go when notices of funding opportunity (NOFOs) are issued. A key part of the Plan will include project and program recommendations prepared for funding when needed. Finally, it is important to ensure that the Comprehensive Plan remains flexible enough to adapt to evolving technologies, funding levels, and policy decisions. Our approach to implementation guidance helps ensure that priorities can be adjusted to respond to a changing environment.

Task 4 Land Use-Transportation Policy Connections

Objective. Land use policy and decision-making in Humboldt County are designed to support the transit vision developed through Task 3 efforts.

Approach. We understand the importance of coordinating land use with transit investments to improve transit accessibility, provide better service with fewer resources, and boost community vibrancy while advancing goals in mobility, economic development, and the environment. We will review best practices in connecting land use and transportation policy and identify those that best support Humboldt County's transit vision. Our team will facilitate discussions and identify needed process changes with partners.

Task 4.1 Literature Review & Best Practices

Numerous reports and studies, both in California and nationally, examine this important connection. Our national experience enables us to quickly review these existing sources and assess their relevance to this effort. We will focus on identifying potential case studies for inclusion in our final reports and presentations, especially those that closely align with the transit vision developed earlier in the project. In our experience, simple case studies help make policy discussions more engaging for stakeholders and decision-makers. A preliminary list of sources is provided in Table 1; we will collaborate closely with the Working Group to ensure comprehensive coverage.

We will summarize our findings within a technical memo.

Task 4.2 Recommended Procedures and Policies

Based on our findings in Task 4.1 and our understanding of the jurisdictional partners developed during the project, the Transpo Group team will develop recommendations to improve consultation between Working Group members (and other relevant partners) and HTA. These recommendations will likely include supporting flowcharts and suggestions for other regular coordination activities, in addition to specific plan, program, and policy enhancements. The PAC will have the opportunity to review and refine these recommendations before they are shared with the Working Group for a final workshop.

The Transpo Group team will develop an agenda and activities for a workshop that will encourage dialogue between Working Group members and other stakeholders, as identified through previous efforts, about integrating policies and processes that better support transit and active transportation into land use planning and decision-making. The specific structure and content of this workshop will be determined later in the project, but our team has had success in the past by providing participants with a clear, action-oriented pre-workshop packet that includes relevant research, questions to consider beforehand, and opportunities for participants to share their priorities with facilitators before the meeting. The outcome will be a shared understanding of the plans, policies, and program changes or additions needed to support effective transit service and active transportation integration. The Transpo Group team will document these agreements while finalizing the recommended procedures and policies, linking them to current State policies and incentives, and helping HCAOG and local communities identify opportunities for alignment, funding, and policy compliance.

Task 4.3 Partner Presentations & Staff Report Support

To support the implementation of this project's comprehensive understanding and consensus-building efforts, our team will work with partner agencies to help their staff develop reports and present to other staff or decision-makers. We plan to attend (remotely) up to eight meetings and assist with staff presentations through report or slide-deck outlines and reviews.

Table 1. Preliminary List of Relevant Land Use/Transportation Policy Documents

<i>California Specific</i>	<i>National Sources</i>	<i>Journals & Research</i>
Smart Mobility Framework	UTA Long-Range Transit Plan & TOD Communities Design Guide	Literature Review on Public Transport & Land Use (CiteSpace)
Office of Planning & Research – Planning and Land Use	Climate-Friendly & Equitable Communities (OR) Guidance for Cities and MPOs	Journal of Transport & Land Use (University of Minnesota)
California Transportation Commission RTP Guidelines	USDOT White Paper: Land Use as a Strategy	Integrating Land Use and Mobility Planning (MobiliseYourCity initiative)
CALCOG Guide to Regional Planning	Transit Friendly Planning: A Guide for New Jersey Communities	NCHRP Report 582- Best Practices in Rural Transportation- Land Use Integration
	Smart Growth America – Case Studies on Rural Livability	
	Are we There Yet? Creating Complete Communities for 21st Century America	

OPTIONAL - Transit/Land Use Scenario Tool

If requested by HCAOG, we will also create a framework for a transit and land use scenario tool to supplement the recommended land use procedures and policies. This will help build consensus for regionally focused land use policy development and adoption. The framework will describe a lightweight companion tool to Task 4 that offers municipalities, HTA, and HCAOG clear and accessible insights into how land use, density, and connectivity relate to potential transit investments.

We see this tool as an educational decision support resource that provides visual outputs like heatmaps, dashboards, or story maps. These outputs highlight existing transit readiness, key accessibility indicators (such as jobs reachable by transit), and hypothetical “what-if” scenarios showing how local land use changes, pedestrian-focused development, or other transit-supportive strategies could impact transit potential. Importantly, the tool will not make decisions or produce complex forecasts. Instead, it will offer context for regional patterns and deliver useful information to municipalities to aid planning and coordination. Final inputs, indicators, and outputs will be determined in close collaboration with local stakeholders during the project's engagement phase, ensuring the tool reflects local needs, priorities, and intended use cases. This task is not included in our budget in section 6, but we can provide an estimate if desired by HCAOG.

Based on our experience, these kinds of tools play a crucial role in turning best practices into practical actions for communities, helping them coordinate better, make smarter land use decisions, and become more attractive for transit investments and funding opportunities. Key aspects include:

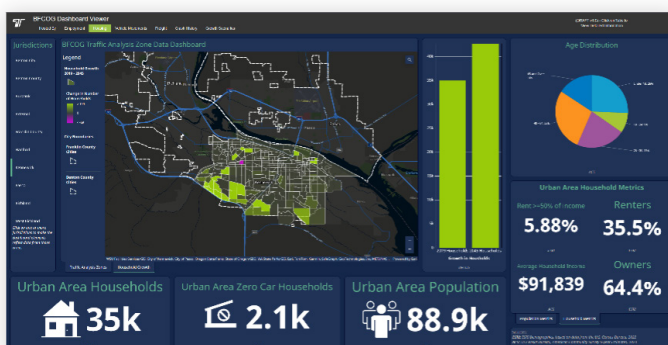
- ▶ **Interactive GIS-based mapping platform**, an intuitive mapping interface that displays existing and planned transit networks, land use patterns, demographic data, and zoning information (see graphic). Users will be able to visually explore areas of high TOD potential, identify barriers, and simulate the impacts of various land-use strategies.

