

**BOARD COMMUNICATION: YOLO COUNTY TRANSPORTATION DISTRICT**

**350 Industrial Way, Woodland, CA 95776---- (530) 661-0816**

<b>Topic:</b> Approve Resolution 2024-004 to Execute 2024-31 Short Range Transit Plan Consultant Agreement	<b>Agenda Item#:</b>	<b>4b</b>	
		<b>Action</b>	
	<b>Agenda Type:</b>	<b>Attachments:</b>	<input checked="" type="radio"/> <b>Yes</b> <input type="radio"/> <b>No</b>
<b>Prepared By: C. Williams</b>		<b>Meeting Date: April 8, 2024</b>	

**RECOMMENDATION:**

Approve resolution authorizing the Executive Director to execute an agreement with TMD Associates for an amount not to exceed \$399,952.04 to complete the 2024-2031 YoloTD Short Range Transit Plan (SRTP).

**BACKGROUND:**

An SRTP is a comprehensive document that outlines an agency's strategies, goals, and projects for a horizon typically ranging from five to seven years. It provides a detailed roadmap for the agency's operations, investments, and service improvements within this defined timeframe. The SRTP is a living document, subject to periodic updates and revisions to ensure its relevance in a dynamic transit landscape.

On January 22<sup>nd</sup>, 2024 the YoloTD Board provided feedback on and approved staff's proposed approach to the YoloTD 2024-31 SRTP and to publish a request for proposals (RFP) for consulting services. Board comments included exploring additional funding opportunities to promote expanded service, identify bus rapid transit corridors to implement bus rapid transit service, and identify three funding scenarios that could be implemented based on different market trends.

**Short-Range Transit Plan RFP**

The RFP was drafted with the intent of attracting as many qualified proposers as possible and to encourage proposers to offer unique and innovative solutions to meet YoloTD's goals. To derive the comprehensive scope of work for the YoloTD's 2024-2031 Short Range Transit Plan (SRTP), the agency outlined tasks that align with the evolving needs of Yolo County and its unincorporated cities, including the Yolobus fixed-route, Paratransit, and microtransit services.

Existing Conditions. The existing conditions analysis encompasses a review of existing surveys, financial reports, and planning documents, to facilitate informed decision-making. The existing conditions report will also analyze demographics, ridership and smartphone travel data, as well as an assessment of Yolobus facilities.

Community Engagement. The community engagement task underscores YoloTD's commitment to inclusive planning, with specific attention to relevant federal and state laws and best practices, including FTA

Environmental Justice guidance and Title VI of the Civil Rights Act. Stakeholder interviews, targeted pop-up events, and a virtual survey hosted on the Yolo County Transportation District website are assumed innovative outreach methods to capture diverse community perspectives. The outreach strategy will also include major employment centers, businesses, and non-profits to engage a broad spectrum of stakeholders.

Goals, Objectives, and Performance Standards. The goals, objectives, and performance standards task emphasize YoloTD's drive to align with industry best practices and incorporate feedback from the community. The consideration of environmental justice and equity in service alternatives underscores the agency's commitment to inclusive and socially responsible transit planning.

Service Alternatives. The service alternatives section of the plan will explore opportunities for fixed-route and microtransit optimization, bus rapid transit service, and public right of way improvements (e.g. bus stop & traffic signal improvements). Preventative maintenance, enhanced bicycle integration, and fare structure review are other complementary components.

Service Plan Recommendations. The subsequent service plan recommendations will examine options to enhance ridership, optimize service efficiency and align with contemporary travel patterns. The financial plan's inclusion of multiple scenarios (e.g. "Contraction", "Stasis", and "Expansion" scenarios) will allow YoloTD to adapt to different economic realities within the plan's time horizon.

The SRTP will not only serve as a strategic roadmap but also effectively communicate the agency's vision to the YoloTD Board of Directors, Citizens Advisory Committee, and the broader public.

### **Consultant Selection Process**

After January's Board action, staff published the RFP across a wide range of platforms. A well-attended pre-proposal workshop was held on February 13<sup>th</sup> and proposals were due on March 5<sup>th</sup> at 4:00pm. Staff received three proposals in total, one each from Nelyson/Nygaard, TMD Consulting, and ARUP.

Staff noted at the January meeting coordination on consultant selection with the City of Davis due to parallel timeframes for both agencies' SRTP. Importantly, while the City and YoloTD recognize the value in potentially using the same consulting team, both agencies could exercise full autonomy in selecting the best team for their respective project.

Staff evaluated the SRTP proposals while also consulting with the City of Davis to discuss proposals they received from common consulting teams. Staff ranked the TMD proposal the highest based on their comprehensive approach with creative recommendations that captured the need of providing an updated SRTP and Comprehensive Operational Analysis in a post-COVID remote work environment, while emphasizing the need to electrify our fleet and charging capabilities.

TMD's proposal was responsive to the following scope of work deliverables defined in the RFP:

- Final Draft SRTP with figures, maps, tables, and appendices for additional information
- Internal Draft Service Alternatives analysis for Yolobus
- Microtransit Service Alternatives analysis for Yolobus
- Draft Service Alternatives for each service for Public Review and Incorporation into the SRTP
- A Financial Plan that includes three scenarios: Contraction, Stasis, and Expansion financial forecasts

that reflect possible future service alternatives.

- Capital costs including planning-level analysis of feasibility of and locations for public right-of-way improvements to facilitate public transit including:
  - Bus Stop Improvements. Locations and standards for Shelters, Secure Bike Parking, Lighting, Real-time information (delays, detour announcements, etc.)
  - Route 42A/B Signal Prioritization at W. Capitol Ave (W. Sac), Anderson / Russell Blvd / Fifth Street (Davis), Downtown Sac. Main Street / East Street (Woodland)
- Draft SRTP for public review and presentation at the YoloTD Board of Directors and Citizens Advisory Committee

### **Schedule**

This project expected to be complete within 12 months assuming the agreement is executed in April 2024.

## **BUDGET IMPACTS**

No additional budget impacts. The FY 23/24 budget allocated \$200,000 for this project from a combination of FTA 5307 and Available Fund Balance sources. An additional \$200,000 in SB 125 funds was approved for allocation by the SACOG Board of Directors in December 2023. The final cost of the selected SRTP is \$399,952.04.

### **Attachments**

- A. Board Resolution
- B. TMD SRTP Proposal

**YOLO TRANSPORTATION DISTRICT**

**RESOLUTION NO. 2024-04**

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO EXECUTE A PROFESSIONAL SERVICES AGREEMENT WITH TRANSPORTATION MANAGEMENT & DESIGN, INC (TMD) FOR THE 2024-2031 SHORT RANGE TRANSPORTATION PLAN (SRTP)**

**WHEREAS**, an SRTP is a comprehensive document that outlines an agency's strategies, goals, and projects for a horizon typically ranging from five to seven years; and

**WHEREAS**, an SRTP provides a detailed roadmap for the agency's operations, investments, and service improvements within this defined timeframe; and

**WHEREAS**, transit agencies are mandated by federal and state legislation to have current SRTPs to receive financial assistance from the Federal Transit Agency (FTA); and

**WHEREAS**, the most recent YoloTD SRTP was developed for the 2014 – 2021 time period; and

**WHEREAS**, on January 22<sup>nd</sup>, 2024 the YoloTD Board approved the Scope of Work for the 2024-2031 Short Range Transportation plan; and

**WHEREAS**, YoloTD staff released an RFP from January 23<sup>rd</sup> – March 5<sup>th</sup> 2024 to solicit consultant requests to update and complete the SRTP; and

**WHEREAS**, through a competitive selection process, YoloTD staff identified TMD as the most qualified consultant team whose proposal met all needs requested within the submitted RFP requirements while aligning with the vision and objectives of YoloTD's future goals for transit planning and service operations; and

**WHEREAS**, Yolo Transportation District has budgeted \$400,000 for an SRTP for the 2023-2024 fiscal year using \$200,000 as a carryover from federal funds, and \$200,000 as funding tied to SB-125;

**NOW, THEREFORE, IT IS HEREBY RESOLVED, ORDERED, AND FOUND** by the Board of Directors of the Yolo Transportation District, County of Yolo, State of California authorizes the Executive Director to:

1. Execute a professional services agreement for an amount not to exceed \$399,952.04 for the 2024-2031 YoloTD Short Range Transportation Plan.
2. Execute any subsequent contract amendments within the Executive Director's signing authority for any unexpected scope of work changes during the 2024-2031 SRTP.

**PASSED AND ADOPTED** by the Board of Directors of the Yolo Transportation District, County of Yolo, State of California, this 8th day of April 2024, by the following vote:

AYES:  
NOES:  
ABSTAIN:  
ABSENT:

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Josh Chapman, Chair  
Board of Directors

ATTEST:

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Heather Cioffi, Clerk  
Board of Directors

Approved As To Form:

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Kimberly Hood, District Counsel

RFP #24-01

# Yolo County Transportation District

## Short Range Transit Plan 2024-2031



PHOTO: YOLOBUS.COM

SUBMITTED BY:



IN ASSOCIATION WITH:





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Carlsbad, CA 92010

(760) 476-9600  
tmdinc.net

Mr. Courtney Williams  
Senior Transportation Planner  
Yolo County Transportation District  
350 Industrial Way  
Woodland, CA 95776

Subject: RFP #24-01 Short Range Transit Plan 2024-2031

Dear Mr. Williams and Members of the Evaluation Committee:

**Transportation Management & Design, Inc. (TMD)** is pleased to submit our proposal to provide consulting services to the Yolo County Transportation District (YoloTD) for their Short Range Transit Plan 2024-2031. As a small business, we strategically select the projects we pursue based on where we feel our team will provide the highest value for the client. We are particularly interested in helping YoloTD update their SRTP because we see opportunities to help YoloTD grow ridership and improve service efficiency while addressing the challenges of post-COVID recovery.

**TMD** is a women-owned transit-planning firm headquartered in San Diego, comprised of about 20 team members focused on delivering productive, innovative, and sustainable transit networks and services. We have undertaken well over 500 transit planning projects for both small and large systems that operate fixed route, express bus, Bus Rapid Transit (BRT), demand response, and/or rail transit. Our proposed senior staff, including our proposed **Project Manager Ron Kilcoyne**, have served numerous years within public transit agencies across the country, developing expertise in fixed-route bus, demand response, and paratransit service design, management, and operations. Our comprehensive experience with planning and operating different types of transit allows us to create plans with customized solutions.

Assisting TMD on this project will be **Kearns & West**, a collaboration and strategic communications firm with extensive experience in providing engagement for transit and transportation projects, and **GHD** a global, multidisciplinary professional services engineering firm. Both firms have a local office in Sacramento and bring experience working on transportation projects in Yolo County.

Together, we feel that our team is best positioned to complete this SRTP update for the following reasons:

- **We use new data to better understand post-pandemic trends.** We are constantly evolving our practices to incorporate new technologies and data sources. With our **Replica** license, we can engage big data to determine travel demand patterns and trends at regional, local, census tract, and corridor-based levels. And, with our proprietary **Service Analysis Software (SAS) tool**, we can determine route and segment-based transit performance. Together, the unique combination of these tools allow TMD to identify regional travel patterns, major origin-destination pairs, and service trends that indicate areas that could be better served by public transit and understand how both travel patterns and service performance have been affected by the COVID-19 pandemic.

- **Our plans grow ridership while reducing costs.** Improving network design to better align with community needs is at the core of what we do. Our approach focuses on improving the customer experience while simultaneously increasing the efficiency and effectiveness of service delivery. Tailoring service delivery to market demand and optimizing use of resources allow us to make substantial network-wide service improvements within existing cost constraints.
- **We understand that updating a SRTP is not about just changing the route alignments or adjusting frequency/ span, but needs to focus on the customer.** TMD goes beyond the traditional approach, examining all aspects of service delivery to identify solutions that improve the overall customer experience and day-to-day operations for agency staff and operators, understanding that proposed route changes will not be successful if it cannot be delivered consistently and reliably while providing a high-quality experience for riders.
- **We like to collaborate!** We believe that effective collaboration between the consulting team and staff is critical to developing a plan that meets the needs of the community and is implemented successfully. For example, our proposed Project Manager, Ron Kilcoyne, recently led the Merced County Association of Governments (MCAG) SRTP, which included close collaboration with staff from MCAG, the cities of Merced County and UC Merced to develop the final plan. We will work closely with the YoloTD SRTP project team in developing draft alternatives and the final service plan. We also understand the importance of coordinating with the City of Davis' SRTP update that will also be underway.
- **Our plans result in a positive contribution to all communities.** As a certified women-owned DBE, it is important to us that our plans result in a positive contribution to all communities, regardless of age, race, or class. Since nearly every TMD project ends up in daily operation, we are committed to ensuring our recommendations work as expected and enhance mobility for everyone within Yolo County.

As requested in the RFP, TMD is providing all required forms along with our qualifications. China Langer, President of TMD, is legally authorized to represent the firm in all matters regarding this proposal. She can be contacted at 2701 Loker Ave. W., Suite 110, Carlsbad, CA 92010, by telephone at (760) 476-9600, or via email at [clanger@tmdinc.net](mailto:clanger@tmdinc.net). All project work will be completed from TMD headquarters in Carlsbad, CA. This proposal shall remain valid for no longer than ninety (90) days. We look forward to the opportunity of working with YoloTD on this important project and hope that the YoloTD SRTP will be one of our featured projects this year.

Respectfully yours,  
Transportation Management & Design, Inc.



China Langer  
President

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PHOTO: YOLOBUS.COM

# TECHNICAL APPROACH AND FUNCTIONALITY

## Project Understanding and Approach

YoloTD's last SRTP was completed in 2014 and covered the period through 2024, requiring the preparation of a new SRTP. YoloTD also completed a COA in 2019, however the COVID-19 Pandemic prevented full implementation of the COA recommendations. Rather service was significantly curtailed and has not been fully restored. Changes in travel habits, funding constraints and opportunities, new technologies, and regional transportation opportunities are some of the factors that need to drive a reimagining of the service YoloTD provides. Therefore besides preparing a new SRTP, YoloTD needs to have the COA updated to reflect the changes that have occurred and are likely to occur that weren't envisioned when the previous COA was completed.

As with most transit systems throughout the US, YoloTD lost ridership during the Pandemic. However, ridership dropped pre-pandemic by 500,000 annual trips between FY 2014 and FY 2019 (the last full fiscal year pre-pandemic). Similarly, fixed-route productivity dropped from 16.8 boardings per hour in FY 2014 to 11.1 boardings per hour in FY 2019. While ridership is recovering from the Pandemic, it is still below the pre-pandemic levels. Therefore, it is essential to create an integrated system that will grow ridership and be sustainable over the long run. In practice, this requires on-demand and fixed-route services that complement each other and not compete for the same customer, and a thorough understanding of actual travel patterns to identify where transit can be most effective and the type of transit or shared ride service that can be most effective and efficient in providing that service.

However, it is important to stay focused on the "why" of YoloTD's existence. Providing access to opportunity is an important "why". This includes access to employment, healthcare, education, shopping, and recreational opportunities. It is also important to do it equitably - to assure all members of the community have quality access. That is to make sure that members of the community with limited mobility options have the same opportunities as those who aren't limited in their mobility options. With a need to reduce

vehicle miles traveled (VMT) to reduce greenhouse gas emissions (GHG), it is also important to make transit an attractive alternative for those who don't have limited mobility options. This is a significant challenge in a small urban/rural environment with limited resources; therefore, trade-offs will need to be assessed. TMD understands this challenge and has developed tools and strategies to create alternatives and recommendations that will meet the existing and future accessibility needs of the community.

TMD believes that ridership is the "NorthStar" measure of transit success. Empty transit vehicles do not provide any benefit to the community, and lack of ridership is indicative that a transit system is not providing the equitable access the community needs or providing an attractive alternative to driving alone. Changing the pre-pandemic trend of ridership decline and continuing the ridership growth that has occurred since the depths of the Pandemic needs to be a focus of the SRTP update.

### IN ADDITION, IT WILL BE IMPORTANT TO CONSIDER:



#### BRT/Enhanced Bus Service

One service strategy that can improve accessibility for individuals with limited mobility options and attract new customers to transit is Bus Rapid Transit or branded enhanced bus service. Providing faster more reliable service in uniquely branded high quality vehicles serving distinctive stations/stops that provide a pleasant environment while waiting for the bus has proven successful in a wide range of operating environments throughout the country. However there is not one size fits all approach to designing and operating this service. Each corridor is unique and understanding which elements are most impactful to providing attractive service while considering the constraints of the corridor and available resources is essential to designing and ultimately operating a successful service. Our proposed Project Manager has both operated and overseen the planning of successful BRT services and understands what works and what is nice to have but not essential.





## Regional Initiatives

The Yolo 80 Managed Lanes Project is anticipated to create toll lanes that will generate revenue to mitigate impacts of potential increased VMT in the corridor. About 18 potential mitigation actions were evaluated in the Environmental Impact Report/Environmental Assessment of which 10 were rejected. Of the remaining eight mitigation measures, five involve YoloTD. (It was mentioned during the pre-proposal conference that one of the rejected mitigation measures, increased frequency on Route 42 might be restored.) The development of recommendations in the SRTP update will incorporate these measures and consider how they integrate with the overall YoloTD network and also how they might be phased since they are depending on prospective toll revenue.

YoloTD provides several services into Sacramento connecting major trip generators including Downtown Sacramento, UC Davis Medical Center and Sacramento International Airport. In addition to possible service increases funded by the Yolo 80 project mentioned above, improving integration with SacRT, addressing changes in commute patterns, and a proposal to streamline the route alignments of the other providers of transit service in Downtown Sacramento are factors to address in the SRTP update.



## Other Planning Efforts

A successful SRTP will require an understanding of existing transportation efforts and future development plans that can result in employment and/or residential growth or change land use typologies that impact the effectiveness of transit. Figure 1 summarizes plans that will be factored in as service alternatives developed for YoloTD. Another Key element for success will be to ensure successful coordination with other planning efforts that will be underway, including the City of Davis SRTP and UCD Sustainable Transportation Plan.

## PROJECTS THAT WILL INFORM THE SHORT RANGE TRANSIT PLAN

2018

### UC DAVIS LONG RANGE DEVELOPMENT PLAN

The comprehensive land use plan establishes a framework for future campus growth and a planning guide for the conservation of resources and new investments in growth towards a sustainable future.

2021

### YOLOBUS SHORT RANGE TRANSIT PLAN

This existing SRTP serves as the planning framework for assessing operational performances across all service modes. The plan investigates potential changes to customer demands, needs, and industry trends.

### YOLO TRANSPORTATION DISTRICT YOLOGO PLAN

The plan was a thorough review of YCTD transit services based on extensive data collection and analysis and on public input to provide recommendations for increased operation efficiencies, enhanced local connectivity, increased ridership and performance, and customer satisfaction.

### SACOG NEXT GENERATION TRANSIT STUDY

Refined the 2040 plan for public transportation and provided a vision for the future of mobility that emphasizes moving people and the improvement of regional transportation options.

2022

### FAIRFIELD AND SUISAN TRANSIT SHORT RANGE TRANSIT PLAN

The plan provided an analysis of pre-pandemic and current state of service to determine several recovery scenarios that could best service riders.

### SARCAMENTO REGIONAL TRANSIT SHORT RANGE TRANSIT PLAN

This 5-Year plan will redesign the current bus network to achieve mobility and regional goals of SacRT Forward, as well as investigate pandemic impacts. The SRTP outlines service improvements, enhancements, and transit operations throughout the plan period.

### YOLO ACTIVE TRANSPORTATION CORRIDORS PLAN

This long-range transportation plan will develop an active network of multi-use trails that will help address barriers to mobility for low-income and minority residents.

2023

### DAVIS CLIMATE ADAPTATION ACTION PLAN

The plan assessed greenhouse gas reduction progress, identified physical and social vulnerabilities, and established a framework of climate action efforts and carbon reduction policies to bring the City of Davis in compliance with state legislation to address climate change.

FIGURE 1: EXAMPLES OF REGIONAL PLANS THAT WILL BE CONSIDERED FOR THIS SRTP

# A Technical Approach and Functionality



## Community Feedback

Along with a data-driven operations analysis and service optimization, YoloTD is seeking to gain a better understanding of current, and future transit needs based on market conditions and consumer demand in order to meet the community's evolving mobility needs. We are proposing to conduct multiple phases of outreach to solicit feedback from stakeholders and riders. Each outreach round would consist of stakeholder/community meetings and/or workshops to gain insight into existing conditions/needs and public perceptions of proposed alternatives, as well as targeted passenger and stakeholder survey efforts, which would be facilitated both online and via traditional methods to maximize participation across diverse communities. Our recent outreach efforts focusing on virtual workshops and mobile surveys have received high levels of engagement.



