900 Northcrest Drive, PMB 16
Crescent City, California 95531
www.dnltc.org

Del Norte Local Transportation Commission

Tamera Leighton, Executive Director
Tamera@DNLTC.org
Desk: (707) 465-3878
Cell: (707) 218-6424

TECHNICAL ADVISORY COMMITTEE
SPECIAL MEETING AT 1:00 P.M. TUESDAY, NOVEMBER 1, 2022
WASTEWATER TREATMENT PLANT COMMUNITY ROOM
210 BATTERY STREET, CRESCENT CITY, CA 95531

This is an in-person meeting. If you cannot attend in person, register in advance for this webinar:
HTTPS://US02WEB.ZOOM.US/WEBINAR/REGISTER/WN_JNHUYCIIRIOGZOXHLX1AAG

1. Call Meeting to Order
2. Public comment period

   Public comments are welcome and encouraged; however, no proposed action can be taken on any item not appearing on the agenda.

3. Minutes of September 27, 2022
   By consensus, approve minutes.
4. Zero Emission Vehicle Project Initiation Plan contract.
   Staff recommendation: By polled vote, recommend DNLTC award the ZEV Project Initiation Plan contract to the top-scoring firm and authorize the executive director to sign the contract and amendments necessary to complete the work authorized in the Overall Work Program.
5. Discussion items
   - 2023-24 Overall Work Program
   - Information sharing by TAC members, including project updates: California Highway Patrol, Yurok Tribe, Transit, City, County, Caltrans, Harbor, DNLTC.
6. Adjourn to the regularly scheduled meeting on November 29, 2022, at 2 p.m.

Anyone requiring reasonable accommodation to participate in the meeting should contact Executive Director Tamera Leighton: Phone (707) 465-3878; email tameraleighton@DNLTC.org.

MINUTES
TECHNICAL ADVISORY COMMITTEE
REGULAR MEETING AT 2:00 P.M. ON SEPTEMBER 27, 2022

Present: Rosanna Bower, County
Andrew Leighton, City, Chair
Heidi Kunstal, County, Vice-Chair
Jon Olson, City
Suresh Ratnam, Caltrans
Joe Rye, RCTA
Patricia Ulmer, Yurok Tribe
Absent: Larry Depee, California Highway Patrol
Todd Garrett, Harbor
Also Present: Susan Brown, Rural Approaches
Tamera Leighton, DNLTC
Heather Welton, City

1. **CALL MEETING TO ORDER**
   Vice Chair Kunstal called the meeting to order at 2:00 p.m.

2. **PUBLIC COMMENT PERIOD**
   Public comments are welcome and encouraged; however, no proposed action can be taken on any item not appearing on the agenda. Public Comments are limited to three minutes.
   The following person(s) addressed the Committee: None

3. **MINUTES OF AUGUST 30, 2022**
   Proposed action: By consensus, approve minutes.
   Public Comment: None
   Jon Olson moved to approve the minutes of August 30, 2022, seconded by Rosanna Bower, and unanimously carried; the Technical Advisory Committee approved the minutes of August 30, 2022.

4. **PLANNING, PROGRAMMING AND MONITORING (PPM) FUNDING**
   Proposed action: Consider PPM and regional needs, and make a recommendation to the Del Norte Local Transportation Commission
   Tamera Leighton explained the use of PPM funding saying the funds can be used up to preliminary engineering, not for construction, environmental, or right-of-way purchase. Tamera explained there is $20,000 in PPM funds that are carry-over funds and need to be spent. The funds can be combined with current and future funding. The transit hub planning may need additional funding. The carry-forward PPM funds must be added to the Overall Work Program (OWP). Tamera asked for ideas from the TAC members for the use of these funds. The TAC discussed several ideas such as RFP development and

review, environmental mitigation banking, project site identification, and other options. Joe Rye suggested a planning document for the electrification of the transit facility at the fairgrounds to help plan the move to electric or hydrogen buses.
Public Comment: None
Jon Olson moved to recommend the Del Norte Local Transportation Commission approve $20,000 for preliminary engineering for the electrification of the transit hub at the fairgrounds, seconded by Rosanna Bower and unanimously carried; the Technical Advisory Committee recommends the Del Norte Local Transportation Commission approve $20,000 for preliminary engineering for the electrification of the transit hub at the fairgrounds.

5. **CORONAVIRUS RESPONSE AND RELIEF SUPPLEMENTAL APPROPRIATIONS ACT OF 2021 (CRRSAA)**
   Proposed action: Consider funding available and project needs, and make a recommendation to the Del Norte Local Transportation Commission.
   Tamera Leighton explained the uses of the CRRSAA funding and asked TAC members for suggested projects. The TAC discussed the Washington Boulevard project and the city's Front Street Project. Tamera asked the City and the County to send her written proposals for both projects to bring to the Commission at their next meeting.
   Public Comment: None
   Jon Olson moved to recommend the Del Norte Local Transportation Commission consider funding options for the Washington Boulevard Project and the City's Front Street Project, seconded by Rosanna Bower and unanimously carried; the Technical Advisory Committee recommends the Del Norte Local Transportation Commission consider funding options for the Washington Boulevard Project and the City's Front Street Project.

6. **OVERALL WORK PROGRAM AMENDMENT 1**
   Proposed action: Recommend DNLTC adopt Overall Work Program Amendment 1.
   Tamera Leighton explained the proposed changes in Amendment 1 and asked the TAC to recommend the amendment.
   Public Comment: None
   Jon Olson moved to recommend Del Norte Local Transportation Commission adopt Overall Work Program Amendment 1, seconded by Rosanna Bower, and unanimously carried; the Technical Advisory Committee recommends Del Norte Local Transportation Commission adopt Overall Work Program Amendment 1.

7. **DISCUSSION**

   - District 1 Pedestrian and Bicycle advisory committee – Tamera Leighton reminded the TAC members that committee members are still needed.
   - Statewide equity advisory committee – Heidi Kunstal noted that the application deadline has passed, but the committee is looking for specific expertise.

- Information sharing by TAC members, including project updates: California Highway Patrol, Yurok Tribe, Transit, City, County, Caltrans, Harbor, DNLTC. Suresh Ratnam shared updates for the electrification plan, and insight into Tesla's business models.

8. ADJOURN TO THE NEXT REGULARLY SCHEDULED MEETING ON OCTOBER 25, 2022 AT 2:00 PM.

With no further business to come before the TAC, the Chair adjourned the meeting at 3:30 p.m., to the next regularly scheduled meeting on October 25, 2022, at 2:00 p.m.

Respectfully submitted,

_____

Tamera Leighton, Executive Director
Del Norte Local Transportation Commission

900 Northcrest Drive, PMB 16
Crescent City, California 95531
www.dnltc.org

Del Norte Local Transportation Commission

Tamera Leighton, Executive Director
Tamera@DNLTC.org
Desk: (707) 465-3878
Cell: (707) 218-6424

Item 4 Staff Report

DATE: NOVEMBER 1, 2022
TO: TECHNICAL ADVISORY COMMITTEE
FROM: TAMERA LEIGHTON, EXECUTIVE DIRECTOR
SUBJECT: ZERO EMISSION VEHICLE PROJECT INITIATION PLAN CONTRACT

STAFF RECOMMENDATION: By polled vote, recommend DNLTC award the ZEV Project Initiation Plan contract to the top-scoring firm and authorize the executive director to sign the contract and amendments necessary to complete the work authorized in the Overall Work Program.

BACKGROUND: The Zero Emission Vehicle plan is an approved project in the Overall Work Program. The work element, request for proposals, two proposals received, and standard contract language are attached.

WORK ELEMENT H Zero Emission Support Plan

2022-23 Overall Work Program Final

Expenditures		Revenue by Fund Source			
Staff Allocations and Funding Requirements					
	Amount	**RPA**	**STIP/PPM**	**TDA**	
DNLTC Staff		$ 8,000.00	$ -		
Consultant		$ 56,875.74	$ -	$ -	
TOTAL	**$ -**	**$ 64,875.74**	**$ -**	**$ -**	

Note: All accounting and reporting is at the product level and all consultant costs are limited by contract. The consultant area of this work is expected to capture carryover.

Objective

This work element will develop a detailed scope of work to begin to address the regional needs to meet the Zero Emission Vehicle mandates created by Governor Newsom in 2020.

Discussion

Governor Newsom signed an executive order that bans the sale of new gasoline and diesel-powered vehicles by 2035. The California Air Resources Board mandated that all new trucks sold in California emit zero emissions by 2045.This is the initiation of what is likely to be several years of planning efforts to meet the new mandate in a balanced and respectful way.

Previous Accomplishments

Participation on the North State Super Region Zero Emissions Planning Workgroup. Transit Development Plans.

Product 1: ZEV Project Initiation

Task/Activity	Products	Schedule
Develop a Request for Proposals in partnership with the Technical Advisory Committee. Administer a consultant selection process. Responsible party: DNLTC.	Consultant selection process materials.	July - June
Project monitoring and administration. Responsible party: DNLTC.	Progress reports and invoice processing.	July - June
Establish a regional Workgroup. Responsible party: DNLTC.	Agendas, minutes, workplan.	July - September
Develop a draft detailed and prioritized workplan to address Zero Emission Vehicle and Zero Emission Bus mandates for review by Regional Workgroup. Responsible party: Consultant.	Agendas, minutes, draft workplan.	September - November
Develop and initiate a draft strategy to address the priorities set by the workplan to meet the California's ZEV and ZEB mandates. Responsible party: Consultant.	Agendas, minutes, strategy.	November-June
Prepare final workplan and strategy for approval by DNLTC. Responsible party: Consultant.	Final workplan and strategy.	November-June

Product 1 Estimate	Amount	RPA	STIP/PPM	TDA
DNLTC Staff Services	$ 8,000	$ 8,000	$ -	$ -
Consultant	$ 56,876	$ 56,875.74	$ -	$ -
Total	$ 64,876	$ 64,875.74	$ -	$ -

1225 Marshall Street, Suite 8
Crescent City, California 95531
www.dnltc.org

Del Norte Local Transportation Commission

Tamera Leighton, Executive Director
tameraleighton@gmail.com
Desk: (707) 465-3878
Cell: (707) 218-6424

REQUEST FOR PROPOSALS

for

Zero Emission Vehicle Project Initiation Plan

for the Del Norte Local Transportation Commission

Prepared for: Del Norte Local Transportation Commission

Prepared by: Tamera Leighton, Executive Director
900 Northcrest Drive, #16
Crescent City, California 95531

Posted on: October 12, 2022

REQUEST FOR PROPOSALS (RFP) TO PROVIDE A ZERO EMISSION VEHICLE PROJECT INITIATION PLAN

A. BACKGROUND

The Region

The region served by the Del Norte Local Transportation Commission, the Regional Transportation Planning Agency (RTPA) for Del Norte County exists totally within the boundaries of Del Norte County. Del Norte County is California's northernmost coastal county, with a land area of approximately 1,070 square miles. The County is bounded by Curry County, Oregon, to the north, mountainous Siskiyou County to the east, Humboldt County to the south, and by the Pacific Ocean to the west. Crescent City, the county seat, is located roughly halfway between Portland, Oregon (330 miles north) and San Francisco, California (350 miles south). Regionally, Crescent City is located approximately 85 miles north of Eureka, Humboldt County, about 26 miles south of Brookings, Oregon and 83 miles west of Grants Pass, Oregon, and Interstate 5.

Four federally recognized Tribes are in the Del Norte region: Elk Valley Rancheria, Tolowa Dee-ni' Nation, Resighini Rancheria, and the Yurok Tribe. They are partners and leaders in advancing regional transportation.

The principal north-south route through Del Norte County is US Highway 101, which provides access to coastal towns and cities to the north and south. Crescent City is located on US Highway 101. Del Norte County has two main routes providing access to inland communities: State Route, or SR 197/US Highway 199 to Hiouchi and Gasquet, and Route 169 to Klamath Glen. SR 197/US Highway 199 connects US Highway 101 to Interstate 5 in Oregon.

The county's diverse geography includes inland mountain ranges of coniferous forests, low coastal mountain ranges with temperate forests and the Redwood State and National Parks, and rugged coastlines with gray sand beaches on the Pacific coast. The climate of Del Norte County is consistently mild along the coast, becoming more variable inland. In Crescent City and along the coastal fringe, there is minimal temperature fluctuation. Coastal daytime temperatures average 45-55 degrees during the winter months. Temperatures increase to 55-65 degrees during mid-summer and early fall months, with higher temperatures when coastal fog disperses. Inland, temperature differences are more marked. Del Norte County/Crescent City area's annual rainfall generally ranges between 70 - 80 inches, with the heaviest rainfall occurring from November through March.

Population

The California Department of Finance estimated the Del Norte County population at 28,544 in 2010. This includes a population of 21,356 within the unincorporated area of the County and 7,188 within the City of Crescent City. The projected population for 2035 is 31,328. An Economic and Demographic Profile is posted on the DNLTC website under the heading Important Planning Documents: http://www.dnltc.org/planning.

Organization and Management

The Del Norte Local Transportation Commission (DNLTC) is the Regional Transportation Planning Agency (RTPA) for the Del Norte County region. The DNLTC consists of six members—two members of the Del Norte County Board of Supervisors and one public member appointed by the Board of Supervisors and three council members from the City of Crescent City. With the addition of a representative of the Caltrans District 1 Director, the DNLTC Board becomes the Policy Advisory Committee.

A Technical Advisory Committee (TAC) advises the DNLTC on various transportation matters. The TAC is comprised of two representatives from the Planning and Public Works staff of the City and the County, and one representative from the Harbor District, Yurok Tribe, California Highway Patrol, Redwood Coast Transit Authority, and Caltrans.

B. SCOPE OF SERVICES

This project initiation plan will develop a detailed scope of work to begin to address the regional needs to meet the Zero Emission Vehicle mandates created by Governor Newsom in 2020. Governor Newsom signed an executive order that bans the sale of new gasoline and diesel-powered vehicles by 2035. The California Air Resources Board mandated that all new trucks sold in California emit zero emissions by 2045. This work is the initiation of what is likely to be several years of planning efforts to meet the new mandates in a balanced and thoughtful way. DNLTC is seeking a consultant who will present a methodology that meets the following general needs:

- Develop a detailed and prioritized work plan to address Zero Emission Vehicle and Zero Emission Bus mandates for review by a regional workgroup.
- Develop and initiate a strategy to address the priorities set by the work plan to meet California's ZEV and ZEB mandates.
- Prepare final work plan and strategy.

The plan will outline a path forward to transition public transit fleets and local jurisdiction fleets to EVs and create a more sustainable transportation system. This work represents Del Norte's first steps to plan to meet the challenges of transitioning a rural, isolated, and northern county to an efficient, vibrant, and robust ZEV-supporting region. A primary goal of this initial plan is to begin this transition in a way that is supported by partner

agencies and provide all agencies with the information needed to apply for detailed planning grants and project design and construction efforts in the future.

The contractor will work under the direction of the DNLTC Executive Director, who will have final approval authority over all issues involved in the review process. The contractor must provide their own office space, office equipment, transportation, communications, insurance, and other provisions necessary to be an independent contractor.

PROPOSAL SUBMITTAL REQUIREMENTS

Company Overview

1. Firm name and business address, including phone number, email address, and website.
2. Type of ownership and parent company if applicable.
3. The name of the proposed project manager for this project.

Key Personnel and Job Planning

4. Resumes of key personnel to be assigned to the project. Include length of service with the firm, professional education and years of experience.
5. If any part of the project cannot or is not planned to be performed in-house, describe the portion that would be subcontracted along with a profile of said subcontractor.
6. If you have multiple company offices, please identify the location where the majority of the work will be performed.

Relevant Experience and Capabilities

~~7.~~ Please provide a list of three (3) relevant projects, including the year completed, project duration, cost, and client contact information. ~~Provide an example of a completed project in a GIS viewer.~~

Statement of Interest and Methodology

8. A narrative describing the firm's interest, unique abilities, and value-added benefits your firm will bring to this project. (Please limit to three pages.)

Cost Proposal

9. The cost proposal shall be broken down into labor, subcontractor fees (if any), and expenses. The budget is $56,875 for the current fiscal year ending June 30, 2023. If the proposed schedule continues after June 30, the proposal should detail the funding needed in the current fiscal year and the following fiscal year. The fee shall include all taxes, mark-ups, overhead, and profit.

Schedule of Work

10. DNLTC aspires to complete this work by June 30, 2023, but working beyond this date is acceptable.

C. PROPOSAL EVALUATION

DNLTCs Technical Advisory Committee representatives will evaluate the proposals that meet the stated requirements and will make a recommendation to the Del Norte Local Transportation Commission. Evaluation will be based on the responsiveness and comprehensiveness of the RFP response, qualifications of individuals or firm, experience/performance, and proposal contents/methodology. Cost of work will be considered in the evaluation of the proposal in terms of overall value. Proposals will be evaluated based on the following point values:

Responsiveness and Comprehensiveness:	10 points
Qualifications of Individual or Firm:	20 points
Experience/Performance:	25 points
Proposal Contents/Methodology:	30 points
Value	15 points
Total Available:	100 points

D. INSTRUCTION FOR SUBMITTING A PROPOSAL

All proposals must include the following:

1. Proposals must not exceed 30 pages;
2. An electronic copy of the proposal in unlocked PDF format.

Please direct all questions and deliver proposals to:

Tamera Leighton, Executive Director
Del Norte Local Transportation Commission
900 Northcrest Drive, #16
Crescent City, California 95531
Desk: (707) 465-3878.
E-mail: TameraLeighton@DNLTC.org

The schedule of activities related to this contract is as follows:

October 12, 2022	RFP Issued
October 25, 2022	Proposals are due to DNLTC by 5 p.m.
October 31, 2022	Review committee scoring and recommendation to DNLTC
November 1, 2022	Anticipated Contract Award
November 2, 2022	Project Start Date
June 30, 2023	Project Completion

E. TERMS AND CONDITIONS

The Del Norte Local Transportation Commission (DNLTC) is not obligated to accept any of the proposals submitted or to enter into an agreement with any of the proposers. At its discretion, the DNLTC may elect to award all or any portion of the project scope of work as defined in the RFP. DNLTC reserves the right to reject any or all responses, waive any technical requirement, and select the firm that, in the DNLTC's judgment, best meets the requirements of this project and the needs of the DNLTC.