- ▶ **Land use scenario builder**, which allows users to test and compare alternative zoning or development scenarios within transit corridors or station areas. Outputs could estimate effects on transit ridership potential, ROI, accessibility, VMT, and GHG reduction, and affordable housing.
- ▶ **Reporting and messaging generator**, which produces ready-to-use summaries, visualizations, and messaging tools to support local planning, communication, and stakeholder engagement.

Deliverables

- ▶ Technical memo of literature review/ best practices of pro-transit policies (ADA accessible admin draft and final)
- ▶ Recommended procedures & policies (ADA accessible admin draft, draft, and final)
- ▶ Working Group agency staff support through meeting attendance and assistance with staff reports (up to eight remote meetings)
- ▶ *Optional transit and land use scenario tool and supporting documentation*

Challenges & Potential Solutions. Just like building consensus on the county's transit vision, reaching agreement on integrating transit-supportive policies and procedures may take longer than expected. We have allocated extra time throughout the process to help reduce this risk, and we might consider a phased approach to implementing changes that could significantly impact current processes. This would allow for more sustained support as smaller changes demonstrate success.



Example graphic showing traffic data dashboard for BFCOG

Task 5 Stakeholder Outreach, Engagement, & Input

Objective. Public engagement at key project milestones will inform project deliverables, including the transit vision and final Comprehensive Plan.

Approach. We understand that the consulting team is not expected to play a primary role in public engagement but instead to support HCAOG and other partners as needed and to maximize the efficiency and effectiveness of engagement when it directly informs project deliverables. We recommend establishing a project website with easy-to-update, accessible, interactive tools, and outreach features that our team can use to support engagement efforts efficiently.

Task 5.1 Project Webpage

The team proposes using Social Pinpoint to offer a reliable online platform for public engagement, complementing in-person events (see graphic). Through Social Pinpoint, the team can quickly create and update a project webpage to inform the public about the project, distribute surveys, facilitate participatory mapping and trade-off exercises, and access advanced analytics to assess the feedback received. Social Pinpoint supports translation into 15 languages other than English. Social Pinpoint meets WCAG 2.2 Level AA standards.

Based on the public engagement and promotions requested by HCAOG and HTA, the team will create materials for multiple channels to promote the Social Pinpoint project page and other related materials throughout the process, especially before any planned community outreach.

Task 5.2 Community Survey(s)

For the survey mentioned in Task 3 (and other surveys HCAOG and partners decide to implement as part of the project), Transpo Group will develop the survey, translate it into Spanish, and design it for print and the project website.

The Transpo Group team will document, analyze, and summarize the responses once the survey window closes and all surveys are collected.

Task 5.3 Promotional Materials

For the public draft Comprehensive Plan engagement and other engagement, as determined by HCAOG, the Transpo Group team will develop accessible, promotional content for use by HCAOG and partners and on the project website.

Task 5.4 Public Meetings

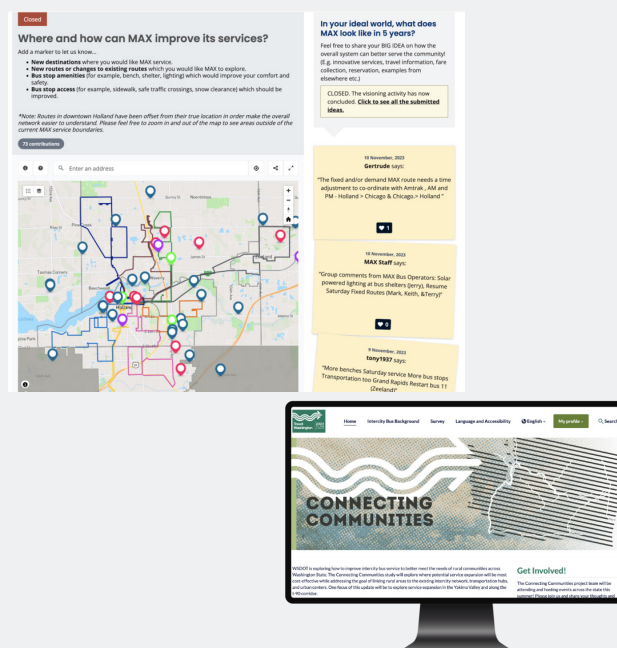
As described previously, our team will present the draft and/or final Comprehensive Plan at public meetings, including at least four meetings (with at least one in person).

Deliverables

- ▶ ADA accessible project website
- ▶ Community engagement tools (ADA accessible in English and Spanish)
- ▶ Promotional materials (ADA accessible)
- ▶ Public meeting attendance

Challenges & Potential Solutions. Because our team will not lead public engagement efforts, there is a risk that the timeline for developing content with enough time to review and revise could cause schedule delays if we are not well coordinated with HCAOG. Our bi-weekly check-ins and overall project schedule will help reduce this risk, and early identification, starting at project initiation, of anticipated engagement events will help us prepare.

Examples of Social Pinpoint used as part of transit projects





Section 5

Work Plan & Schedule

Work Plan & Schedule

The Transpo Group team has developed a schedule in line with the RFP request and that provides ample time for tasks likely to carry larger schedule risks. Our team can respond flexibly to the tasks for which the timelines are to be determined, such as public engagement support and public presentations. Our proposed staff has sufficient availability to implement our proposed approach and to respond to any changes that emerge through client or community needs.