## Using a Proven Approach

TMD has undertaken well over 100 short range transit-planning projects for systems of all sizes around the country. While each area and project is unique, we design plans geared for implementation that consistently engage decision-makers, front line staff and riders, utilize efficient and effective network design, and increase ridership. Starting with a customer-focused approach, our process blends market-driven planning (rethinking service around market demand and consumer expectations) with sound operational knowledge (effective service design, efficient schedules, reliable daily delivery), always optimizing service based on riders' needs and available resources. Our operational knowledge extends beyond design and scheduling to include other aspects impacting the delivery of service. For example driver shortages can ruin the best laid out plan and we are working with clients on strategies to address this challenge.

Each of TMD's over 100 similar short range transit planning projects has contributed in its unique way to helping us thoroughly understand the scope of work and effort required to execute a successful SRTP for YoloTD. We do not design our plans to sit on shelves, and we will work closely with YoloTD staff to ensure the proposed plan includes all the necessary elements and stakeholder support to be implemented successfully.

## Summary

TMD is uniquely qualified to assist YoloTD in evaluating how it can grow ridership and identify the most effective mobility options for each segment of the community. Focused on developing and implementing market and customer-driven transit networks and services nationwide, TMD has undertaken numerous transit service and operations planning projects that are similar to Yolo County. Our range of experience spans small and large systems and includes both fixed route and on-demand services. Relevant projects, including the Merced SRTP, Riverside Transit Agency Sustainable Service Plan, and KART Fixed Route Study are include in Section B of our proposal.

Our success is a result of our dedication to ensuring a positive outcome for each of our clients in both project approval and project implementation. Our senior staff, including our proposed Project Manager Ron Kilcoyne, have first-hand management and technical experience in the development, implementation, and ongoing assessment of a wide range of transit solutions at diverse transit agencies, both as system staff and as consultants. TMD's experience, market presence, and current client base have enabled us to successfully perform tasks similar to those identified in the YoloTD SRTP RFP. Our proposed Work Plan for this project is organized into eight key tasks designed to achieve the project objectives outlined in the RFP.

## Project Work Plan

### Task 1: Project Management

#### Project Kick-Off & Fieldwork

The TMD Team will kick off the project with an on-site meeting with YoloTD staff. This will provide an opportunity for the YoloTD and the consultant team to discuss several topics, including:

- Key project goals, objectives, and outcomes
- Confirmation of the project work plan and schedule
- Coordination and communication protocols and confirmation of reporting procedures
- Data needs and transfer plan
- Schedule for regular check-in meetings
- Monthly progress reports
- Public Engagement Plan

At the meeting, TMD will conduct a SWOC (strengths, weaknesses, opportunities, and challenges) exercise with YoloTD staff to gain a better understanding of existing conditions and identify any potential issues that may affect the process and outcome of the project. The team will work with the YoloTD to ensure that agency goals for the project are understood and incorporated into the final work plan.

Following the kick-off meeting, key TMD team members will conduct **fieldwork** to better understand existing YoloBus, BeeLine, and paratransit services, ridership, and operations. Time in the field will be split between riding buses (“being the customer”), driving route alignments, and meeting with scheduling, operations, and planning staff to assess opportunities and challenges of system operation. The field time will help the TMD team understand not only the route alignments, but also how the service is delivered in terms of operator and schedule performance, customer relations, passenger boarding/alighting procedures, and vehicle and passenger facility

performance, and maintenance. The local geography, street network, transit markets, trip generators, and operating conditions will also be important observations and will inform our work in Tasks 2 (Existing Conditions Analysis) and development of service alternatives in Task 5.

YoloTD staff participation in this process will be an important part of the early collaboration, enhancing the team’s understanding of the service area and operating environment.

#### Ongoing Project Management

The team will also conduct **bi-weekly “check-in” meetings** to ensure that YoloTD staff remain up to date with the project’s progress, and to allow for dialogue regarding process, key findings, or other relevant topics needing attention. An action item list noting responsibilities and the status of each key element will be provided prior to each check-in call. TMD will prepare an agenda prior to each meeting and meeting notes following each meeting. The TMD Project Manager will be in contact with the YoloTD Project Manager between meetings and can be on site as needed. In addition our team will hold regular meetings with the City of Davis in order to ensure that this SRTP update and City of Davis’ SRTP update are coordinated and efforts are not being duplicated.

**TMD values communication and knows it is integral to the project’s success. As such, the Project Manager will ensure that both internal and external communication is of the highest priority throughout the project. Our managerial approach allows for unforeseen project obstacles and potential issues to be identified early on so that the study process is not impacted, can remain on track, and that the final Short Range Transit Plan (SRTP) is completed on time and on budget.**



Monthly invoices and progress reports detailing work completed and remaining on a task-by-task basis will also be submitted.

**Deliverables:** TMD will prepare agendas and notes for each meeting, monthly invoices and progress reports, and a final work plan and project schedule based on the outcomes of the kick-off meeting.

## Task 2: Existing Conditions Analysis

TMD recognizes that generating a comprehensive understanding of Yolo County’s mobility environment, available transit service offerings, and general transportation network performance is essential to developing an informative, operational assessment and an effective, well-informed SRTP. The existing conditions report will be comprised of a market assessment of the service area and a comprehensive evaluation of the existing public transportation services.

### Market Assessment

A comprehensive understanding of the Yolo County mobility market is foundational to analyzing existing transit service and performance conditions. TMD recognizes the fundamental role that people, and places, have in shaping the use of a transit network. Key characteristics of the built environment and local population, such as the diversity of neighborhoods, locations of jobs and housing, and the design of street networks, significantly affect travel demand and strongly influence where transit can be both effective and efficient.

The Market Assessment for this project will be centered around the **“Four Ds”** that impact transit’s ability to be successful: density, destinations, design, and demand.

The **Density** analysis will summarize the existing population, employment, and demographic characteristics in the cities of Davis, West Sacramento, Winters, Woodland and the unincorporated areas of Yolo County, as well as the areas of Sacramento

County served by YoloTD – all of which influence the local demand for transit use. TMD will use ArcGIS and available data from the 2020 US Census and recent American Community Survey estimates to map population and employment densities, with individual maps for seniors, youth, college-aged residents, persons with disabilities, person with Limited English proficiency, zero-vehicle households, low-income households, and minority households. These demographics will then be compiled into a “Transit Demand Potential” map which incorporates all the demographic factors into one index. The existing YoloTD services will also be mapped to identify underlying market conditions, opportunities for increased transit service, and any unmet mobility needs.

The **Destinations** analysis will examine the diversity of destinations riders seek to access through transit. It will review existing land uses, zoning, and major activity generators to provide an understanding of activity demand and generation throughout the region. TMD will identify the major activity generators throughout Yolo County, as well as activity generators in adjacent parts of Sacramento and Solano County with identifiable travel demand from Yolo County residents, including essential service employers, education centers, supermarkets, healthcare facilities, and cultural destinations. We will also review the land-use plans of the member agencies to better understand where transit may be needed to support future development.

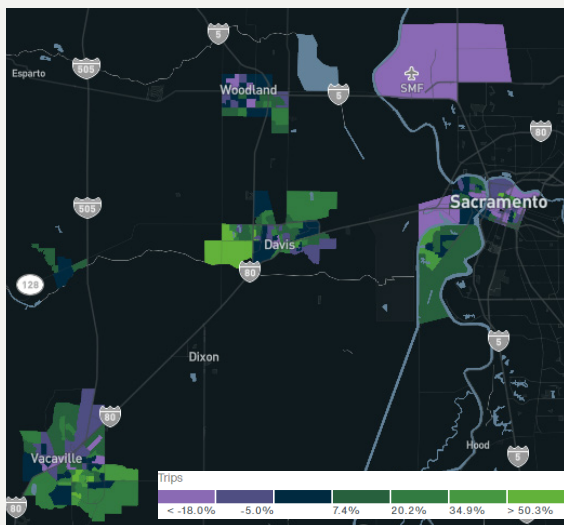
The **Design** analysis will assess how the design of the built environment influences people’s ability to conveniently use transit. The purpose of this analysis is two-fold. First, a qualitative assessment of street patterns (e.g., grid vs. cul-de-sacs), neighborhood penetration, and street widths provide a context for where transit can be most successful. Places with a high-quality pedestrian environment are also places where transit tends to thrive. Second, understanding any physical constraints such as bridge heights, railroad crossings, and street widths is vital in ensuring that proposed route alignments are actually implementable.



The **Demand** analysis will examine how people travel in the region as a whole and how those travel patterns compare to travel on transit. TMD has a partnership with **Replica**, a location-based data platform specifically designed to guide urban planning decisions by providing weekly summaries of local travel demand data. For this project, TMD will use Replica data to gain insight into how people travel throughout Yolo County, as well as areas adjacent to Yolo County, understanding the pattern of trips being made by time of day and major origin-destination patterns. For example, Figure 2 shows the change total trip making between communities served by YoloTD between 2019 and 2023. TMD will be able to compare the trip activity data with observed transit ridership patterns to determine if there are opportunities to increase transit use at different times of day or in new parts of the service area.

## Replica Data

Access to comprehensive regional travel demand data through Replica has challenged many of our preconceived notions about how people travel. Trip volumes are high during off-peak periods, and most trips are short-distance, calling for transit service that is not focused around traditional long-distance peak-period commutes. Understanding travel patterns will allow service recommendations to be better tailored to local mobility needs.



**FIGURE 2: REPLICAMAP SHOWING CHANGE IN TOTAL TRIPS FROM 2019 AND 2023**

## Existing Service Evaluation

To establish a framework for evaluating the existing conditions of YoloTD's transit services, TMD will compile available information to develop a comprehensive overview of the network and mobility offerings. Compiled data will include:

- Current routes, service types, description of operating days/hours
- Fare structure
- Funding sources (existing and planned)
- Capital program, including fleet, facilities, current technologies in use, and other relevant infrastructure
- Current service classification, service standards, and service planning process
- Relevant transit plans and studies
- Recent customer surveys
- Unmet Transit Needs Reports
- Triennial Review Findings

Since YoloTD interacts with several other transit providers, data on existing and planned service for these providers including Unitrans, West Sacramento Via Rideshare, Sacramento Regional Transit District (SacRT) and Solano Express will also be collected. Potential changes to these services could impact recommendations developed for YoloTD provided services. TMD will coordinate with the City of Davis SRTP and Solano Transportation Authority (STA) Connected Mobility Plan, both of which will occur concurrent with this SRTP.

## Regional Coordination

TMD is developing the STA Connected Mobility Plan that includes the development of a vision and phasing plan for Solano Express. Our team also submitted a proposal for the City of Davis SRTP update to ensure all projects are coordinated.

# A Technical Approach and Functionality

The Existing Service Evaluation will focus on developing a comprehensive understanding of YoloTD's services identifying opportunities to improve the customer experience and service performance. The basis of the service performance evaluation will be based on taking Automatic Passenger Counter (APC) and Automatic Vehicle Location (AVL) data exports and importing them into TMD's Service Analysis System (SAS) PowerBI dashboards.

The SAS is a proprietary program developed in-house by TMD staff for detailed analysis of service ridership and operating performance. The SAS uses multiple weeks of data to create a composite picture of ridership at the stop and trip level. The SAS also allows for efficient analysis at the route segment level, which is unique to TMD's approach and helps to develop a stronger understanding of how the system works. Under-standing changes in performance across individual route segments will help ensure that frequency is being invested in the right parts of the network and that solutions are being right-sized to demand. The segment analysis also allows us to efficiently compare performance on multiple routes that operate on the same corridor. By breaking segments in the

same place on overlapping routes we can generate system- wide productivity and frequency segment maps that show network performance rather than route performance.

TMD's SAS uses online platforms (PowerBI and ArcGIS Online) to visualize the results. Users are able to drill down from the system level summaries to day type, to route-level, to trip-level, and to stop level detail. Figure 3 illustrates the online platform recently created for Santa Monica Big Blue Bus. TMD's SAS will produce a key set of service and operating data for each route that will be used to inform the service evaluation as well as the development of the draft alternatives and recommended plan (Task 5 and 6). TMD will complement the quantitative SAS reports with qualitative efforts described above as well as interviews with staff and field observations.

In addition, TMD will use ArcGIS to create maps that visualize system and route-level performance. At a minimum, TMD will create maps illustrating ridership by service day and time of day, network-level frequency by time of day and day of week, and service productivity.

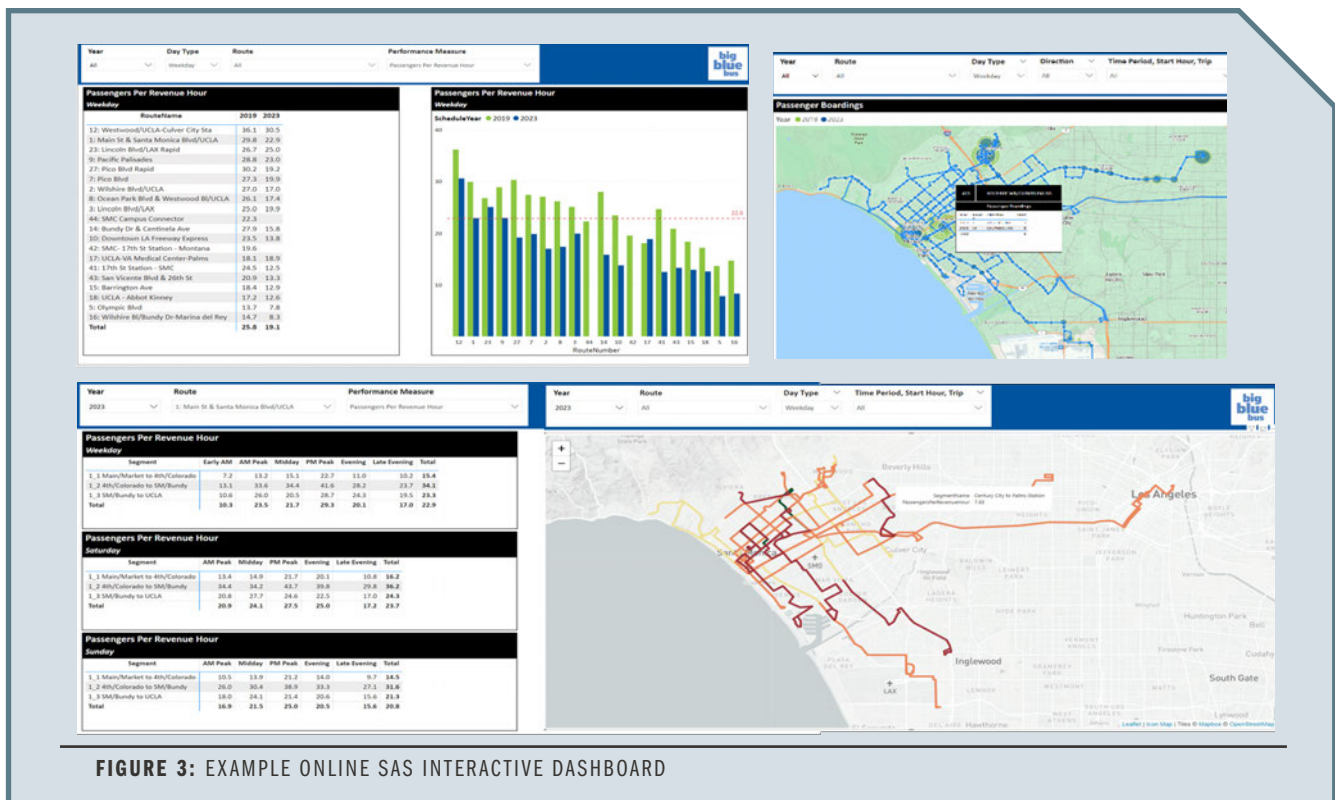


FIGURE 3: EXAMPLE ONLINE SAS INTERACTIVE DASHBOARD

# A Technical Approach and Functionality

The evaluation of YoloTD's service will seek to answer the following questions:

- **Service Ridership:** What are the key routes that attract the majority of the system's ridership? Which stops generate the most passenger activity? How does ridership vary by day of week?
- **Service Efficiency and Effectiveness:** Which routes have the highest productivity and farebox recovery ratios and lowest subsidies per passenger boarding? What is the return on investment from today's resources?
- **Service Quality:** Is the service easy for potential customers to understand? Are there any load or overcrowding issues on certain trips? Is the service on-time? How well does the current service meet customer expectations?
- **Service Availability:** Does current service frequency meet market needs? Will expansion of service hours, days, and frequency create a more attractive transit network that better meets the needs of residents?
- **Network Connectivity/Transfers:** How does the service structure and frequency affect the way passengers navigate the system? Are there public and/or private first or last-mile connectivity issues or timed-transfer opportunities? Are current routes ideal from a customer travel pattern perspective?
- **Service Access:** Does bus stop spacing optimize speed and access? Do current bus stop amenities meet customer needs? What first/last mile connections are available, including pedestrian and bicycle connections?
- **Capital Asset Review:** Are transit facilities optimally located? Does YoloTD have the right fleet to deliver service?
- **Financial Review:** Is the current fare structure designed to promote riding or does the structure disincentivize making additional trips? How are current funding sources projected to change in the coming years and what alternative sources may be available? How are operating and maintenance cost factors expected to increase over the life of the plan?

- **BeeLine:** How do riders use the current microtransit service? Where are the major ridership generators? How far do riders typically travel? How do costs and productivity measures compare to fixed-route service? Is the service well integrated within the overall network?
- **Paratransit:** Where are the major paratransit origins and destinations and how do they differ from those on fixed-route? How do costs and productivity measures compare to fixed-route service? How is the regular service augmented? Is YoloTD prepared for possible same-day service?

## Existing Conditions Report

TMD will develop an existing conditions report that includes the market analysis and existing service evaluation. The report will include all findings as well as all applicable GIS maps and graphics. Key findings from this task will be communicated with the public and stakeholders through the public involvement process, and will be used to highlight YoloTD's strengths, weaknesses, and opportunities for improvement. This detailed information, along with input from the public and stakeholders on how the system should be improved, will be used to inform the Goals and Objectives, as well as any changes to YoloTD's performance standards in Task 4 and the development of service alternatives in Task 5.

### Deliverables:

- Internal Draft Existing Conditions Report
- Final Existing Conditions Report to be inclusion in the SRTP including all supportive tables, maps and graphics



## Task 3: Community Engagement

An iterative, meaningful, and comprehensive public outreach process will be the foundation of the SRTP. Stakeholders need to be thoughtfully engaged and heard.

### Engagement Plan and Implementation

As we work with stakeholders in this initial phase of the outreach process, Kearns & West will develop a community engagement plan for outreach and implementation of the various tasks included in this effort. The plan will enumerate the specific activities, responsibilities, and timelines to address the project objectives and to schedule how to best synchronize the stakeholder and public dialogue with the steps in the planning process.

We understand there are a variety of outreach approaches that have been successful (and some that have been less successful). We have identified the following objectives and will develop a detailed engagement plan to support these objectives.

- Educate and engage a wide range of stakeholders in Yolo County to build a broad understanding of the SRTP’s purpose and scope, and why their input is critical to the process.
- Provide stakeholders with multiple, meaningful opportunities to participate in the SRTP’s development process and provide input.
- Focus on equitable engagement to reach underrepresented populations, individuals with low incomes, and people who speak languages other than English. As always, we will ensure outreach and engagement is consistent with Yolo County’s Title VI Plan, as well as general FTA Title VI and Environmental Justice guidance.
- Align engagement opportunities with key project milestones and deliverables to ensure that stakeholder input is incorporated in the planning process.
- Share project information early and often (e.g., project goals, opportunities for public involvement and input).
- Build trust and support through inclusivity, transparency, accountability, and responsiveness in each phase of the process.
- Provide information that is readily accessible to all audiences.
- Go to transit users and non-users. We will seek participants in their own communities at pop-up events and using outreach approaches preferred by Yolo County.
- Be strategic and efficient in engaging with key stakeholders and the public: using people’s time wisely, avoiding duplicated efforts and maximizing coordination with the Davis SRTP, building on past transit planning processes, and leveraging existing venues and stakeholder groups where possible.