F. PROTEST PROCEDURES

The contract protest process and procedures to be utilized by DNLTC in considering and determining all bid protests or objections regarding solicitations, proposed award of a contract, or award of a contract whether before or after award is located at http://www.dnltc.org/about-us/rfps/

G. STANDARD CONSULTING AGREEMENT

The selected firm shall be retained under the RTPAs standard professional services agreement. A sample of this agreement is available at http://www.dnltc.org/about-us/rfps/

The contract shall provide payment for services performed up to a not-to-exceed amount on a July 1 to June 30 fiscal year basis. The final Scope of Services and Schedule (Exhibit A to the Standard Consulting Agreement) will be negotiated by the Consultant and the Del Norte Local Transportation Commission.

Please direct all communications and deliver proposals to:

Tamera Leighton, Executive Director
Del Norte Local Transportation Commission
900 Northcrest Drive, #16
Crescent City, California 95531

Desk: (707) 465-3878.
E-mail: TameraLeighton@DNLTC.org

GHD Digital

Zero Emission Vehicle Project Initiation Plan

Proposal

Del Norte Local Transportation Commission

October 25, 2022

→ **The Power of Commitment**

Cover Letter

Tamera Leighton, Executive Director
Del Norte Local Transportation Commission
900 Northcrest Drive #16
Crescent City, CA 95531

RE: Proposal for Zero Emission Vehicle Project Initiation Plan

Dear Ms. Leighton,

GHD welcomes the opportunity to assist the Del Norte Local Transportation Commission (DNLTC) with the strategy, technical analysis, and guidance to develop the Zero Emission Vehicles (ZEV) Project Initiation Plan.

GHD recognizes that Del Norte County is a special place, and we are excited to work with you and showcase our expert staff and skills to support the County in its transition towards a sustainable and Zero Emission Countywide Transportation System. It is our goal to enable your vision of building a ZEV ready community, not only to meet California's decarbonization mandates, but also to continue to promote the Del Norte Region as an attractive destination – for tourism and investment – with reliable access to environmentally friendly transportation that supports the beautiful forests, rivers, coasts, and clean air for which the region is known.

As a 100% employee-owned company, part of GHD's mission is the concept of "Future Energy," which is to support the communities where we live and work in the transition towards a future of affordable, reliable, and secure low-carbon energy. Energy systems are in transition worldwide, with a corresponding effect on transportation systems, and the broader-based impact to citizens and businesses. Your project team has a solid track record of delivering across comprehensive energy and transportation projects, in rural communities as well as in cities.

Our work experience is extensive. It stretches from decarbonization vision, strategy, and funding to the technical transit planning, facility design, charging infrastructure, and logistics of public or private fleet transitions. Our work in California includes Butte County, Sonoma, the San Francisco Bay Area, the City of San Luis Obispo, and LA Metro. Our team has worked on decarbonization roadmaps in the nearby states of Arizona, Nevada, and Washington, up to British Columbia, Canada, and towards the east in Michigan and New Jersey. GHD is embedded in Australia's decarbonization efforts and worldwide. GHD has committed as a company to achieving carbon neutrality by 2025 for Scope 1, 2, and 3 emissions.

With a major office in Eureka, GHD has long been a regional partner, providing technical and professional services across the County. Most recently we have been working with Crescent City and the County on their Local Road Safety Plans, with the Tolowa Dee-ni' Nation on successful grant funding applications, and with the DNLTC on your regional mapping support through ArcGIS Online. We are committed to your success.

We are confident that our proposal addresses the requirements laid out in the RFP, and we look forward to your review and feedback. This proposal constitutes a firm offer for a period of 90 days from the date submitted. Should you have any questions, please do not hesitate to contact us.

Regards,

Frank Penry
Project Manager

707-540-9019
Frank.Penry@ghd.com

Amber Shows
Project Director

707-267-2202
Amber.Shows@ghd.com

Contents

1. Company Overview

→ About GHD

GHD provides a wide range of technical and professional services to private and public sector clients around the globe. Our international knowledge base—leveraged with our regional expertise—positions us to add world-class value locally while maintaining sound relationships with the community and stakeholders. ***Put simply, we work where our clients work.***

Firm Information

Established in 1928, GHD is a full-service international engineering firm wholly owned by our people. We are 10,000+ diverse and skilled individuals connected across five continents—Asia, Australia, Europe, North and South America, and the Pacific region. We are one of the world's leading professional services companies operating in the global markets of Transportation, Water, Energy & Resources, Environment, and Property & Buildings. Our people can offer decades of knowledge, as well as a deep understanding of the challenges facing businesses and communities today. We deliver projects with high standards of safety, quality, and ethics across the entire asset value chain. Driven by a client service-led culture, we connect the knowledge, skill, and experience of our people with innovative practices, technical capabilities, and robust systems to create lasting community benefits.

Firm and Contact Information:

Firm Name:
GHD

Address:
2235 Mercury Way, Suite 150
Santa Rosa, CA 95407
+1 707.540.9019

Email:
Frank.Penry@ghd.com

Website:
www.ghd.com

Type of Ownership and Parent Company:
C-Corp, GHD Inc.

Proposed Project Manager:
Frank Penry

GHD
North America

130+
Locations

4,000+
People in North America

450+
California Staff

14
California Offices

1.1 GHD Transportation & Future Energy Services

We've worked within the county of Del Norte since the early 2000s and have been in the surrounding areas as Winzler & Kelly for 60 years. We are known in the community for our Environmental Compliance and Planning, Transportation Planning, Road Safety, Mapping, and Geographic Information Systems (GIS) capabilities including stakeholder engagement and grant funding. We are proud to showcase our broader capabilities through this project, which include Transportation and Future Energy.

Transportation

GHD is engaged across the entire transport spectrum, from active transportation, to airports, marine, roads, highways, rail, and logistics. Our experts provide integrated services through the project lifecycle, from initial policy, planning, economics, and business case advice, through concept, procurement, detailed design, construction, to operations, maintenance, and asset management.

Working with our clients, we understand today's challenge is to not only deliver urban or rural transportation projects that meet the immediate need but to also provide optimal and sustainable community solutions that balance infrastructure investment with demand, land-use strategies, and system efficiencies. We keep a link to the significant macro lenses shaping transportation, from accessibility and multi-modal solutions to aging infrastructure, climate change, emerging technology, population growth and funding gaps.

The California transportation network is faced with many challenges as infrastructure ages, pavements fail, the population increases and ages, overall connectivity becomes more challenging and historical funding sources are no longer adequate. To add to these issues, Californians are also facing a harsh reality that our current infrastructure may fail us in an emergency event or evacuation scenario. Numerous funding opportunities have been put in place to make the changes required to improve our connectivity and will provide resilient and lasting benefits needed in our communities.

Our seasoned planners and engineers know that the key to a successful project is excellent planning, but they also consider how the project will be funded to get critical infrastructure from concept to fruition. For projects like DNLTC's, GHD has worked to ensure projects meet criteria for funding eligibility.

Planning and preparing for a ZEV infrastructure is a key area for funding, which includes both ZEV and ZEB Vehicle Incentives, Infrastructure Incentives, grants, and financing programs. GHD is proud to be a leader in grants understanding to assist our clients – we stand apart for our noteworthy capabilities:

- Maria Lehman, GHD Principal, US Infrastructure Lead, and President of the American Society of Civil Engineers (ASCE) provides GHD's oversight and close tie into the Federal Infrastructure and Investment Jobs Act (IIJA) funding protocols. She was recently appointed by President Biden to the National Infrastructure Advisory Council (NIAC). The Council advises the White House on how to reduce physical and cyber risks and improve the security and resilience of the nation's critical infrastructure sectors.
- GHD is both a preferred and approved vendor to Calstart-Energize which administers over $80M of annual funding from the California Energy Commission (CEC) for medium and heavy-duty ZEVs including hydrogen fuel cell and associated charging and alternative fueling infrastructure.

Maria Lehman
GHD Principal and US Infrastructure Lead

Future Energy

Governor Newsom's Zero Emission Vehicle Mandates and the California Air Quality Board Innovative Clean Transit (CARB ICT) Regulation are part of a worldwide shift in energy that will have significantly impacts on economics and communities. We are at an important tipping point, particularly in California with the ability to make changes and harness growth in renewable energy sources including wind, solar, storage, hydrogen fuel cell technology, and distributed resources that can reduce Carbon Dioxide (CO_2) emissions and underpin a sustainable new future energy system.

The capabilities and tools we've developed at the nexus of transportation decarbonization and future energy include GHD's Zero-Emission Vehicle Optimization (ZEVO) to help communities build robust and resilient transportation decarbonization roadmaps and strategies. The elements of our holistic approach (Figure 1) are comprehensive.

Decarbonization Strategy & Planning	Infrastructure Assessment	Multi-Modal Mobility Planning
Stakeholder & Community Engagement	Electric, Hydrogen, & Alternative Fuel Vehicles & Infrastructure	Impact Assessment & Permitting
Road Systems & Design	Extreme Weather Events & Emergency Scenarios	Climate Change & Carbon Accounting
Water – Energy Nexus	Energy from Waste & Bioenergy	Energy Security & Reliability

Figure 1 GHD's Holistic Approach to Decarbonization

1.2 GHD and Transportation Decarbonization

Figure 2 GHD's ZEVO Tool

GHD has worked with cities, municipalities, transit agencies, schools, waste management, and emergency services to decarbonize both private and public transit fleets. Through our experience in this field, we have created ZEVO™, an integrated consulting solution that combines the knowledge across various domains that must be considered in developing a strategy, roadmap and workplan to achieve transportation decarbonization, optimize transition pathways and de-risk the process down to the vehicle selection, charging infrastructure and training level.

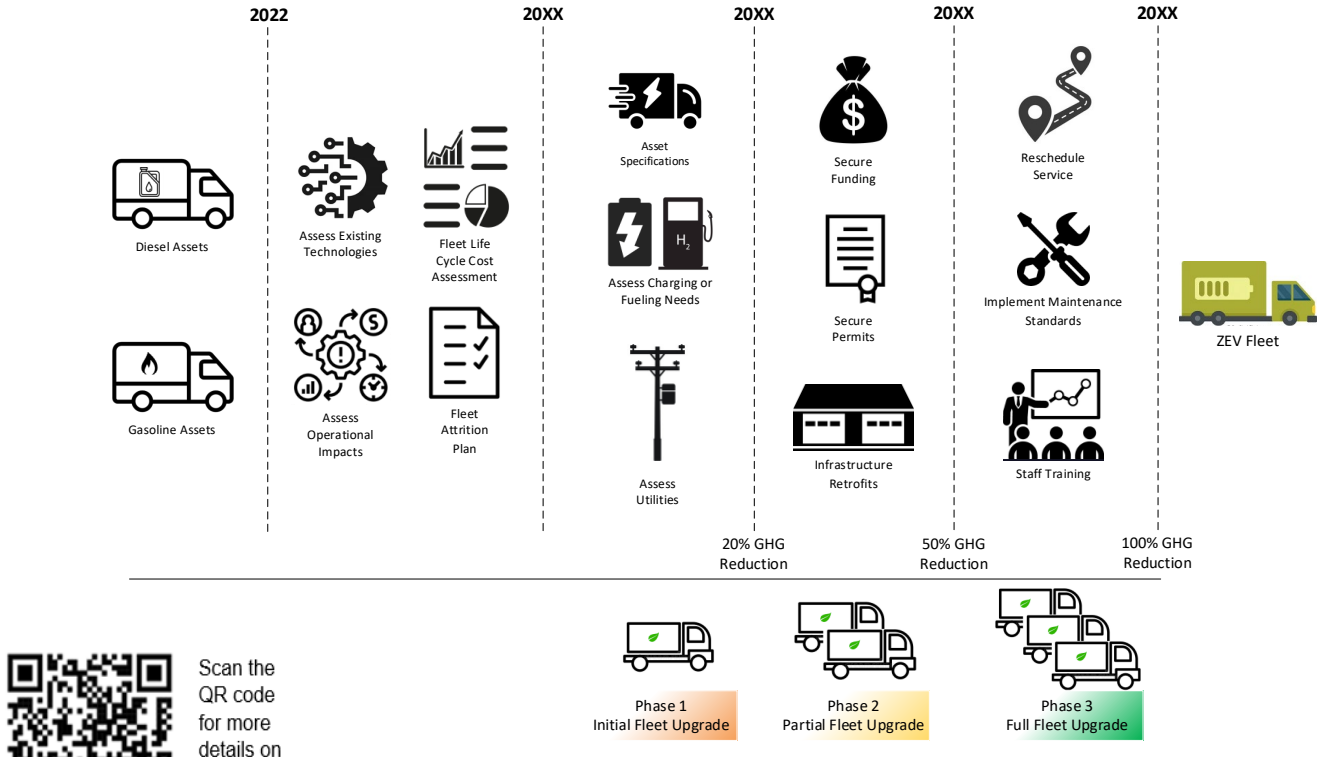
The benefits of a decarbonized fleet and what it can bring to creating a vibrant and healthy community are undisputable. For example, DNLTC stakeholders can forego more than 120 tons of CO_2 per year per asset through ZEVs, and the long-term energy and operations costs of selecting the right ZEVs can lower ongoing expenses including the rising energy costs of fossil fuels.

However, transition of a region and its fleets can be a disruptive process. GHD's approach is to walk our clients through five key areas (Table 1) in detail to ensure a robust and well-thought-out transition strategy that considers the specific community's capabilities, operational constraints, and needs.

Table 1 GHD's approach to Transportation Decarbonization

Key Factor	GHD's Capabilities
Financial	Compared to fossil fuel assets, ZEVs can be expensive to purchase but cheaper in the long term to operate. This presents a financial and operational roadblock to any organization that wants to convert to a clean fleet. Our team using ZEVO will create a baseline understanding of the expected CAPEX and OPEX expenditure associated with a clean fleet. We will present expenses and capital costs on a year-by-year basis to identify the "peaks" and to ensure that the funding structure is matched to the required investments.
Technology	There are many zero-emission technologies available in the market across battery electric, hydrogen fuel cell and other alternative fuels, and they are growing at different rates of maturity. The most developed BEVs still struggle in long-range, high-power demand and in extreme climates. From a financial and operational perspective, the variability and maturity of ZEVs poses risks to selecting new vehicles on a tight timeline. We will run simulations utilizing existing vehicle telematics to simulate ZEV performance within the context of all possible on-road variables such as stop lights, local weather, road congestion, accessory loads, HVAC, road topography and potential detours.
Infrastructure	The selected ZEV technology will also dictate the infrastructure requirements for charging/ fueling, maintenance, and the required retrofits of existing infrastructure. Our approach will assess suitability across fleet depots and transit routes to identify locations for new infrastructure to power/fuel the new vehicles, and the associated permitting and safety protocols.
Operations	ZEVs have different operational needs than traditional vehicles, and fleet operators have spent decades optimizing their fleets to a diesel, gasoline or in some cases CNG operation. We will assess the existing fleet, looking at the current vehicle drive-cycle and duty-cycle to allow operators to appropriately right size their new fleet to complete a normal day's operational requirements.
Energy	The supply chain for both EV and FCEV is still evolving and not 100% predictable. Stability of this supply chain will be challenged as more and more vehicles transition to ZEVs. ZEVO creates a baseline assessment of the available energy sources to outline needs that can then facilitate direct conversations with local energy providers to ensure that the infrastructure is planned, available and resilient enough to meet the demand.

GHD's ZEVO and transportation decarbonization toolsets will assess each of the five key areas outlined above and will be the foundation to create a multi-year workplan. Figure 3 depicts a 3-phase transition workplan which started with a pilot to gain firsthand knowledge while building local engagement and understanding. As part of GHD's ZEVO services we will work with DNLTC to create the appropriate strategy, roadmap and prioritized workplan for your fleet and community.



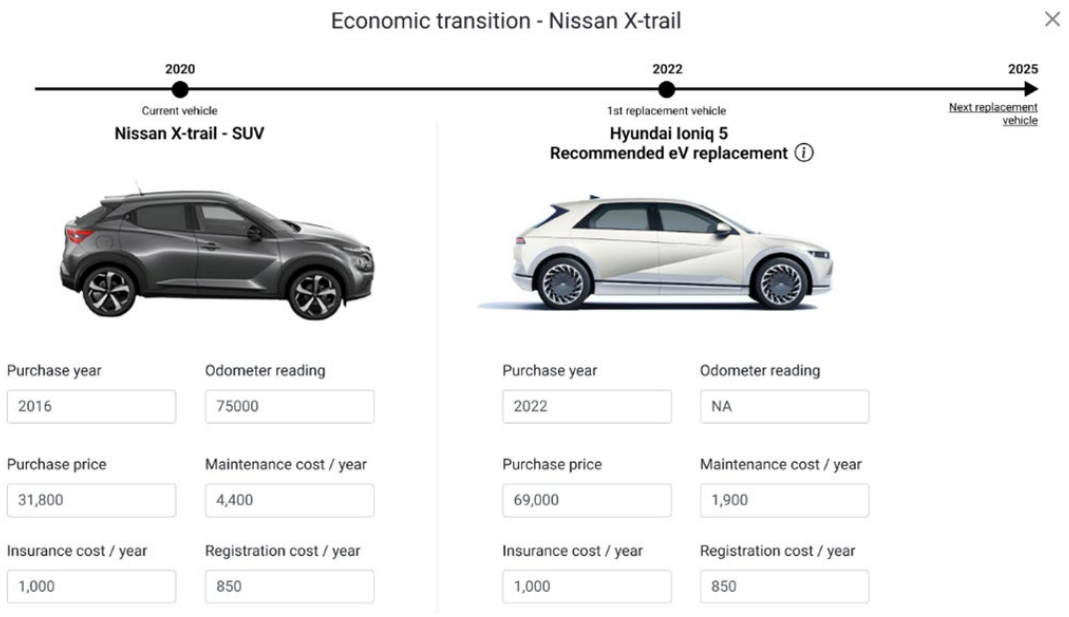
Scan the QR code for more details on GHD ZEVO™

Figure 3 Three-Phase Transition Work Plan

1.3 Our Subcontractor, Evenergi

GHD has chosen Evenergi as our subconsultant to assist in delivering the ZEV Project Initiation Plan for the Del Norte Region. Founded in 2016, Evenergi is one of the world's foremost zero emissions fleet transition management companies. They offer software-as-a-service solutions for zero emission bus and vehicle transitions, along with related advisory services. Evenergi has worked with over 200 municipalities on their zero-emission bus and vehicle transitions. Locally, this includes working on fleet transition and electrification for the Department of Parks and Recreation in California, the City of San Mateo (CA), Nassau County (NY) and the City of Detroit (MI). Evenergi is also active in transit decarbonization in King County Metro (Seattle, WA), TheRide (Ann Arbor, MI) and SunTran (Tucson, AZ). We have assessed Evenergi's team, tools, qualifications, and culture; together we can provide the right benchmarks to DNLTC to establish the ZEV Project Initiation Plan and considerations for the future. Evenergi's specific role is outlined in the Personnel and Job Planning section.