<i>Staff Availability</i>	
Heidi Ganum	30%
Chris Titze	10%
Evan Howington	40%
Scott Le Vine	20%
Jonathan den Haan	30%
Cameron Duncan	30%
Elea Carey	20%
Selena Barlow	10%

Schedule

Subject to change

	2025			2026												2027				
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M
Task 1 - Project Management & Reporting																				
1.1 Project kick-off meeting		*																		
1.2 Project coordination; invoicing/reporting	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Task 2 - Lead Facilitation of Advisory Groups																				
2.1 Project Steering Working Group																				
WG meeting #1 - Project Initiation			*																	
WG meeting #2 - Site Visits					*															
WG meeting #3 - Visioning Workshop Foundations																				
WG meeting #4 - Visioning Workshop																				
WG meeting #5 - Gaps & Needs, Service Alternatives																				
WG meeting #6 - Draft Plan Review																				
WG meeting #7 - Land Use Workshop																				
2.2 Policy Advisory Committee																				
PAC Meeting #1 - Project Initiation			*																	
PAC Meeting #2 - Gaps & Needs, Service Alternatives																				
PAC Meeting #3 - Land Use Recommendations																				
Task 3 - Comprehensive Plan																				
3.1 Understanding transit & mobility values & priorities																				
Plan & policy review																				
Stakeholder interviews & surveys																				
Visioning workshop (WG meeting #4)																				
Performance measures																				
3.2 Existing conditions report																				
3.3 Transit market analysis & regional operations																				
Performance evaluation																				
Fiscal evaluation																				
Gaps & needs assessment																				
Proposed service alternatives																				
3.4 Develop Comprehensive Plan																				
Draft of comprehensive plan																				
Public engagement tools																				
Revised comprehensive plan																				
Presentations (TBD, min. four total/one in person)																				
Task 4 - Land Use-Transportation Policy Connections																				
4.1 Literature review & best practices																				
4.2 Recommended procedures & policies; WG Meeting #7																				
4.3 Staff presentations & staff report support																				
Task 5 - Stakeholder Outreach, Engagement, & Input																				
5.1 Project webpage																				
5.2 Community survey(s)																				
5.3 Promotional materials																				
5.4 Public meetings (TBD)																				

* Meeting or Online Activity D/F Draft/Final deliverable Consultant team effort Consultant team or client review and/or revision In-person event



Section 6

Cost Proposal

Cost

Only key staff are shown and other staff may work on and charge to the project as needed by the project manager.

Billing Rate:

Transpo Group						
Project Manager	PIC	Deputy Project Manager	GIS Analyst	Graphics/508 Compliance Lead	Financial Analyst	Project Admin
\$235.00	\$305.00	\$145.00	\$155.00	\$170.00	\$275.00	\$175.00

Transit Happy	
Outreach & Facilitation Support	Senior Advisor
\$110.00	\$150.00

Work Task								TOTAL	
								Hours	Cost
TASK 1 - Project Management & Reporting									
1.1 Project kick-off meeting	6	2	6					14	\$2,890
1.2 Project coordination (TBD) and invoicing & reporting (monthly)	36	2	24				20	82	\$16,050
TASK 2 - Lead Facilitation of Advisory Groups									
2.1 Project Steering Working Group									
WG Meeting #1 - Project Initiation	8	2	10		2			22	\$4,280
WG Meeting #2 - Site Visits	24		12					36	\$7,380
WG Meeting #3 - Visioning Workshop Foundations	16		12					28	\$5,500
WG Meeting #4 - Visioning Workshop	20		20					40	\$7,600
WG Meeting #5 - Gaps & Needs, Service Alternatives	8	2	6					16	\$3,360
WG Meeting #6 - Draft Plan Review	6		8					14	\$2,570
WG Meeting #7 - Land Use Workshop	24	4	20					48	\$9,760
2.2 Policy Advisory Committee									
PAC Meeting #1 - Project Initiation	6		8					14	\$2,570
PAC Meeting #2 - Gaps & Needs, Service Alternatives	4		6					10	\$1,810
PAC Meeting #3 - Land Use Recommendations	6	4	8					18	\$3,790
TASK 3 - Comprehensive Plan									
3.1 Understanding Transit & Mobility Values & Priorities									
Plan & Policy Review	8		24					32	\$5,360
Stakeholder Interviews & Surveys	24		24					48	\$9,120
Visioning Workshop (WG Meeting #4) (preparation & pre-activities)	16		20		8			44	\$8,020
Performance Measures	8	2	12					22	\$4,230
3.2 Existing Conditions Report	24	16	40	24	20			124	\$23,440
3.3 Transit Market Analysis & Regional Operations									
Performance Evaluation	24	8	40	16	12			100	\$18,400
Fiscal Evaluation	8	2	16			18		44	\$9,760
Gaps & Needs Assessment	16		28	12				56	\$9,680
Proposed Service Alternatives	24	10	32		20			86	\$16,730
3.4 Develop Comprehensive Plan									
Draft of Comprehensive Plan	20	16	40	24	48	12		160	\$30,560
Public Engagement Tools	16		18	8	24			66	\$11,690
Revised Comprehensive Plan	12	4	18	8	12			54	\$9,930
Presentations (TBD, at least four total with one in person)	12		16	8	18			54	\$9,440
TASK 4 - Land Use-Transportation Policy Connections									
4.1 Literature Review & Best Practices	16	4	24			2		46	\$9,010
4.2 Recommended Procedures & Policies and WG Meeting #7	16	8	24		16			64	\$12,400
4.3 Staff Presentations & Staff Report Support	16	16			8			40	\$10,000
TASK 5 - Stakeholder Outreach, Engagement, & Input									
5.1 Project Website	8		12		20			40	\$7,020
5.2 Community Survey(s)	6		12		20			38	\$6,550
5.3 Promotional Materials	6				24			30	\$5,490
Total Hours	444	102	540	100	252	32	20	1490	
Labor Costs	\$104,340	\$31,110	\$78,300	\$15,500	\$42,840	\$8,800	\$3,500	\$284,390	

Item	Direct Expenses
Transportation	9 flights + rental car and/or mileage
Hotel	23 hotel nights
Per diem	
Social Pinpoint	

Direct expenses \$13,600

TOTAL PROJECT COST \$317,990

Section 7

Required Attachments



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 Transit Happy Address 83 Scenic Ave Richmond, CA 94801	Will provide creative marketing and communications consulting	\$20,000*
Name Address		\$
Name Address		\$
Name Address		\$
Name Address		\$
Name Address		\$

Transpo Group USA, Inc.