**FIGURE 4: PROPOSED PROJECT MANAGER RON KILCOYNE PARTICIPATING IN A TMD POP-EVENT**

# A Technical Approach and Functionality

**The Engagement Plan will focus on the tools to achieve the objectives of the planning process, which we expect to include the following activities:**

- **Stakeholder Database.** We will establish and compile a database of stakeholder organizations (including local and regional partners), individuals, and members of the public that have interest in the outcomes of the project. This includes contacts for major employment centers, businesses, residential developments, community-based organizations, medical destinations, programs serving youth and older adults, and nonprofit organizations. This database will also serve as the distribution list for project updates and will be further populated and updated as the project advances. We will be responsible for updating and maintaining this database over the course of the project.
- **Stakeholder Interviews.** Although stakeholder interviews will be a key part of the development of the Engagement Plan, we anticipate some of them to be ongoing: new stakeholders will be identified representing businesses, community organizations, advocacy groups, etc. We will continue to meet with new stakeholders as we build relationships with them and invite them into the planning process. Stakeholder representatives will be selected in consultation with YoloTD and Davis/Unitrans, and will likely include organizations and individuals listed in the RFP, including representatives from the Citizens Advisory Committee; the Bicycle, Transportation and Street Safety Commission; the Senior Commission; representatives from the cities of West Sacramento, Winters, Woodland, and SacRT; UC Davis Administration and Student Leadership; as well as representatives from disability, social services, and low-income communities, as well as community groups representing Spanish, Russian and Ukrainian speaking individuals. We will prepare stakeholder questions in advance for review by staff, conduct the interviews, and prepare a summary detailing key issues and themes.
- **Project Webpage.** While YoloTD staff will manage the project website, our team will develop content, images, and project information that details milestones, opportunities for involvement, and ways to get more information. The webpage, with support from social media engagement, will also provide newsworthy, time-sensitive and culturally appropriate information about upcoming engagement opportunities (i.e., online survey, popups), key milestones, and findings from the planning effort. The webpage may also include a form for people to be added to a stakeholder database. We will work with YoloTD staff to keep the webpage updated and refreshed over the course of the project.
- **Online & On-Board surveys.** Our team will collaborate with YoloTD to develop a survey to provide rider and non-rider insight on travel needs, preferences, investment concerns, demographics, and other topics that may be of value to the agency and planning team. The survey will be available online (via a QR code and simple online weblink) and via paper copies. It will be promoted throughout the county and distributed on-board YoloTD vehicles and/or by community partners. Our team will work with the YoloTD team to confirm the survey distribution approach. Budget has been allocated to include on-board distribution to ensure input from riders is collected. We will prepare surveys in core languages and ensure the online survey tool is accessible for most users (typically we use Momentive/SurveyMonkey), and reach out to stakeholders to encourage participation. Our team will summarize and synthesize the survey findings and prepare a graphically engaging report on the outcomes.
- **Community open house workshop.** We will host a community workshop/open house about the project. We will announce meeting dates at least 3-4 weeks in advance and promote the event using various methods (i.e., email stakeholder database and other distribution lists, social media, fliers/signs, postcards/mailers,

# A Technical Approach and Functionality

encouraging community leaders to spread the word), and developing materials that are visually appealing, informative, and accessible. The objective of the open house workshop would be to review the recommendations, collect feedback on the outcomes, and answer questions. We anticipate the workshop would include a series of stations highlighting findings and outcomes with graphic-rich materials and other tools to clearly communicate the recommendations. Staff would be available to answer questions and share more information about the displays. A series of tools will allow participants to share their reactions and identify specific concerns, and information would be provided at a minimum in English, Spanish, Russian and Ukrainian.

- **Pop-up Events.** Special attention is needed to make sure that residents and business owners can be reached in places they frequent, such as local markets, transit hubs, and near schools. In planning the five pop-up events, we will work to ensure that there is appropriate focus on equity for underrepresented groups. We will seek input on optimal locations for these events so that community members who might not otherwise participate in scheduled workshops know about the project and have a chance to provide input. Pop-up outreach provides the project team an opportunity to interact with community members where they are, letting them know about the project, and also promoting attendance at any other events. Our team would organize and staff these pop-up outreach events, which would include displays, visualization tools, handouts, prioritization exercises, and an opportunity for people to talk one-on-one with project representatives. We will summarize outcomes and incorporate input into the planning process.

- **Presentations at Meetings.** Our team will present project updates at two Citizens Advisory Committee meetings and one Executive Directors meeting. We will prepare presentation materials and maps in advance, conduct a meeting presentation dry run, and will solicit feedback from committee members.
- **Other Engagement.** We anticipate that notices, flyers, announcements and other information tools will be developed over the course of the planning process. In addition, in collecting information from stakeholders, members of the public, surveys, and staff, our team may identify other critical engagement or information-sharing needs. We will identify these in the Engagement Plan and outline a strategy for implementation.
- **In-reach Engagement.** The front line staff of a transit agency provide valuable insight into customer needs and operational challenges. The bus operator is often the only point of contact with customers, and will hear their requests and concerns. Vehicle operators along with dispatchers and road supervisors have firsthand knowledge as to what is occurring daily. Therefore regular engagement with front line staff will occur throughout the development of the SRTP. We will work with the project team to lay out a specific schedule and approach for interacting with front line staff to seek input at the beginning of the process as well as providing feedback to recommendations.

**Deliverables:** Public Engagement Plan, content for Yolo County Transportation District webpage, online Survey, materials for all meetings and Popups, including interactive activities and PowerPoint presentations, and Public Participation Summary to be incorporated into the SRTP.



## Task 4: Goals, Objectives & Performance Standards

Building on data review and analysis in Task 2 and Stakeholder and public input collected in Task 3, TMD will collaborate closely with the project team to create a set of goals, objectives, and updated performance standards that are realistic, respond to today's environment, and provide a strong basis for plan development. The updated SRTP should complement other initiatives in the region and act as an integral part of the broader transportation network. In terms of project schedule, TMD will coordinate goals, objectives, and standards development with the existing service analysis in Task 2, in order to apply existing performance data to the goal-setting process.

Plan goals will also reflect the results from stakeholder interviews and public outreach efforts. Overall goals will drive the process, objectives will lay out tangible ways to achieve the goals, and performance standards will provide ways to measure progress.

As a result of this collaboration, TMD will develop a working paper that details recommended updates to the project goals, objectives, and performance standards; as well as identify the specific findings that informed their development. This draft will be subject to follow up review by stakeholders and the community.

### Deliverables

- Internal Draft of Goals, Objectives and Performance Standards.
- Second Draft of Goals, Objectives and Performance Standards for public review incorporating revisions based on project team comments.
- Final Goals, Objectives and Performance Standards for inclusion in the SRTP incorporating revisions based on public review comments.

## Task 5: Service Alternatives

Dynamic and intuitive system improvement alternatives will be developed collaboratively between TMD and YoloTD staff through an inclusive brainstorming process that will build off findings from the previous tasks. TMD welcomes as much participation from YoloTD staff in the brainstorming process as they are willing to provide, as we have found that our network reimagining plans are stronger when they incorporate the institutional knowledge of agency staff.

### Service Design Process

TMD develops service recommendations through a two-step process: **"top-down"** (region and network) and **"bottom-up"** (individual route). Top-down analysis provides a big-picture, holistic look at the network, how it connects with neighboring regions, and how Yolo County will grow and develop in the future. A successful plan will build an integrated transit network, not just a compilation of individual routes or services. The top-down analysis will examine how YoloTD services can better integrate internally as well as with Unitrans, West Sacramento Via Rideshare, SacRT and Solano Express to better accommodate both internal Yolo County travel and regional travel to/from destinations outside of Yolo County. While YoloTD cannot implement changes to these connecting services, if there are opportunities to improve connectivity that involve changes by other providers, those alternatives will be presented.

Bottom-up analysis allows TMD to understand the details of the system's design and recommend changes to improve efficiency, service levels in areas of high transit propensity, or everyday operations. Both processes combine to create alternative service concepts that work well for the transit provider and the community. Furthermore, both processes evaluate various improvement methods and tradeoffs and assess preferred ridership growth strategies based on YoloTD's operating conditions and local mobility environment.

## Defining the Mobility Toolkit

One of the key strategies TMD uses when developing recommendations is to identify a suite of potential transit products and then match them to the different market typologies and opportunities throughout the region. Establishing different service tiers allows solutions to be “right-sized,” whether that means traditional fixed-route transit or alternative mobility options, such as on-demand services like BeeLine, shared-ride services, or car/vanpools. This “Transit Toolkit” is developed in tandem with the service recommendations and is designed to create an integrated, effective network that minimizes duplication and maximizes the efficient use of limited resources. Fixed route and on demand services should not be assessed in isolation.

### New Mobility Options

Over the past decade, new mobility options have emerged that provide more flexible and cost-effective alternatives to fixed-route transit. YoloTD has experienced early success with the rebranding and expansion of BeeLine microtransit and our team will use its significant experience integrating non fixed route transportation solutions into every step of the transit planning process. Balancing the access needs of the community, positive customer experience with efficient use of resources may require a major rethink of service delivery.

Concurrent with considering the public impacts of service provision, it is also important to look “under the hood” at the scheduling and operating practices of on-demand service. ADA paratransit and general public microtransit can be very inefficient in terms of passengers per hour and cost per passenger trip. Our team will use its expertise in evaluating the scheduling and operating practices to determine if the correct technology is being used for booking and scheduling trips, if the staff are properly trained and if best practice operating procedures are being deployed. We will examine the pros and cons of co-mingling ADA and BeeLine services.

## BRT & Enhanced Bus Options

On the other end of the spectrum TMD has extensive experience in developing enhanced bus services ranging from full Bus Rapid Transit (BRT) to enhanced express or local bus service. We will use this expertise to determine the range of BRT/enhanced bus options including costs and benefits in West Sacramento and between Woodland and Davis. This will include both treatments that are designed to reduce travel time and improve reliability as well as vehicle and station/stop design and branding to attract and retain customers.

## Developing Alternatives

We will use information from the Existing Conditions Report in Task 2, initial public engagement in Task 3, Goals, Objectives and Performance Standards in Task 4, the Transit Toolkit, and YoloTD input to guide the development of service alternatives. Service alternatives may include:

- The elimination or restructuring of low performing services.
- Alignment changes to existing routes or the development of new routes in order to address new developments or identified mobility gaps and needs and/or to make the service easier to understand.
- New routes or additional service such as rapid bus service.
- New BeeLine service zones or changes to existing zones.
- Changes to service levels and frequencies including the potential expansion of night and weekend service.

# A Technical Approach and Functionality

Service alternatives will be built around **three funding scenarios** – one that assumes a 20% reduction of funding, one that assumes no reduction of funding and one that assumes up to 20% increase in available funding. We may choose to consider enhancements funded by the proposed I-80 tolling separately since these projects are specific and it is conceivable that they could be funded while the remaining service is subject to a reduction in available funding. An assessment of equity along with the goals and objectives developed in Task 4 will guide the development of the three scenarios, particularly the reduced cost scenario to insure individuals with limited mobility options have minimal negative impact. For each scenario and service alternative TMD will:

- **Assign a Service Tier** – Recommendations regarding the type of transit mode and required service attributes (e.g., priority treatment, vehicles, branding) will be provided.
- **Create maps illustrating the route alignment.**
- **Develop service parameters** for each route or service by day of the week, including:
  - » Proposed service frequencies and spans
  - » Estimated miles and hours of service
  - » Estimated vehicle requirements
- **Estimate operating cost as well as any start up or on-going administrative costs that should be considered.**
- **Identify the effects on Transit Access** by analyzing of the number of riders, by population type or demographic/socioeconomic indicator (including Environmental Justice communities), impacted by the proposed system restructuring, including assessment of population percentages within 0.25 and 0.5 miles of fixed-route access, population percentages served by alternative mobility solutions such as microtransit, and overall equity effects.
- **Determine any impacts to Paratransit Service.** Analysis of anticipated ADA impacts, including those related to YoloTD’s paratransit users that may be affected by an altered ADA paratransit footprint.

- **Identify transfer opportunities** with other routes and with regional partners, including Unitrans.
- **Identify First/last mile connections** including opportunities for enhanced bicycle integration.
- **Facilities** – Any additional major passenger and/or operating/ maintenance facilities will be identified along with associated costs.
- **Identify any impacts on staffing**, including bus operators.

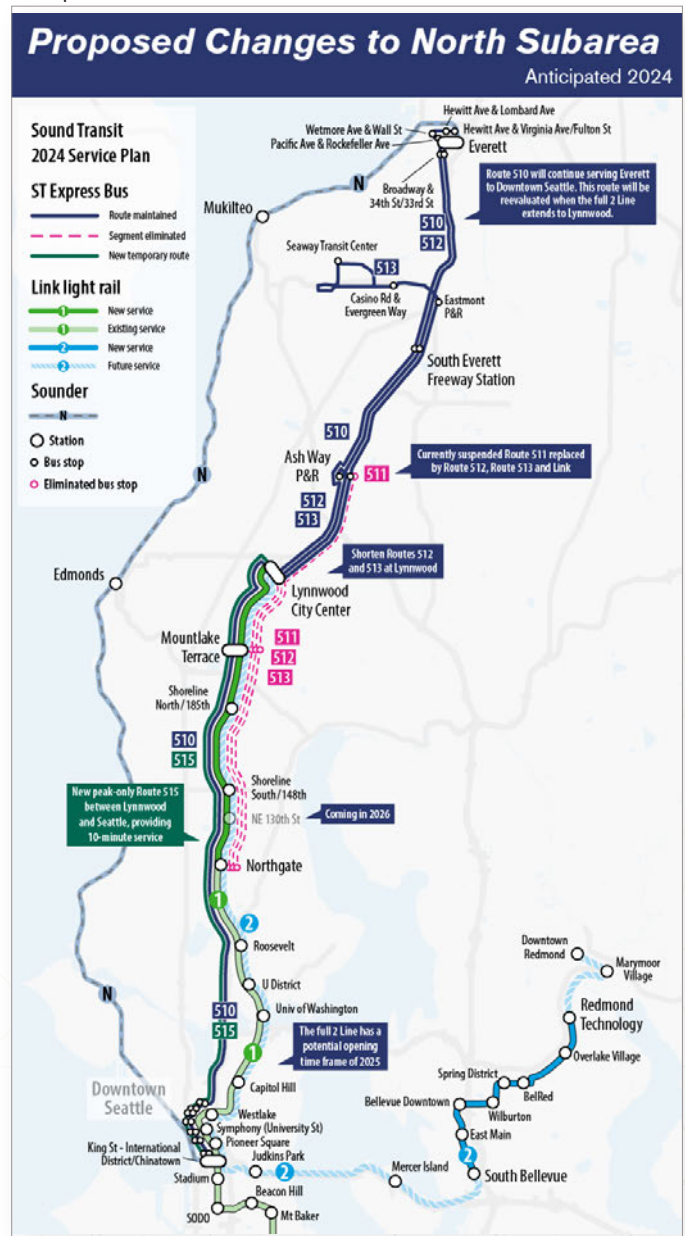


FIGURE 5: EXAMPLE RECOMMENDED ROUTE MAP

# A Technical Approach and Functionality

## Fare Recommendations

Concurrent with service development TMD will examine the fare structure from the customers standpoint. While recommendations for changes to the fare structure will have financial implications that will be addressed in the Financial Plan described below, it will also impact service attractiveness and hence ridership. Issues examined will include but not limited to:

- Potential for fare capping
- Potential for open payments
- Fares related to providing on demand services and impacts for customer using both on demand and fixed route services
- Regional fare alignment with connecting services
- Financial and ridership impacts of free fares including revenue loss as well as cost savings

## Labor Force Evaluation

Transit agencies nationwide are facing operator shortages, which limits how much service can be delivered reliably on a daily basis. Post-pandemic, TMD has worked with several agencies to streamline their operator hiring processes and create incentives for operator retention. As part of this task, we will review YoloTD's bus operator recruiting and retention practices and provide best practice recommendations for operator recruitment and retention to ensure the developed service alternatives match the available workforce.

## Ensuring Environment Sustainability

GHD will summarize local goals to reduce greenhouse gas emissions (GHGs) by reviewing local, regional, and county plans (e.g., general plans, climate action plans, sustainability plans, regional transportation plans). This will be undertaken to assure the service alternatives are consistent with recommended actions to reduce GHGs and support sustainability. Quantitative and qualitative performance metrics to measure performance (e.g., number of new electric

vehicles, VMT data, and on-site renewable energy generation) will be used. Opportunities for local or regional collaboration will be assessed.

## Maintenance Practices

GHD will identify maintenance practices by reviewing YoloTD maintenance plans (e.g., vehicle, equipment, and facility maintenance plans) and the Transit Asset Management Plan. This will be undertaken to assure the service alternatives are consistent with the goals and objectives of the maintenance/management plans. Quantitative and qualitative performance metrics to measure performance (e.g., vehicle life, frequency of road calls, maintenance costs compared to total operating costs, preventative maintenance inspection (PMI) schedule compliance) will be used. Opportunities for enhanced ZEB operational and maintenance practices (e.g., weather issues), based on YoloTD maintenance staff, manufacturer, or peer agency best practices will be assessed.

## Capital Plan

A 10-year Capital Plan will be developed assessing capital needs/costs and priorities. The Capital Plan will include:

- **Facility (e.g., maintenance facility) and other capital needs to support vehicles/services**, in consideration of the ZEB Rollout Plan, the Transit Asset Management Plan, new routes/ services identified in the Final Service Plan, and other local and state requirements.



### Value Add: Optional ZEVO Analysis

As an optional value item, the GHD ZEVO Energy and Utility Analysis/Tool could be used to assess cumulative facility needs/costs (e.g., key points in time wherein electrical infrastructure/ equipment upgrades are required). Based on fleet data, the tool can provide daily peak electricity demand for key locations that support vehicles/services, such as maintenance facility, yard, and on-route charging locations. The tool allows for a more robust capital plan and facilitates conversations with local utility providers.



- **New and replacement vehicles**, in consideration of the ZEB Rollout Plan, the Transit Asset Management Plan, FTA minimum useful life benchmarks, new routes/services identified in the Final Service Plan, and other local and state requirements.
- **Planning-level Bus Stop Improvement Feasibility Analysis.** We will review existing bus stop standards, providing recommended bus stop standards. A plan and cross section, illustrating typical bus stop design (e.g., flag/pole, accessible landing zone, shelter/bench locations), will be provided. Additionally, bus stop spacing and passenger amenity (e.g., bike parking/lockers and real-time information) standards by route or stop type will be recommended. Coordination with jurisdictional agencies (e.g., operational and maintenance issues, as well as development review opportunities (easements and lighting)) also will be discussed. Our team will recommend capital bus stop projects, based on YoloTD priorities and/or jurisdictional agency opportunities (e.g., right-of-way).
- **Planning-level Route 42A/B Signal Prioritization Feasibility Analysis.** GHD will summarize intersection and bus details, including existing intersection and on-bus equipment, to assess Transit Signal Priority (TSP) system compatibility. Intersections along the following Route 42A/B corridors will be included: Anderson Road/Russell Boulevard/5th Street (Davis); W. Capitol Avenue (W. Sacramento); 5th Street/J Street/9th Street/L Street (Downtown Sacramento); Main Street/East Street (Woodland). A planning-level cost estimate (e.g., equipment and installation costs) will be provided. Coordination with jurisdictional agencies (e.g., operational and maintenance issues) also will be discussed.

#### Deliverables

- Internal Draft Service Alternatives for staff review
- Draft Service Alternatives for Public Review and Incorporation into the SRTP
- Labor Force Evaluation Memo
- Capital Plan

## Task 6: Service Plan Recommendations/SRTP

After the public and stakeholder comments and based on project team direction, the service improvement recommendations developed in Task 5 will be finalized into an overall Service Plan. The team will take the Service Plan and conduct two separate analyses:

- 1). Model Demand:** Our team, led by GHD, will aggregate corridor performance, including looking at demand by reviewing available cell-phone data (either based on Replica or another dataset provided by YoloTD) as well as Caltrans and SACOG Traffic Demand Model outputs. Corridors that will be modeled include I-5 northbound and southbound and I-80 eastbound and westbound, connecting Woodland, Sacramento International Airport, Downtown Sacramento, West Sacramento, Davis, Vacaville, and Fairfield. GHD will model demand via an Excel spreadsheet, summarizing the following: existing and future demand using existing traffic data (from the three models); existing and future origin and destination patterns; and on-time performance.
- 2). Schedule/Timetable Evaluation:** TMD has schedule writing capabilities and will use them to assure the schedules are realistic but also efficient, providing adequate recovery and layover time for service reliability and driver breaks but not excessive recovery, layover or deadhead. If inefficiencies are identified we will provide recommendations to address them which can include minor route modification, interlining, bus stop relocation, etc. All modifications will take a customer first approach to assure the they don't create challenges for or discourage existing and potential riders. These schedules will be included as part of the Service Plan Recommendations along with narrative explaining the rationale for specific schedule modifications.

The resulting analyses along with findings from previous tasks will be incorporated into a Draft Service Plan.

**Deliverables:** Draft Service Plan for staff review and an updated Service Plan draft for the SRTP incorporating revisions based on staff review.

## Task 7: Financial Plan

TMD will develop a financial plan that models YoloTD's ongoing financial capacity, building on current service levels and ridership, operating and capital costs, fare revenue, and external funding levels. TMD will develop three scenarios that will provide an annual forecast of YoloTD's operations and capital costs for a 10-year period built from the current FY 23-24 fiscal year. The scenarios will include a fiscally conservative outlook, a status quo outlook and a growth outlook. For the growth scenario we will establish strategies and the conditions that will need to take place for it to become reality and identify potential funding opportunities. For all three scenarios we will incorporate efficiencies and economies of scale that were identified in the development of the recommendations in Task 5 and 6 to minimize service disruption in the conservative scenario and maximize service delivery and quality in the status quo and growth scenarios. TMD will work with YoloTD to establish operating and capital cost inflation factors, planned or potential fare changes, and external funding levels over the plan timeline.