Evenergi will provide access to its **BetterFleet™** operating platform in this project. BetterFleet complements GHD's ZEVO services by being a public facing solution for fleet operators and owners providing planning, optimization, and management abilities. This platform offers self-serve options for DNLTC staff and stakeholders to do vehicle comparison in terms of financial, environmental, energy and operational outcomes on their own during the project and gain familiarity with different scenarios.



2. Key Personnel & Job Planning

Your project team leverages local and expert California staff while also drawing on specialist technical resources. We have selected core team members across ZEV strategy, policy, transit planning, and electrical design, as well as specialists in ZEV/ZEB technology, equity, policy, and funding analyses to develop DNLTC's ZEV/ ZEB strategy and workplan.

The team of proposed key individuals and specialists are available and committed to working with you to execute the ZEV Project Initiation Plan. We have structured our team with a program approach to ensure that each project aspect has a relevant lead assigned, and to ensure effective project management and responsiveness from us to you. We are confident that the output from this accomplished team will help DNLTC understand the ZEV/ZEB mandates, develop a strategy, and a prioritized and detailed workplan across the key areas impacted by long term and sustainable transportation decarbonization efforts.

2.1 Your Team

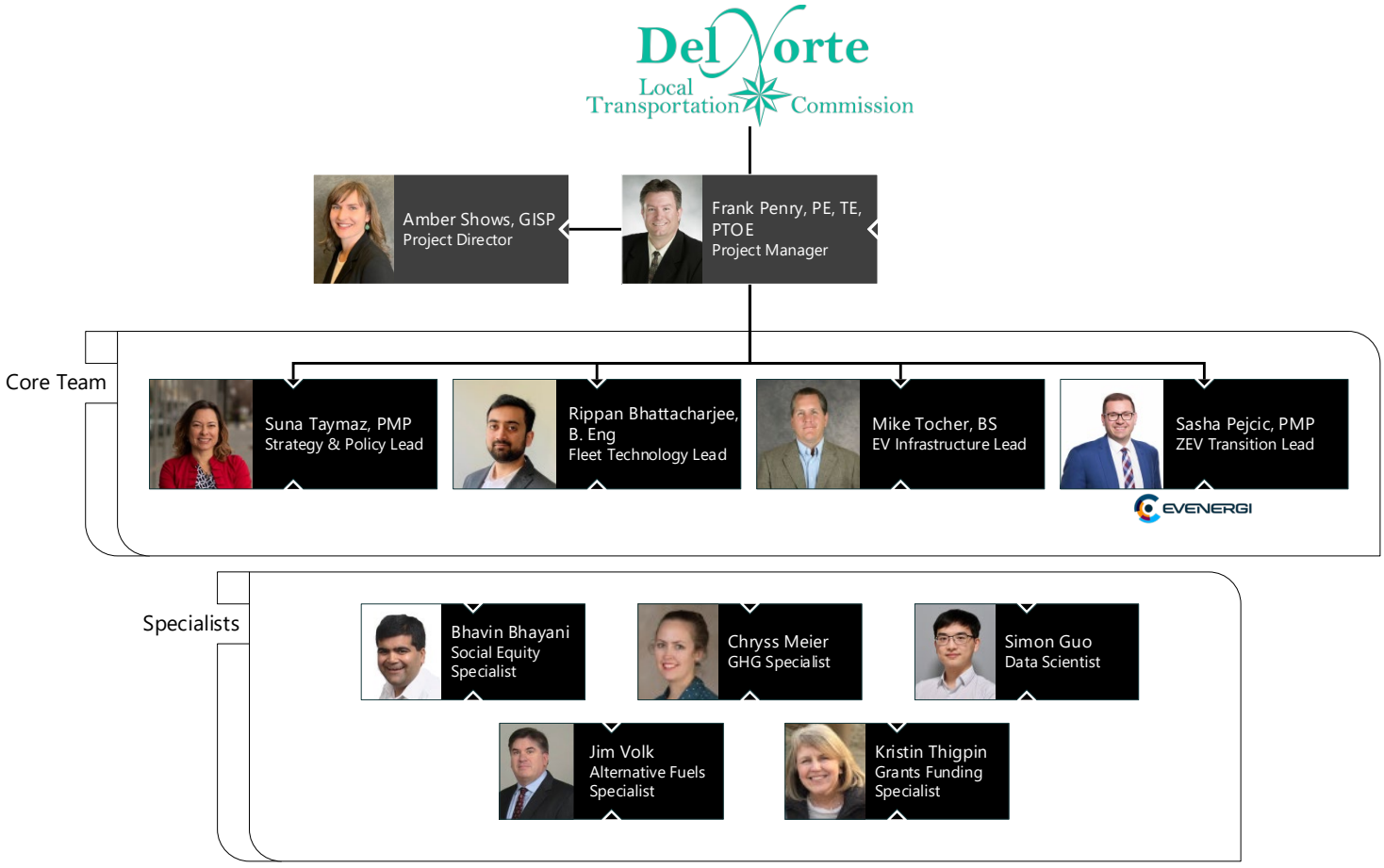


Figure 4 Organizational Chart

2.2 Key Personnel – Core Team

Amber Shows, GISP
Project Director

Years of Experience / Length of Service with GHD: 14 years / 10 years

Office Location: Eureka, CA

Professional Education: Master of Science, Nature Resources; Bachelor of Science, Biology; Bachelor of Arts, French & Environmental Studies

Summary:

Amber will serve as the Project Director. As such she will be accountable to the DNLTC for the success of the Project. She will be an advocate for the Project within GHD, providing oversight for both the delivery and quality controls. Amber has over 14 years of experience in geospatial data management and analysis on projects throughout California. Her local project management experience includes projects with California municipalities, planning organizations and multistakeholder groups. As an everyday EV driver in nearby Humboldt County, Amber will be the local touchstone for the GHD team in making sure the Project Initiation Plan strategy and roadmap fits the Del Norte Region and its most important needs.

Relevant Project Experience:

– Project Manager Project Manager – Regional Transportation Mapping Project – Del Norte Local Transportation Commission, Crescent City, CA
– Project Manager – GIS Professional Services – City of Arroyo Grande, CA

Project Manager – North Coast Fisheries Mapping Project – Humboldt Fishermen's Marketing Association, Humboldt, CA

Frank Penry, PE, TE, PTOE
Project Manager/Transit Infrastructure Improvement Lead

Years of Experience / Length of Service with GHD: 25 years / 15 years

Office Location: Santa Rosa, CA

Professional Education: Bachelor of Science, Civil Engineering

Summary:

Frank is the Project Manager, responsible for planning, managing project execution, and coordinating all aspects of your project and the team. Frank will work with the primary objective of assuring the team complies with the project plan and deliverables. He is a registered Traffic Engineer and Civil Engineer in California, with certification as a Professional Traffic Operations Engineer (PTOE). Mr. Penry has 26 years of experience in transportation project planning, transit, and traffic engineering design, he will also serve as Del Norte's Transit Infrastructure Improvement Lead. His experience includes traffic operations; transit infrastructure design; transit circulation, feasibility, and construction; Intelligent Transportation Systems (ITS) and Transit Signal Priority (TSP); environmental studies and documents; facility circulation, roadway improvements, and intersection design. Frank has provided services for transit operations and facility development to Sonoma Marin Area Rail Transit (SMART), Mendocino Transit Authority, Marin Transit, AC Transit, Golden Gate Transit, B-Line - Butte County Association of Governments (BCAG), Santa Rosa CityBus, Bay Area Rapid Transit (BART), Petaluma Transit, and many others including ZEV & ZEV Infrastructure planning and design.

Relevant Project Experience:

– Senior Traffic Engineer/Infrastructure Lead – San Luis Obispo Transit Yard Solar, Battery Electric Bus Charging, and Bus Parking Optimization Study – City of San Luis Obispo, CA
– Senior Traffic Engineer – Mendocino Transit Authority Maintenance Facility Expansion – Ukiah, CA
– Project Manager/Traffic Engineer – Redwood & Grant Transit Center Improvement Project (RGTP) – Marin Transit

Project Manager/Traffic Engineer – AC Transit A&E On-Call, Line 51 Corridor Delay Reduction & Sustainability Project – Alameda-Contra Costa County Transit District

Mike Tocher
EV Infrastructure Lead

Years of Experience / Length of Service with GHD: 25 years / 16 years

Office Location: San Luis Obispo, CA

Professional Education: Bachelor of Science, Electrical Engineering

Summary:

Mike will act as the Electrical Design Lead, informing and coordinating the electrical infrastructure needs assessment of the Zero-Emission Rollout Plan within existing or proposed facilities. He is a registered Electrical Engineer and has over 25 years of diverse experience managing and designing renewable energy projects (feasibility studies, photovoltaic, methane fueled cogeneration, etc.). Mike provides construction management services for projects, including transit and industrial facility projects, commercial buildings, and institutional facilities. He also has specialized experience managing, designing, and implementing automation and control systems that include network-based SCADA systems for various environments including municipalities, institution and industrial applications and coordinating those projects with local energy service providers, such as Pacific Gas & Electric.

Relevant Project Experience:

– Senior Electrical Engineer/Electrical Lead – San Luis Obispo Transit Yard Solar, Battery Electric Bus Charging, and Bus Parking Optimization Study – City of San Luis Obispo, CA

– Project Engineer – Sustainability Implementation Study – San Diego Unified School District, CA

Project Manager – Renewable Energy Feasibility Study and Master Plan – New Camaldoli Hermitage, Big Sur, CA

Suna Taymaz, PMP
Strategy and Policy Compliance Lead

Years of Experience / Length of Service with GHD: 20 years / 2 years

Office Location: San Francisco, CA

Professional Education: Master of Business Administration (MBA); Bachelor of Commerce

Summary:

Suna will act as the Strategy & Policy lead and has experience leading strategy, business, and technology solution development in energy, transportation, and infrastructure. She has successfully led efforts to digitize city records to better serve citizens, develop advanced analytics platforms to determine optimal and equitable siting of Electric Vehicle and Fuel Cell electric vehicle charging /hydrogen fueling infrastructure, and strategy and roadmaps for utilities and transportation entities.

Prior to GHD, Suna led strategy and market development for innovative transportation businesses (Connected, Autonomous, Shared and Electric Vehicles) including successfully garnering $7M+ grant funding for public agencies. Prior to that, Suna led strategy and technology innovation at PG&E to develop renewable energy strategy (electric and gas), Smart Grid technologies to integrate distributed generation, storage and elective vehicles into electric operations, hydrogen strategy, and regulatory filings with local, state, and federal agencies.

Relevant Project Experience:

– ZEVO Strategy: Define user requirements for the Zero Emission Vehicle Optimization (ZEVO) Tool for entities transitioning to ZEV/ZEB, considering policy, funding strategies, grid carbon intensity, and electric and hydrogen infrastructure – Various CA entities

– Project Director – Hydrogen Infrastructure Strategy & Roadmap: Work with the Hydrogen Business Council to set the entity's strategic priorities including economic development, stakeholder, and funding analysis – Toronto, Canada (remote via California)

– Technology Lead, PG&E, various projects: Define strategy and technology for various PG&E efforts including natural gas pipeline decarbonization, customer energy programs tool development, and smart grid "Digital Twin" vision and roadmap – San Francisco, CA

– Pre- GHD: Ran transportation projects for car shares, electric vehicles, hydrogen fuel cell vehicles, autonomous vehicles and supporting in infrastructure in Concord, Oakland, Sacramento CA, and Las Vegas, Nevada

Rippan Bhattacharjee, B.Eng.
Fleet Technology Lead

Years of Experience / Length of Service with GHD: 7 years / 2 years

Office Location: Vancouver, British Columbia

Professional Education: Bachelor of Science, Mechanical Engineering

Summary:

Rippan will support DNLTC's Project Initiation Plan as the Fleet Technology Lead. He has a keen focus on the low emission fleets that are being adopted by transit agencies across the world. He is passionate about zero emission technologies in the transportation industry and as an engineer, Rippan strives to create clean, reliable, and actionable data which can be used to confidently make decisions around fleet decarbonization. Rippan has led GHD's development of ZEVO an integrated software solution for optimizing fleet transition scenarios. ZEVO has been successfully utilized by fleet operators in the US, Canada, and Australia to build robust and resilient fleet transition roadmaps.

Prior to GHD, Rippan has extensive experience working for a major Transit Agency in British Columbia where he was Project Manager for the $12M Smart Bus Program. This program was a large-scale change management exercise which utilized various transit technology to identify operational efficiencies, increase ridership, and optimize fleet operations.

Relevant Project Experience:

– ZEV Specialist, Fleet Assessment for RNG Utilization and Electrification, City of Tucson, AZ
– Fleet Technology Lead, Range Modelling a Transit System using GTFS data, Regional District of Nanaimo, BC
– Project Manager, Zero Emission Mobility Planning for Light Duty Vehicles, AMSS – Western Australia
– Decarbonization Specialist, Fleet Decarbonization Strategy for Mining Equipment, Rio Tinto
– ZEV Specialist, Fleet Decarbonization Strategy for Mining Equipment, Rio Tinto

Sasha Pejcic, PMP
ZEV Transition Lead

Years of Experience: 22 years

Office Location: Toronto, Ontario

Professional Education: Bachelor of Arts, Finance Specialization & Applied Studies – Human Resources Management Specialization

Summary:

Sasha leads Evenergi's Canadian and US companies and will serve as the ZEV transition lead for DNLTC. He is responsible for customer experience, operations, growth, strategy, and performance management. Additionally,
Sasha acts as Evenergi's Global Bus Lead, lending technical knowledge and expertise to Zero Emission Bus projects across the world.

As a management consultant, Sasha supports transit agencies, fleet operators and other related industries (utilities, equipment suppliers, etc.) with the transition to zero emission vehicles, both battery electric and hydrogen fuel cell.
Sasha also works with transit agencies to rationalize their services to grow ridership, improve customer satisfaction, and maximize cost efficiencies. Sasha has successfully led a 100+ portfolio of diverse transit projects, including 30+ in the zero-emission bus and vehicle space.

A demonstrated leader in transit, Sasha is an ENO Center for Transportation alumnus. He proudly serves on the Board of Directors for the Ontario Public Transit Association (OPTA), serves on the Zero Emission Bus Task Force for the California Transit Association, and is involved with numerous industry committees of APTA, CUTA and CTA. He is a thought leader in ZEBs and has authored blogs and articles for Metro Magazine on the integration and transition to a ZEB fleet. Additionally, he recently authored a chapter on ZEBs for best-selling book, The Future of Public Transportation. Sasha was named one of Mass Transit's Top 40 Under 40 in 2018.

Relevant Project Experience:

– Interim Base Predictive Energy Modeling – King County Metro – Seattle WA
– Regional Electric Vehicle Charging Infrastructure "Toolkit" – Southeast Michigan (3 counties) – Detroit, MI
– Sacramento County ZEB Rollout Plan and Short-Range Transit Plan – Sacramento, CA
  Golden Gate Bridge Highway & Transportation District Zero Emission Bus Rollout Plan and Analysis Services – San Francisco, CA

2.3 Personnel – Specialists

Name, Title	Summary
Jim Volk **Alternative Fuel Specialist**	Jim is a global leader in hydrogen technology and project development, including implementing first-of-its-kind retail hydrogen fueling stations in California and New York while with Shell Hydrogen. Jim's experience in advanced hydrogen technology development including electrolysis, power generation, energy efficiency, hydrogen for transportation, CO2 and energy management and environmental project development. Jim also has experience with hydrogen blending into natural gas pipelines for several mid-west utility companies. Past roles include Vice President for Shell Hydrogen LLC, Chairperson-elect for The California Fuel Cell Partnership, Board Member for National Hydrogen Association, and member of Shell Oil's Renewables Leadership Team. Jim holds seven US Patents. Jim's hydrogen fueling experience in California includes working with UC Davis on various transportation studies, the California Energy Commission, and the California Air Resources Board.
Bhavin Bhayani **Social Equity Specialist**	Bhavin is a skilled ideator who is driven by an intrinsic curiosity about client challenges and providing equity for all sections of society. Bhavin leads the development of Advanced Analytics offerings for several Service Lines at GHD guided by his more than 10 years of diverse experience of operations management and design of public and private infrastructure. His interests include development of analytical/statistical methodologies, whose collective goal is to support teams in all stages of a project. He achieves this with a deep knowledge of what's possible using the latest data science tools including artificial intelligence and machine learning (AI/ML) technologies. His work on equity and funding was recognized at the American Water Works Association 2022 Transformative Issues Symposium (TIS22), where he presented his latest analytics on the influence of demographics and environmental risks with regards to service levels, public health, delinquency reduction, and public infrastructure. Recently he has also been leveraging the Environmental Justice framework to develop a "Circular Economy" model for a client to upskill the resident population and retain the proceeds from capital projects within the community.
Kristin Thigpen **Grants Funding Specialist**	Kristin has 22 years of experience in strategic planning, communications, community engagement, and funding program management. She has consulted on engagement and conservation projects for academia, private sector clients, government, and non-governmental organizations. Kristin has developed and administered grant programs and directed communications programs and stakeholder engagement. She has experience working with regulatory agencies on compliance and permitting in conservation, solid waste, recycling, hazardous waste, and wastewater. Kristin was also the funding and engagement manager for an energy efficiency start-up, Energy Elective (EE), focusing on strategic planning for their micro-grid integration business which partnered with local low-income housing, microgrid, battery, and electric vehicle advocates as part of its business model. She researched and monitored various state energy grants, collaborated with Climate Protection Authorities, Transportation Authorities and was responsible for research and outreach to smart-home technology, electric vehicle, and battery storage strategic partners.
Simon Guo – Data Scientist	Simon is a data scientist with over eight years of experience in the engineering and quantitative analytics fields, specializing in developing and executing scalable AI and analytics solutions using data analytics, data mining and machine learning capabilities in transportation, waste management, emission, health, and safety (EHS), and oil & gas pipelines. Simon has been working with clients as part of multiple ZEVO teams. He leads the analytics for activities such as Battery Electric Bus Range Modelling for the Regional District of Nanaimo and light-duty Fleet Decarbonization for Asset Management Support Services for GHD Australian teams. Simon was responsible for building the ZEVO tool's data processing and analysis pipeline, from initial data collection, cleansing, consolidation, analysis to building the calculation model and automating data processing framework using programming scrips on various decarbonization projects.
Chryss Meier – Greenhouse Gas (GHG) Specialist	Chryss has 15 years of experience as an environmental planner, with a specialty in air quality and greenhouse analysis, responsible for the preparation of documents for compliance with the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA). She has prepared environmental documentation and technical analysis for a variety of projects, including general and specific plans, schools, multi-use development, planned communities, redevelopment, industrial and warehouse, airport infrastructure, Sphere of Influence and incorporation proposals, transportation and transit improvements, and other infrastructure. She has successfully managed the preparation of Environmental Impact Reports (EIR), Initial Studies and Mitigated Negative Declarations (IS/MND's), Categorical Exemptions, and State Revolving Fund CEQA-Plus packages. In addition, she has been involved in the management and preparation of combined EIR / environmental assessments, transportation conformity analyses, and air quality and GHG technical reports. She has also provided training courses on implementation of CEQA, modeling and analysis procedures, and organized and led meetings with public agencies, interest groups, and consultants. She has prepared air quality and GHG analyses using computer models, such as the CalEEMod, EMFAC, and CALINE air quality models.