* \$20,000 represents labor costs. Direct expenses, as needed, will also be added to the subconsultant budget.

Name of Lead Firm

Patrick Lynch, Principal

Printed Name and Title of Signatory



9/11/2025

SignatureDate



Resumes

Heidi Ganum, AICP

Project Manager

Heidi is a Senior Project Manager with nearly 20 years of experience working at the intersection of urban planning and public health. Heidi helps groups build shared understanding on issues ranging from data specifications to long range plans. She is equally comfortable facilitating discussions with elected leaders, community advocates, software developers, private business interests, and transportation agency staff, and she has led several efforts integrating public health, environmental health, land use policy, and equity concerns into transportation plans, projects, and policies.

Projects

Long Range Transit Plan (LRTP)

Ben Franklin Transit | Tri-Cities, WA

Heidi is the project manager for BFT's first-ever LRTP. Population and employment in the BFT service area are growing rapidly as the agency faces potential funding reductions from local and State sources and other challenges of serving multiple jurisdictions with differing needs and priorities. Heidi is overseeing all technical and community engagement work and leading jurisdictional outreach and is responsible for the development of the final Plan, which includes recommendation related to service enhancements, organizational capacity development, and improved regional partnerships.

Service Restoration and Redesign

Macatawa Area Express (MAX) | Holland, MI

Heidi was the project manager for this study for MAX's first major service revision in over 15 years. She was responsible for developing and managing the evaluation of MAX's operations, technology, and performance, developing and overseeing the process for Transpo's technical analysis, and facilitating community and jurisdictional partner engagement. Heidi continues to provide MAX microtransit implementation support through an on-call contract.

Strategic Transit Development Plan

Link Transit | Wenatchee, WA

Link Transit, in preparation for a significant leadership transition and on the heels of completing several new service initiatives, selected Transpo Group to help them develop a plan that meets State Transit Development Plan criteria while also providing the agency with long-term direction for service and capital planning. In addition to developing the Strategic Transit Development Plan, Transpo is also providing documentation and process supports to allow Link to update and implement the plan in a clear and standardized way. Heidi is the project manager for this effort.

Reimagine DART Transit Services Redesign

Des Moines Area Regional Transit Authority | Des Moines, IA

Faced with significant funding challenges, changing ridership patterns, and a multi-jurisdiction service area with widely varying densities and transit needs, DART is completing a transit services redesign. As a subconsultant to Jarrett Walker and Associates, Transpo is responsible for all non-fixed-route elements of the redesign, including ADA supplemental paratransit, demand-response services, and on-demand services. Heidi is the project manager and planning lead for Transpo.



EXPERTISE

- ▶ Transit Service Evaluation and Design
- ▶ Paratransit and Demand-Response
- ▶ ADA, Title II, & Title VI Compliance
- ▶ Rural and Small Urban Transit
- ▶ Project Management
- ▶ Stakeholder Facilitation
- ▶ Transit Governance
- ▶ Transit Operations Evaluation & Improvement
- ▶ Transportation/Land Use Integration

EDUCATION

- ▶ Master of Public Health (Health Disparities), Oregon Health and Science University
- ▶ Master of Urban and Regional Planning (Land Use), Portland State University
- ▶ B.A., Economics; English Language & Literature, University of Virginia

CERTIFICATION

- ▶ American Institute of Certified Planners (AICP)

MEMBERSHIPS

- ▶ American Planning Association
- ▶ Women in Transportation Seminar

PROFESSIONAL VOLUNTEERING

- ▶ Member, TRB Standing Committee on Transportation in Rural Areas
- ▶ Panel Member, NCHRP B-23 Volunteer Driver Programs Serving Rural and Low-Density Communities

Heidi Ganum, AICP

Project Manager

Page 2

Projects Continued

Mobility Data Open Source Standard Governance

Mobility Data | Montreal, Quebec

Heidi led the improvement and governance of the General Bikeshare Feed Specification - the data that allows shared mobility service providers to share information in a standardized way so that travelers can see their options in trip planning applications. GBFS is an open-source data standard, initially developed and managed by volunteers. When the standard was not keeping up with industry changes and needed better governance, Heidi took over product management. In that role, Heidi facilitated a global, consensus-based technical improvement and governance process, bringing together government, industry, and non-profit partners. Her efforts resulted in the standard being confirmed as the industry standard and adopted as a standard for European National Access Points as well (rare for a product emerging from North America).

Mobility On Demand Strategic Development Plan

Humboldt County

As a sub-consultant, Heidi researched and reported on model mobility on demand projects and programs in areas sharing similar geographic, demographic, or other factors with Humboldt County. Information included service descriptions, governance structures, and cost of start-up and operations.

Transit Feasibility Study Phase 2

Yakima Valley Council of Governments (YVCOG) | Yakima, WA

Following up on Phase 1 recommendations, Transpo Group continues to work with YVCOG to identify opportunities to improve transit services for area residents. Tasks include identifying lessons learned from peer funding and consolidation efforts, analyzing opportunities for improved transit connections, and developing service, administration, and funding recommendations based on agency and public input. Heidi is the project manager for this effort.

Microtransit Feasibility

Whatcom Transportation Authority (WTA) | Whatcom County, WA

Heidi was the project manager for this feasibility study conducted under Transpo Group's on-call contract with WTA. As part of the study, Heidi identified peer agencies and relevant programs, interviewed agencies and software vendors, and identified recommended service models for new WTA microtransit services.

Transit Development Plan

Twin Falls, ID

Heidi was the project manager for this plan. The City of Twin Falls expected to surpass 50,000 in population by the 2020 Census, necessitating the creation of a Metropolitan Planning Organization. Twin Falls requested the plan in order to prepare for the new government body and a change in transit funding for the area. Heidi led the plan creation, including existing conditions, analysis of current and future funding scenarios, and recommendations to improve the ability of Twin Falls to support fixed route transit in the future. Recommendations addressed a range of topics from parking policy to housing development and included relevant examples from across the country.