TMD uses a tried and tested Excel-based financial model with individual tabs for items, including daily service characteristics, operating costs, and capital revenue sources, which link together to calculate and summarize all information. The model is built so that it can be updated as needed after the project is completed. YoloTD will be able to use the financial plan each year to plan more accurately for its future. The model includes detailed information for items including, but not limited to, the following:

- Service characteristics by route and day type for each year of the plan

- Ridership and fare revenue projections associated with service expansion
- Allocated unit costs per revenue hour and per revenue mile and anticipated annual increases
- Operating and capital revenues by source with projected growth rates
- Vehicle replacement and expansion program
- Facility improvement and construction costs
- Annual summary for each year showing total capital and operating costs and revenues

The model will show the phasing of the implementation of the recommendations over the 10-year period, under each scenario including the anticipated change in ridership and passenger revenue from the service changes, and the overall operating and capital costs of implementing the recommendations.

## Funding Strategy

To successfully implement the recommendations contained in this plan and sustain operations over the long-term, a realistic funding strategy will be developed for each scenario. In coordination with YoloTD staff, TMD will develop a 10-year funding outline based on anticipated operating and capital costs and estimates of existing funding sources. Capital and operating costs will be detailed sufficiently to ensure all potential costs are included, and a contingency will be established to address uncertainties.

To support the expansion of service, all potential transportation funding alternatives will be examined. TMD is up-to-date on the newest formula and competitive programs YoloTD may pursue for additional service and capital improvements. We will also make sure to develop the data necessary for BRT/High-Quality Transit Corridors recommended in the plan to be "grant-ready" for future California and Federal grant programs.

**Deliverables:** Summary and itemized costs for each recommended action, summary of eligible funding sources, internal Draft Financial Plan, and Financial Plan for incorporation in the SRTP.



## Task 8: SRTP

TMD will develop a draft and final plan document synthesizing the previous tasks and final service recommendations. The plan will be written in a manner that will make it easily understandable for the public and Board with generous use of graphics. A PowerPoint presentation will also be developed summarizing the final plan and project process, including outreach activities. TMD will provide YoloTD with all data that was collected over the course of the planning effort, delivered in a format available for YoloTD's immediate and future use.

### Implementation Plan

The key to a successful implementation process is to assure that there are no surprises or obstacles to implementing service as envisioned. Before developing any recommended route change we will work with staff to field test with the type of vehicle envisioned, to assure that all turning movements can be made safely and look for other potential obstacles or challenges to operating the route. We will develop conceptual schedules to assure that timed connections can be made as proposed, if two routes share a segment that headways can be evenly staggered, assure that estimated operating costs are accurate,

running times are realistic and adequate layover and recovery are provided. Conversely this step will also assure that there is no excessive (over 15 to 20%) layover/recovery and will develop solutions to reduce inefficiencies that could include interlining or minor route modifications. If service recommendations are to be phased, special attention will be given to assure that they are tactically grouped and sequenced to ensure there are no spatial or temporal gaps in network coverage. The implementation plan will be developed for the final report based on the recommendations' coverage, cost, revenue, ridership, and customer impacts. The Implementation Plan will also pay close attention to fleet requirements for each service type. For each implementation date, revised service statistics (revenue miles and revenue hours) and vehicle and other capital requirements would be documented, as well as anticipated financial impacts (costs, revenues).

#### Deliverables

- Draft Short-Range Transit Plan for staff review
- Final Short-Range Transit Plan
- Presentation materials for the YCTD Citizens Advisory Committee and Board of Directors
- Data & Graphics Repository



FIGURE 6: FINAL REPORT EXAMPLE PREPARED BY TMD

# Project Schedule

As directed in the RFP, TMD has prepared the following master schedule for YoloTD’s proposed SRTP update (see Figure 7 below), incorporating all items and milestones defined in the scope of services and presented in our proposal. Our team-based approach allows multiple items to be completed concurrently, making the best use of time and resources. Should YoloTD select TMD, we would review this timeline with staff and make any adjustments needed as part of the project management and coordination work noted in our work plan.

Our team proposes a nine month timeline in order to complete the SRTP update by the end of year. Upon the Notice to Proceed, we will meet with YoloTD staff to confirm expectations, management and administrative protocols, and a mutually acceptable schedule of milestones and meetings. There are no unusual conditions or events that would impede our ability to complete YoloTD’s SRTP within the proposed time frame.

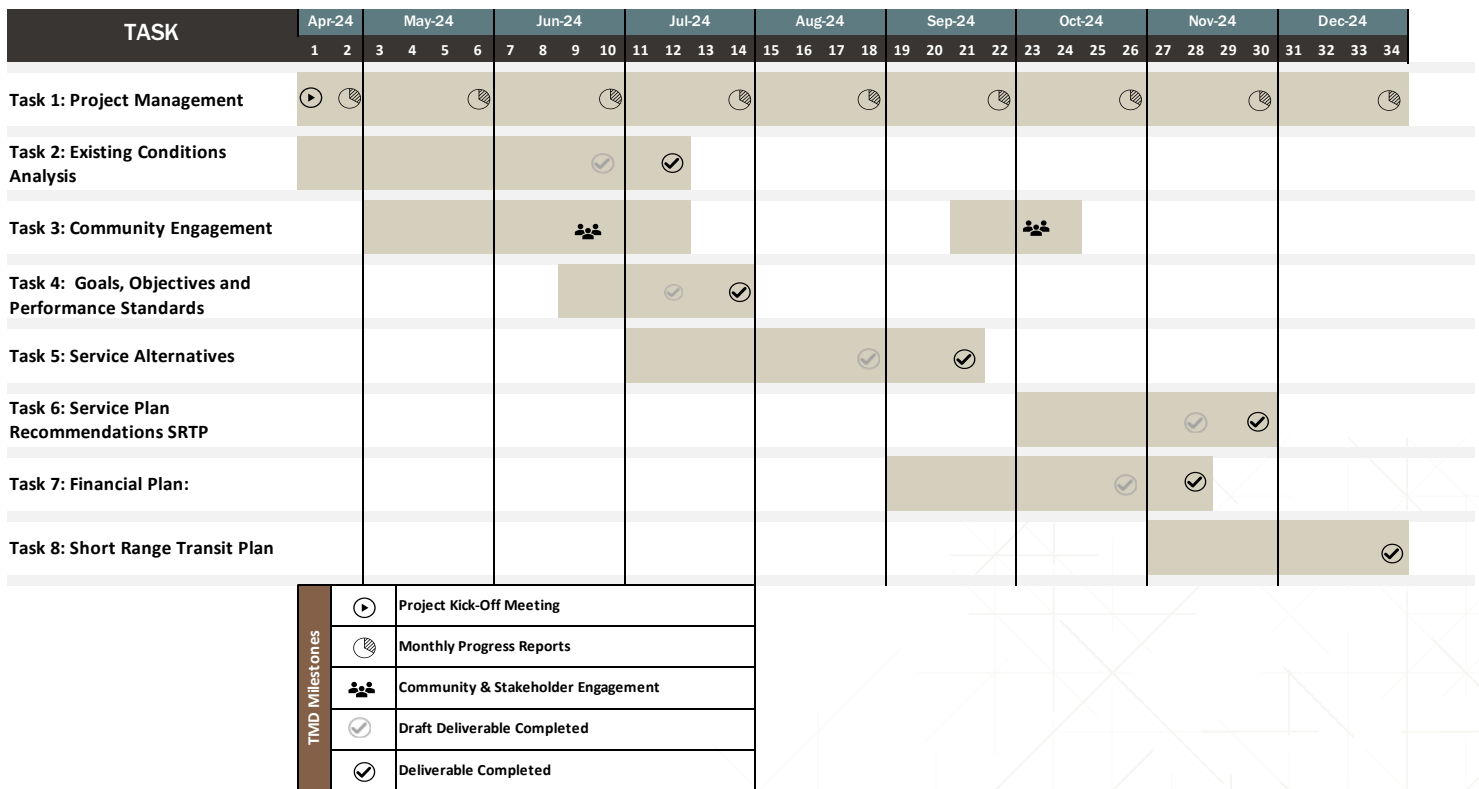


FIGURE 7: PROPOSED PROJECT TIMELINE

B

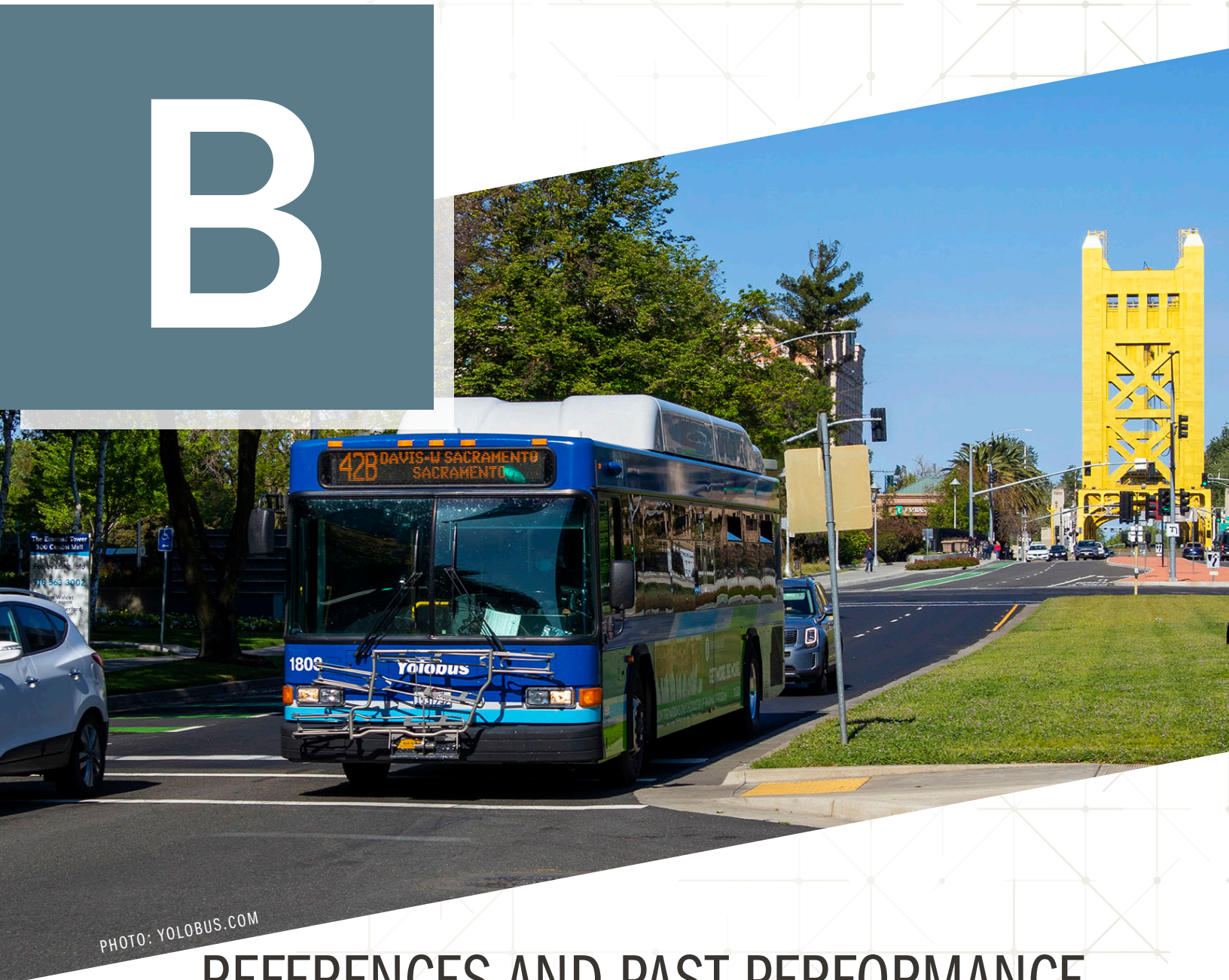


PHOTO: YOLOBUS.COM

# REFERENCES AND PAST PERFORMANCE



# Relevant Project Experience & References

As an industry leader in transit planning and restructuring, TMD specializes in the type of data analysis, network and service evaluation, and implementation support needed for this SRTP update. Our market-based planning approach, coupled with real-world operational expertise, enables TMD to help transit systems optimize their service without adding costs, building a foundation for sustainable long-term success.

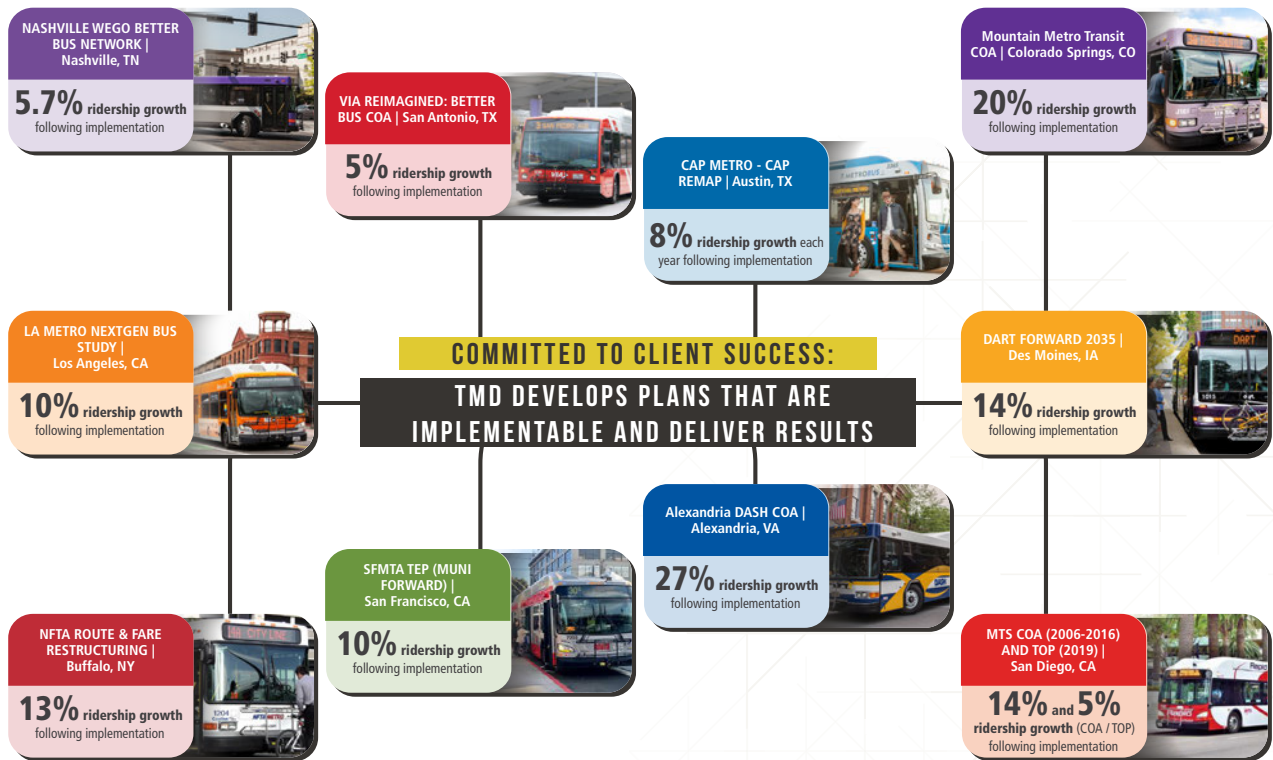
Over the past three decades, we have successfully delivered over 500 transit plans for a myriad of transit agencies throughout the United States and abroad.

Notable among our clients' experiences is a consistent pattern of sustainable ridership growth driven by our firm's rigorous data-driven analytical approach, application of industry best practices, innovative, and collaborative stakeholder engagement. A few examples of systems that grew ridership as a result of TMD's plans are illustrated in Figure 8 below.

To demonstrate our qualifications to successfully undertake the development of this SRTP, we have included a Summary Project Experience Table (Figure 9) on the following page that summarizes TMD's experience conducting projects that included techniques and analyses similar to those proposed in our team's work plan.

Following the Summary Project Experience Table, we've provided detailed project descriptions and reference information for projects that we utilized similar techniques and analyses to our proposed workplan for YoloTD's SRTP. These projects are indicated by a check mark in the Summary Project Experience Table. Beginning on page 29, we have also included detailed relevant project summaries for our subconsultant partners. Each project summary includes the project dates, a brief summary description of the project, the client reference, and contact information.

FIGURE 8: RESULTS FROM TMD'S PAST PLANS



# B References and Past Performance

**FIGURE 9: SUMMARY PROJECT EXPERIENCE TABLE**

Firm	Project Dates	Client, Project, & Location	Project Details	More Details Included
TMD	2022 2023	Riverside Transit Agency Sustainable Services Strategic Plan (Riverside, CA)	Existing Service and Market Conditions Evaluation • Near Term Service Recommendations • Public Engagement • On-board and Community survey • Service Standards update	✓
TMD	2022 2023	DART Des Moines Paratransit Analysis (Des Moines, IA)	Review of Eligibility Requirements • Review of Service Area Boundaries • Public Outreach including Focus Groups • Paratransit Department Organization Structure Review • Short and Long Term Recommendations	
TMD	2022 2023	Sun Tran Comprehensive Operational Analysis (Tucson, AZ)	Existing Service and Market Conditions Evaluation • Equity Analysis • Short and Long Term Recommendations • Public Outreach • Bus Stop Inventory • Large Student Population	
TMD	2022 2023	Orange County Transportation Authority - "Making Better Connections Study" (Orange County, CA)	Existing System Evaluation • Service Expansion Plan to Pre-COVID Levels • Implementation Guidance • Title VI Analysis	
TMD	2021 2022	Merced County Association of Governments - Short Range Transit Plan (Merced County, CA)	Ridership & Performance Trends • Service and Market Conditions Evaluations • Service Strategies Recommendations • Comprehensive Stakeholder and Public Outreach • Service Standards	✓
TMD	2021 2022	Kings County Association of Governments - KART Hanford Fixed Route Study (Hanford, CA)	Existing Service and Market Conditions Evaluation • Service Strategies Recommendations • Public Outreach • Community survey • Realignment of routes to serve new Transit Center	✓
TMD	2021 2022	Regional Transportation Commission of Washoe County Transit Optimization Plan Strategies (Reno, NV)	Market Assessment • Existing System Evaluation • Short and Long Term Service Plan • Public Involvement • Strategies to Improve Customer Experience • Evaluation of Current Fare Structure	
TMD	2021 Present	Solano Transportation Authority - Solano County Connected Mobility Implementation Plan (Solano County, CA)	Existing System Evaluation • Assessment of Current and Future Trip Patterns • Developed Performance Measures • Regional Integration Strategies • Micro Transit	
TMD	2021 Present	Detroit Department of Transportation On-Call Planning Support (Detroit, MI)	COA • Market Assessment with LBS data • Existing System Evaluation • Immediate Service Plan to address driver shortages • Scheduling Support • Public Involvement • ZEB/BEB Fleet Plan • Operations SOPs	
TMD	2020 2021	Mountain Line (NAIPTA) – Strategic Investment Plan (Flagstaff, AZ)	Existing Operations and Service Analysis • Operator Survey and Interviews • Capital and Operating Needs Analysis • Capital Improvement Plan • Cost Allocation Model • Financial Plan	
TMD	2020 2021	Birmingham- Jefferson County Transit Authority - "Forward with MAX" Comprehensive Operational Analysis (Birmingham, AL)	Public Involvement • Existing System Evaluation • Short and Long Term Service Plan • Implementation Guidance • Title VI Analysis • Financial Plan • Operations Analysis	
TMD	2020 2021	NJ TRANSIT - "NewBus Newark" Bus Network Redesign (Newark, NJ)	Existing Conditions and Market Assessment • Service Evaluation • Stakeholder and Public Involvement • Service Development Framework • Service Plan • Capital Plan • Financial Plan • Title VI Analysis	
TMD	2020 2021	Riverside Transit Agency COVID-19 Systemwide Service Reduction Recommendations and Implementation Support (Riverside, CA)	Existing System Evaluation • Short Term Service Plan to address operator shortages and right size service • Implementation Guidance • Title VI Analysis • Microtransit implementation plan	✓
TMD	2019 2020	Human Resources Development Council - "Streamline 2020" Transit Development Plan (Bozeman, MT)	Existing Service and Market Conditions Evaluation • Service Strategies Recommendations • Public Outreach • Implementation Guidance • Large Student Population	
TMD	2019 2020	City of Mountain View - Shuttle Study (Mountain View, CA)	Short and Long Term Mobility Strategies • Current Market Conditions & Service Performance Evaluations • Micro-Transit Evaluation • Community Survey	
TMD	2019 2020	Rock Region METRO - "R.I.D.E. 2020" Comprehensive Operations Analysis (Little Rock, AR)	Data Collection • Service and Market Conditions Assessment • Ridership and Performance Trends Analysis • Public Engagement • Funding Scenarios • Service Standards (add on)	
TMD	2018 2020	Los Angeles County Metropolitan Transportation Authority - NextGen Bus Plan (Los Angeles, CA)	Utilize LBS Data for Travel Patterns • Equity-Focused Line by Line and Corridor Analysis • TSP Toolbox • Stakeholder Engagement • Three Service Scenarios	
TMD	2017 2020	Sound Transit ST Express Network Plan & Service Standards Update (Seattle, WA)	Existing Service Evaluation • Market Assessment • Express Bus Network Plan • Future Expansion Plan • Service Standards Update • Capital Plan • Financial Plan	✓
TMD	2017 2020	Nashville WeGo Public Transit - "Better Bus" Comprehensive Operations Analysis (Nashville, TN)	Market Analysis • Ridership & Performance Trends Evaluation • Funding Scenarios • Operations Review • Large Student Population	

# MERCED COUNTY ASSOCIATION OF GOVERNMENTS



## SHORT RANGE TRANSIT PLAN (2021-2022)

Between Summer 2021 and Spring 2022, TMD facilitated a comprehensive Short Range Transit Planning (SRTP) effort for the Merced County Association of Governments (MCAG). This effort represented an up-to-date assessment of MCAG's service delivery of its countywide transit program, called "The Bus," and resulted in the development and finalization of a comprehensive Short Range Transit Plan, covering Fiscal Years 2022-2030.