3. Relevant Experience and Capabilities

3.1 Project References

We have provided four references below: three recent references from our ZEV services and one from Evenergi.

Reference Project #1 – Fleet Assessment for RNG Utilization and Electrification

Client
City of Tucson, AZ

Project Timeline
March 2021–Ongoing

Value
$143,000

Address
255 W Alameda St,
Tucson, AZ 85701

Client
Michael Catanzaro
520-837-6325

This project is a 2022 ACEC-BC Award nominated project

Description

The City of Tucson (COT) aims to achieve full carbon neutrality by 2030 through electrification or other forms of zero/low emission technologies. COT commissioned GHD for a feasibility study to explore and develop their fleet electrification roadmap and interim utilization of landfill gas (LNG) to power the city fleet and transit buses.

Methodology

GHD assessed the needs of the existing fleet through scenario-based analysis in ZEVO and developed an implementation plan for transitioning COT's fleets to ZEVs. Additionally, we provided analysis and recommendations on the viability of utilizing RNG from the landfill to power the fleet as a potential low-carbon pathway to carbon neutrality. Each fleet group was defined by weight class and assessed by build year, model, make/OEM, fuel type (CNG, Diesel), odometer reading, fuel consumption, maintenance expense, amortization period, purchase cost, asset expiry date, and service life of the asset from OEM. Fleet assessment and various transition scenarios to electrification were achieved in ZEVO by:

1. Compiling a database of commercially viable zero and low emission vehicle technologies in North America suitable to operate in the hot and dry conditions of Arizona. All possible vehicle types were covered including, transit buses, refuse trucks, utility trucks, cars, and vans.
2. Analyzing the duty cycle and drive cycle of each vehicle type to identify trips and routes that are potentially unviable for ZEVs. This activity was done to determine the magnitude of service restructuring that would be needed to support a full ZEV operation.
3. Developing the future fleet make-up using the market researched ZEV technologies in collaboration with City's Project Team wherein, both battery electric and CNG/RNG options were considered and implemented.

Once the scenarios and future fleets were built, they were incorporated into the broader techno-economic decision-making model in ZEVO, which included:

Financial Modelling including the CAPEX and OPEX of operating the current fleet and the zero-emission fleet. Environmental Modelling wherein the overall GHG emissions were compared for the baseline and zero emission fleets. Energy Modelling, which provided forecasts on usage of diesel, gasoline, CNG, RNG and electricity including the peak demands and costs.

All deliverables associated with this project have been delivered on time and within budget.

Reference Project #2: Transit Fleet Electrification — Predictive Analysis and Modelling

Client

King County Metro, Seattle WA

Project Timeline

Jan 2022 – Sep 2022

Value

$35,000

Address

201 S Jackson Street
Seattle, WA 98104

Client Contact

Kevin Kibet
206-263-1553

King County Metro (KCM) is the Puget Sound region's largest public transportation agency and 8th largest in the United States. KCM has retained Evenergi to conduct predictive energy modeling and in-depot simulation for its to be constructed Interim Base, home to 124 pantograph-only battery electric buses (64 articulated buses, 60 forty-foot buses).

Evenergi is using BetterFleet™ to undertake predictive modeling and analysis. To complete this work, Evenergi is, among other tasks, modeling the state of charge of buses as they enter depot, based on-route energy requirements modeling; modeling the state of charge as buses leave the depot, with expectations of the energy required to complete the next assigned block; modeling the state of charge impacts based on agreed worst case scenarios, such as route detours, high passenger loading and temperature extremes; and modeling the movement of buses as they enter the depot into pre-agreed “zones” each of which may consist of a number of “lanes” or “spaces.”

All phases and tasks as part of this ongoing engagement are currently on time and within budget.

Reference Project #3 – Line 97 South County Major Corridor Performance Initiative Project – On-Call A&E Services

Client

Alameda-Contra Costa Transit District (AC Transit)

Project Timeline

Oct 2018 –

Value

$332,680 (CM Services)
$2,816,300 (Construction)

Address:

1600 Franklin Street
Oakland CA 94612

Client Contact

Will Buller
510-891-5414

Project awarded 2019 Transportation Project of the Year, by North Coast Chapter of ACEC

AC Transit’s Line 97 route, one of the 11 high ridership routes in the service area, extends 8.4 miles from the San Francisco Bay Area Rapid Transit District (BART) station to the Union Landing Transit Center.

This Transit Performance Initiative (TPI) project represents a critical investment in the communities served by AC Transit, intended to enhance corridor traffic, reduce fuel consumption and vehicle emissions, and improve safety and transit operations at 47 signalized intersections, as well as implement transit stop improvements and Transit Signal Priority (TSP). Additionally, the project guided deployment of an adaptive traffic signal system at 34 intersections along Hesperian Boulevard, from San Leandro to Hayward, easing congestion by adjusting signal timing to accommodate changing traffic conditions in real time.

Our team’s primary challenge was during project delivery, specifically coordination and construction management of the project on time and on budget for a “before-and-after” study analysis. Our team navigated a complex matrix of jurisdictions, design and supply teams, prime contractor, and subconsultants during systems integration with a strong technical understanding of project development, design, and construction risks, as well as through well-managed relationships with local jurisdictions and design and construction team members.

All phases and tasks as part of this ongoing engagement are currently on time and within budget.

Project #4 – Range Modelling a Transit System using GTFS data

Client

Regional District of Nanaimo

Project Timeline

August 2021

Value

$23,000 (equivalent)

Address

6300 Hammond Bay Road
Nanaimo, BC V9T 6N2

Client Contact

Erica Beauchamp
250-668-2167

Description

BC Transit's Low Carbon Fleet Program is an ambitious project to meet the CleanBC mandate by electrifying all fleet assets by 2040. This includes the Regional District of Nanaimo's (RDN) fleet of buses. RDN needed to understand the operational impacts of BEBs before they are deployed.

RDN engaged GHD to use ZEVO to range-model its entire transit system, including all routes, blocks, and trips to plan for fleet electrification. The analysis gave RDN a service breakdown of how a BEB fleet would function, the type of charging infrastructure it would require, and where that infrastructure would need to be placed on the route network.

Methodology

Information Gathering – GHD began by undertaking several information gathering sessions with RDN Transit to understand its transit system in Nanaimo. The system's Google Transit Feed Specification (GTFS) feed was quickly identified as the study's primary data source that gave the team with specific data points for, routes, timed stops, schedule blocks, and run times.

Data Parsing and Clean-up – GHD's Digital team created a Python-based script program to parse the GTFS feed and develop a framework to quickly process the same data in different operating scenarios. We mapped the total number of blocks, trips, and routes for various operating conditions.

Scheduling – The weekday period was chosen as the basis for BEB viability study. Each bus was assigned a morning block and an evening block to simulate peak commute demand. The operating parameters of each bus was factored into the range model and charging strategy.

Physics Model – Once the transit system was mapped, GHD processed the simulated schedule data through ZEVO's physics model that considered various on-road factors such as topography, local weather, stop light event, traffic congestion, air resistance, and road friction and estimated the necessary energy and power to complete a single run by the BEB.

Data Visualization – The processed dataset containing all the information was fed into ZEVO's PowerBI data visualizer to present the outcome of the study to RDN in an effective and modern manner. The key outcome was a list of viable and unviable service blocks in a future BEB service. A secondary outcome was a prioritized list of layover points for on-route charging infrastructure.

All deliverables associated with this project have been delivered on time and within budget.

3.2 Other Relevant Experience

GHD's experience in California and beyond, related to both transit planning and preparing for alternative fuel transportation methods, is significant as many of our clients are somewhere along the decarbonization journey. Our experiences across the strategic planning, permitting, and technical implementation levels give us insight into how to effectuate the smoothest project initiation and planning, then through to the detailed and prioritized workplan level.

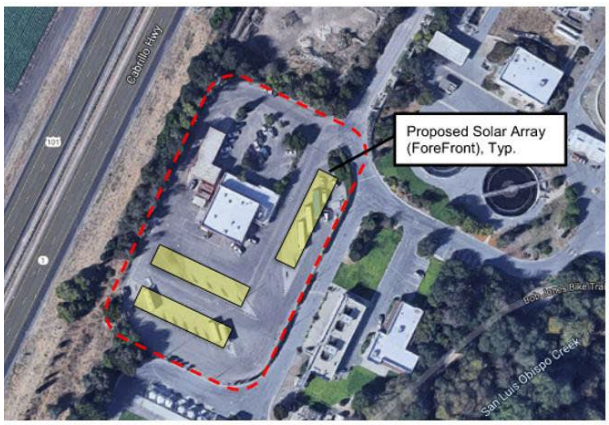
We illustrate our involvement across the spectrum of ZEV planning in the project summaries shown below.

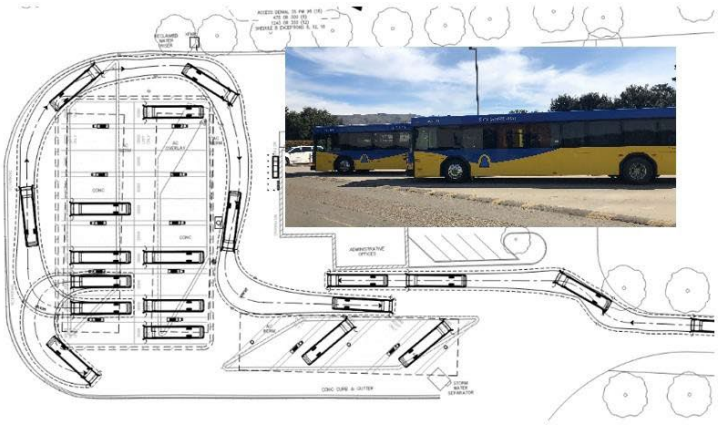
Strategy | In 2018, GHD drove Western Australia's EV charging strategy that drove investment and regional collaboration to deploy public EV chargers. GHD developed an EV Charging Technical Guidance Report as well as an EV Charging Business Models Report for government led deployments.

School Bus Fleet Transition Plan | GHD is collaborating with a school district in British Columbia to develop a fleet transition roadmap for its 43 fleet assets. As part of the effort GHD reviewed grant eligibility and was able to enable the school district to apply for and receive approval for $20,000 in grants and rebates.

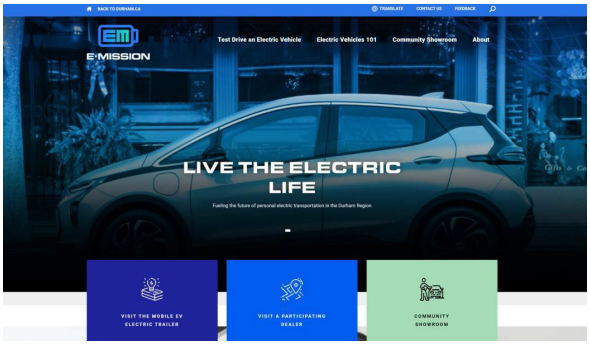
Electric Vehicle Charging Stations Evaluation and Implementation | In Sonoma County, GHD worked with an on-call Electrical Contractor to install electric vehicle charging stations that had been pre-purchased by the County. Site-specific drawings were adapted for over one dozen different identified sites. Each site-specific design included determination of a feasible source of electrical power for a new charging station, coordination with the local electric service owner, and layout and routing of electrical circuit facilities.

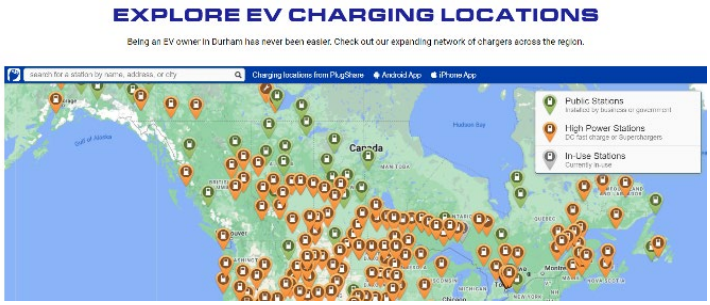
Technical Implementation | In 2019, GHD assessed San Luis Obispo's (SLO) transit yard for its solar array, zero-emission bus parking and a charging facilities plan, as one step of many towards the city achieving a 100% zero emission fleet by 2040. Our integrated approach was able to provide SLO with detailed recommendations ranging from circulation, parking layout and restriping, through to charging infrastructure placement, participation in PG&E's EV Fleet Program, and outlining EV infrastructure maintenance procedures.





Citizen Adoption | In 2020, GHD designed the website for the City of Durham (at right) in Ontario, Canada, to maximize awareness and adoption of electric vehicles. The website boosted public engagement with the City and integrated into a real-time, interactive map of EV charging locations across North America.





4. Our Statement of Interest and Our Methodology

We have outlined above our Company, our Tools, our Team, and our Projects. We are excited to work with you, and we will now outline the specifics of our approach and the "How."

We propose a two-phase Scope of Work to complete this project. Phases **1: Scenario Based Planning** and **2: Decarbonization Strategy and Work Plan** are described below and depicted in the subsequent page.

Phase 1: Scenario Based Planning

This phase consists of the strategy, planning and data collection to form the basis of DNLTC's ZEV Project Initiation Plan. We will build the baseline requirements for a ZEV fleet based on mandates and current vehicle operations. We will develop multiple fleet transition scenarios for the Region. From the scenarios, you will be empowered take a decision on the optimal Work Plan from a financial, environmental, energy, infrastructure, operations, and utility perspective. This will provide the regional workgroup with the knowledge to pick a pathway for further development.

The key tasks within this phase include:

a. **Data Validation and Establishing a vision**: We will meet with stakeholders including the fleet managers to discuss available data, asset management practices, day-to-day vehicle operations, and infrequent/special vehicle use cases. We will:
   - Gather information and data from DNLTC stakeholders on their fleet and operations
   - Review the various pathways considered or available for decarbonization
   - Review various funding mechanisms
   - Create a list of California policies and mandates that apply to the Del Norte Region and the corresponding emission targets and KPIs associated with each
   - Preliminary market scan of available ZEVs within the local and state jurisdictions
   - Validate the data received, flag any errors/omissions, and create a risk register to account for any assumptions or exclusions

b. **Fleet Analysis:** An integral part of planning for future fleets, we will perform predictive energy modelling and complete a quantitative analysis of current fleets to inform the future fleet. We will:
   - Perform iterative s**imulations** of different zero-emission transition scenarios to identify the optimal outcomes for the Region.
   - Once initial scenario simulations have been completed, we will work closely with you to ensure our modelling effort has captured the appropriate assumptions and is **optimized** for factors including total cost of ownership (TOC), Cost/Benefit analysis, flexibility of the plan for future needs, and compatibility with existing local capabilities and skillsets.

c. **Sensitivity Analysis:** As the market and technology for ZEVs is rapidly changing, we will conduct sensitivity analysis that enables a risk-based approach to decision-making under uncertainty. Variables that we test in the sensitivity typically include zero-emission vehicle costs, infrastructure costs, electricity and demand prices, and battery life. Once your data has been loaded into our tools, we can easily run different EV transition scenarios and compare to the "business as usual" scenario of continued ICE vehicle operation.

Phase 2: Decarbonization Strategy and Work Plan

In this phase of the project, we will document and validate the strategy and prioritized workplan based on the optimal scenario identified from Phase 1. Phase 2 includes both Infrastructure Strategy and Fleet Strategy and validates the technical ability to achieve the ZEV transition within the context of the Region's constraints and preferences.

This phase will aim to identify the procurement needs for DNLTC and its stakeholders. The outcomes and findings from the prior predictive modelling will be translated into a work plan with an emphasis on next steps for the transition to zero-emission vehicles.

The key tasks within this phase include:

a. **Decarbonization roadmap**: We will provide insights for:
   - The most feasible fleet strategy which identifies when existing fleet vehicles should be replaced, and which ZEVs should be purchased
   - Vehicle deployment plan which shows how ZEVs are deployed, and what changes in day-to-day operations may be required for ZEV compatibility
   - Fleet make-up which provides the ideal make-up of the fleet between different ZEV technologies (EVs, Hydrogen, Hybrids, etc.) and classifications (Class 1 – 8)

b. **Infrastructure Strategy**. We will
   - Provide a summary of the capacity analysis and high-level schematic design of the proposed charging infrastructure
   - Identify the number and type of energy/charging systems required
   - Budget estimation for necessary electrical upgrades and purchase of chargers and other fueling systems

c. **Sustainment Strategy**. We will:
   - Explore sustainment strategies in terms of maintenance requirements for both mobile and fixed assets.
   - Characterize social equity metrics around deployment of ZEVs to ensure that benefits from this roll-out is realized for all residents of the county and the general area
   - Develop an engagement strategy that garners feedback from the regional work group and applies towards the Work Plan
   - Funding model that looks at the various incentives, grants, loans, and rebates available and ensuring that the overall workplan meets the mandates set by the California government CARB and ICT

Outcomes from the analysis and strategy work will be compiled into the Work plan, which will include:

- Asset specific business case including details such as life-cycle costs and potential savings by transitioning to ZEVs
- Identify complexity of adopting ZEVs in terms of local codes, vehicle modification, dealership network for provisioning spare parts
- Develop a preliminary implementation plan including detailed budget, carbon targets, emissions assessment, and recommendations on change management and risk mitigation

Procurement and Implementation Assessment (Optional Task)

The Del Norte Region is at the early stages of its decarbonization journey. As it progresses, we anticipate natural next steps for the Region to include:

- Fleet Procurement Assessment to confirm the requirements for the fleet assets and flag any issues/constraints around supply of ZEVs. This would also incorporate the fleet growth rate and right-sizing forecasts
- Energy Procurement Assessment to confirm the engineering requirements around on-site energy supply including understanding the local codes/standards for upgrades and the requirements for procurement of charging/fueling systems
- Change Management to identify resourcing gaps in terms of personnel and skills and build a staff training model
- Compile the above into a detailed Procurement and Construction schedule with Class-D estimates for budgeting which would consequently lead to the development of RFIs, RFPs and ITQs as needed.