Emerging Mobility Tactical Action Plan

Teton County, WY

As a subconsultant, Heidi supported the efforts of Teton County and Jackson, WY to integrate older adult transportation needs into Teton's Emerging Mobility Action Plan and to develop a clear set of implementable next steps for government and community-based organizations to take in improving transportation infrastructure and services for older adults.

EZConnect Regional Mobility Center Planning & Development

NEORide | Multiple States

NEORide is an Ohio-based council of governments that improves coordination and efficiency among member agencies to make it easier for riders to use public transit. Members include nearly 40 agencies across 11 states. Building on the success of EZFare – the coordinated mobile ticketing product used by 14 NEORide members – NEORide is developing the EZConnect Regional Mobility Center with support from IBI. The EZConnect project includes the consolidation of fixed route, demand response, and ADA paratransit options into one trip planning and discovery application for travelers and for customer service agents supporting the EZConnect Regional Mobility Center. At IBI Group, Heidi was the Technical Lead on the project.

Coordinated Human Services Transportation Plan

Orange County Transportation Authority (OCTA) | Orange, CA

Heidi was the project manager for the 2024 update of the OCTA CHSTP. OCTA operates multiple service modes in Orange County and is the direct recipient of 5310 funds as well as dedicated State funds for transit. Heidi was responsible for all elements of the update, including developing the community and agency surveys, analyzing OCTA and partner services and performance, and developing short-, mid-, and long-term recommendations for improving the efficiency and performance of human services transportation in Orange County.

Chris Titze, AICP, PP

Principal-in-Charge

Chris is a senior transit professional who has dedicated his career to working with small and rural transit systems. Chris specializes in transit operations and service planning, transit policy and finance, strategic and long-range transit planning, human service transportation (HST), demand-responsive transport, passenger market assessments, and technology applications in the transit market. He has supported transit agencies operating within small city, suburban, and rural communities nationwide. Chris is a collaborative partner who strives to improve transit service's cost-efficient and effective delivery using implementable and data-driven solutions that reinforce community visions and encourage performance, economic development, and sustainable growth. Chris is a founding member of TRB's Transit Data Committee (AP090) and APTA's State of Affairs Committee.

Projects

YVCOG Regional Transit Feasibility Study

Yakima Valley Council of Governments (YVCOG) | Yakima, WA

Chris managed Phase 1 of the YVCOG Regional Transit Feasibility Study. The study sought to analyze the region's transit services and assets, identify transit gaps and opportunities to most efficiently employ transit resources to bridge them and establish adaptive strategies and best practices for improving transit for people in need.

Bellingham Station Visioning Study

Whatcom Transportation Authority (WTA) | Bellingham, WA

Chris project managed WTA's Bellingham Station Visioning study. This research examined alternatives to modernize Bellingham Station to accommodate increasing needs and restricted capacity. Chris oversaw all technical analysis and engagement, including site and neighborhood assessments, stakeholder and business/ landowner interviews, interactive workshops, and feasibility assessments.

Middletown and Newburgh Area Transit System Redesigns

Transit Orange | Orange County, NY

Transpo developed and analyzed Transit Orange's Middletown and Newburgh fixed route transit systems for Orange County. Current and predicted demographics, land uses, travel patterns, and transit demand were assessed to build a new service plan to optimize transit network efficiency and effectiveness and improve mobility to fulfill

short- and long-term community needs. Both concepts sought to reinvent transit and community travel. Chris managed these initiatives, managing technical evaluations, alternative development, public participation, and final plan formulation.

WSDOT Intercity Bus Program Plan Update

Washington Department of Transportation (WSDOT) | Tumwater, WA

Chris managed the WSDOT Intercity Bus Plan update, aimed at improving statewide intercity bus service by connecting rural areas and guiding service expansion. He led data collection from public and private operators to create a comprehensive statewide map and used demographic, land use, and transportation data to identify key activity centers and high transit demand populations. The project produced system expansion scenarios, evaluated performance measures, and developed a strategic framework to prioritize and implement improvements.

LINK Consolidated Transportation System Study

LINK | Hunterdon County, NJ

Chris conducted a transit master planning exercise that included operational and institutional proposals to improve Hunterdon County's LINK public transportation efficiency and cost. The study aimed to find ways to change LINK routes to improve coverage, underserved traffic patterns, system efficiency, and rural-small urban operations.



EXPERTISE

- ▶ Transit Planning, Operations, and Finance
- ▶ Transit Data, Analytics, and Demand Forecasting
- ▶ FTA Policy and Regulation
- ▶ Human Service Transportation (HST)
- ▶ Mobility as a Service (MaaS)/ New Mobility Solutions
- ▶ Transit Technologies and Software Applications

EDUCATION

- ▶ MUP Urban Planning, New York University
- ▶ BA Political Science, Muhlenberg College

CERTIFICATION

- ▶ New Jersey Professional Planner (NJPP) – License Number: 33LI00613200
- ▶ American Institute of Certified Planners (AICP) – Certification Number: 023402

MEMBERSHIPS

- ▶ APTA – State Affairs Committee
- ▶ American Society of Civil Engineers (ASCE) T&DI Public Transport Committee

Evan Howington

Deputy Project Manager

Evan has worked in transit and transportation planning for nearly ten years with a focus on GTFS, flexible and micro-transportation data, and evaluating the effectiveness of transit-oriented and mixed-use developments. Evan has published and presented research at the Transportation Research Board on bike buses, a form of active transportation to school.

Projects

Strategic Transit Development Plan

Link Transit | Wenatchee, WA

Link Transit, in preparation for a significant leadership transition and on the heels of completing several new service initiatives, selected Transpo Group to help them develop a plan that meets State Transit Development Plan criteria while also providing the agency with long-term direction for service and capital planning. In addition to developing the Strategic Transit Development Plan, Transpo is also providing documentation and process supports to allow Link to update and implement the plan in a clear and standardized way. Evan is supporting this effort through data collection, analysis, and visualization and development of supporting processes and documents.