Covering a widespread service area consisting of several densely-populated urban zones, a major university, a range of suburban typologies, small towns, and rural regions, MCAG delivers mobility offerings that seek to fulfill a wide variety of local needs. This varied mobility environment also poses operational challenges that require creative solutions. Using advanced service and operating data analytics tools and location-based services data, TMD took a holistic look at current bus ridership and general mobility trends across Merced County to identify opportunities and challenges in service delivery. We compared general public travel origin-destination data with transit service, reviewed public opinion and survey data, and generated ridership and performance reports for each specific route and service systemwide. Combined with a thorough assessment of Merced County's mobility market, for which TMD conducted in-depth analysis of demographic data and existing development plans, the service and operational evaluation enabled TMD to deliver informed recommendations for network improvements, incorporating route realignments, frequency adjustments, and modal optimization. Specifically, TMD generated two sets of network recommendations – one that addresses the network in its current structure, and a second that envisions the integration of The Bus and UC Merced's separate transportation system. TMD oriented the two alternatives to be implemented with a phased approach, and conducted detailed calculations to confirm that the costs of each alternative are largely budget-neutral.

The project also included a comprehensive stakeholder and public outreach effort. We conducted multiple stakeholder advisory committee meetings, separate meetings with local city representatives, two rounds of in-person/virtual public outreach, two survey efforts soliciting public input, and the development of an interactive project website. Furthermore, we facilitated focused participation sessions with representatives from UC Merced, resulting in key input that informs a potential partnership between The Bus and the university's separate transit system.

The final draft of the 2022-2030 MCAG SRTP was completed and shared with the public in spring 2022 and was adopted by the MCAG Board in August 2022. The SRTP includes not only the network improvement recommendations, but also MCAG's overall mobility guiding principles/goals, updated service standards, detailed operating costs/budget forecast, comprehensive capital plan, bus electrification plan, and stop design/fare policy guidelines. Having conducted expert research and analysis to deliver each of these SRTP elements, TMD provided MCAG with an informed and effective roadmap for effectively delivering mobility services over the next decade.



### TIME FRAME

2021 to 2022

### PROJECT STATUS

Complete

### CLIENT

Merced County Association of Governments  
369 West 18th Street  
Merced, CA 95340

### CONTACT

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Assistant Transit Manager  
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Jose.perez@mcagov.org

### PRINCIPAL-IN-CHARGE

Russ Chisholm

### PROJECT MANAGER

Ron Kilcoyne

### ADDITIONAL KEY PERSONNEL

Bobbi Jo Duley, Graphic Designer





# RIVERSIDE TRANSIT AGENCY



## SUSTAINABLE SERVICE PLAN (2022-2023)

Beginning in Fall 2022, TMD worked with RTA to complete a comprehensive operations analysis on a tight timeline (within 6 months). TMD conducted an in-depth analysis of existing service performance and travel patterns using Replica Data, with special emphasis on how these have changed since the COVID-19 pandemic. TMD also executed two surveys (community survey and on-board rider survey) and a comprehensive public and stakeholder outreach process, which included engaging with staff and students from UC Riverside, Riverside City College, and Mt. San Jacinto College. Using this data, combined with the results of extensive public outreach, TMD produced a service plan that rebalanced existing resources to better meet RTA's riders and the communities needs. TMD also proposed future expansion of service, as ridership returns to the system, or as additional funding becomes available. The plan was approved by the RTA Board in March 2023.

In addition to designing the plan, TMD also conducted a Title VI analysis to ensure that the service changes did not cause disproportionate impacts on minority or low-income populations. Following the adoption of the plan, TMD worked with RTA to revise and update RTA's service standards and warrants to better reflect the current operating environment.

## SYSTEMWIDE SERVICE REDUCTION RECOMMENDATIONS & IMPLEMENTATION SUPPORT (2020-2021)

In October 2020, TMD contracted with RTA to develop a service reduction plan for FY22 in response to a decline in revenue resulting from COVID-19. TMD identified over \$3 million of potential resource savings, looking at the lowest-performing parts of the network. Guiding strategies for identifying service reductions included: maintaining the integrity of the core network; adhering to established performance standards; reducing overlap/duplication of services; and, replacing under-performing services with microtransit pilots. TMD calculated the number of riders impacted by the service changes and conducted a Title VI analysis to ensure there were no disproportionate impacts on minority or low-income populations. The plan was approved by the Board of Directors in January 2021.

One of the major outcomes of the plan was the design of a new microtransit pilot in Hemet/San Jacinto to replace under-performing fixed-route services. TMD designed the service boundaries and operating parameters of the microtransit pilot as well as a new fixed-route service circulator operating within the zone. The pilot was implemented in December 2022, and in its first few months of operation carried over 150 daily riders and over three boardings per revenue hour.

Following Board approval TMD worked with RTA's planning and procurement department to support the implementation of the microtransit pilot service. First, TMD developed a Request for Information to identify potential software and operations vendors based on the service area. TMD then collaborated with RTA staff to develop a Scope of Work for the service based on vendor responses, staff interviews, and best practices for microtransit service design to include in a RFP.



### TIME FRAME

2022-2023, 2020-2021, 2019

### CLIENT

Riverside Transit Agency  
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### CONTACT

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### PRINCIPAL-IN-CHARGE

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### PROJECT MANAGER

Melissa Sather

### ADDITIONAL KEY PERSONNEL

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Ben Salter  
Anna Joos  
Russ Chisholm  
Bobbi Jo Duley



# RIVERSIDE TRANSIT AGENCY CONT.

The pilot was implemented in December 2022, and in its first few months of operation it continues to carry over 150 daily riders and over three boardings per revenue hour.

“

*As the COVID-19 pandemic progressed, RTA staff realized that service needed to be adjusted further in order to save limited resources and more efficiently serve riders. TMD was hired to come up with a system-wide service reduction plan that maximized efficiencies while maintaining lifeline services. TMD quickly identified modifications for the Agency that, if approved, are estimated to save us over \$3 Million annually. Not to mention they did it over a span of a couple of months during the holidays. TMD staff is efficient, friendly and intelligent and RTA is so thankful that they were hired to take on this task.*

– Kristin Warsinski, CEO | RTA

## TITLE VI PROGRAM UPDATE (2019 & 2022)

TMD worked closely with Riverside Transit Agency (RTA) under a tight timeline to update its Title VI Program in 2019 and in 2022. TMD updated RTA's Title VI Program in accordance with FTA Circular 4702.1B guidelines. The document was developed in compliance with Chapter III, Part 4 of the FTA Circular, which outlines the required components of a Title VI Program. Our work included:

- Updating demographic data for RTA service area (including minority, low-income, and Limited English Proficiency (LEP) analysis)
- Updating rider profile based on recently-collected on-board survey results
- Documenting all RTA policies related to Title VI
- Evaluating RTA performance and service standard adherence
- Summarizing service and fare changes since the last program update

The final Title VI Program Update was adopted and approved by the RTA Board in October 2019 and again in June 2022.



# SOUND TRANSIT



## SOUND TRANSIT SERVICE PLANNING SUPPORT CONSULTANT (2022-PRESENT)

TMD is currently engaged in an on-call planning support contract with Sound Transit. TMD is serving as an extension of staff, assisting with tasks ranging from service costing and financial forecasting, developing performance monitoring tools and dashboards, reviewing and editing reports, creating service planning maps, and conducting an overhaul of Sound Transit's Service Standards policy. Much of the work centers around helping Sound Transit prepare and plan for its robust future expansion of light rail over the next 20 years and the associated required changes to its express bus services.

## TRANSPORTATION NETWORK PLAN AND SERVICE STANDARDS UPDATES (2017-2019)

Sound Transit retained TMD's services to complete a comprehensive operational analysis (COA) of the Sound Transit Express bus service, update agency service standards, and develop the 2025 Sound Transit Express Network Plan. Since the system's last COA, nearly ten years ago, strong regional growth has not only increased demand for ST Express service, but also led to growing traffic congestion on key bus corridors, increasing customer delays and degrading service quality.

TMD completed a system-wide COA of the express bus network. The market-driven and service-based assessment captured the existing conditions of the regional service. Findings from the COA informed the development of the 2025 Sound Transit Express Network Plan. TMD structured plan recommendations in phases to complement the system expansion timeline. Near-term recommendations (2019-2021) focused on improving the customer experience by making the system more efficient, more consistent, and easier to understand, navigate, and access. TMD also developed longer-term recommendations with corridor- and route-level concepts for a highly integrated service network, supporting Link light rail, Stride bus rapid transit, and Sounder commuter rail with ST Express bus service. Improved network integration and connectivity with Sound Transit's transit partners, King County Metro, Community Transit, and Pierce Transit, was also achieved through collaborative brainstorming focused on an improved the customer experience while increasing overall network efficiency and effectiveness.

Our work also included a two-step update to Sound Transit's 2014 service standards and performance measures to reflect state-of-the-art industry practices consistent with existing and future service programs. During Phase 1, TMD restructured the existing service standards and performance measures to better reflect current Sound Transit operating procedures and provide better consistency across all modes. After conducting an in-depth peer review, TMD developed recommendations for Phase 2 and worked with Sound Transit to design a service standards and policy document that meets current agency needs while planning for future services and demands.



### TIME FRAME

2022-Present, 2017-2019

### CLIENT

Sound Transit  
401 S. Jackson Street  
Seattle, WA 98104

### CONTACT

Michael Couvrette  
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(206) 689-3399  
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### PROJECT MANAGER

China Langer (Service Planning Support)  
Russell Chisholm (Network Plan)

### ADDITIONAL KEY PERSONNEL

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Melissa Sather  
Gary Hewitt  
Bobbi Jo Duley



# KINGS COUNTY ASSOCIATION OF GOVERNMENTS



## KART HANFORD FIXED ROUTE SCHEDULE STUDY (2021 - 2023)

KART is in the process of relocating the Hanford Transit Center approximately a half-mile to the east of its current location. Currently, all routes operate every half hour out of the transit center, and moving it will disrupt cycle times, affecting the ability of all routes to meet up at the same time. Since the routes could not continue to operate in their current configuration, KART was presented with an opportunity to rethink the design of the entire fixed-route system. KART asked TMD to take an in-depth examination of mobility needs in Hanford, and to develop a new fixed route network to better meet those needs. The new fixed route network will be implemented in conjunction with the opening of the new transit center, anticipated later this year. The study developed three service scenarios, a base scenario based on existing funding, and two scenarios requiring different levels of increased funding. Today, all routes operate as one-directional loops. The plan focused on introducing bi-directional service to reduce travel time for riders, making transit more convenient. The restructured routes also facilitate more direct cross-city connections without having to transfer. The study included recommendations for new stop locations associated with introducing bi-directional service, identification of needed improvements at stops, and draft schedules for the new routes. The study also considered anticipated long-term changes to the region such as the opening of the High-Speed Rail station to the east of Hanford and how that station could be served by KART. The plan was adopted by Kings County Area Public Transit Agency (KCAPTA) in December 2022.



### TIME FRAME

2021-2023

### CLIENT

Kings County Association of Governments  
339 W. D Street, Ste B  
Lemoore, CA 93245

### CONTACT

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### PRINCIPAL-IN-CHARGE

China Langer

### PROJECT MANAGER

Ron Kilcoyne

### ADDITIONAL KEY PERSONNEL

Melissa Sather  
Al Bolan  
Bobbi Jo Duley





Kearns & West’s relevant project experience includes:

### ■ CALIFORNIA HIGH SPEED RAIL ENGINEERING AND ENVIRONMENTAL PLANNING | NORTHERN CALIFORNIA (2016-PRESENT)

Kearns & West leads stakeholder engagement and outreach efforts in the San Francisco-San Jose-Merced corridor. As a subconsultant to HNTB, Kearns & West strategizes, designs, and implements public workshops, community and technical working group meetings, targeted outreach to environmental justice communities, coordination with landowners on the project’s permission-to-enter process, informational materials, and content for the Authority’s Environmental Impact Reports.

Public open house meetings — both in-person and online — have focused on sharing information with the public on the environmental review process and the proposed project alternatives, including anticipated impacts. Kearns & West also developed a series of flyover videos (to illustrate the proposed corridors), numerous fact sheets and newsletters in multiple languages, and all of the presentation materials for the meetings. Kearns & West staff monitor and track online comments and manage the telephone call comment lines that allow members of the public to ask questions and submit comments.



#### Rebecca Tabor, Northern California Engagement Manager

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(408) 425-7483 | [Rebecca.Tabor@hsr.ca.gov](mailto:Rebecca.Tabor@hsr.ca.gov)

### ■ MTC PLAN BAY AREA 2050+, TRANSIT 2050+ | BAY AREA, CA (2023-PRESENT)

In this current project, Kearns & West is supporting the Metropolitan Transportation Commission on their long-range transportation plan known as Plan Bay Area 2050+, along with other regional initiatives including Transit 2050+ and a regional transportation funding measure.

Kearns & West’s work is focused on developing the Draft Blueprint to move the Bay Area’s vision for transportation, housing, the economy and the environment forward. Kearns & West is supporting 15 pop-up workshops throughout the Bay Area, leading a public online survey that will also be distributed by CBO partners, and planning digital workshops with key stakeholders. As part of the effort, Kearns & West developed the training guide and facilitation plan for workshops, led a training session for staff, and developed handouts and other collateral material.

Kearns & West is currently supporting digital engagement and planning for 2024 outreach.



#### Leslie Lara-Enriquez, Assistant Director, Public Engagement

Metropolitan Transportation Commission  
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FIGURE 10: K&W PUOP-UP WORKSHOP FOR TRANSIT 2050+ (PHOTO CRED: MTC)

# B References and Past Performance

## ■ MERCED INTERMODAL TRACK CONNECTOR (MITC) PROJECT | MERCED, CA (2022-PRESENT)

Kearns & West leads the stakeholder and public engagement effort for this CEQA/NEPA process around the design and environmental planning process to link Amtrak San Joaquin's, ACE, and High-Speed Rail trains in Merced. The effort includes managing public hearings and workshops, developing informational tools to educate and solicit input from community members, stakeholder coordination with various jurisdictions and community-based organizations, and outreach meetings, pop-ups, canvassing, and other events.

Kearns & West managed the project scoping meeting, including developing informational materials, sending notifications to more than 1,500 stakeholders and community members, and prepping comment forms. Kearns & West also prepares updates for the project webpage, is overseeing the permission to enter process, and is scheduling meetings with property owners, elected officials, and community organizations

**Dan Leavitt, Manager of Regional Initiatives**  
San Joaquin Joint Powers Authority (SJJPA)  
949 Channel St, Stockton, CA 95202  
(209) 944-6266 | dan@acerail.com



GHD's relevant project experience includes:

## ■ COUNTY ROAD 98 BIKE & SAFETY IMPROVEMENTS PHASE II INTERSECTION DESIGN | YOLO COUNTY, CA (2016-PRESENT)

Yolo County Public Works Division has retained GHD to evaluate intersection improvements along County Road (CR) 98 between West Covell Boulevard (CR 31) and Hutchison Drive and intersection improvements at Hutchison Drive, Russell Boulevard, and Covell Boulevard. We conducted a thorough analysis of the corridor, documenting traffic impact issues, high accident locations, sight visibility issues. A comprehensive traffic analysis and speed surveys were conducted at the study intersections conditions to understand the underlying issues associated with the existing roadway to improve the area now and in the future.

GHD held a Public Meeting to gather the public opinion on the projects. Large aerials of the roadway were printed and displayed to allow the community to make comments regarding the improvements they wished to see.

During the determination of suitable improvements at each intersection, the County and GHD staff considered the following three alternatives at each study intersection: 1) Unsignalized (Stop-Controlled) Alternative, 2) Traffic Signal Alternative, and 3) Roundabout Alternative. The findings from this study resulted in the identification of proposed roadway improvements aimed to improving the safety and mobility of the corridor. Specifically, these improvements aim to reduce roadway speeds and potential conflict points within the corridor.

**Darlene Comingore, PE, Principal Civil Engineer**  
Yolo County Public Works Division | Community Services Department  
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FIGURE 11: K&W PUBLIC MEETING FOR MITC PROJECT

## B References and Past Performance

### ■ SAN LUIS OBISPO TRANSIT YARD SOLAR ARRAY, ZERO EMISSION BUS (ZEB) EV CHARGING, AND BUS BAY PARKING OPTIMIZATION STUDY | SAN LUIS OBISPO, CA (2020-2021)

GHD initiated traffic engineering services to the City of San Luis Obispo under an On-Call Traffic Engineering and Transportation Planning Services Contract. Under this Contract, GHD provided services for the Transit Yard Solar Array, EV Charging, and Bus Bay Parking Optimization Study. The goal being the development of a solar array solution that blends current operational needs, future fleet expansion, and electric charging infrastructure to achieve long term effectiveness of the facility for a 100% zero-emission battery electric bus (BEB) fleet.

City of San Luis Obispo has managed short and long-term transit planning for the expansion of its transit fleet from the current 17 revenue vehicles to no less than 25 vehicles, in an effort to support expanded transit operations over the next 10-15 years. In addition, the City adopted Major City Goals, which would require the transit fleet to be 100% zero-emission by 2035, exceeding the California Air Resource Board adopted Innovative Clean Transit (ICT) fleet rule deadline of 2040.

GHD reviewed the initial site operations through collaboration and coordination with City's Transit Manager and the City's Onsite Operations & Maintenance Contractor, First Transit. The goal being to understand and document the operational knowledge, site circulation, and workflow process for dispatching vehicles throughout the day.

GHD developed alternatives for circulation, parking layout, and preliminary restriping plans needed to accommodate the larger fleet size within the constraints of the City's new solar arrays and electric vehicle charging infrastructure. Through review of the constrained site, tandem parking was recommended within the limits of the solar array canopies, and charging infrastructure placed within the protection of the structure's post system.

GHD provided consultation as part of the optimization parking layout analysis, considering electric charger vendors, charger locations, and electric vehicle infrastructure upgrades as part of the readiness program.

GHD provided a review of the City's participation in the PG&E's EV Fleet Program, detailing the City's responsibilities to EV infrastructure.

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**Brian Rodriguez, Project Manager**  
San Luis Obispo Public Works  
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### ■ RUSSELL BOULEVARD / ARLINGTON BOULEVARD ROUNDABOUT | DAVIS, CA (2022-CURRENT)

The intersection of Russell and Arlington Boulevard serves as a multimodal gateway between the City of Davis and rural Yolo County. On a typical weekday, 8,000 cyclists, 20,000 vehicles, and more than 13,000 transit riders use the corridor, where they encounter an awkward configuration of merges and uncontrolled left turns. As the first step of its Russell Boulevard Corridor Vision Plan, the City of Davis is coordinating with GHD to convert the intersection into a roundabout.

We have conceptualized two alternatives for the project, both of which center on phased implementation of a protected, "Dutch style" roundabout—utilizing dedicated bikeways, channeled islands, and yield lines to separate travel modes. Additional design measures include geometric/complete streets, connections to the UC Davis trail system, and transit accommodations. Alongside design, it is expected that the project will include a substantial outreach effort.

GHD is currently working closely with the City to finalize the contract, select the preferred alternative, and move to final design.

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**Ryan Chapman, Project Manager**  
City of Davis  
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C



PHOTO: YOLOBUS.COM

# SERVICE AND DEPLOYMENT PLAN



# Team Qualifications

For the past 35 years, Transportation Management & Design, Inc. (TMD) has been dedicated to supporting a Vision. Plan. Implement. approach to improving transit systems, enabling agencies to optimize their resources to operate more efficiently and grow ridership strategically and sustainably. Our projects have encompassed everything from 1) “blank slate” reimagining of transit networks and services, to 2) “tweak and tune,” to 3) phased service refinements that respond strategically to future developments, market demands, and financial realities. As an industry leader in transit planning, TMD specializes in the data analysis, service evaluation, market analysis, community engagement, and customer-focused network planning needed to complete YoloTD’s Short Range Transit Plan.