Phase 1: Scenario Based Planning

Phase 2: Decarbonization Strategy & Work Plan

01 Data Validation

Project Management

- Project set-up
- Introductions

Kickoff meeting

- Introduce team and identify stakeholders
- Define roles
- Validate schedule and scope

Research and market scan

- Review policy & strategies around climate change action
- Market research on viable ZEVs and potential funding programs

Data Check

- Define the vehicle types in the fleet
- Define vehicle routes for all fleet vehicles
- Identify and fill in data gaps through extrapolation
- Risk-register for missing data

02 Fleet Analysis

Simulation

- Intake fleet data and determine operational viability of each asset
- Establish baseline fleet operating metrics (fuel usage, etc.)
- Calculate current total CO2 emissions and other pollutants

Optimization

- Determine energy demands and vehicle range requirements
- Pinpoint required charging / fuelling locations
- Financial, environmental, energy, and infrastructure analyses by scenario

Sensitivity Analysis

- Stress test various parameters that can affect the fleet transition plan
- Setup and display fleet transition data within ZEVO's dashboards

Workshop #1

- Review outputs and insights per scenario
- Select most suitable pathway for further exploration

03 Strategy

Infrastructure Review

- Review current state of existing infrastructure
- Evaluate site constraints and capabilities
- Review site servicing plans

Fleet Strategy

- Optimal fleet make-up and specification both in terms of propulsion technology (EVs and Hybrids) and duty classification

Infrastructure Strategy

- Type and quantity of energy systems
- Fuelling / charging strategy
- Utility upgrade cost estimates

Sustainment Strategy

- ZEV maintenance requirements
- Charging system maintenance requirements
- Engagement and social equity strategy
- Funding model incorporating various incentives and rebates

04 Work Plan

Prepare Work Plan

- Compile and deliver draft report containing workplan and roadmap
- Address feedback and comments on the draft report

Presentation development

- Detail key findings, insights, and recommendations
- PowerPoint presentation slides

Deliverables

- Final report
- Presentation
- ZEVO Dashboard Access

05 Optional Tasks

Fleet Procurement Assessment

- Confirm and prioritize desired ZEVs
- Resolve constraints around ZEV supply
- Determine operating principles
- Forecast fleet growth

Energy Procurement Assessment

- Compare on-site energy supply systems
- Determine existing energy capacity and evaluate necessary upgrades
- Evaluate backup energy requirements
- Existing codes and standards for upgrades
- Perform assessment for any on-route energy supply sites
- Explore partnership with stakeholders for energy supply

Change Management

- Training programs for maintenance staff, drivers, and emergency services
- Identifications of any workforce gaps

Procurement Schedule

- Construction and procurement schedule

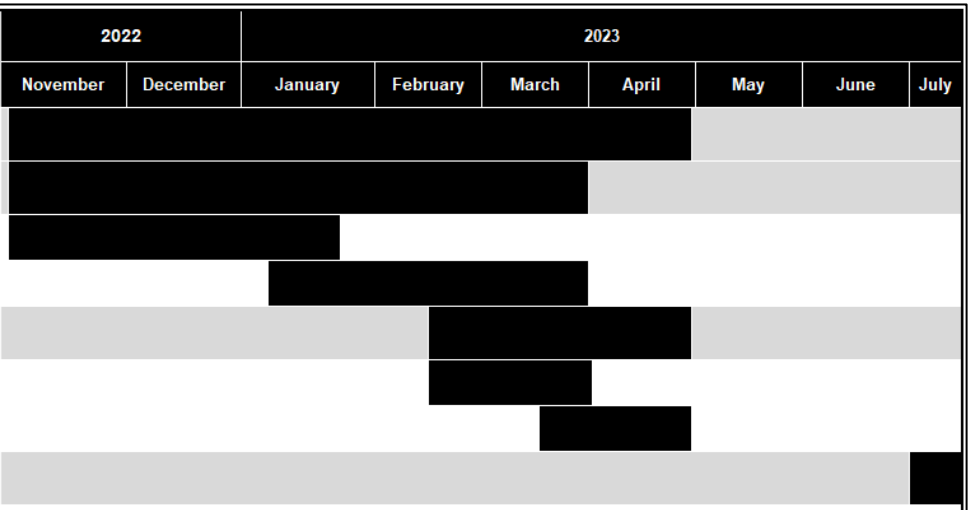
5. Cost Proposal

Description		Project Director	Project Manager	Policy Lead	Fleet Lead	EV Infrastructure	Social Equity	Greenhouse Gas	Data Science	Alt. Fuels	Grant Funding	Admin.	support staff	GIS Analysis	Total Hours	Labor Total	EVEnergi	Subs Markup	Total Subs	Disb. Fee	Total Disb.	Estimated Project Total
		Amber Shows	*Frank Penry*	*Suna Taymaz*	*Rippan Bhattacharjee*	*Mike Tocher*	*Bhavin Bhayani*	*Chryss Meier*	*Simon Guo*	*Jim Volk*	*Kristin Thigpin*	*Greene/Stoll*	*Kate O'Neill*	*Zach Porteous*								
		$224	$241	$200	$183	$238	$238	$183	$162	$289	$183	$131	$117	$158								
Task1	***Data Validation***	***1.5***	***3.5***	***4***	***6***	***2***	***2***	***2***	***2***	***1***	***1***	***1***	***4***	***2***	***32***	***$6,107***	***$0***	***$0***	***$0***	***$208***	***$208***	***$6,315***
Subtask 1.1	Data Validation	1.5	3.5	4	6	2	2	2	2	1	1	1	4	2	32	$6,107	$0	$0	$0	$208	$208	$6,315
Task2	***Fleet Analysis***	***1.5***	***3.5***	***2***	***8***	***1***	***1***	***4***	***22***	***2***	***2***	***1***	***4***	***2***	***54***	***$9,675***	***$0***	***$0***	***$0***	***$351***	***$351***	***$10,026***
Subtask 2.1	Fleet Analysis	1.5	3.5	2	8	1	1	4	22	2	2	1	4	2	54	$9,675	$0	$0	$0	$351	$351	$10,026
Task3	***Decarbonization Strategy***	***1.5***	***3.5***	***14***	***12***	***8***	***6***	***4***	***6***	***2***	***3***	***1***	***8***	***2***	***71***	***$13,722***	***$15,000***	***$1,500***	***$16,500***	***$462***	***$462***	***$30,683***
Subtask 3.1	Strategy	1.5	3.5	14	12	8	6	4	6	2	3	1	8	2	71	$13,722	$15,000	$1,500	$16,500	$462	$462	$30,683
Task4	***Work Plan***	***1.5***	***3.5***	***12***	***6***	***5***	***3***	***2***	***2***	***3***	***2***	***1***	***4***	***2***	***47***	***$9,420***	***$0***	***$0***	***$0***	***$306***	***$306***	***$9,725***
Subtask 4.1	Work Plan	1.5	3.5	12	6	5	3	2	2	3	2	1	4	2	47	$9,420	$0	$0	$0	$306	$306	$9,725
	Total Labor Hours	***6***	***14***	***32***	***32***	***16***	***12***	***12***	***32***	***8***	***8***	***4***	***20***	***8***								
	Estimated Project Total	**$1,344**	**$3,374**	**$6,400**	**$5,856**	**$3,808**	**$2,856**	**$2,196**	**$5,184**	**$2,312**	**$1,464**	**$524**	**$2,340**	**$1,264**	**204**	**$38,922**	**$15,000**	**$1,500**	**$16,500**	**$1,326**	**$1,326**	**$56,748**

Description		Project Director	Project Manager	Policy Lead	Fleet Lead	EV Infrastructure	Social Equity	Greenhouse Gas	Data Science	Alt. Fuels	Grant Funding	Admin.	support staff	GIS Analysis	Procurement Assessment	Total Hours	Labor Total	Disb. Fee	Total Disb.	Estimated Project Total
		Amber Shows	*Frank Penry*	*Suna Taymaz*	*Rippan Bhattacharjee*	*Mike Tocher*	*Bhavin Bhayani*	*Chryss Meier*	*Simon Guo*	*Jim Volk*	*Kristin Thigpin*	*Nichole Stoll*	*Kate O'Neill*	*Zach Porteous*	*Meha Bola*					
		$224	$241	$200	$183	$238	$238	$183	$162	$289	$183	$131	$117	$158	$268					
Task5	***Optional Post-Project Planning & Assessments***	***6***	***18***	***24***	***24***	***28***	***16***	***8***	***8***	***8***	***16***	***4***	***16***	***12***	***16***	***204***	***$41,926***	***$1,326***	***$1,326***	***$43,252***
Subtask 5.1	Fleet & Energy Procurement Assessments, Change Management & Schedule	6	18	24	24	28	16	8	8	8	16	4	16	12	16	204	$41,926	$1,326	$1,326	$43,252
	Total Labor Hours	***6***	***18***	***24***	***24***	***28***	***16***	***8***	***8***	***8***	***16***	***4***	***16***	***12***	***16***					
	Estimated Project Total	**$1,344**	**$4,338**	**$4,800**	**$4,392**	**$6,664**	**$3,808**	**$1,464**	**$1,296**	**$2,312**	**$2,928**	**$524**	**$1,872**	**$1,896**	**$4,288**	**204**	**$41,926**	**$1,326**	**$1,326**	**$43,252**

6. Schedule Proposal

TASK	START	END
Phase 0: Project Initiation, Management, & Close Out	11/2/22	4/28/23
Phase 1: Scenario Based Planning	11/2/22	3/31/23
Task 1: Data Validation	11/2/22	1/20/23
Task 2: Fleet Analysis	1/9/23	3/31/23
Phase 2: Decarbonization Strategy & Work Plan	2/20/23	4/28/23
Task 3: Decarbonization Strategy	2/20/23	3/31/23
Task 4: Work Plan	3/17/23	4/28/23
Optional Phase 3: Post-Project Planning & Assessment	7/3/23	TBD
Task 5: Procurement & Implementation Assessment	7/3/23	TBD



Conclusion

We are committed to ensuring that DNLTC's pathway to decarbonization is a success! Our guiding principles in working with you include:

- **Ensuring your key priorities and the momentum** appropriate for the Del Norte Region is embedded within the workplan. We will work to ensure DNLTC feels confident in the approach, workplan, and the pace of new technology adoption along the pathway to decarbonization. We believe employing pilot approaches will help in the transition plan.
- **Assessing Resiliency in the face of energy uncertainty**: Recent price volatility in the energy sector, especially in the fossil fuels sector, has reinforced the need for organizations like DNLTC to plan for their energy supply. Key to developing the workplan will be a pragmatic look at the ZEV energy supply chain.
- **Seamless integration of customers**: The fleet transition to ZEVs must have minimal impact on ongoing operations. A holistic implementation plan will be cognizant of the Del Norte Region's residents, visitors, and fleet operators

We are excited at DNLTC's plans to begin a fleet transition for the region. We know this is a significant financial and operational undertaking, which means Change. Our approach in working with you will be to ensure alignment on your key priorities, set achievable goals, and carefully outline the various options and pathways, as you embark on the fleet transition journey.

GHD Digital

GREEN DOT
transportation solutions

October 25, 2022

Tamera Leighton, Executive Director
Del Norte Local Transportation Commission
TameraLeighton@DNLTC.org

RE: PROPOSAL FOR ZERO EMISSION VEHICLE PROJECT INITIATION PLAN

Tamera,

Green DOT Transportation Solutions is pleased to submit this proposal for Zero Emission Vehicle Project Initiation Plan for the Del Norte Local Transportation Commission. We have worked for many years in the Del Norte County Region and appreciate the value of forward thinking and priorities to meet California's Zero Emissions mandates in rural communities. We are excited for the region to take this initiative toward meeting the goals of an efficient, vibrant, and robust zero emission region. We believe this project will be the catalyst to accessing implementation funding from the robust programs established for reducing emissions in California and the Nation.

Please find the enclosed proposal outlining our scope, cost and schedule for delivering this project to the Commission and regional partners.

Sincerely,

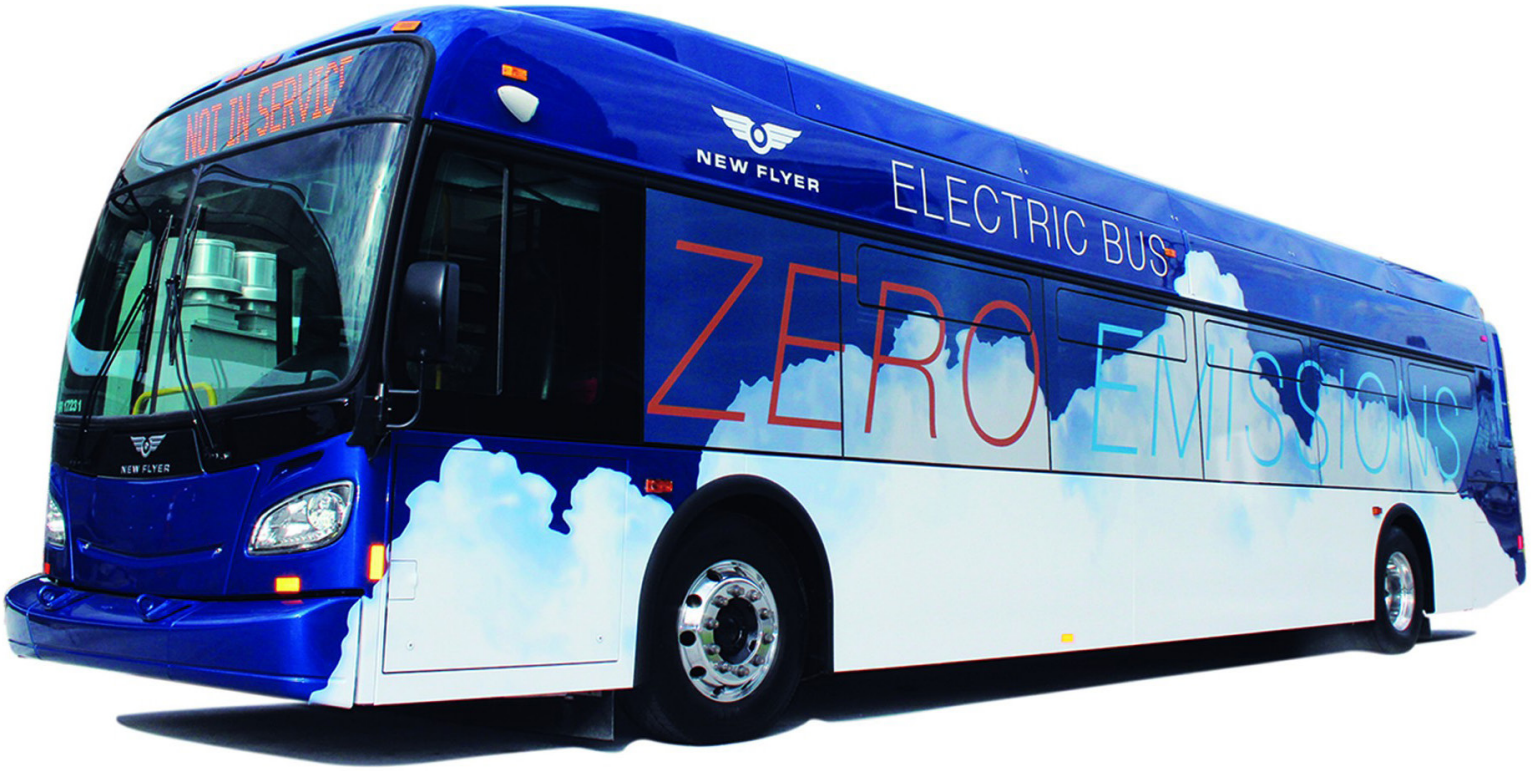
Jeff Schwein, AICP CTP
President-Green DOT Transportation Solutions
jeff@greendottransportation.com
Green DOT Transportation Solutions
627 Broadway, Suite 220
Chico, CA 95928
530-895-1109

Proposal For The

Zero Emission Vehicle Project Initiation Plan for the Del Norte Local Transportation Commision

October 2022

Del Norte Local Transportation Commission



GREEN DOT transportation solutions

Contents

Green DOT Transportation Solutions
627 Broadway, Suite 220
Chico, CA 95928
530-895-1109 Ph.
www.greendottransportation.com

1. COMPANY OVERVIEW

A. FIRM BIOGRAPHY

Green DOT Transportation Solutions
Jeff Schwein, AICP CTP – Project Manager
627 Broadway, Suite 220
Chico, CA 95928
530-895-1109 Ph.
jeff@greendottransportation.com
www.greendottransportation.com

Company Structure

Green DOT Transportation Solutions was started in 2011 to fill a niche role in transportation planning services. Our goal is to improve transportation facilities and the associated human travel experience through progressive planning approaches, comprehensive project development, and aggressive project delivery strategies. We work with the built, natural, and human environments to develop effective transportation plans and programs that ultimately create safe, efficient, and effective transportation solutions. The Green DOT team has extensive experience programming and monitoring transportation projects and navigating the complex federal and state processes. Green DOT Transportation Solutions is a financially stable California S-Corporation and registered as a small business in California. We are strategically located in Chico providing services to public agencies throughout northern California. Green DOT Transportation Solutions is proposing to assist with the development of the Tuolumne County Transportation Council Regional Transportation Plan. Green DOT has reviewed the full Request for Proposals and confirms our ability to meet all requirements, including expected insurance requirements.