WSDOT Statewide Transit Data Repository

Washington Department of Transportation

Evan oversaw the creation and update of all missing GTFS datasets (including Island Transit's) in Washington, to prepare for statewide generation of GTFS-flex datasets (that represent paratransit, on-demand, and micotransit services).

Public Realtime Information

Caltrain | San Francisco, CA

Evan worked with Caltrain, one of the largest transit providers in the San Francisco Bay Area, on upgrading their GTFS-realtime integrations in third party mapping applications to better manage track disruptions for riders. Key implementations included reformatting data management practices for ease of translatability and evaluating multiple options for communicating service changes to riders.

Passenger Information Improvements

Humboldt Transit Authority

Evan led the overhaul of data collection, organization and display of HTA's four operators on all public facing materials, including print and online, from labor-intensive and error-prone procedures to streamlined and accurate processes with significant automation improvements.

Transit Feasibility Study Phase 2

Yakima Valley Council of Governments (YVCOG) | Yakima, WA

Following up on Phase 1 recommendations, Transpo Group continues to work with YVCOG to identify opportunities to improve transit services for area residents. Tasks include identifying lessons learned from peer funding and consolidation efforts, analyzing opportunities for improved transit connections, and developing service, administration, and funding recommendations based on agency and public input. Evan is leading the research and evaluation of peer regions and transit operators, focusing on rural, multi-stakeholder environments with local and intercity operators, including tribal nations.

Bike Buses: An Evaluation of an Emerging Active Transportation to School Intervention

Transportation Research Record

Evan led the first published research on "bike buses" in the United States and presented findings at the annual meeting of the Transportation Research Board in January 2025. Evan's research included a literature review, surveys, interviews, and analysis of results. Without a prior body of research to draw on (due to the recent emergence of this form of transportation), Evan drew upon a wide range of disciplines, from behavioral health studies to infrastructure interventions, to develop a model for identifying the ideal conditions for a bike bus to operate in.



EXPERTISE

- ▶ GTFS and transit data
- ▶ Transit planning
- ▶ Transit customer care

EDUCATION

- ▶ Bachelor of Music, Composition, University of Oregon
- ▶ Masters in Urban and Regional Planning, Portland State University

Scott LeVine, PH.D, AICP, PP

Financial Analyst

Scott is a Transportation Economist at Transpo Group, with 20 years of experience in consulting and academia. Alongside his consulting engagements (highlights below), he teaches urban economics at the State University of New York. He is recognized as an industry leader in transit demand/ridership impact analysis, with international leadership roles on assignments across diversified transit modes and significant research initiatives. In addition to his demand-forecasting expertise, Scott has evaluated the impacts of service redesigns on transit fare policies, including fare-free systems, service transfers, system interlining, and the impacts of implementing microtransit and supportive demand responsive transport services.

Projects

Middletown and Newburgh Area Transit System Redesigns

Transit Orange | Orange County, NY

Transpo developed and evaluated Transit Orange's Middletown and Newburgh fixed route transit and complementary paratransit services. Scott led STOPS (Simplified Tripson- Project) modeling, ridership forecasting, fare analysis, and cost estimations, ensuring project success. He understood transit-dependent population origin-destination travel patterns using advanced transit planning tools like FTA STOPS modeling and Replica data. This provided accurate ridership forecasts for preferred route alignments, ensuring that proposed service plans met current and projected demand. Scott assessed operating costs, rolling stock capacity, and farebox recovery rates for various service scenarios. His fare analysis and cost estimations helped identify the financial viability of the proposed routes and create realistic budget projections and funding strategies.

Chemung County Transit (C-Tran)

Chemung County, NY

As part of a consultant team, Scott is helping C-Tran to restructure and expand its service offerings. As in other similar efforts, his team's efforts involve proposed revisions to local bus service coverage, routing, timetabling, fare policy – focused on transfers, staffing/ resourcing, and demand analysis/ ridership forecasting. The project team has developed a set of proposed alternatives, which they are analyzing for potential impacts to support a forthcoming round of public engagement. In addition, once the fixed route service recommendations are established, the team will analyze the impacts on paratransit operations and costs.

Long Range Transit Plan

Ben Franklin Transit | Tri-Cities, WA

Scott is the lead financial analyst for the development of Ben Franklin Transit's first long-range plan. BFT faces the possibility of reduced funding from both local and state sources even as the area population is rapidly growing and expected to continue to. Scott is leading a holistic review of the agency's finances and the development of financial scenarios to inform the mid-range and long-range recommendations. Factors being analyzed by Scott's team include collective bargaining agreements, contracts for contracted services, performance of services operated in-house and contracted, and current and forecasted operational and capital costs and revenues (including based on forecasted tax revenues and impacts of low-/no-emissions transition requirements).

Ridership Forecasting and Analysis for the SMTS Long Range Transit Plan

San Diego Metro Transit System (SMTS) | San Diego, CA

Scott worked for SMTS to develop ridership forecasts for transit investment projects to prioritize which projects to implement in case of a successful public referendum to increase the local sales tax. Scott was responsible for applying the U.S. Federal Transit Administration's STOPS software to prepare the ridership forecasts. STOPS is a generic travel demand modeling approach that can be deployed in regions across the US using national-level datasets in combination with local data that is available (surveys, ridership counts, etc.).



EXPERTISE

- ▶ TDM Refinement
- ▶ Multimodal Microsimulation
- ▶ Transit Service Planning
- ▶ Equity Analysis
- ▶ Ridership Forecasting
- ▶ Financial Analysis

EDUCATION

- ▶ PhD, Transport Studies, Imperial College (Topic: Methods to Model Demand for Mobility Services)
- ▶ MS/MUP Dual Degrees, Urban Planning/Transportation Planning & Engineering, Polytechnic University/New York University
- ▶ BS, Geography, McGill University

Jonathan den Haan

GIS Analyst

Jonathan is a GIS analyst who primarily focuses on developing databases, mapping, data collection, and analysis. His expertise includes a mixture of GIS and transportation solutions, such as implementing good mapping design techniques, performing proper database management, and using transportation engineering procedures. Jonathan has worked on transportation plans for multiple agencies around the Puget Sound and in the states of New York and Idaho. He ensures proper data collection techniques are used and that raw data is correctly transformed through GIS into valuable information that can be used to better urban conditions for all transportation users.