**TMD is dedicated to ensuring positive and sustainable results for our clients by promoting a transparent and collaborative working relationship. We approach our work with a sincere commitment to the following principles:**

## Experienced Staff Committed to Success

TMD’s business practice is grounded in our confidence to deliver results that exceed client expectations consistently. Our team is dedicated to ensuring positive and sustainable results by promoting responsiveness and flexibility throughout our project engagements. Several of our senior managers have served numerous years at transit agencies, bringing firsthand knowledge of bus, paratransit, and specialized transit systems. This collective experience adds value to our practice and helps ensure our work is innovative, comprehensive, and readily executed.

Improving quality of life, economic development, and social equity through enhanced public mobility is the primary focus of every TMD engagement.



VISION. PLAN. IMPLEMENT.

### # DUNS Information

Transportation Management & Design, Inc.  
809587769

### Legal Structure

TMD is a privately-owned California C-corp founded in 1988 and established in 1998.

### Location

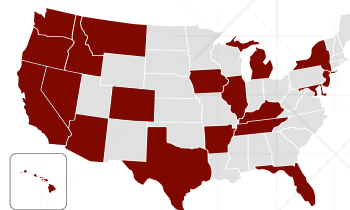
Our office is headquartered in San Diego, CA, with regional support in the San Francisco Bay Area, New York, Phoenix, British Columbia, and Melbourne (AU).

### Our Staff

We have a staff of approximately 20 transit professionals, several of which have served numerous years within public transit agencies across the country.

### Certifications

We are a women-owned business, certified as a Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE) across the U.S.



### Project Team

TMD, Prime  
Kearns & West, Subconsultant  
GHD, Subconsultant

### Point of Contact

China Langer, President | clanger@tmdinc.net,  
(760) 476-9600, ext. 107

## Continuous Innovation

We utilize state-of-the-art technology tools and are constantly refining our practices and techniques. Through each project, we gain new insights and knowledge that we willingly share with clients to build innovative and sustainable results. Drawing from over 500 transit planning projects in our portfolio, we can identify areas where industry-proven strategies and adjustments can yield the greatest positive impacts.

Our industry experience is leveraged by the effective tools we employ to enable rigorous analysis and develop implementable plans. Our toolkit includes ArcGIS and PowerBI to visualize market and service conditions; Replica to better understand travel patterns; our Excel-based financial model to project out revenues and expenses to ensure our plans are sustainable; and Adobe Creative Suite to translate our findings and recommendations into dynamic and compelling visual messages to inform and engage riders, staff, and stakeholders.

We are also one of the few firms in the country with a dedicated scheduling practice proficient in Trapeze™, HASTUS™, and Optibus™ software.

## Responsiveness and Flexibility

TMD understands that each client operates with unique variables and deserves recommendations that respond to their specific needs. Grounded in our deep knowledge of industry best practices, we also welcome new ideas and opportunities that emerge from each agency's distinct operating environment. Our collaborative approach enables us to serve clients' interests effectively and provide timely, productive results.

As a small business, TMD strategically selects the projects we want to pursue. We want to complete this project because we see opportunities to help YoloTD grow ridership and improve service efficiency while addressing the challenges of post-COVID recovery.

Being selective with the projects we undertake allows us to focus our undivided attention and resources on each of the systems we work with in order to **create a plan that will be customized and actionable based on each client's unique needs.** We feel that YoloTD's scope of services aligns with our core practice areas and that our industry experience and unique and innovative tools could add real value to YoloTD.

## What Sets Us Apart

As a certified women-owned Disadvantaged Business Enterprise (DBE), it is important to us that our plans make positive contributions to all communities, regardless of age, race, or class. To accomplish this, we understand existing and future markets, examine travel patterns and trip usage, evaluate service effectiveness and operational efficiency, and engage productively with staff and community stakeholders to understand community mobility needs. **Because nearly every TMD project ends up in daily operation, we are committed to ensuring our recommendations work as expected and enhance mobility for everyone.**

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TMD will serve as the Prime Contractor for this project.

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## Teaming Approach

TMD approaches the selection of teaming partners based on each project's unique needs and the expertise needed to execute the work. TMD's approach to building our team was to include firms that:

- Demonstrate a record of success and longevity in the industry, and are recognized as experts in their respective subject matter areas;
- Complement and extend TMD's own strengths, providing YoloTD with a complete portfolio of expertise and experience upon which to draw.
- Have the availability to collaborate to support our team in potentially executing both this project and the City of Davis S RTP
- Brings local experience and understanding of regional mobility issues.

# C Service and Deployment Plan

Considering the principles listed above, TMD has partnered with **Kearns & West** and **GHD** in order to deliver a SRTP that will exceed the YoloTD's expectations.



Founded in 1984, Kearns & West (K&W) has grown to be a national leader in collaboration, public involvement, and strategic communications. With offices across the U.S. and 120 people on staff, K&W's projects cover transportation as well as energy, marine and natural resources, community and regional planning, equity and inclusion, and technology. K&W's diverse geographic and sector portfolio allows them to continue to learn and innovate. K&W knows that transit system planning doesn't happen in a bubble, and they leverage experts to help communities understand issues more fully, allowing for substantive and valuable discussions.

Equity and inclusion are fundamental to Kearns & West. K&W partners with community-based organizations to ensure that diverse perspectives are at the table. They use targeted strategies to help underrepresented and vulnerable communities participate and contribute definitively to making decisions. This as a critical step in creating great projects; the most innovative, comprehensive, and viable solutions happen when there is equitable, meaningful participation.

K&W has built a team of transportation experts who are skilled in the planning, design, and community impacts of transportation investment and know how to engage the public. Their team members have worked on more than 150 different transportation-focused projects, from policy frameworks to planning and collaboration. They've worked in Yolo County and throughout the region on a variety of transportation, community planning, and natural resources projects. K&W understands the full arc of initiating and implementing projects, the value of meaningful public engagement, the impact of a community-informed plan, and the success of an outcome built on consensus and technical skill.

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**K&W will be leading all public outreach and stakeholder engagement taskwork in Task 3 for this project.**

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**GHD** provides transportation engineering, environmental, advisory, digital, utility, and construction services to public clients throughout California. Established in 1928, GHD remains privately wholly-owned by their people: 11,000+ diverse and skilled individuals collaborating across 200 offices. In California, they have 16 offices, home to 625+ employees. GHD's Sacramento office will serve as their HQ office while their Redding office will be providing GHD's core services for this project. GHD has a long history serving Northern California communities with high standards of safety, quality, and ethics across the entire asset value chain.

GHD's areas of expertise are focused on municipal services, including transportation, utilities, electrical, structural, environmental, streets, and traffic. Certifications and licenses include Professional Engineers, Professional Traffic Operations Engineers, Registered Geologists, Engineers-in-Training, Designers, Environmental Technicians, individuals with California Environmental Quality Act (CEQA) certifications and technical and support staff.

GHD, with its extensive experience in multi-modal transportation and Zero Emission Bus (ZEB) facility planning, brings valuable expertise to support YoloTD's Short Range Transportation Plan. In addition to GHD's knowledge of transit operations, planning, and capital, GHD offers general design expertise, including traffic planning. Their team will develop a capital plan that considers ZEB-related issues, including space constraints. Furthermore, they will propose service alternatives that support community-centric and sustainable multi-modal solutions. By leveraging their experience, GHD aims to provide actionable recommendations that comply with state and federal requirements, ensuring continued access to crucial funding for fixed route and paratransit services.

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**GHD will be providing support in Task 5 by leading the review of maintenance practices and the development of the Capital Plan, as well as leading the demand modeling in Task 6.**

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# Proposed Staff Qualifications

TMD approached the staffing for this effort with a clear understanding of YoloTD’s goal to develop a implementable Short Range Transit Plan. Our proposed team reflects all critical areas of expertise and experience needed to perform the tasks described in the proposed Scope of Work. Our project personnel bring a balance of broad experience with industry best practices and knowledge of mobility and transit issues in Yolo County. With our firsthand industry knowledge, strong track record, and familiarity with Yolo County, our team is well positioned and prepared to deliver an updated SRTP that meets or exceeds YoloTD’s expectations. Below we have included bios for the pro-posed key personnel, summarizing each staff member’s qualifications and project role. Detailed resumes for each staff member are included following the bios, beginning on page 41.



The TMD project team members include:

## Ron Kilcoyne | TMD

**Project Role: Project Manager**



Ron is an accomplished transit management professional with over 44 years of experience in the public transportation industry as both a system general manager and planning consultant. As a member of TMD’s senior management team, he brings firsthand industry experience with a range of transit systems across the country, where he built a strong track record of growing ridership and achieving cost efficiencies through operational improvements, sound fiscal management, and effective labor negotiations. He has planned and implemented complex projects involving service redesign, fare restructuring, new facilities construction and operations, and advanced technology system improvements. **As Project Manager, Ron will serve as the primary point of contact with YoloTD staff, and will be responsible for managing the project’s performance, schedule, budget, and staff resources. He will also lead the**

**development of Service Alternatives and the finalization of the SRTP Service Plan and Financial Plan.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- MCAG Merced Short Range Transit Plan
- KCAG KART Fixed Route Study
- HRDC Bozeman Transit Development Plan

## Russ Chisholm | TMD

**Project Role: Project Principal**



TMD Senior Principal, Russ Chisholm, brings more than four decades of experience in developing operationally efficient bus and rail transit systems that respond to market opportunities and meet consumer expectations. His legacy at each system was to lay the foundation for growing ridership and market share through financially sustainable operating and capital programs. His system reimagining, SRTP, and LRTP planning work is based on building sustainable communities through comprehensive lifestyle-mobility using a toolbox of integrated best practice options that prioritize transit, mobility-on-demand (shared-ride), and active mobility (biking, walking) within a Complete Streets environment. Russ has managed more than 100 successful transit network redesign and implementation projects across the country, building long-term relationships with transit clients through successful collaborations. **As Project Principal, Russ will support plan development and review all task work, ensuring the application of best practices and all deliverables meet TMD’s corporate QA/QC Standards. Russ will also lead the development of the SRTP Goals, Objectives and Performance Standards.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- Sound Transit ST Express Network Plan
- SACOG Downtown Sacramento Transit Circulation
- Solano Transportation Authority Connected Mobility Implementation Plan



# C Service and Deployment Plan

## Daniel Peña | TMD



**Project Role: Deputy Project Manager**

Daniel has diverse experience working on transit planning, performance evaluation, and policy. Daniel has rejoined TMD after working as a Senior Transit Planner for the Metropolitan Council in the Twin Cities, Minnesota. Daniel's work with the Metropolitan Council included evaluating transit service performance, developing long range transit plans, developing regional transit policy, peer research, evaluating grant proposals, and working with stakeholders on regional projects. With his previous experience with TMD, Daniel worked on COAs throughout the US including Buffalo, LA, Austin, and San Antonio. He is also fluent in Spanish. **Daniel will be involved in all tasks, leading Task 2 Existing Conditions Analysis and will play a key role in the development of service alternatives in Task 5.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- Sound Transit Service Planning Support
- Big Blue Bus COA
- VVTA COA

## Gary Hewitt | TMD



**Project Role: Paratransit / Microtransit SME**

Gary Hewitt brings over 28 years of transit planning and operations experience. Prior to joining TMD, he worked for several small municipal and large regional transit agencies in Southern California, including OCTA, the City of Irvine, LA Metro, and the City of Glendale. Through this experience, he has developed transit service recommendations for fixed route, paratransit and microtransit services, provided planning and implementation support for agency innovation projects, managed short and long range transit studies, and collaborated with Board members and stakeholders. **Gary will leverage his extensive experience within the transit industry to analyze YoloTD's paratransit service and support the development of non-fixed route alternatives.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- RTA Sustainable Services Plan
- Des Moines DART Paratransit Study
- WTA Paratransit Analysis & Microtransit Feasibility

## Anna Joos | TMD



**Project Role: Technical Support**

Anna graduated from the University of Wisconsin – Madison, where she majored in Economics and Environmental Studies. Since joining TMD, Anna has supported a variety of projects including the RTA Sustainable Services Plan, where she led the evaluation of existing conditions and supported the development of the service recommendations, and the SunTran COA, where she served as the lead associate helping to develop their bus stop amenity program. **Anna will support all technical analyses throughout the project.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- RTA Sustainable Services Plan
- SunTran COA
- Great Falls Transit TDP

## Bobbi Jo Duley | TMD



**Project Role: Graphic Designer**

Bobbi Jo Duley is a professional graphic and web designer with over 23 years of experience providing custom design and marketing services for a broad range of customers and projects. As TMD's inhouse graphic designer, she works closely with our clients to plan and produce online and print media, build custom project websites, and produce other collateral, such as surveys, brochures, posters, maps, etc., to inform and engage project stakeholders. Her custom graphics and infographics also help make TMD's technical planning work and deliverables more accessible to diverse audiences. **Bobbi will be responsible for translating our findings and recommendations into dynamic and compelling visual messages.**

# C Service and Deployment Plan

## RELEVANT PROJECT EXPERIENCE INCLUDES:

- MCAG Merced Short Range Transit Plan
- KCAG KART Fixed Route Study
- HRDC Bozeman Transit Development Plan

### Britney Tran | TMD



#### Project Role: GIS Specialist

A graduate of the University of California, Berkeley, Britney majored in Environmental Design with minors in City Planning and Geographical Information System (GIS). Britney supports a variety of TMD's projects by conducting transit network analyses and mapping demographic data, service performance, existing infrastructure, and recommended route networks. Britney's interest in geospatial representation and design fosters her pursuit towards creating more sustainable modes of transportation. **Britney will support all technical analyses and will be responsible for creating all project maps including maps used in the market and service analysis as well as maps illustrating the service alternatives and final service plan.**

## RELEVANT PROJECT EXPERIENCE INCLUDES:

- RTA Sustainable Services Plan
- Santa Clarita Transit Development Plan
- Great Falls Transit Development Plan



The K&W project team members include:

### Joey Goldman | K&W



#### Project Role: Engagement Lead

Joey Goldman leads the Transportation Practice for the firm and brings exceptional experience in transit planning and public engagement projects across the US. Joey has experience leading transit planning projects with focus groups, surveys, advisory committees, and workshops in rural communities and university cities in Northern California such as Chico/Butte County; Santa Cruz/Santa Cruz County and Merced/Merced County. Joey also

prepared the Virtual Engagement Guidebook for the National Center for Applied Transit Technology (N-CATT), and included case study interviews with Unitrans and YoloBus in the guide to provide recommendations for transit agency outreach in a post-pandemic world. Joey led the K&W team working on the SACOG Regional Transit Network Plan and is also managing stakeholder engagement for the Elk Grove Double Track Rail project, the Merced Intermodal Track Connection project, and megaregional work on the Link21 Engagement and Outreach contract. **Joey will work closely with the client and our project team to maximize the value of stakeholder and public engagement throughout the project. Joey will manage the team leading public engagement to support the development of the SRTP.**

## RELEVANT PROJECT EXPERIENCE INCLUDES:

- Butte County Transit and Non-Motorized Plan
- Santa Cruz METRO Short Range Transit Plan
- Plan Bay Area 2050+ and Transit 2050+

### Vidya Bhamidi | K&W



#### Project Role: Engagement Deputy Lead

Vidya Bhamidi is a Senior Associate with Kearns & West. She has almost 10 years' experience spanning architecture, urban design, planning and policy. Her work with local and regional governments includes supporting decision making and aligning goals, processes and outcomes on projects focused on land use, transportation, and infrastructure. She has been coordinating engagement work in the Bay Area for MTC's Transit 2050+ project, Link21, and Northern California High-Speed Rail, and manages engagement for the Madera High-Speed Rail Station project. **Vidya will manage day-to-day public engagement strategy and implementation to support the development of the SRTP.**

## RELEVANT PROJECT EXPERIENCE INCLUDES:

- CA HSRA - Northern CA Deputy Outreach Manager
- Link21, Megaregional Outreach
- Madera High-Speed Rail Station Full-Build Ph. 3

## Eva Spiegel | K&W

**Project Role: Communications Lead**



Eva Spiegel is a Senior Communications Specialist with Kearns and West and has over 25 years of professional experience in public affairs, strategic communications, local government, and the nonprofit arena as both a team leader and project manager. Throughout her career, Eva has made a strong commitment to professional opportunities that enhance the public's understanding of important issues and inspire them to participate. Eva is seasoned at developing public affairs strategies, stakeholder engagement, and communications tools to help inform and engage large and small audiences. She is an expert in message development and translating complex ideas, issues, and policies into compelling content, news stories, and various communication products including print, web, video, social media, and collateral materials. **Eva will support communications strategy and implementation of local in-person engagement efforts.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- Elk Grove Double Track Rail Project
- Link21, Megaregional Outreach
- League of California Cities, Director of Communications



The GHD project team members include:

## Paul Menaker | GHD

**Project Role: Senior Advisor, Task 6 Co-Lead, Demand Modeling**



Paul Menaker has over 30 years of experience in Transportation Planning, with proven success in project management. During this period, Paul has been heavily involved in the transit industry. He was responsible for the transportation analysis of major transit corridors, fulfilling the needed requirements for FTA and Local approvals. He has completed the transportation sections for Alternatives Analysis and Major Investment Studies for transit corridors throughout the United States. Paul is also an expert in traffic operations and travel forecasting. His most recent studies include Corridor System Management Plans for I-80, and I-205/I-5 in Northern California. His experience in traffic operations includes expertise in Traffic Simulation and Transit Signal Priority. **As the Senior Advisor, Paul will manage the GHD team as well as lead the demand modeling in Task 6.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- Calgary Transit N. Central Transitway Project
- Santa Clara VTA Vasona Corridor LRT
- SacRT South Sacramento LRT

# C Service and Deployment Plan

## Frank Penry, PE, PTOE | GHD



**Project Role: Task 5 Co-Lead,  
Capital Plan**

Frank Penry brings over 27 years of extensive experience in transportation planning and traffic engineering design, making him exceptionally well-suited to lead the Capital Physical Improvements for this project. Throughout his career, Frank has successfully managed numerous transportation studies and design projects, ranging from small-scale development impact assessments to large-scale roadway improvements. His tenure as City Traffic Engineer for the City of Petaluma underscores his expertise in administering and developing Municipal Traffic Engineering Programs, where he has demonstrated proficiency in navigating a diverse range of traffic engineering design standards and encroachment requirements. Frank's comprehensive skill set encompasses various aspects of traffic engineering, including traffic signal design, roundabouts, traffic calming measures, and streetscape enhancements. He is adept at developing construction traffic handling and detour plans for civil engineering projects, ensuring smooth project implementation while minimizing disruptions to the community. With a proven track record in traffic operations, transit signal priority, and environmental studies, **Frank is poised to provide invaluable insights and leadership in guiding the physical improvements aspect of the this SRTP's Capital Plan.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- AC Transit Line 97 South County Major Corridor Transit Performance Initiative (TPI)
- AC Transit East Bay Bus Rapid Transit PS&E
- AC Transit Line 51 Corridor Delay Reduction and Sustainability

## Melissa Estrada | GHD



**Project Role: Lead Transit  
Planner**

Melissa is a seasoned manager renowned for her outstanding leadership in navigating intricate programs and projects, particularly within the realm of public transportation. During her tenure as a Transportation Planner at the City of Redding, Melissa oversaw the day-to-day management of Redding Area Bus Authority (RABA) demonstrating her expertise in federal and state compliance, audits, and strategic planning, including spearheading the RABA SRTP. Under her direction, RABA witnessed groundbreaking advancements, including the integration of zero-emission buses and the enhancement of transit infrastructure. Melissa's adept project management skills were further showcased in her role at WSP, where she played a pivotal role in guiding the Mid-Coast Corridor Transit Project to success, ensuring strict adherence to regulatory standards. With her hands-on experience in overseeing the RABA SRTP, Melissa brings invaluable insights to YoloTD's SRTP update project. Her meticulous attention to detail and forward-thinking approach will be instrumental in evaluating transit needs, and proposing sustainable solutions tailored to the community's needs. **Melissa will support the development of the service alternatives and the capital plan, assessing needs from a multi-modal transportation planning and transit capital (e.g., ZEBs) perspective.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- City of Redding Transportation Planning
- City of Redding Transit Transportation Planning
- Mid-Coast Corridor Transit Project



## Professional Resume

### Ronald Kilcoyne, *Senior Manager*

#### Overview

Ron Kilcoyne, Senior Manager, is an accomplished transit management professional with over 40 years of experience in the public transportation industry. Ron is a former General Manager of three different transit systems across the country, he has navigated distinct markets and organizational challenges, grown ridership, and achieved significant cost efficiencies through sound fiscal management and effective labor negotiations. In addition, he has successfully planned and implemented complex projects involving service redesign, fare restructuring, new facilities construction and operations, and advanced technology system improvements. His past executive management roles include General Manager, Lane Transit District (Eugene, OR); CEO/General Manager, Greater Bridgeport Transit Authority (Connecticut); and Transportation Manager, City of Santa Clarita (Los Angeles County). In addition to his firsthand industry experience, Ron has conducted a broad range of service planning and scheduling projects as a consultant, working closely with a variety of systems seeking to increase ridership and enhance their internal capacity and operations. His projects have largely focused on service restructuring including simplifying routes and other strategies for growing ridership, identifying operational efficiencies, developing conceptual schedules, estimating short and long term operating and capital costs, recommending fare policy changes, ZEB transition and developing staff training.