Company Context

Rural communities in California are unique and require specialized understanding. Green DOT is committed to the understanding of transportation and community planning required for rural contexts. We have performed over 70 projects in rural counties over the past 12 years and continue to keep this a priority. We also keep in touch with State and Federal funding programs and legislation that affects our communities and clients. We are actively involved in the Rural Counties Task Force, the Regional Transportation Planning Agency Group and attend meetings of the California Transportation Commission. Green DOT owner and Principal Transportation Planner Jeff Schwein is the proposed project manager for this project.

2. KEY PERSONNEL

For Full resumes, see Attachment A.

Jeff Schwein, AICP CTP, Project Manager / Principal Transportation Planner, Green DOT

Green DOT owner Jeff Schwein is a Certified Transportation Planner (CTP) with the American Institute of Certified Planners (AICP). Jeff has worked in the transportation planning field since 2001 on projects ranging from financial programming to multi-modal planning. His specialty is moving projects from the shelf to the ground with accessible and creative funding and delivery strategies. Jeff works with communities to define projects based on identifiable need as well as project type, in relation to available funding resources. In addition to project level transportation planning, Jeff helps communities prepare transportation plans, bicycle plans, and Safe Routes to School Plans that improve mobility options and create active transportation opportunities. Jeff is committed to progressive transportation planning and stays involved in statewide transportation circles like the Rural Counties Task Force and Regional Transportation Planning Agencies group and regularly attends meetings of the California Transportation Commission. Jeff has been working with the same clients for more than 18 years.

Sofia Lepore, Senior Transportation Planner, Green DOT

Sofia is a Senior Transportation Planner at Green DOT and is passionate about promoting active transportation and multi-modal access to equitably serve all communities. She is involved in most aspects of Green DOT delivery which includes producing GIS and outreach materials, authoring planning documents, and engaging with diverse communities to ensure full representation throughout the planning process. She is a graduate of California State Chico with a double BA in Geography & Planning and Spanish. She fervently believes that promoting active transportation and multi-modal access is a vital aspect of lowering greenhouse gas emissions, and enjoys working directly with communities to envision positive change.

Nathaniel Redmond, Senior Transportation Planner, Green DOT

Nathaniel is a Senior Transportation Planner at Green DOT. Nathaniel graduated from San Francisco State University with a B.A. in Urban Studies and Planning and is a graduate of the Master of Urban Planning program at San Jose State University with a concentration in transportation planning. He has experience working with community stakeholders in the Bay Area envisioning safer and more sustainable mobility options and aims to reduce the dependency on single-occupant vehicles for daily commuters. Nathaniel strives to bring communities safer active transportation facilities and stresses the connection between public health and travel decisions.

Aleisha Wright, Associate Transportation Planner, Green DOT

Aleisha (she/her) is an Associate Transportation Planner at Green DOT Transportation Solutions. She graduated from San José State University with a M.A. in Urban and Regional Planning and a focus in Transportation and Land-Use Planning. Aleisha is committed to bridging the gap between communities' transit needs and the available resources provided to them on the local and regional level. She further strives to serve as a reliable liaison and creative consultant to the public. Aleisha has experience with site-

surveying, community outreach, authoring planning reports through Adobe InDesign, and zoning and land-use mapping through ArcGIS Pro.

Marielle Hsu, Associate Transportation Planner, Green DOT

Mari (they / them) is an Associate Transportation Planner at Green DOT. Mari is a public transit and social justice advocate who works to center marginalized communities and people over data. While at SJSU, they helped guide formal and informal event planning for student organizations, as well as creating spaces for student-to-student communication during the pandemic. With experience ranging from physics to design, all their work has hinged on communicating complex topics to non-experts in dignified and engaging ways. Coming originally from rural Appalachia they have a deep understanding of the unique transit challenges in similar areas and is excited to bring all their experience together in this role.

Kelly Rice, Assistant Transportation Planner, Green DOT

Kelly Rice is an Assistant Transportation Planner at Green DOT with a passion for sustainable transportation projects and the technical skills necessary to create valuable technical transportation analysis for our projects. Her integration of data driven solutions and artistically developed outputs in maps, charts, and graphics leads to comprehensive report development. Kelly is also a natural communicator which provides a nexus between complex transportation challenges and community understanding.

Sylinda Villado, Assistant Transportation Planner, Green DOT

Sylinda is an Assistant Transportation Planner at Green DOT. Sylinda is a senior at California State University, Chico finishing her B.A. in Geography and Planning with a concentration on Human Geography and is expected to graduate in Fall of 2022. She has experience working in community outreach through a non-profit organization as well as land use planning experience in the local government sector specifically in a rural community. Sylinda is passionate in the implementation of sustainable and safe transportation infrastructure in under-represented areas and including the community to partake in such development.

3. RELEVANT EXPERIENCE AND CAPABILITIES

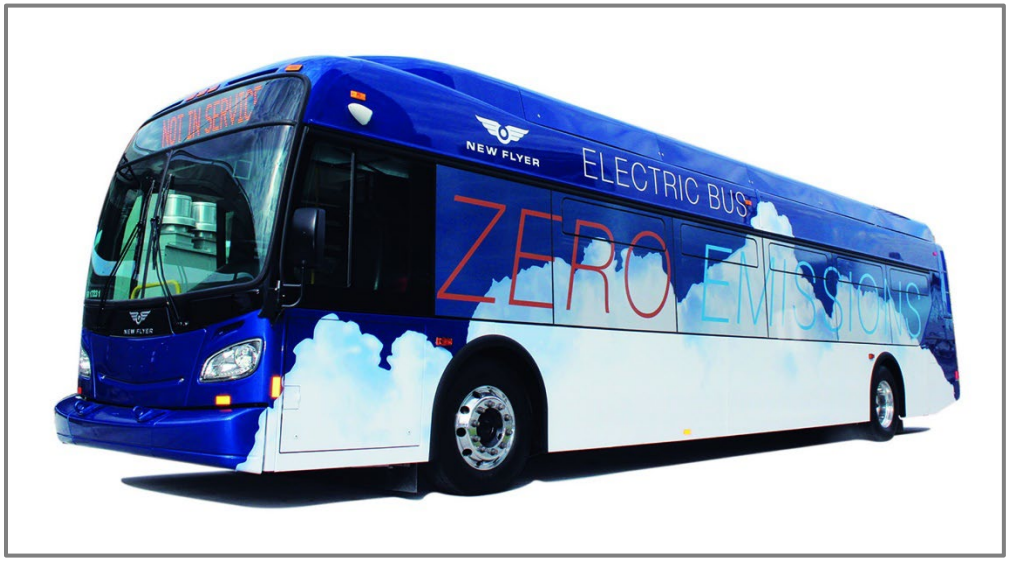
Truckee Transit Center Relocation Feasibility Study

The Town of Truckee expects significant growth in transit ridership and operations, increasing congestion and safety issues at its already over-capacity transit center. Green DOT conducted a Transit Center Relocation Feasibility Study to determine the preferred site for relocation of the transit center to meet existing and future transit needs. The study considered several potential site alternatives and is anticipated to result in the development of a new or expanded transit center. The Town has entered into an MOU with Neighborhood Partners who will fund one million dollars toward the cost of constructing a new transit center using Affordable Housing and Sustainable Communities grant funds. Green DOT partnered with Nelson \ Nygaard, AIM Consulting, and Design Workshop to create a comprehensive study involving site location analysis, transit needs analysis, community outreach, and planning-level site designs. The Study will guide the Town of Truckee in deciding whether to relocate the transit center, and raise the Town of Truckee's capacity to increase access to transit.

Key Personnel:	***Jeff Schwein – Principal Transportation Planner, Paul Jewel – Principal Planner, Nelson \ Nygaard ; Steve Noll - Project Manager, Design Workshop***
Project Duration:	***December 2018 – May 2020***
Project Cost:	***$88,461***
Client Contact:	***Kelly Beede***
	Town of Truckee
	10183 Truckee Airport Road
	Truckee, CA 96161
	(530) 582-7700

Sustainable Communities Grant Development, Transit Fleet Electrification Feasibility Study for the Arroyo Verdugo Transit Operators

Green DOT was subcontracted by CALSTART to assist in the development of a competitive Caltrans Sustainable Communities grant for the Cities of Pasadena, Glendale and Burbank, collectively referred to as Arroyo Verdugo Region Transit Operators for this grant writing effort. The three transit operators collaboratively sought funding to prepare three separate Transit Fleet Vehicle Electrification Plans. Each study intends to assess existing electric-vehicle infrastructure plans and suggest improvements necessary to electrify a total of 117 buses and Dial-A-Ride vehicles. The resulting Plans will guide Pasadena, Glendale, and Burbank toward implementing a zero-emission public transportation network serving the Arroyo Verdugo Subregion. In spring 2019, the Arroyo Verdugo Transit Operators were awarded a Sustainable Communities Grant award in the requested amount of $361,200.



Key Personnel:	***Jeff Schwein – Principal Transportation Planner, Stephanie Alward – Senior Transportation Planner***
Requested Funds:	***$361,200***
Awarded Funds:	***$361,200***
Client Contact:	***Fred Silver, Vice President***
	CALSTART
	fsilver@calstart.org

Sustainable Communities Grant Development, City of Clovis Transit Fleet Electrification Feasibility Study

Green DOT was subcontracted by CALSTART to assist in the development of a competitive Caltrans Sustainable Communities grant for the City of Clovis Transit Fleet Electrification Feasibility Study. The Study intends to assess existing electric-vehicle infrastructure plans and suggest improvements necessary to electrify Clovis Transit's Stageline Transit Service buses and Round-Up Transit Service Dial-A-Ride vehicles. The resulting plan will guide Clovis toward implementing a zero-emission public transportation network. Currently, Clovis Transit has 30 buses, 9 vans, and 1 trolley. The City anticipates a new transit fleet of 60 buses, 9 vans, and 1 trolley. The Transit Fleet Electrification Feasibility Study will align with the Fresno Council of Governments Regional Transportation Plan / Sustainable Communities Strategy as well as statewide emissions reduction requirements including California Air Resources Board Proposed Innovative Clean Transit Regulation, Assembly Bill 32, Senate Bill 32, Senate Bill 375, and Senate Bill 1434. The City of Clovis was awarded a Sustainable Communities Grant award in the requested amount of $161,500.

Key Personnel: ***Jeff Schwein – Principal Transportation Planner, Stephanie Alward – Senior Transportation Planner***
Requested Funds: ***$161,500***
Awarded Funds: ***$161,500***
Client Contact: ***Fred Silver, Vice President, CALSTART***
fsilver@calstart.org

Del Norte County 2020 Regional Transportation Plan Update

Green DOT was selected as the primary consultant developing the 2020 Del Norte County Regional Transportation Plan (RTP) update with assistance from De Novo Planning Group, who developed the environmental documentation. The project team worked closely with the Technical Advisory Committee (TAC) and stakeholders to identify transportation project needs in the region over the next 20 years. Projects were vetted and prioritized in coordination with the TAC, stakeholders and the public. A funding and implementation plan was developed and the 2020 Del Norte County RTP was adopted in March 2021.

Key Personnel:	***Jeff Schwein – Principal Transportation Planner, Sofia Lepore – Assistant Planner***
Project Duration:	***December 2019 – Present***
Client Contact:	***Tamera Leighton, Executive Director***
	Del Norte Local Transportation Commission
	900 Northcrest Drive, PMB 16
	Crescent City, CA 95531
	tamera@dnltc.org
	707.465.3878

4. STATEMENT OF INTEREST AND METHODOLOGY

1.0 State of the Industry Evaluation

In order to identify the needs for transitioning for Zero Emissions Vehicles in Del Norte County, we first must understand the state of the industry and our partners around the State of California. We will document the current statutes and laws at the Federal and State level that effect ZEV and ZEB projects in Del Norte County. We will document industry trends in Zero Emissions passenger vehicles, buses, heavy trucks, charging infrastructure, fueling infrastructure and other pertinent information. Additionally, we will cull the latest information on ZEV use in California and rural areas around the State. We will document industry standards, developments, and outlook, establishing a foundation for decision makers in Del Norte County to lean on.

2.0 Evaluate Zero Emissions Vehicle Needs

Our project team will prepare a detailed analysis of the current and planned needs for public charging infrastructure and public fleets. This evaluation will be the foundation for the ZEV Transition Plan.

- *2.1. Infrastructure Needs in Del Norte County*
  - *2.1.1. Public vehicle charging stations*
  - *2.1.2. Public fleet vehicle charging stations*
- *2.2. Local Public Fleet Needs*

3.0 Prepare Scope of Work for Transition Plan

In an effort to develop a ZEV and ZEB transition program, a detailed scope of work must be prepared with concise detail for content and implementation. Our project team will prepare a scope of work for the implementation plan. Additionally, the scope will include as much information as possible from the Evaluation performed in Task 1.0. This content will be critical to the quality and scale of the scope of work development for the implementation plan. This will be concept and planning level analysis and include the following categories.

- *3.1. Concept vehicle charging system*
- *3.2. Concept fleet replacement*
- *3.3. Cost Benefit Analysis*
- *3.4. Funding Strategy*
- *3.5. Implementation Strategy*

4.0 Prepare Project Report

The project report will consolidate all the research and information captured to date from this effort, local efforts, regional and State efforts in the ZEV and ZEB readiness field. A final report will be prepared that will position the region to move forward with a full implementation plan.

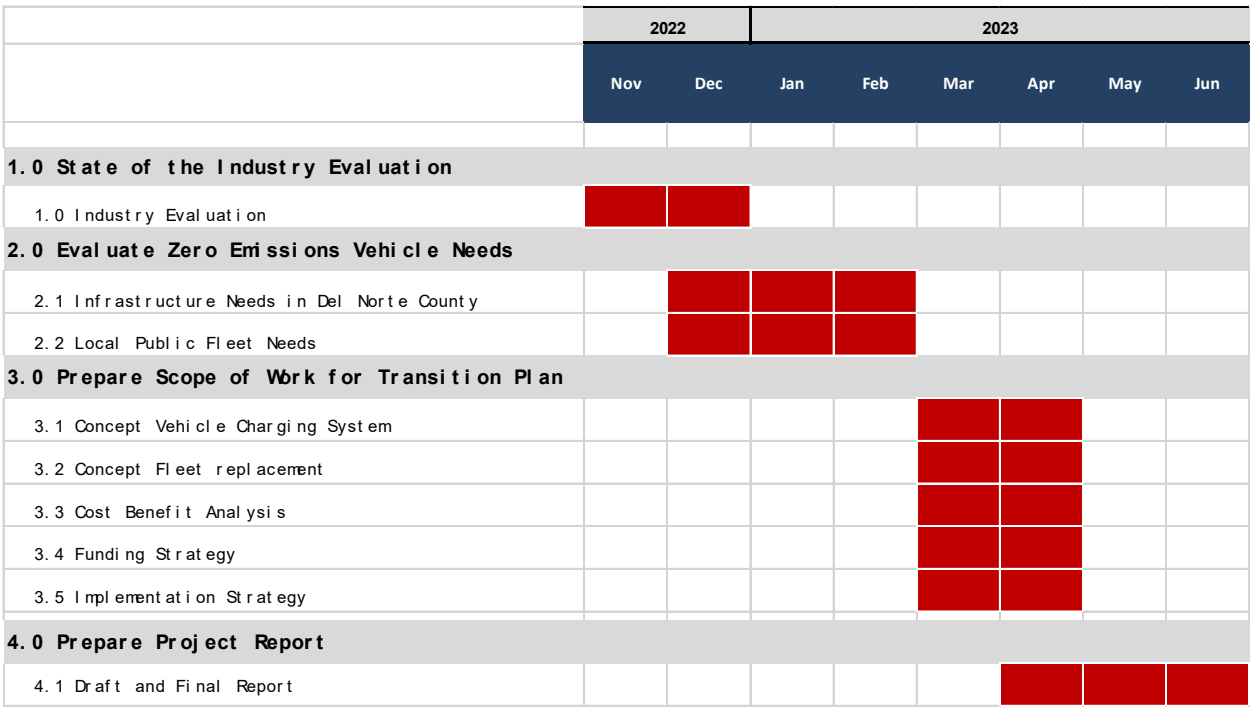
5. COST PROPOSAL

Our team proposes to perform the tasks identified for a total cost, not to exceed, $56,840 is defined below.

	Principal	Senior	Associate	Assistance	Total GD
	$200.00	$172.00	$160.00	$147.00	
1.0 State of the Industry Evaluation					
1.0 Industry Evaluation	15	10	20		
Total	**15**	**10**	**20**	**0**	**45**
	$3,000	**$1,720**	**$3,200**	**$0**	**$7,920**
2.0 Evaluate Zero Emissions Vehicle Needs					
2.1 Infrastructure Needs in Del Norte County	10	15	15	20	
2.2 Local Public Fleet Needs	5	10	25	20	
Total	**15**	**25**	**40**	**40**	**120**
	$3,000	**$4,300**	**$6,400**	**$5,880**	**$19,580**
3.0 Prepare Scope of Work for Transition Plan					
3.1 Concept Vehicle Charging System	2	10	15		
3.2 Concept Fleet replacement	2	5	15		
3.3 Cost Benefit Analysis	5	5	15		
3.4 Funding Strategy		5	5		
3.5 Implementation Strategy	5	5	25		
Total	**14**	**30**	**75**	**0**	**119**
	$2,800	**$5,160**	**$12,000**	**$0**	**$19,960**
4.0 Prepare Project Report					
4.1 Draft and Final Report	10	15	30		
Total	**10**	**15**	**30**	**0**	**55**
	$2,000	**$2,580**	**$4,800**	**$0**	**$9,380**
Total Hours	**54**	**80**	**165**	**40**	**339**
Total Costs	**$10,800**	**$13,760**	**$26,400**	**$5,880**	**$56,840**

6. SCHEDULE

Our team proposes to perform the tasks identified according to the following schedule not to go past June 30, 2023.



7. ATTACHMENT A: RESUMES

Jeff Schwein, AICP CTP

Principal

Green DOT President Jeff Schwein (he/him) is a Certified Transportation Planner (CTP) with the American Institute of Certified Planners (AICP). Jeff has worked in the transportation planning field since 2001 on projects ranging from financial programming to multi-modal planning. His specialty is moving projects from the shelf to the ground with accessible and creative funding and delivery strategies.