Projects

Human Service Transportation Plan Update

Ulster County Transportation Council (UCTC)

Jonathan assisted in the preparation of the HSTP for Ulster County. He created an ArcGIS Hub site to facilitate information sharing with the general public. Included in this work was the creation of online survey and map tools, story map creation, and web application development. Jonathan also worked to compile the latest available data from the US Census, including sources from the American Community Survey, Longitudinal Employer-Household Dynamics, Decennial Census, and more. With this data, Jonathan created many maps, tables, statistics, and narratives used in the final report.

Intercity Bus Program Plan Update

Washington Department of Transportation (WSDOT) | Tumwater, WA

Jonathan led the development of many spatial datasets needed to analyze existing conditions as part of Travel Washington's efforts to evaluate intercity bus system performance across Washington state. This included gathering detailed route and stop information, up-to-date bus schedules, and demographic data from the US Census and United for ALICE. Jonathan created an online portal for sharing GIS information with team members and used innovative visualizations and analytics to display the data in meaningful ways in support of the planning process. Innovations included mapping the frequency of intercity bus services across the state, creating a weighted demographic index to assess service to high propensity intercity bus travelers, and supplying the team with demographic summaries of bus coverage areas to evaluate access to transit.

Middletown and Newburgh Area Transit System Redesigns

Transit Orange | Orange County, NY

Jonathan worked as a GIS technician for Transit Orange's fixed-route services in Middletown and Newburgh transit service redesign studies. The purpose of these studies was to assess current and projected demographic trends, land uses, travel patterns, and transit demand, as well as to design a new service plan to maximize transit network efficiency and effectiveness and to improve mobility to meet short- and long-term community needs. Jonathan was in charge of collecting and mapping Census data and Replic origin-destination travel pattern data, interpreting GTFS feed data, and creating proposed bus stop and route service maps.

Service Restoration and Redesign

Macatawa Area Express (MAX) | Holland, MI

During this study Jonathan gathered, analyzed, and visualized data from the American Community Survey (ACS) 5-year estimates, ACS Commuting Flows, Longitudinal Employer-Household Dynamics (LEHD), and Public Use Microdata Samples (PUMS). He then created colorful maps illustrating demographic patterns, commute times, employer density and more. Jonathan also created an ArcGIS Online mapping application for use by project partners to view and analyze data. As part of the online tools, he developed several datasets, including origin/destination pairs based on survey results and trip data, conceptual bus routes, and ridership volumes. Finally, Jonathan used GIS tools to perform demographic analysis of the study area to determine impacts to equity for the existing and proposed networks.



EXPERTISE

- GIS Mapping/Analysis
- Census Data
- Interactive Web Mapping
- ADA Standards and Compliance

EDUCATION

- Geographic Information Science and Cartography Certificate, University of Washington
- M.S., Teaching, University of Washington
- B.S., Environmental Science, Calvin University

Cameron Duncan

Graphics/ 508 Compliance Lead

Cameron is a trained graphic designer with an urban planning background, making him a valuable creative asset to the Transpo team and our clients. His background enables him to generate and apply innovative ideas to various transportation projects effectively. Cameron collaborates with our project managers to illustrate processes and concepts, create renderings, and support outreach and communication initiatives through printed and digital/ web-based graphic design. He is an Adobe Creative Suite expert specializing in hand drawn rendering, illustration, presentation development, marketing communications, and visual communication. Cameron is skilled at translating technical ideas and processes into clear, elegant graphics that unify, simplify, and amplify concepts. His work includes outreach communications, 508-compliant technical reports and websites, branding, e-marketing, brochures, transit rider guides, web design, and accessible information presentation. His attention to detail and expertise ensure that all deliverables are visually appealing and easily accessible.

Projects

Intercity Bus Program Plan Update

Washington Department of Transportation (WSDOT) | Tumwater, WA

Cameron designed the WSDOT Intercity Bus Program "Summary at a Glance" report, emphasizing the importance of Washington's Travel Washington network in linking rural communities to regional hubs. The document summarized service performance, funding, and policy recommendations in a format designed for legislators and the public. Cameron handled the overall layout, charts, and infographics to present complex data clearly and managed the document's 508 compliance, ensuring it was fully accessible and easy to navigate for all users.

Human Service Transportation Plan Update

Ulster County Transportation Council (UCTC)

Cameron led all graphics and document design efforts for the final report, serving as the lead for 508 compliance to ensure accessibility for all readers. He created a clean, modern layout supported by custom graphics, charts, and images that translated technical findings into content suitable for both decision-makers and the public. He worked closely with project managers and planners to align visuals with key messages, resulting in a report that was clear, engaging, and easy to navigate for diverse audiences.

Human Services Transportation Plan

Skagit Council of Governments | Skagit County, WA

Cameron was responsible for designing the final report and led the effort for 508 compliance, ensuring accessibility for all audiences. He incorporated a customized cover, graphics, and SCOG branding elements, along with a series of infographics to translate technical data into clear and engaging visuals. Worked closely with the project team to align the design with communication goals, creating a polished and user-friendly resource for stakeholders and the public.

HOCTC Transportation Atlas

Herkimer-Oneida County Transportation Council (HOCTC) | Utica, NY

Cameron assisted with the development and creation of a highly graphic Transportation Atlas for this upstate New York client. The Atlas was designed for the public to help relay both a snapshot of the current state of transportation in the two-County area, as well as showcase upcoming plans and progress. The final printed copy is being shared through travel/ tourist agencies throughout the counties.



EXPERTISE

- Graphic Design
- Urban Design
- 508 Compliance
- Conceptual Renderings and Illustrations
- Branding and Advertising Campaigns

EDUCATION

- M.U.P., Urban Design, University of Washington
- B.A., English, Pacific Lutheran University
- Graphic Design Certification, Bellevue College
- InDesign + Accessibility Summit Training

MEMBERSHIP

- American Institute of Graphic Artists (AIGA)

Elea Carey

Outreach & Facilitation Support

Elea Carey, sole proprietor of Transit Happy, is a longtime communications and marketing consultant with experience in launching new ideas and initiatives with public transit agencies nationwide. Areas of expertise include communications strategy, marketing plans, creative development, social media, and media relations.