#### Relevant Experience

##### Merced County Association of Governments (MCAG) Short Range Transit Plan, Merced County, CA, Project Manager (2021-2022)

- Ron developed a short range transit plan for Merced County, CA that includes recommendations for restructuring service, examining the possibility for consolidating UC Merced and Merced County transit systems, developing bus stop standards and specifications and a bus stop easement user agreement, fare policy, capital plan, vehicle electrification plan and marketing plan.

##### Kings County Fixed-Route Schedule Study, Kings County, CA, Project Manager (2021-2023)

- Ron developed an implementation plan for restructuring transit service in Hanford, CA in conjunction with the opening of a relocated Downtown transit hub. This plan included route alignments, bus stop locations, conceptual schedules and estimated costs for the recommended scenario and alternate funding scenarios.

##### Great Falls Transit Development Plan, Great Falls, MT, Project Manager (2023-Present)

- Ron is evaluating and developing recommendations for the route structure for fixed route service, all aspects of ADA paratransit including the certification process and provision of service, BEB transition, staffing, capital planning, technology needs, and fare policy.

##### Solano Transportation Authority Connected Mobility Implementation Plan, Solano County, CA, Project Manager (2021-Present)

- Ron is developing recommendations for restructuring SolanoExpress service including developing a BRT lite component and plan for serving new corridors currently without transit.



#### EDUCATION

- BS, Business Administration, University of San Francisco, San Francisco, CA
- Advanced Scheduling Seminar, Regional Transit Training Center, University of Southern California, Los Angeles, CA
- Bay Area Urban Transit Institute
- Transit Management Effectiveness Program, University of California, Irvine
- International Transit Study Program, ENO Foundation

#### EXPERIENCE

- Transportation Management & Design, Inc.
- North County Transit District
- Nelson/Nygaard Consulting Associates
- Lane Transit District
- Greater Bridgeport Transit Authority
- Korve Engineering
- City of Santa Clarita
- AC Transit

**Years of experience: 44**

- Ron developed an overall mobility program for Solano County that identifies gaps and provides recommendation on improving integration of all services to increase use of shared ride services and reduce per capita VMT.

#### **AC Transit Network Redesign, Alameda County, CA, Deputy Project Manager (2023-Present)**

- Ron led the assessment of existing conditions and is currently leading the development of three draft scenarios. Draft scenarios were shared with stakeholders and the community in the Winter 2023.

#### **Gold Coast Transit District Short Range Transit Plan, Oxnard, CA, Task Lead (2023-Present)**

- Ron is leading the development of high quality transit corridor feasibility analysis. He is also assisting with the development of system improvements, financial plan and final plan.

#### **City of Santa Clarita Transit Development Plan (TDP), Santa Clarita, CA, Project Principal (2023-Present)**

- Ron is serving as Project Principal and is working closely with the project manager overseeing all aspects of the plan. SCT is an all contract operation providing local, commuter express, microtransit and ADA paratransit service to a rapidly growing outer suburban area of Los Angeles County. The TDP is taking a holistic examination of all aspects of the transit system and will make recommendations for service design, operating practices, funding and capital investment.

#### **City of Redding Short Range Transit Plan, Redding, CA, TMD Lead (2022-2023)**

- As a sub to LSC, Ron evaluated existing conditions, developed fixed route and microtransit service alternatives, reviewed and recommended fare policy, marketing plan and capital plan.

#### **Valley Regional Transit and City of Kuna Transit Study, Kuna, ID, Task Lead (2022)**

- Ron led the task reviewing prior relevant planning documents. He developed transit service alternatives for the City of Kuna ID- a growing city currently without transit services.

#### **City of Corona Cruiser COA for Fixed Route and Demand Response / Paratransit Service, Corona, CA, Project Manager (2022-2023)**

- Ron developed a short and long range plan for improving transit service in the City of Corona CA including route alignments, bus stop locations, conceptual schedules and estimated costs for the recommended scenario.

#### **City of Santa Clara Patrick Henry and City North Transit Analysis, Santa Clara, CA, Project Manager (2021-2022)**

- Ron developed recommendations for providing shuttle and/or on demand services to reduce VMT in new high-density mixed use developments in the City of Santa Clara.

#### **HRDC Redesign Streamline 2020 Transit Development Plan, Bozeman, MT, Project Manager (2019-2021)**

- Ron evaluated performance of existing service, developed a service plan to address future needs, developed governance and funding strategies to address growth and likely change from a rural system to a small urban system.

#### **City of Mountain View, CA, Shuttle Study, Project Manager (2019-2021)**

- Ron evaluated performance of existing service, identified unmet needs, developed short, medium and long-term transit plans, including funding and branding strategies.

#### **NELSON NYGAARD, PRINCIPAL (2016)**

#### **UC Merced Route Restructure and Schedule, Merced, CA, Lead Planner/Scheduler (2016)**

- Ron performed a review of existing routes provided by UC Merced Transit System, determined the best way to serve new off-campus housing, improved coordination with Merced County Transit System, and developed alternatives for low ridership times. Outcome included a simplified route network that increased frequency to all areas without increasing operating budget (beyond the amount set aside for serving new housing complexes) and elimination of overlap with Merced County Transit.



## Professional Resume

### Russ Chisholm, *Senior Principal*

#### Overview

TMD founder Russ Chisholm has spent 35 years building TMD into one of the premier transit-system redevelopment companies in North America. He brings more than three decades years of experience in developing operationally efficient bus and rail transit systems that respond to market opportunities and meet consumer expectations. His legacy at each system was to lay the foundation for growing ridership and market share through financially sustainable operating and capital programs. His system reimagining, SRTP, and LRTP planning work is based on building sustainable communities through comprehensive lifestyle-mobility using a toolbox of integrated best practice options that prioritize transit, mobility-on-demand (shared-ride), and active mobility (biking, walking) within a Complete Streets environment. He has also worked with numerous systems to ensure that fare policy, pricing, and technology match the integrated mobility network and consumer strategy. He has managed and directed more than 150 successful transit network reimagining and implementation projects across the country, building long-term relationships with transit clients through successful collaborations including dozens of on-call contracts. He has worked specifically with a number of university towns including Boulder (CO), Ann Arbor, (MI), Rochester (NY), Austin (TX), Arlington (TX), Lubbock (TX), Tempe (AZ), Bellingham (WA), and Bozeman (MT).

#### Relevant Experience

**Des Moines Area Regional Transit Authority (DART) On-Call Planning Services, Des Moines, IA, Project Principal (2014-Present)**

- Russ is currently serving as Project Principal for TMD’s second On-Call Planning Services contract with DART. Key task orders have included the DART Forward 2035 - Year 5 update, Customer Satisfaction Surveys, Title VI Service and Fare Equity Analyses, Financial Modeling, Organizational Assessment, Service Standards Update, and Scheduling and Planning Support.

**Southern California Association of Governments (SCAG) I-710 North Mobility Hubs Plan, Subject Matter Expert (2021)**

- Russ served as a transit service planning and operations subject matter expert supporting the identification of potential mobility hub locations north of the I-710 terminus in Alhambra to integrate multiple transportation modes. Project focused on identifying priority locations for grant funding.

**Riverside Transit Agency (RTA) COVID-19 Service Reduction Plan, Riverside, CA, Project Principal (2020-2021)**

- Russ served as Project Principal for a short project with RTA to identify service reduction strategies to save costs in the face of declining revenue due to the COVID-19 pandemic. Recommendations focused on maintaining network integrity by keeping frequency on the core network and optimizing service levels on lower-performing service. It also looked at introducing microtransit pilots where fixed-route service is less effective.



#### EDUCATION

Post-Graduate Program, Urban Geography, Boston University, Boston, MA

BA, Geography, Southern Connecticut State University, New Haven, CT

Mathematics, Rensselaer Polytechnic Institute, Troy, NY

#### AWARDS

Transportation Research Board, Pyke Johnson Award: San Diego Transit Service Refinement

PPTN Award: DART Suburban System (Dallas), Best Transit System over 250 Vehicles

#### EXPERIENCE

Transportation Management & Design, Inc.

St. Louis Metro

Dallas Area Rapid Transit

ATE Management & Service Company– Saudi Public Transport Company, Nashville MTA, and Connecticut Transit

**Years of experience: 46**

## **Rock Region METRO R.I.D.E. 2020 Comprehensive Operations Analysis, Little Rock, AR, Project Director (2019- 2020)**

- Russ served as Project Director for the Rock Region METRO R.I.D.E. 2020 project, a comprehensive evaluation and redesign of fixed-route transit and microtransit in Little Rock, AR. As Project Director, Russ oversaw the design of three alternative network scenarios based on different funding envelopes as well as a close examination of METRO’s local partner funding contribution matrix.

## **Denver RTD On-Call Transit Network Planning, Denver, CO, Project Director (2000-2019)**

- Russ was the Project Director for four consecutive Five-Year On-Call Contracts. Led many key projects over the 20-year period including: the US36 BRT Flatiron Flyer Service and Operations Plan, East Colfax BRT Corridor Service Optimization Plan, Downtown Denver Free MetroRide BRT, Cherry Creek/Glendale/DUS Corridor Study (Speer Leetsdale), RTD Mobility Hub Guidelines and Design Warrants, and RTD Bus Stop Amenities Policy. Led bus-rail network redesign for all new rail initiatives following the original SW Line as well as several projects focused on optimizing the bus and rail service network while integrating new microtransit options over a metropolitan area that encompassed over 20 cities.

## **RGRTA “Reimagine RTS” Transit System Redesign Project, Rochester, NY, Principal (2017-2018)**

- Russ served as Principal-in-Charge and technical design lead for “Reimagine RTS”, which focused on meeting the evolving mobility needs of the Monroe County communities. One of Russ’ key roles was to work with the Board, staff, and community stakeholders to develop a new Vision for public mobility through board retreats, staff workshops, and over 60 in-person events and numerous interactive online opportunities with community members. The Plan called for RTS to become the regional mobility manager for both transit and innovative microtransit. RTS is moving forward with implementation of “Reimagine RTS” following recovery from the COVID-19 pandemic.

## **Sacramento Regional Transit “TransitRenewal”, Project Principal (2011-2012, 2012-2017)**

- Russ served as Project Principal and provided technical direction for TransitRenewal, a comprehensive rethink of Sacramento Regional Transit’s (RT) bus and light rail system. TransitRenewal built from a large-scale transit visioning effort, the TransitAction Plan. TransitAction recommendations stretch to 2035, while TransitRenewal provided detailed service restructuring recommendations for the first phase of TransitAction. TransitRenewal focused on regrowing service sustainably, serving competitive market areas, increasing operational efficiency, and developing seamless network connections.

## **MTC Transit Sustainability Project, Bay Area, CA, Project Director (2010-2014)**

- Russ directed TMD’s work assisting MTC in assessing, developing, and implementing new market, service, and operating performance standards for Bay Area transit systems. TMD’s work focused on the principal contributors to financial sustainability: service performance (ridership generation and service effectiveness); operating efficiency (work rules, operating speeds, and daily delivery); and fare policy.
- TMD continued to assist MTC with implementation including: a) a “Call for Projects” initiative for urban trunk speed improvement, which TMD helped develop and later evaluated proposals from individual transit systems; and b) developing a “transit investment” scenario for the Regional Transportation Plan. Previous TSP subprojects Russ led included an organizational and operating model analysis for Marin/Golden Gate and assisting with development of an integrated bus/rail fare pilot for the Inner East Bay.
- Russ also directed the integrated restructuring of AC Transit Bus and BART rail service in the Inner East Bay including an organization/operating model assessment of transit in District 2 of Alameda County.

## **SACOG Downtown Sacramento Transit Circulation Plan, CA, Project Manager (2011-2012)**

- Russ managed the comprehensive study of bus and rail circulation in downtown Sacramento that involved all transit providers, including RT and other regional operators like El Dorado Transit as well as the planned streetcar initiative. The study focused on improving transit attractiveness, effectiveness, and efficiency through application of the transit speed improvement best practice toolbox, rethinking transit’s interaction with the active modes (walking and biking), and enhancing the customer experience. The study recommendations include consolidation of transit service on four key downtown streets with separate bus stops by service type (express and local), transit signal priority, bus and bike lane integration, and major improvement in the passenger wait environment, information availability, and signage.





## Professional Resume

### Daniel Peña, Senior Planner

#### Overview

Daniel Peña has diverse experience working on transit planning, transit performance evaluation and transit policy. Daniel has rejoined TMD after working for six years as a transit planner for the Metropolitan Council in the Twin Cities, Minnesota. Daniel's work with the Metropolitan Council included evaluating transit service performance, developing long range transit plans, developing regional transit policy, peer research, evaluating grant proposals and working with diverse stakeholders on regional transit projects. With his previous experience with TMD, Daniel worked on Comprehensive Operations Analyses throughout the country, including Buffalo, Los Angeles, Austin and San Antonio.

#### Relevant Experience

##### City of Santa Monica "Brighter Blue" Big Blue Bus Comprehensive Operational Analysis, Santa Monica, CA, Senior Planner (2023-Present)

- Daniel is currently on the team for Big Blue Bus's COA. He has worked on evaluating existing conditions, which included managing the market assessment and working on the evaluation of service performance.
- Daniel worked on the team for developing a service performance dashboard using PowerBI.

##### Sound Transit Service Planning Support, Seattle, WA, Senior Planner (2022-Present)

- Daniel is currently the lead planner working on Sound Transit's on-call planning support contract. He has worked on developing annual service plans, conducting quarterly service performance analyses and assisted in the development of several long range planning projects.
- Daniel conducted an analysis of peer regions' performance metrics to inform the development of Sound Transit Performance Standards

##### Victor Valley Transit Authority Comprehensive Operational Analysis, Hesperia, CA, Senior Planner (2023-Present)

- Daniel is currently on the team developing Victor Valley Transit Authority's COA. Daniel worked on conducting an analysis of existing conditions, which included developing an interactive tool analyzing transit performance at the segment level.

##### Great Falls Transit District Transit Development Plan. Great Falls, MT. Senior Planner (2023-Present)

- Daniel is currently on the team working Great Falls Transit's COA. Daniel is leading the effort to analyze and improve the agency's paratransit services.

##### Houston METRO Title VI Service Equity Analysis of Fare Policy, Houston, TX, Senior Planner (2023)

- Daniel managed the Title VI analysis of multiple fare policy scenarios for Houston METRO. The scenarios analyzed included alternate fare media, fare-capping schemes and changes to points of sale for fare medias

##### METROPOLITAN COUNCIL (SAINT PAUL, MN), SENIOR PLANNER (2016-2023)

- Worked in a technical capacity on several corridor studies in the Twin Cities region with projects ranging from developing BRT alignments, developing streetcar alignments and analyzing transit feasibility in highway corridors



#### EDUCATION

Master of City and Regional Planning, Cal Poly, San Luis Obispo

Master of Science, Transportation Engineering, Cal Poly, San Luis Obispo

BA, Anthropology, University Of California, Los Angeles

BA, Portuguese, University Of California, Los Angeles

#### EXPERIENCE

Transportation Management & Design, Inc.

Metropolitan Council (Saint Paul, MN)

San Francisco Municipal Transportation Agency

Marin Transit

San Luis Obispo Regional Transit Authority

Years of experience: 9

- Served as project manager on several regional transportation projects, including developing scopes of work, developing project schedules, budgets and evaluating proposals
- Led technical analysis projects, including regular evaluations of regional transit performance
- Worked on projects that translated regional policy into implementation measures, including developing criteria for and selecting projects to receive Federal transportation funding

## **TRANSPORTATION MANAGEMENT & DESIGN, INC., ASSOCIATE PLANNER (2015-2016)**

### **Los Angeles Department of Transportation Transit Service Analysis, Los Angeles, CA, Associate Planner (2015-2016)**

- Evaluated existing bus service
- Analyzed and recommended changes to paratransit service
- Recommended changes to both community circulator and commuter services
- Engaged with the public through pop up informational stands and field interviews in both English and Spanish

### **VIA Metropolitan Transit, San Antonio, TX, Professional Services Task Order - Comprehensive Operational Analysis, Associate Planner (2016)**

- Conducted fieldwork to evaluate current transit operations
- Analyzed and recommended potential alignments for BRT service in downtown San Antonio
- Evaluated existing service design and performance evaluation standards

### **Capital Metropolitan Transportation Authority Capital Metro Connections 2025 (rebranded Cap Remap), Austin, TX, Associate Planner (2015-2016)**

- Developed and recommended service changes for bus service in the Capital Metro service area

### **NFTA Metro On-Call Planning Services, Buffalo, NY, Associate Planner (2015-2016)**

- Evaluated existing transit service at the regional and sub regional level
- Analyzed and recommended changes to bus operations in downtown Buffalo
- Developed and recommended service changes on a by route basis for all NFTA service
- Developed cost projections for recommended service changes

### **Davenport CitiBus Comprehensive Operations Analysis, Davenport, IA, Associate Planner (2015)**

- Conducted fieldwork to evaluate current transit operations
- Analyzed and recommended potential alignments for BRT service in downtown San Antonio
- Evaluated existing service design and performance evaluation standards



## Professional Resume

### Gary Hewitt, Project Manager

#### Overview

Gary Hewitt brings over 29 years of experience in transit planning and operations. He has delivered diverse transit planning projects, including Title VI Equity Analyses, short-range transit plans, project feasibility studies, and long-term transit visions. His experience managing the day-to-day operations of bus and paratransit services gives him a unique perspective that helps him develop implementable solutions and understand FTA policy. Gary has also supported implementing customer-facing technology initiatives during his career, including real-time passenger information, innovative fare payment, and app-based service delivery. Prior to joining TMD, he worked for several small municipal and large regional transit agencies in Southern California, including OCTA, the City of Irvine, LA Metro, and the City of Glendale.

#### Relevant Experience

##### City of Pasadena Short Range Transit Plan, Pasadena, CA, Project Manager (2023-Present)

- Gary is serving as the Project Manager, assisting the City of Pasadena with their Short-Range Transit Plan update. The project includes analysis of the City's fixed-route and paratransit services including ridechecks and customer surveys. He will also be assisting in the public outreach and development of service recommendations.

##### Gold Coast Transit District Short Range Transit Plan, Oxnard, CA, Project Manager (2023-Present)

- Gary is serving as the Project Manager for Gold Coast's Short-Range Transit Plan update. He is leading the existing conditions analysis and development of service recommendations. The project also includes analysis of a new High-Quality Transit Corridor through the core of the service area.

##### City of Santa Monica Big Blue Bus "Brighter Blue" Comprehensive Operational Analysis, Santa Monica, CA, Project Manager (2023-Present)

- Gary is leading the data collection and data analysis tasks. This includes developing interactive dashboards comparing the existing and pre-pandemic service performance.

##### Riverside Transit Agency (RTA) Sustainable Services Plan, Riverside, CA, Task Lead (2022-2023)

- Gary lead the update of RTA's Service Standards to incorporate new standards for RTA's GoMicro service and ensure service classifications and standards match RTA's latest operation.

##### VIA General Planning Consultant: Mobility On Demand Support Task Order, VIA Metropolitan Transit, San Antonio, TX, Task Lead (2023)

- Gary helped project ridership and resource requirements for potential new VIA Link microtransit zones. The model used anonymized travel data to estimate ridership by hour and the associated number of vehicles and revenue hours needed to meet the anticipated demand.

##### Whatcom Transportation Authority Cross County Paratransit Feasibility Study, Bellingham, WA, Project Manager (2022)



#### EDUCATION

BS, Urban/Regional Planning,  
California State Polytechnic University  
(CalPoly), Pomona, CA

Transit Mid-Manager Seminar |  
Eno Center for Transportation

Project Management Course |  
American Management Association

#### AWARDS

Past Chair of SCAG Regional Transit  
Technical Advisory Committee

2016 Administrative Employee of the  
Year | OCTA

2012 City Manager Performance  
Award | City of Irvine

#### EXPERIENCE

Transportation Management  
& Design, Inc.

OCTA

City of Irvine

LACMTA

City of Glendale

**Years of experience: 29**

- Gary worked with WTA to determine the feasibility of providing paratransit trips to a neighboring county. The study included a passenger survey, review of paratransit trips, and stakeholder meetings. Gary also led the Title VI Service Equity Analysis of the draft recommendations.