Qualifications

MA in Geography and Planning

California State University, Chico

2001

BA in Geography and Planning

California State University, Chico

1996

Affiliations

- American Institute of Certified Planners (AICP)
- Certified Transportation Planner (CTP)
- American Planning Association - Member
- Sac Valley APA Section PLAN Mentor - 2014
- CSU Chico Department of Geography and Planning Advisory Board - Member and Chairperson

Recent Project Experience

Transportation Planning

- Fair Oaks Recreation & Park District Wayfinding Strategy, 2022
- Chester State Route 36 Complete Streets and Context Sensitive Streetscape Plan, 2022
- Trinity County Regional Transportation Plan, 2022
- Placer County Mobility and Infill Acceleration Study, Placer County, 2021
- Siskiyou Countywide Active Transportation Plan, SCLTC, 2021
- Alpine County Regional Transportation Plan Update, 2020
- Eureka Broadway Multimodal Transportation Corridor Plan, HCAOG, 2019/20
- Plumas County Regional Transportation Plan Update, Plumas County Transportation Commission, 2019
- Tuolumne Active Transportation Plan, Tuolumne County Transportation Council, 2019
- Mechoopda Long Range Transportation Plan, Mechoopda Indian Tribe, 2019
- Glenn County Regional Transportation Plan Update, Glenn County Public Works, 2015 and 2018/19
- Tehama County Active Transportation Plan, Tehama County Transportation Commission, 2018/19
- Coloma-Lotus Sustainable Transportation Plan, El Dorado County Transportation Commission, 2018/19

Project Development

- San Andreas Pope Street Class I Facility and Safe Routes Gap Fil Plan, Calaveras Council of Governments, 2019/20
- South Avenue Access Study, Tehama County Transportation Commission, 2018/19
- Happy Camp Complete Streets Project, Karuk Tribe, 2018
- Pebble Beach Drive Improvement Project Initiation Document, City of Crescent City, 2018
- Paradise Systematic Safety Analysis Report, Town of Paradise, 2018

Funding Strategies

- Clean Transportation Program Rural Electric Vehicle (REV) Charging Grant Application, 2022
- Clean California Local Grant Program Applications, 2022
- Rebuilding American Infrastructure with Sustainability and Equity (RAISE), Tolowa Dee-ni' Nation, 2021
- Active Transportation Program Project Application Development, Various Agencies, ATP Cycle 5
- Hazard Mitigation Grant Program Grant Writing, Mechoopda Tribe, 2019
- Active Transportation Program Project Application Development, Various Agencies, ATP Cycle 2-4
- Affordable Housing & Sustainable Communities Grant Writing, Various Agencies, Ongoing
- Low or No Emission Bus Funding Grant Development, Various Agencies, Ongoing

Transit

- Connected Communities Transportation Plan, Sonoma County Human Services Department, 2019/20
- Truckee Transit Center Relocation Feasibility Study, Town of Truckee, 2018/19
- Salmon Runner Electric Bus; Redding-Sacramento Business Plan and TIRCP Grant, SRTA, 2018

Nathaniel Redmond

Senior Transportation Planner

Nathaniel (he/him) is a Senior Transportation Planner at Green DOT. Nathaniel graduated from San Francisco State University with a B.A. in Urban Studies and Planning and is a graduate of the Master of Urban Planning program at San Jose State University with a concentration in transportation planning. He has experience working with community stakeholders in the Bay Area envisioning safer and more sustainable mobility options and aims to reduce the dependency on single-occupant vehicles for daily commuters. Nathaniel strives to bring communities safer active transportation facilities and stresses the connection between public health and travel decisions.

Qualifications

BA in Urban Studies & Planning

San Francisco State University

2015

MA in Urban Planning (MUP)

San Jose State University

2019

Affiliations

- American Planning Association Member - Northern California / Small Town & Rural Planning Divisions
- Young Professionals in Transportation Member
- SPUR Member

Project Experience

Transportation Planning

- Fair Oaks Recreation & Park District Wayfinding Strategy, 2022
- Chester State Route 36 Complete Streets and Context Sensitive Streetscape Plan, 2022
- Trinity County Regional Transportation Plan, 2022
- Placer County Mobility and Infill Acceleration Study, Placer County, 2021
- Emerging Mobility Services and Technologies Guiding Principles, San Francisco County Transportation Authority, 2019
- Emerging Mobility Pilot Strategy, San Francisco County Transportation Authority, 2019
- Emerging Mobility Evaluation Report, San Francisco County Transportation Authority, 2019
- Downtown San Francisco Congestion Pricing Feasibility, San Francisco County Transportation Authority, 2019
- District 10 Mobility Study, San Francisco County Transportation Authority, 2019
- SoMa Freeway Ramp Intersection Safety Study, San Francisco County Transportation Authority, 2019
- Better Market Street Plan, San Francisco County Transportation Authority, 2019
- ConnectSF long range transportation plan, San Francisco County Transportation Authority, 2019
- Diridon to Downtown Community Assessment Report, San Jose State University in collaboration with the City of San Jose, 2019

Program Development

- El Dorado County Pedestrian and Bicycle Safety Program, County of El Dorado, 2021
- Treasure Island Transportation Program, San Francisco County Transportation Authority, 2018
- Scoop Carpool Oyster Point Commuter Incentive Program, Genentech gRide, 2020

Funding Strategies

- Clean Transportation Program Rural Electric Vehicle (REV) Charging Grant Application, 2022
- Clean California Local Grant Program Applications, 2022
- Prop K Sales Tax Expenditure Program, San Francisco County Transportation Authority, 2018

Transit

- Bayview Hunters Point Mobility Study, San Francisco County Transportation Authority, 2018
- Glen Park BART Oyster Point Genentech Shuttle Expansion Project, Genentech gRide, 2020
- BART Perks Test Program, San Francisco County Transportation Authority, 2019

Sofia Lepore

Senior Transportation Planner

Sofia is a Senior Transportation Planner at Green DOT and is passionate about promoting active transportation and multi-modal access to equitably serve all communities. She is involved in most aspects of Green DOT delivery which includes authoring planning documents, leading grant development, producing outreach materials, and engaging with diverse communities to ensure full representation throughout the planning process. She is a graduate of California State Chico with a double BA in Geography & Planning and Spanish. She fervently believes that promoting active transportation and multi-modal access is a vital aspect of lowering greenhouse gas emissions, and enjoys working directly with communities to envision positive change.

Qualifications

B.A. in Planning and Spanish

California State University, Chico

2020

Affiliations

- American Planning Association Member - Northern California and Oregon
- Sacramento Valley APA Young Planner's Group

Project Experience

Transportation Planning

- City of Tehama Community Transportation Plan, 2022
- Fair Oaks Recreation & Park District Wayfinding Strategy, 2022
- Chester State Route 36 Complete Streets and Context Sensitive Streetscape Plan, 2022
- Trinity County Regional Transportation Plan, 2022
- Placer County Mobility and Infill Acceleration Study, Placer County, 2021
- Siskiyou Countywide Active Transportation Plan, SCLTC, 2021
- Alpine County Regional Transportation Plan Update, Alpine County Local Transportation Commission, 2020
- Del Norte Regional Transportation Plan Update, Del Norte Local Transportation Commission, 2020
- Siskiyou County Regional Transportation Plan Update, Siskiyou County Local Transportation Commission, 2020
- Alpine County Local Transportation Commission Planning Consultant, 2020
- Karuk Tribe Transportation Planning Consultant, 2020
- Siskiyou County Transportation Commission Executive Director, Siskiyou County Transportation Commission, 2019-Present
- North Coast Tribal Transportation Commission Planning Consultant, 2019/20

Funding Strategies

- Clean Transportation Program Rural Electric Vehicle (REV) Charging Grant Application, 2022
- Clean California Local Grant Program Applications, 2022
- Rebuilding American Infrastructure with Sustainability and Equity (RAISE), Tolowa Dee-ni' Nation, 2021
- Active Transportation Program Project Application Development, Various Agencies, ATP Cycle 5
- Caltrans Sustainable Transportation Planning Grants, Various Agencies, Ongoing
- Affordable Housing & Sustainable Communities Grant Writing, Various Agencies, Ongoing
- Low or No Emission Bus Funding Grant Development, Various Agencies, Ongoing

Project Development

- Connected Communities Plan. Tolowa Dee-ni Nation, 2022
- San Andreas Pope Street Class I Facility and Safe Routes Gap FIII Plan, Calaveras Council of Governments, 2019/20

Transit

- Connected Communities Transportation Plan, Sonoma County Human Services Department, 2020

Other

- Tehama County Safety, Secondary Access and Evacuation Routes Plan, 2022
- El Dorado Pedestrian and Bicycle Safety Program, County of El Dorado, 2021
- Trinity General Plan, Circulation Element, 2021
- Mechoopda Indian Tribe Hazard Mitigation Plan, 2020
- Del Norte County Media Project, Del Norte Local Transportation Commission, 2020

Kelly Rice

Associate Transportation Planner

Kelly Rice (she/her) has a passion for sustainable transportation projects and approaches projects with an interdisciplinary background combining a scientific and community-based lens to create transportation infrastructure. Her integration of data driven solutions and artistically developed outputs in ArcGIS maps, charts, and graphics leads to comprehensive report development. Kelly is also a natural communicator which provides a nexus between complex transportation challenges and community understanding.

Qualifications

BA in Environmental Design (Honors)

BS in Conservation and Resource Studies (Honors)

Honors Melis Medalist

University of California, Berkeley

2022

Affiliations

- American Planning Association Member - Northern California
- Association of Environmental Professionals (AEP) - Member

Project Experience

Transportation Planning

- Fair Oaks Recreation & Park District Wayfinding Strategy, 2022
- Chester State Route 36 Complete Streets and Context Sensitive Streetscape Plan, 2022
- Trinity County Regional Transportation Plan, 2022
- Trinity County Negative Declaration/Initial Study, 2022
- Tolowa Dee-ni' Connected Communities Plan, 2022
- Placer County Mobility and Infill Acceleration Study, Placer County, 2021
- Tehama County Evacuation Plan, 2022

Funding Strategies

- Caltrans Sustainable Transportation Planning Grants, Various Agencies, Ongoing
- Low or No Emission Bus Funding Grant Development, Various Agencies, Ongoing
- Trinity County Regional Transportation Plan Financial and Action Plan, 2022

Transit

- City of Tehama Community Transportation Plan, City of Tehama, 2022

Other

- Trinity General Plan, Circulation Element, 2021

Aleisha Wright

Associate Transportation Planner

Aleisha (she/her) is an Associate Transportation Planner at Green DOT Transportation Solutions. She graduated from San José State University with a M.A. in Urban and Regional Planning and a focus in Transportation and Land-Use Planning. Aleisha is committed to bridging the gap between communities' transit needs and the available resources provided to them on the local and regional level. She further strives to serve as a reliable liaison and creative consultant to the public. Aleisha has experience with site-surveying, community outreach, authoring planning reports through Adobe InDesign, and zoning and land-use mapping through ArcGIS Pro.

Qualifications

M.A. in Urban and Regional Planning

San José State University
2022

B.A. in Environmental Studies

Winthrop University

2012

Affiliations

- American Planning Association Member - Northern California

Project Experience

Transportation Planning

- Trinity County Regional Transportation Plan, 2022
- Chester State Route 36 Complete Streets and Context Sensitive Streescape Plan, 2022
- Tolowa Dee-ni' Connected Communities Plan, Tolowa Dee-ni' Nation, 2022
- Mission Oaks Wayfinding Plan, Mission Oaks, 2022
- City of Tehama Community Transportation Plan, 2022
- Placer County Mobility and Infill Acceleration Study, Placer County, 2021

Other

- Tehama County Saftey, Secondary Access & Evacuation Routing Project, 2022

Marielle Hsu

Associate Transportation Planner

Mari (they / them) has been an Associate Planner with Green DOT since graduating from SJSU. A public transit and social justice advocate, they work to center marginalized communities and people over data. Coming originally from rural Appalachia they have a deep understanding of the unique transit challenges in similar areas. With past experience ranging from physics to design, all their work has hinged on communicating complex topics to non-experts in dignified and engaging ways. They specialize in addressing details while reaching towards big-picture goals and are excited to bring all of these skills to communities in Northern California.

Qualifications

MA in Urban and Regional Planning

San José State University
2022

BA in Physics

Bryn Mawr College

2007

Affiliations

- American Planning Association, Northern California - Member
- Cultural Active Transportation (CAT) Line San José - Secretary
- Bike East Bay - Member
- East Bay Transit Riders Union - Member

Project Experience

Transportation Planning

- Fair Oaks Recreation & Park District Wayfinding Strategy, 2022
- Chester State Route 36 Complete Streets and Context Sensitive Streetscape Plan, 2022
- Trinity County Regional Transportation Plan, 2022
- Tolowa Dee-ni' Connected Communities Plan, 2022
- Placer County Mobility and Infill Acceleration Study, Placer County, 2021
- Tehama County Evacuation Plan, 2022

Funding Strategies

- Active Transportation Program Project Application Development, Various Agencies, ATP Cycle 5
- Caltrans Sustainable Transportation Planning Grants, Various Agencies, Ongoing
- Low or No Emission Bus Funding Grant Development, Various Agencies, Ongoing

Transit

- City of Tehama Community Transportation Plan, City of Tehama, 2022

Other

- Trinity General Plan, Circulation Element, 2021
- Del Norte County Media Project, Del Norte Local Transportation Commission, 2020
- Siskiyou County Local Transportation Commission Administrative Duties, 2022

Sylinda Villado

Assistant Transportation Planner

Sylinda (she/they) is an Assistant Transportation Planner at Green DOT. Sylinda is a senior at California State University, Chico finishing her B.A. in Geography and Planning with a concentration on Human Geography and is expected to graduate in Fall 2022. She has experience working in community outreach through a non-profit organization as well as land use planning experience in the local government sector specifically in a rural community. Sylinda is passionate in the implementation of sustainable and safe transportation infrastructure in under-represented areas and including the community to partake in such development.

Qualifications

BA in Geography & Planning

California State University, Chico

Expected - Fall 2022

Affiliations

- American Planning Association Member - Northern California
- Sacramento Valley APA Young Planner's Group

Project Experience

Transportation Planning

- Fair Oaks Recreation & Park District Wayfinding Strategy, 2022
- Chester State Route 36 Complete Streets and Context Sensitive Streetscape Plan, 2022
- Trinity County Regional Transportation Plan, 2022
- Tolowa Dee-ni' Connected Communities Plan, 2022
- Placer County Mobility and Infill Acceleration Study, Placer County, 2021
- Tehama County Evacuation Plan, 2022

Funding Strategies

- Rebuilding American Infrastructure with Sustainability and Equity (RAISE), Tolowa Dee-ni' Nation, 2022 ($1.6 million awarded)
- Active Transportation Program Project Application Development, Various Agencies, ATP Cycle 5
- Caltrans Sustainable Transportation Planning Grants, Various Agencies, Ongoing
- Low or No Emission Bus Funding Grant Development, Various Agencies, Ongoing

Transit

- City of Tehama Community Transportation Plan, City of Tehama, 2022

Other

- Trinity General Plan, Circulation Element, 2021
- Del Norte County Media Project, Del Norte Local Transportation Commission, 2020

DEL NORTE LOCAL TRANSPORTATION COMMISSION
PROFESSIONAL SERVICES AGREEMENT WITH
CONSULTANT NAME

THIS PROFESSIONAL SERVICES AGREEMENT ("Agreement") is entered into and effective as of DATE ("Effective Date"), by and between the Del Norte Local Transportation Commission ("DNLTC") and Consultant Name ("Consultant") (collectively, the "Parties").

WHEREAS, the Parties enter into this Agreement for the purpose of Consultant providing professional Project Title services to DNLTC under the terms and conditions set forth in this Agreement.

THEREFORE, in consideration of the mutual covenants contained in this Agreement, the Parties agree as follows:

1. Services. Consultant will provide the professional services as described in and in accordance with the Scope of Services and Fees set forth in Exhibit A, attached hereto and incorporated herein ("Services"). As needed by DNLTC, Services will be ordered by DNLTC by specifying the task to be performed ("Task Orders"). Task Order #1 is attached as Exhibit B. Additional Task Orders may be agreed to by the Parties and these must be numbered in series and will be set forth in similar format and attached to and become part of this Agreement.

2. Compensation.

A. For the full performance of the Services described in Exhibit A, DNLTC will compensate Consultant on a time-and-materials basis at the compensation rates specified in Consultant's Services Rate Schedule included in Exhibit A; provided, however, that total compensation for the full performance by Consultant of all Services under all Task Orders must not exceed number thousand number hundred and number dollars ($##,###), the "not-to-exceed" amount.

B. Consultant must submit detailed monthly invoices reflecting all services performed during the preceding month, including a revised or re-stated schedule for performance and any additional documentation requested by DNLTC.

C. Consultant will be compensated for services in addition to those described in Exhibit A, only if Consultant and DNLTC execute a written amendment to this Agreement describing the additional services to be performed and the compensation to be paid for those services. In no case will the total compensation under this Agreement exceed the "not-to-exceed" amount specified in Paragraph A, above, without prior

written authorization from DNLTC.

D. DNLTC's obligation to pay compensation to Consultant is contingent upon Consultant's performance of the Services pursuant to the terms and conditions of this Agreement and any amendments. Before payment is disbursed, Consultant must be in compliance with Paragraph 19 of this Agreement.

3. Term. The term of this Agreement commences on the Effective Date, and terminates on DATE unless sooner terminated in accordance with Section 4. Upon termination, any and all of DNLTC's documents or materials provided to Consultant and any and all of the documents or materials prepared for DNLTC or relating to or derived from the performance of the Services, must be delivered to DNLTC as soon as possible, but not later than fourteen (14) days after termination of the Agreement.

4. Termination. DNLTC may terminate this Agreement without cause upon ten (10) days' written notice. DNLTC may immediately terminate or suspend this Agreement for cause. Cause for immediate termination or suspension includes, but is not be limited to, any breach of this Agreement by Consultant or Consultant's bankruptcy or insolvency. Upon receipt of notice of termination or suspension for cause, Consultant must immediately stop all work in progress under this Agreement. In the event of early termination of this Agreement by DNLTC, Consultant is entitled to payment for all Services performed to the date of termination to the extent the Services were performed to the satisfaction of DNLTC in accordance with the terms and conditions of this Agreement. If DNLTC terminates this Agreement for cause, Consultant is liable to DNLTC for any excess cost DNLTC incurs for completion of the Services.