Projects

Multiple Projects

San Bernardino County Transportation Authority (SBCTA) | San Bernardino, CA

For the past three years, Elea has been instrumental in overseeing and implementing strategies for asset generation for public media campaigns in both English and Spanish to raise awareness and increase ridership for multiple transit agencies in America's largest county.

Multiple Projects

King County Metro Transit | Seattle, WA

Elea led multilingual marketing for the launch of the first Metro BRT in nine years. She also led two regional marketing campaigns, including paid and owned media plan development and implementation, to recruit operators and tradespeople.

Launch of Expanded Service

Bluegrass Community Action Partnership | KY

As part of a brand launch and transit system upgrade, Elea provided creative consultation, generated a three-year marketing plan outlining media strategy, and implemented public relations and paid media.

Marketing Strategy and Implementation

Northwest Oregon Transit Alliance | Tillamook, OR

As part of a project to promote a five-agency transit network to tourists, Elea developed and implemented advertising strategy for on-transit, digital, and radio ads, and managed an extensive organic social media campaign.

Website and Video Development

Verde Shuttle | Sedona, AZ

Consultation by Elea for these projects included creative development for website, messaging, and logo design in English and Spanish in addition to a bilingual script and how-to collateral for production of promotional video.



EXPERTISE

- Communications Strategy
- Project Management
- Promoting New Ideas and Services
- Marketing Implementation
- Media Relations

EDUCATION

- Master of Fine Arts in English, Pacific Lutheran University, 2008
- Bachelor of Arts in English, San Francisco State University, 1989

LICENSURE

- Certified Disadvantaged Small Business

Selena Barlow

Senior Advisor Public Engagement

Selena Barlow, sole proprietor of Transit Marketing, has more than 30 years of experience marketing and planning public transportation services throughout the U.S., often in small-urban and rural markets. She now advises Transit Happy on multiple transit-promotion projects. Selena has specialized in leading surveys and community engagement, as well as developing marketing plans, brands, and campaigns for transportation agencies.



Projects

Multiple Projects

San Bernardino County Transportation Authority (SBCTA) | San Bernardino, CA

For the last eight years, Selena has led marketing to promote public transit in America's largest county. In addition to leading rider-non-rider research and supporting studies and planning, she has implemented campaigns to improve passenger information and promote the county-wide transit network through marketing, local partnerships, community outreach, and paid advertising.

Update of Online Marketing Guide

National Rural Transit Assistance Program | serving agencies nationwide

National RTAP provides an extensive online resource of marketing education and customizable graphics, templates, and photographs which rural and small urban transit agencies use to market their services. Selena developed the original Marketing Toolkit in 2015, a series of marketing webinars in 2021, and served as senior advisor as Transit Happy revised the Toolkit for release in 2024.

Visitor Marketing and Paid Advertising

Northwest Oregon Transit Alliance | Tillamook, OR

Having developed a new website, umbrella brand, and marketing plan to promote a regional transit network to tourists and residents, Selena now advises Transit Happy on social media and paid advertising promotions.

Launch of Expanded Service

Bluegrass RIDE | Frankfort, KY

To promote newly expanded service in four towns in Central Kentucky, Selena led the development of a new brand, new website, marketing plan, and complete suite of passenger information materials and promotions. She leads the team that provides creative development and implementation of all promotions.

Supporting Planning and Launching New and Expanded Services

City of Sedona | Sedona, AZ

Selena worked alongside the City of Sedona to research and develop new services. Sedona faced several transportation challenges. The hospitality industry needed transportation for employees: Selena developed and implemented a brand and marketing plan to support new shuttle service. Traffic congestion at hiking trailheads was overwhelming: Selena created and implemented marketing and promotions for trailhead service. The City needed flexible, on-demand solutions: Selena developed complete marketing, including education on app use.

EXPERTISE

- ▶ Seasoned transit marketing, research, and planning professional
- ▶ Understands transit in a variety of service environments
- ▶ Keen awareness of public transit riders and their information needs

EDUCATION

- ▶ Master of Business Administration, Concentration: Marketing, University of Arizona, May 1988
- ▶ Bachelor of Science, School of Journalism, Major: Advertising, University of Florida, June 1977



Equal Employment Opportunity

TRANSPPO GROUP'S EQUAL EMPLOYMENT OPPORTUNITY POLICY AND AFFIRMATIVE ACTION PROGRAM

Administering all employment-related matters in accordance with the principle of equal opportunity ensures that employees and applicants for employment are treated uniformly and fairly. We believe that every employee has the right to work in surroundings virtually and in the office, that are free from all forms of unlawful discrimination. It is our policy that all decisions involving any aspect of the employment relationship including recruitment, hiring, compensation, training, promotion, demotion, transfer, reduction in force, termination, and all other terms and conditions of employment will be made without regard to age, race, color, national origin, sex, gender identity, sexual orientation, religion, the presence of any sensory, mental, or physical disability, marital status, military status, genetic information or any other status or characteristic protected by local, state, or federal law. All employment- related decisions shall be based on such relevant criteria as performance, training, experience, and suitability, as applied at Transpo's discretion. Our company has made a commitment to equal employment opportunity through a positive and continuing Affirmative Action Program.

DBE Participation

DBE Firm: Transit Happy, 83 Scenic Ave,
Richmond, CA 94801

DBE Firm Work: Transit Happy will lead efforts to develop public engagement materials, as needed, will provide workshop facilitation support, and will lead recommendations related to public engagement, marketing, and branding in the Comprehensive Plan.

DBE Firm Budget: Transit Happy's labor budget is \$20,000, with additional budget added for direct expenses, as needed (and included in overall direct expense budget).

Section 8

Conflict of Interest

Conflict of Interest

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