5. Consultant's Representation; Independent Contractor. Consultant represents that Consultant possesses distinct skills for performing the Services. DNLTC has relied upon that representation as a material inducement to enter into this Agreement. Consultant must, therefore, provide properly skilled and technical personnel to perform all Services. It is expressly understood that Consultant, its agents, and employees act in an independent capacity and as an independent contractor and not as officers, employees or agents of DNLTC. This Agreement may not be construed as an agreement for employment.

6. Facilities and Equipment. Consultant must, at its sole cost and expense, furnish all facilities and equipment that may be required for furnishing Services under this Agreement. DNLTC will furnish to Consultant no facilities or equipment, unless DNLTC otherwise agrees in writing to provide them.

7. Licenses, Permits, Etc. Consultant must, at Consultant's sole cost and expense, keep in effect and require its subcontractors, if any, to keep in effect at all times during the term of this Agreement any licenses, permits or other approvals that are legally required for performing the Services.

8. Time. Consultant will devote enough time to the performance of the Services as

may be reasonably necessary for satisfactory performance of Consultant's obligations under this Agreement.

9. Inspection. Consultant must provide DNLTC every reasonable opportunity to ascertain that the Services are being performed in accordance with the requirements and intentions of this Agreement. All work done and materials furnished, if any, are subject to inspection and approval by DNLTC. The inspection of the work does not relieve Consultant of any of its obligations under this Agreement.

10. Progress Reports. Upon DNLTC's request, Consultant must provide, in a form acceptable to DNLTC, written progress reports of all oral and written observations, opinions, recommendations, analyses, progress and conclusions related to Consultant's performance of the Services.

11. Confidentiality. In the course of providing services for DNLTC, Consultant may have access to trade secrets and confidential information, disclosure of which is protected or limited by law. Consultant will not directly or indirectly disclose or use any confidential information, except as required for the performance of the Services.

12. Conflict of Interest. Consultant represents that it presently has no interest, and covenants that it will not acquire any interest, direct or indirect, financial or otherwise, which would conflict in any manner or degree with the performance of the Services. Consultant further covenants that, in the performance of this Agreement, it will not employ any subcontractor or person having a conflict of interest. Consultant represents that no one who has or will have any financial interest under the Agreement is an officer or employee of DNLTC. If a conflict of interest arises during this Agreement or any extension, Consultant will immediately advise DNLTC and DNLTC may, at its sole discretion, immediately terminate this Agreement.

13. Consultant No Agent. Except as DNLTC may specify in writing, Consultant has no authority, express or implied, to act on behalf of DNLTC in any capacity whatsoever as an agent. Consultant has no authority, express or implied, under this Agreement to obligate DNLTC in any way.

14. Standard of Performance. Consultant must perform all the Services in a manner consistent with the standards of Consultant's profession. If there is no professional standard applicable to the Services, Consultant must perform in a manner consistent with the standards applicable to Consultant or the type of work. All instruments of service, as defined by the American Institute of Architects, that Consultant delivers to DNLTC under this Agreement, must be prepared to comply with and conform to the standards of Consultant's type of work. All instruments of service become the sole and exclusive property of DNLTC upon delivery.

15. Assignment/Transfer. Consultant will make no assignment or transfer in whole or in part of this Agreement without the prior written consent of DNLTC.

16. Subcontractors. Consultant must directly perform all Services, and may not subcontract any portion of performance of the Services without the prior written consent of DNLTC. Any approved subcontractors are required to comply, to the full extent applicable, with the terms and conditions of this Agreement. Upon execution of this Agreement, Consultant must furnish a separate schedule of names and addresses of subcontractors, if any, and must notify DNLTC in advance if changes in subcontractors occur.

17. Internal Revenue Service Form W-9. Consultant will provide an Internal Revenue Service Form W-9, Request for Taxpayer Identification Number and Certification, as required by DNLTC to comply with regulations of the United States Department of the Treasury. DNLTC's Finance Department will provide Consultant with the required form. Consultant must complete and file the form with DNLTC before any payment for Services may be made.

18. Business License. Consultant must file and require all its subcontractors to file, a Business License Application as required by the appropriate local government agency. Consultant must file and require all its subcontractors to complete and file the form with the appropriate local government agency and must pay or cause to be paid the business license fee before any payment for Services under this Agreement is rendered.

19. Compliance with All Laws. Consultant and any subcontractors must comply fully with all applicable local, state and federal rules, laws, regulations and ordinances pertaining to performance of the Services, including the Americans with Disabilities Act and any copyright, patent or trademark law. To the extent that any other government agency or entity provides compensation for any Services, Consultant must comply with all rules and regulations applicable to that fiscal assistance. Consultant's failure to comply with any law(s) or regulations(s) applicable to the performance of the Services hereunder may be declared, at the discretion of DNLTC, a breach of contract.

These laws include, but are not limited to, the California Prevailing Wage Law; California Labor Code section 1720 et seq. Because the services described in Exhibit A include "work performed during the design and preconstruction phases of construction including, but not limited to, inspection and land surveying work," the services constitute public works within the definition of section 1720(a)(l) of the California Labor Code.

Therefore, the services described in Exhibit A must be performed in accordance with all applicable requirements of the California Prevailing Wage Law including, but not limited to, all applicable requirements contained in Exhibit C, which is attached to and made a part of this Agreement. To the extent that any other government agency or entity provides compensation for any services, consultant must comply with all rules and regulations applicable to the fiscal assistance.

20. Discrimination. During the performance of this Agreement, Consultant must not discriminate against any employee or applicant for employment because of race, religion, creed,

color, national origin, ancestry, gender, sexual orientation, age or physical or mental disability in violation of any applicable law.

21. Notice. Except as otherwise specified in this Agreement, all notices to be sent pursuant to this Agreement must be made in writing, and sent to the Parties at their respective addresses specified below or to any other address a Party may designate by written notice delivered to the other Party in accordance with this Section. All notices must be sent by:

A. Personal delivery, in which case notice is effective upon delivery; or

B. Certified or registered mail, return receipt requested, in which case notice will be deemed delivered on receipt if delivery is confirmed by a return receipt; or

C. Nationally recognized overnight courier, or USPS Express or Priority Mail, with tracking, with charges prepaid or charged to the sender's account, in which case notice is effective on delivery if delivery is confirmed by the delivery service; or

D. Facsimile transmission, in which case notice is deemed delivered upon transmittal, provided that (a) a duplicate copy of the notice is promptly delivered by first-class or certified mail or by overnight delivery, or (b) a transmission report is generated reflecting the accurate transmission thereof. Any notice given by facsimile is considered to have been received on the next business day if it is received after 5:00 p.m. recipient's time or on a non-business day.

DNLTC:	Consultant:
Tamera Leighton, Executive Director	Consulting Firm
900 Northcrest Drive #16	Contact, Position
Crescent City, CA 95531	Address
tameraleighton@dnltc.org	City, CA ZIP
(707) 465-3878	Phone

22. Ownership of Documents. All original papers, documents or computer material on disk or microfilm, and copies thereof, produced as a result of this Agreement (collectively "Project Documents"), are the property of DNLTC and may not be used by Consultant without the written consent of DNLTC. Consultant will provide documents in electronic form in a format required by DNLTC. Copies of these documents or papers must not be disclosed to others without the written consent of the Director or their designated representative. DNLTC agrees to indemnify and hold Consultant harmless for claims resulting from DNLTC's alteration of the Project Documents for another DNLTC project.

23. Internet-Ready Deliverables. If applicable to this Agreement, each contract deliverable must be delivered as a data file suitable for publication on the Internet. The following specifications define the formats that satisfy this requirement:

A. Brochures, reports, plan documents, catalogues, flyers with graphics included, and forms are to be formatted as screen-optimized ".pdf " files, if possible.

B. Freestanding, individual graphics such as logos, small maps and photos are to be formatted as ".tif " files, with the largest side no larger than four inches.

C. Large maps are to be formatted as ".jpg" files with the largest side no larger than four inches, unless mutually agreed otherwise by the Parties.

D. Short text documents with no graphics are to be in MS Word.

E. Freestanding charts, graphs and listings are to be in MS Excel.

24. Indemnification. To the fullest extent allowed by law, Consultant will indemnify, defend with counsel acceptable to DNLTC, and hold harmless DNLTC and its officers, officials, employees, agents and volunteers from and against any and all liability, loss, damage, claims, suits, actions, arbitrations proceedings, administrative proceedings, regulatory proceedings, civil penalties and fines, expenses and costs (including, without limitation, attorney's fees and costs and fees of litigation) (collectively, "Liability") of every nature, whether actual, alleged or threatened, arising out of or in connection with Consultant's performance of the Services or its failure to comply with any of its obligations contained in this Agreement, except such Liability caused by the sole negligence or willful misconduct of DNLTC.

The Consultant's obligation to defend and indemnify will not be excused because of the Consultant's inability to evaluate Liability or because the Consultant evaluates Liability and determines that the Consultant is not liable to the claimant. The Consultant must respond within thirty (30) days to the tender of any claim for defense and indemnity by DNLTC, unless this time has been extended by DNLTC. If the Consultant fails to accept or reject a tender of defense and indemnity within thirty (30) days, in addition to any other remedy authorized by law, so much of the money due the Consultant under and by virtue of this Agreement as is necessary for DNLTC may be retained by DNLTC until disposition has been made of the claim or suit for damages, or until the Consultant accepts or rejects the tender of defense, whichever occurs first. Furthermore, Consultant and Subcontractors' obligations to indemnify and defend DNLTC are binding on their successors and assigns and will survive the termination or completion of this Agreement for the fullest extent and duration allowed by law.

With respect to third party claims against the Consultant, the Consultant waives any and all rights of any type to express or implied indemnity against the Indemnitees.

Notwithstanding the foregoing, to the extent this Agreement is a "construction contract" as defined by California Civil Code section 2783, as may be amended from time to time, such duties of Consultant to indemnify will not apply when to do so would be prohibited by California

Civil Code Section 2782.

Notwithstanding the foregoing, to the extent that this Agreement includes design professional services under Civil Code Section 2782.8, as may be amended from time to time, such duties of Consultant to indemnify will only be to the full extent permitted by Civil Code Section 2782.8.

The defense and indemnification obligations of this Agreement are undertaken in addition to, and will not in any way be limited by, the insurance obligations contained in this Agreement. If any term or portion of this section is held to be invalid, illegal, or otherwise unenforceable by a court of competent jurisdiction, said section will be interpreted to allow the broadest indemnity permitted by law.

25. Insurance. Consultant must procure and maintain for the duration of this Agreement insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Consultant, Consultant's agents, representatives and employees.

A. Minimum Scope of Insurance. Coverage must be at least as broad as:

1. Insurance Services Office Commercial General Liability coverage (occurrence form CG 0001).

2. Insurance Services Office form number CA 0001 (Ed. 12/90) covering Automobile Liability, code 1(any auto), or code 8, 9 if no owned auto.

3. Workers' Compensation Insurance as required by the State of California and Employers' Liability Insurance. If no employees are utilized, the Consultant will provide a signed declaration as described in California Health and Safety Code Section 19825.

4. Professional liability insurance appropriate to the Consultant's profession. Architects' and Engineers' coverage is to be endorsed to include contractual liability.

B. Minimum Limits of Insurance. Consultant will maintain limits no less than:

1. General Liability: $2,000,000 per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit must apply separately to this project/location or the general aggregate limit must be twice the required occurrence limit.

2. Automobile Liability: $1,000,000 per accident for bodily injury and property damage.

3. Workers ' Compensation: statutory limit; Employer's Liability: $1,000,000 per accident for bodily injury or disease.

4. Professional liability: $1,000,000 per occurrence or claim.

C. Umbrella or Excess Insurance. The limits of insurance required in this Agreement may be satisfied by a combination of primary and umbrella or excess insurance. Any umbrella or excess insurance must contain or be endorsed to contain a provision that this coverage also apply on a primary and non-contributory basis for the benefit of DNLTC before DNLTC's insurance or self-insurance is called upon to protect it as a named insured.

D. Deductibles and Self-Insured Retention. Any deductibles or self-insured retentions must be declared to and approved by DNLTC and do not reduce the limits of liability. Policies containing any self-insured retention provision must provide or be endorsed to provide that the self-insured retention may be satisfied by either the named Insured or DNLTC. At the option of DNLTC, either: the insurer must reduce or eliminate the deductibles or self-insured retentions as respects DNLTC, its officers, officials, employees and volunteers, or the Consultant must provide a financial guarantee satisfactory to DNLTC guaranteeing payment of losses and related investigations, claim administration and defense expenses. DNLTC reserves the right to obtain a full certified copy of any insurance policy and endorsements. Failure to exercise this right does not constitute a waiver of right to so exercise later.

E. Other Insurance Provisions.

1. The Commercial General Liability and Automobile Liability policies are to contain, or be endorsed to contain, the following provisions:

a. DNLTC, its officers, officials, employees and volunteers (the "Additional Insureds") are to be covered as insureds as respects: liability arising out of work or operations as performed by or on behalf of the Consultant; or automobiles owned, leased, hired or borrowed by the Consultant.

b. For any claims related to this project, the Consultant's insurance coverage is primary insurance as respects DNLTC, its officers, officials, employees and volunteers. Any insurance or self-insurance maintained by DNLTC, its officers, officials, employees or volunteers is in excess of the Consultant's insurance and does not contribute with it. The

Additional Insured coverage under the Consultant's policy must be at least as broad as ISO Form CG 20 01 04 13.

c. Each insurance policy required by this clause must be endorsed to state that coverage will not be canceled by either Party, unless thirty (30) days prior written notice by certified mail, return receipt requested, has been given to DNLTC.

2. The Workers' Compensation endorsement must contain a Waiver of Subrogation against DNLTC. The Consultant will provide to DNLTC an endorsement from the Workers' Compensation insurer, if any, agreeing to waive all rights of subrogation against DNLTC for injuries to employees of the Insured resulting from work for DNLTC.

F. Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A:VII, unless otherwise agreed to by DNLTC.

G. Verification of Coverage. Consultant must furnish DNLTC with original certificates and amendatory endorsements effecting coverage required by this clause. The endorsements should be on forms provided by DNLTC or on other than DNLTC's forms provided those endorsements conform to DNLTC's requirements. All certificates and endorsements are to be received and approved by DNLTC before work commences.

H. Subcontractors. Consultant must include all subcontractors as insureds under its policies or furnish separate certificates and endorsements for each subcontractor prior to commencement of subcontractor's work. Consultant agrees that all contracts with subcontractors will include the same requirements stated in this Agreement with respect to indemnity and insurance. Subcontractors hired by Consultant must agree to be bound contractually to Consultant and DNLTC in the same manner and to the same extent as Consultant is bound to DNLTC under this Agreement. Subcontractors must further agree to include these same provisions with any Sub-subcontractor. A copy of these indemnity and insurance provisions must be furnished by Consultant to any subcontractor. The Consultant must require all subcontractors to provide a valid certificate of insurance and the required endorsements prior to commencement of any work by that subcontractor and Consultant will provide proof of compliance to DNLTC. If DNLTC is not furnished separate endorsements for each subcontractor prior to the commencement of subcontractor's work, then Consultant must include all subcontractors as insureds under its policies.

26. Amendment. This Agreement may be amended only by a written instrument executed by both Parties.

27. Litigation. If litigation ensues between DNLTC and a third-party, which pertains

to the subject matter of Consultant's services hereunder, Consultant, upon request from DNLTC, agrees to testify therein at a reasonable and customary fee.

28. Construction. This Agreement is the product of negotiation and compromise on the part of both Parties and that the Parties agree that, notwithstanding Civil Code Section 1654, any uncertainty in the Agreement may not be construed against the drafter of the Agreement.

29. Governing Law; Venue. This Agreement must be enforced and interpreted under the laws of the State of California. Any action arising from or brought in connection with this Agreement must be venued in the Superior Court for the County of Del Norte, State of California.

30. Non-Waiver. DNLTC's failure to enforce any provision of this Agreement or the waiver thereof in a particular instance is not a general waiver of any part of that provision. The provision will remain in full force and effect.

31. Severability. If any term or portion of this Agreement is held to be invalid, illegal, or otherwise unenforceable by a court of competent jurisdiction, the remaining provisions of this Agreement continue in full force and effect.

32. No Third-Party Beneficiaries. The Parties do not intend to create, and nothing in this Agreement creates, any benefit or right in any third party.

33. Mediation. The Parties agree to make a good faith attempt to resolve any dispute arising out of this Agreement through mediation prior to commencing litigation. The Parties must mutually agree upon the mediator and divide the costs of mediation equally.

34. Consultant's Books and Records.

A. Consultant must maintain any and all ledgers, books of accounts, invoices, vouchers, canceled checks, and other records or documents evidencing or relating to charges for services, or expenditures and disbursements charged to DNLTC for a minimum period of three (3) years or for any longer period required by law, from the date of final payment to Consultant under this Agreement.

B. Consultant must maintain all documents and records which demonstrate performance under this Agreement for a minimum period of three (3) years or for any longer period required by law, from the date of termination or completion of this Agreement.

C. Any records or documents required to be maintained under this Agreement must be made available for inspection or audit, at any time during regular business hours, upon written request by the Director or their designated representative. Copies of these documents will be provided to DNLTC when it is practical to do so. Otherwise, unless an alternative is mutually agreed upon, the records must be available

at Consultant's address indicated for receipt of notices in this Agreement.

D. If DNLTC has reason to believe that records or documents may be lost or discarded due to dissolution, disbandment or termination of Consultant's business, DNLTC may, by written request by the Director, require that custody of the records be given to DNLTC and that the records and documents be maintained by DNLTC. Access to these records and documents will be granted to any party authorized by Consultant, Consultant's representatives, or Consultant's successor in interest.

35. Headings. The headings used in this Agreement are for convenience only and are not intended to affect the interpretation or construction of any provisions herein.

36. Survival. All obligations arising prior to the termination of this Agreement and all provisions of this Agreement allocating liability between DNLTC and Consultant will survive the termination or completion of this Agreement.

37. Entire Agreement. This Agreement, including the exhibits attached hereto and incorporated herein, constitutes the entire agreement between the Parties with respect to the Services, and supersedes all prior agreements or understandings, oral or written, between the Parties in this regard.

[Signature page to follow]

IN WITNESS WHEREOF, the Parties have executed this document the day, month and year first above written.

DEL NORTE LOCAL TRANSPORTATION COMMISSION:

By: _____
Tamera Leighton, Executive Director

CONSULTANT:

By: _____
Name, Position
Consultant