#### **Metropolitan Transportation Commission (MTC) Clipper Mobile Card Fare Equity Analysis, San Francisco, CA, Project Manager (2022-2023)**

- Gary served as the Project Manager for TMD's work. He conducted a peer review which analyzed fare card acquisitions fees for peer agencies. Using Title VI policies of Clipper card member agencies, Gary led the Title VI equity analysis which analyze the potential impact of not charging a fee for Clipper® mobile cards and keeping the plastic Clipper® card fee at \$3.00.

#### **Bay Area Rapid Transit (BART) Title VI Fare Equity Analysis, San Francisco, CA, Project Manager (2023)**

- Gary managed a Title VI Fare Equity Analysis for BART, which evaluated if the proposed changes in parking fees would have a disparate impact and disproportionate burden on minority and low income populations.

#### **Bay Area Rapid Transit (BART) Title VI Siting Analysis, San Francisco, CA, Project Manager (2023)**

- In the Summer of 2023, BART contracted with TMD to complete a Title VI Siting Analysis of the relocation of the BART Police Department (BPD) Headquarters (HQ) from a temporary facility site to a permanent modern facility that supports BART's operations and needs to attract and retain officers. Gary led the categorization of public comments and provided direction to staff to complete the necessary technical analyses.

#### **RTC of Washoe County Transit Optimization Plan Strategies, Reno, NV, Project Manager (2021-2022)**

- Gary served as the Project Manager for RTC Washoe's plan to guide transit delivery over the next 5-years. The effort included comprehensive research of all facets of RTC's public transit services which informed recommendations for optimizing service, operations, capital needs, and technological improvements.
- For this project, Gary also led the Title VI Service Equity Analysis of the draft recommendations.

#### **City of Irvine Transit Vision Study, Irvine, CA, Task Lead (2021-2022)**

- Gary led the development of transit service concepts for the City's transit plan. The plan includes a pilot project implementation to introduce new transit services to City residents.

#### **DART Paratransit Consulting Services, Des Moines, IA, Subject Matter Expert (2021-2022)**

- Gary served as a Subject Matter Expert assisting DART in marking changes to their organizational structure and policies in support of their changing on-demand services.

#### **Riverside Transit Agency Systemwide COVID-19 Fixed-Route Reduction Plan, Riverside, CA, Subject Matter Expert (2020-2021)**

- Gary developed and RFI for a new microtransit service and assisted staff in reviewing the proposal and developing an operating plan.

#### **ORANGE COUNTY TRANSPORTATION AUTHORITY, SECTION MANAGER II AND III (2012-2020)**

- Gary developed short-term transit service recommendations for fixed-route and microtransit services. He provided planning and implementation support for agency innovation projects and managed long-range transit study and plan development. He also worked with local jurisdictions, advocates, and other stakeholders to develop consensus on plans and projects.

##### *Led the following projects:*

- OC Bus 360 Bus Service Optimization
- OC Transit Vision (Transit Master Plan)
- Connect OC-LA Transit Study
- OCTA Transit Security & Operations Center Site Selection and Planning
- OC Flex Microtransit Planning and Implementation





## Professional Resume

### Anna Joos, Associate Planner

#### Overview

Anna is a recent graduate of the University of Wisconsin – Madison, where she majored in Economics and Environmental Studies. Since joining TMD, Anna has served as a supported a variety of projects including the RTA Sustainable Service Plan, where she led the evaluation of existing conditions and supported the development of the service recommendation, and the SunTran COA, where she served as the lead associate.

#### Relevant Experience

##### Great Falls Transit (GFT) Transit Development Plan, Great Falls, MT, Associate Planner (2023-Present)

- Anna is the lead associate for the Great Falls Transit Development Plan. She has guided the development of the Existing Conditions Report, including the market assessment and service evaluation, as well as completed a survey analysis of responses from Great Falls community members and transit riders alike. She is currently in the process of developing service alternatives based on her findings from these first tasks.

##### Riverside Transit Agency (RTA) Sustainable Services Plan, Riverside, CA, Associate Planner (2022-Present)

- Anna is a key member of the RTA Sustainable Services Plan project team. She led the evaluation of RTA's current service, analyzed survey data from two rounds of public outreach, and supported the development of service alternatives. She is currently in the process of drafting the final report which summarizes findings from all stages of the Sustainable Services Plan and supporting the update of RTA's Service Standards.

##### Sun Systems Comprehensive Operations Analysis, Tucson, AZ, Associate Planner (2022-Present)

- Anna has served as the lead Associate on the Sun Tran COA. She led the Market Assessment and Service Evaluation which took a comprehensive look at SunTran's existing service performance and Tucson's demographics. She participated in two rounds of public meetings, speaking directly with riders about their service needs. She also played a key role in the development of service alternatives and in the finalization of the final COA plan. She is currently in the process of supporting the development of the Bus Stop Amenity program, Service Standards, and final report.

##### Orange County Transportation Authority (OCTA) Making Better Connections Fixed-Route Restructuring Study, Orange County, CA, Associate Planner (2021-2023)

- Anna has supported the OCTA Making Better Connections Study team by helping to develop service recommendations, and summarized comments received from the public engagement process .

##### NJ TRANSIT Greater New Brunswick Transportation Study, New Brunswick, NJ, Associate Planner (2021-2022)

- Anna has contributed to the final route design for service options in New Brunswick.

##### Honolulu Transit Comprehensive Operational Analysis, Honolulu, HI, Associate Planner (2020-2023)

- Anna has supported the Honolulu Comprehensive Operational Analysis team but conducting an evaluation of each route's service performance.



#### EDUCATION

BA, Environmental Studies  
University of Wisconsin Madison

BA, Economics  
University of Wisconsin Madison

#### EXPERIENCE

Transportation Management  
& Design, Inc.

United Nations Environmental  
Programme

U.S. House Natural Resources  
Committee

**Years of experience: 3**

**Des Moines Area Regional Transit Authority (DART) Paratransit Consulting Services, Des Moines, IA, Associate Planner (2022-2023)**

- Anna collected paratransit eligibility documents from ten peer agencies. She summarized the eligibility requirements and worked with the project team to make recommendations to streamline Des Moines Area Regional Transit Authority's paratransit application process for the applicants and the reviewers.



## Professional Resume

### Bobbi Jo Duley, *Graphic Designer*



### Overview

Bobbi brings 23 years of experience providing custom design services for a broad range of customers and projects. As TMD's graphic designer, she works closely with clients to create content to inform and engage project stakeholders and help make TMD's technical planning work and deliverables more accessible to diverse audiences. Her work in both online and print media includes custom WordPress websites, StoryMaps, custom graphics and icons, professional layout of presentations and reports, posters, maps, and more. With a background in Fine Arts and a proficiency in a full range of design and publishing applications (Adobe Creative Suite, WordPress, HTML, CSS, etc.), Bobbi brings a comprehensive creative approach to all of her design work.

### Relevant Experience

Riverside Transit Agency (RTA) Sustainable Services Plan, Riverside, CA, Graphic Designer (2022-2023)

- Bobbi designed outreach materials, including a surveyor badge, flyer and printed survey. She also developed a custom template for the route recommendation sheets.

Kings County Fixed-Route Schedule Study, Kings County, CA, Graphic Designer (2021-2022)

- Bobbi developed a custom template for the route profile sheets, which required the offsetting of the system map in Illustrator. Bobbi also lead the design and layout of the Final Report.

City of Corona Cruiser COA for Fixed Route and Demand Response / Paratransit Service, Corona, CA, Graphic Design (2022)

- Bobbi lead the design and layout of various materials, including a community survey, cover design for the Existing Conditions report, and an infographic illustrating the findings from an onboard survey.

Detroit Department of Transportation (DDOT) On-Call Planning and Scheduling Services, Detroit, MI, Graphic Design (2021-Present)

- Bobbi lead the design and layout of the Market Assessment and Service Evaluation, including custom infographics and charts.

Des Moines Area Regional Transit Authority On-Call Planning Services, Des Moines, IA, Graphic Design (2021)

- Bobbi developed a custom theme and graphics for the ArcGIS StoryMap and oversaw the look and feel of the final deliverable.
- She lead the design and layout of additional assets and printed materials, including a printed spiral-bound booklet, handouts, posters, custom icons, a summary table, frequency and span charts, etc.

Merced County Association of Governments (MCAG) Short Range Transit Plan, Merced County, CA, Graphic Design (2021)

- Bobbi assisted in developing a project website on publicinput.com with MCAG branding.
- She lead the design and layout of outreach materials, including a community survey and flyer, social media posts, and outreach boards.

### EDUCATION

BA, Kinesiology and Fine Arts  
University of Colorado, Boulder, CO

### APPLICATIONS

Adobe Creative Suite: Illustrator,  
InDesign, InCopy, Photoshop,  
Dreamweaver

WordPress, HTML, CSS

Microsoft Office Suite

### EXPERIENCE

Transportation Management  
& Design, Inc.

gaiacreative

delphine

**Years of experience: 23**

**Orange County Transportation Authority (OCTA) Fixed-Route Restructuring Study, Orange County, CA, Graphic Design (2021-Present)**

- Bobbi developed a custom theme and graphics for the ArcGIS StoryMap, including custom icons and a timed transfer graphic, and oversaw the look and feel of the final deliverable.

**NJ TRANSIT NewBus Newark Bus Network Redesign, Newark, NJ, Graphic Design (2020-2021)**

- Bobbi lead the design and layout of the Market Assessment, Service Evaluation, and Final Report.

**Birmingham-Jefferson County Transit Authority (BJCTA) Comprehensive Operations Analysis, Birmingham, AL, Graphic Design (2020-2021)**

- Bobbi lead the design and layout of the Final Report. She also lead the design and layout of outreach materials, including an operator break room flyer, outreach boards, and a community survey.

**Nashville WeGo (formerly MTA), Better Bus Network Restructuring, Graphic Design (2017-2020)**

- Bobbi lead the design and layout of the Project Management Plan and the Final Report. She also lead the design of outreach materials, including a Nashville MTA Employee Survey, presentation boards, a timeline, a mobility toolbox, a brochure, and graphics comparing 3 different network scenarios.

**HRDC Redesign Streamline 2020 Transit Development Plan, Bozeman, MT, Graphic Design (2019-2021)**

- Bobbi collaborated on the design and layout of the public-facing route maps and timetables for service changes implemented in August 2021, including content that appeared on the website and larger posters that were displayed throughout the service area.
- She lead the design and layout of the Final Report. Bobbi also lead the Logo design for Redesign Streamline 2020.

**Rock Region METRO R.I.D.E. 2020 (COA), Little Rock, AR, Graphic Design (2020)**

- Bobbi lead the design and layout of materials that convey proposed changes to METRO's funding contribution mechanism, including descriptions of potential effects on local jurisdictions and improvements to equity and financial sustainability region-wide.

**City of Mountain View, CA, Shuttle Study, Graphic Design (2019-2020)**

- Bobbi lead the design and layout of community surveys in both Spanish and English.
- She utilized advance illustrator techniques to highlight map to show route modification for Route 51.

**San Diego MTS Transit Ballot Measure Planning, San Diego, CA, Graphic Design (2019-2020)**

- Bobbi illustrated maps to present alternatives for different projects in part of a potential sales tax ballot measure.

**Los Angeles County Metropolitan Transportation Authority, LA Metro NextGen Bus Study, Graphic Design (2019-2020)**

- Bobbi lead the offsetting of routes on various maps to present to the public the comparison of existing vs. proposed changes.

**Sound Transit, Seattle, WA, Transportation Network Plan & Service Standards Update, Graphic Design (2017-2020)**

- Bobbi lead the design and layout of the Project Management Plan, the Sound Transit Service Standards and Performance Measures update, and the 2025 ST Express Network Plan.

**Bannock Transportation Planning Organization/BTPO (Pocatello, ID), Pocatello Transit Master Plan, Graphic Design (2017)**

- Bobbi lead the design and layout of outreach materials, including a fare structure handout, and community surveys in both Spanish and English.

**VIA Metropolitan Transit General Planning Consultant, San Antonio, TX, Graphic Design (2016-2018)**

- Bobbi created custom graphics for use in community outreach, including a mobility toolbox and project brochure. She also was responsible for making updates to content on project website.





## Professional Resume

### Britney Tran, *GIS Specialist*

#### Overview

A recent graduate of the University of California, Berkeley, Britney studied Environmental Design with an emphasis in City Planning and Geographical Information System (GIS). During her undergraduate career, she worked as a program coordinator with Y-PLAN (Youth-Plan, Learn, Act Now) for Oakland Unified School District educating students interested in urban design and planning. As a student researcher for the Center for Cities and Schools, she focused on designing StoryMaps regarding the impact of McKinney-Vento Education policies around housing, food security, and transportation on the youth. During her capstone year, Britney's interest for transportation stemmed from her corridor analysis of the TEMPO 1T line on local businesses along International Boulevard, Oakland.

#### Relevant Experience

Riverside Transit Agency (RTA) Sustainable Services Plan, Riverside, CA, GIS Associate Planner (2022-Present)

- Mapped RTA's bus stops and performed an analysis to identify the percent of RTA stops with amenities in minority and low-income communities

Gold Coast Transit District Community Transportation Needs Assessment, Oxnard, CA, Associate Planner (2023-Present)

- Performed a transportation data and accessibility indicator analysis to identify and improve travel behavior and gaps within the project area
- Utilized various data sources to assess the mobility patterns of community members

Great Falls Transit District Transportation Development Plan, Great Falls, MT, GIS Specialist (2023-Present)

- Created an ArcGIS Storymap with an embedded rider survey
- Produced demographic and key destination maps to illustrate community characteristics and travel patterns

Santa Clarita Transit Transportation Development Plan, Santa Clarita, CA, GIS Specialist (2023-Present)

- Provided technical support for the analysis of existing market and service conditions
- Created maps for demographic densities, community profiles, and origin-destination travel patterns

Victor Valley Transit Authority Comprehensive Operational Analysis, Hesperia, CA, GIS Specialist (2023-Present)

- Conducted ridership analyses for the fixed route and paratransit network
- Created demographic and trip origin-destination maps to describe regional ridership characteristics and travel patterns

City of Pasadena Short Range Transit Plan, Pasadena, CA, GIS Specialist (2023-Present)

- Produced demographic maps for the density analysis as part of the market assessment
- Summarized existing population, employment, and demographic characteristics of the service area



#### EDUCATION

BA, Environmental Design and City Planning, GIS Minor, University of California, Berkeley

#### EXPERIENCE

Transportation Management & Design, Inc.

Years of experience: <1

**Gold Coast Transit District Short Range Transit Plan, Oxnard, CA, GIS Specialist (2023-Present)**

- Developed maps to support the comprehensive analysis of existing conditions
- Conducted a transit propensity analysis to identify areas of opportunity to increase ridership

**Houston METRO Title VI-Service Equity Analysis of Fare Policy Task Order, Houston, TX, GIS Specialist (2023-Present)**

- Utilized on-board survey data and U.S. Census data to create multiple maps for the fare analysis of BBRs and CPOs
- Illustrated rider trip origins and destinations as well as the distribution and densities of minority and low-income populations
- Created a buffer to analyze the proposed locations where customers can purchase and reload fare media cards

**Corpus Christi Regional Transportation Authority (CCRTA) Title VI Triennial Update, Corpus Christi, TX, GIS Specialist (2023-Present)**


- Collected data from passenger surveys regarding demographics and travel patterns for service profiles
- Create various demographic maps of the service area for the equity analysis




## JOEY M. GOLDMAN PRINCIPAL



 San Francisco, CA

 jgoldman@kearnswest.com

 415.780.7051

### EXPERTISE

Planning, consensus building, public and stakeholder engagement, and team exercises and charettes related to:

- ADA/Title VI/Environmental Justice
- CEQA/NEPA
- Needs of older adults and people with disabilities
- Strategic planning
- Sustainable transportation
- Human service programs
- Major investment projects
- Integration/coordination
- Transit and paratransit service
- Accessible information

### EDUCATION

**M.C.P., College of Environmental Design**  
University of California | Berkeley, CA

**B.A., Sociology**  
University of Michigan | Ann Arbor, MI

### PROFESSIONAL AFFILIATIONS

- Transportation Research Board
  - Former Co-Chair, Committee on Accessible Transportation and Mobility
  - Member, Special Committee on Diversity, Equity and Inclusion

### SUMMARY OF QUALIFICATIONS

With more than 25 years of experience, Joey is a Principal at Kearns & West and leads the Transportation Practice. His focus is on outreach, consensus-building, public collaborative processes, and facilitation work for complex transportation planning and investment projects. Joey's passion for equity in public involvement has spanned his entire career. He co-chaired the TRB Committee on Accessible Transportation and Mobility and brings his experience engaging older adults, people with disabilities, and disadvantaged communities in major investment projects to all his work.

### RELEVANT TRANSPORTATION PROJECT EXAMPLES

#### Northern California High-Speed Rail Project, San Francisco-San Jose and San Jose-Merced

Outreach Manager | 2019-ongoing

Joey manages the team of consultants at Kearns & West that designs and implements engagement activities, including public workshops and open houses, community and technical working group meetings, targeted outreach to low-income and limited English-proficient communities as part of an extensive Environmental Justice engagement program, and development of outreach and information materials. Joey facilitates public hearings and also moderates ongoing working group meetings. Joey spearheaded successful, accessible virtual interactive online open houses and web-based workshops that included videos, online forms, webinars, and multilingual informational materials.

#### Plan Bay Area 2050+, Transit 2050+ Metropolitan Transportation Commission

Outreach Lead | 2023 - ongoing

Kearns & West supports MTC/ABAG in the engagement effort for the regional plan update, Plan Bay Area 2050+ and regional transit investment plan, Transit 2050+. Joey oversees the team working on planning and supporting pop-up workshops, training staff to facilitate stakeholder workshops, planning stakeholder workshop activities using online tools and facilitating discussions, and creating the public survey and reporting on outcomes.

#### SACOG Regional Transit Network Development Plan

Public Engagement Principal in Charge | 2022-2023

Kearns & West supported transit system planners, and led outreach for the effort to develop a high-capacity transit network. Kearns & West prepared an outreach plan, conducted stakeholder engagement, and facilitated meetings with regional transit representatives and SACOG staff to prioritize investment, and developed an online survey and preference tool using Maptionnaire.

#### BART and Capitol Corridor, LINK21 Project

Public Engagement Subconsultant Project Manager | 2021-ongoing

Joey leads the Kearns & West team focused on the Equity Advisory Council, the Co-Creation Effort, Grassroots Engagement, the Speakers Bureau and megaregional engagement for this project for 21 Northern California counties.

#### Community Transportation Association of America (CTAA) Virtual Engagement Guidebook


Lead Author | 2020-2021

Joey led the research, development, and design of the [Virtual Engagement Guidebook](#) that serves as a tool for MPOs and transit systems across the US. The guidebook includes more than a dozen case studies, including Unitrans and Yolobus, and best practices for planning public engagement, and identifies software, interactive tools, and virtual outreach best practices.


# VIDYA BHAMIDI

## SENIOR ASSOCIATE



 Berkeley, California

 Vbhamidi@kearnswest.com

 415.738.7956

### EXPERTISE

- Transportation & Land-use
- Urban Design
- Climate Action
- Regional Infrastructure

### EDUCATION & CERTIFICATIONS

**Bachelor of Architecture**  
Jawaharlal Nehru Architecture & Fine Arts University | India

**Master of City Planning**  
University of California Berkeley | Berkeley, CA

### SUMMARY OF QUALIFICATIONS

Vidya Bhamidi is a Senior Associate with Kearns & West. She has 10 years' experience spanning across architecture, urban design, planning and policy. Her work with local and regional governments includes supporting decision making and aligning goals, processes and outcomes on projects focused on land use, transportation, and infrastructure. Her interest lies in bridging the gap between research and practice, especially when it comes to incorporating climate change and equity considerations into projects.

### RELEVANT EXPERIENCE

#### LINK21: Engagement and Outreach Services

Public Outreach Lead | 2021 – Present  
Link21 aims to transform the passenger rail network serving the 21-county Northern California Megaregion. Vidya has led multiple rounds of logistics for megaregional engagement – including co-creation workshops, in-person open houses, virtual community meetings and office hours. The team is currently planning for the next round of engagement in Spring/Summer 2024.

#### California High-Speed Rail Authority – Northern California Outreach

Stakeholder Outreach Deputy Lead | 2021 to Present  
Kearns & West led engagement and outreach efforts through the environmental review phases for project sections in Northern California through 2022 and has since been supporting continued engagement and outreach. During environmental review phases, Vidya managed the development of materials and overall preparation for working group meetings, open houses, and community outreach. She coordinated with the Authority, consultant team, jurisdictional and community leaders, and members of the public to design and conduct multilingual meetings, webinars, and social media outreach. She is currently planning a series of in-person open houses in 2024.

#### San Joaquin Joint Powers Authority, Madera Full-Build Phase 3

Outreach Manager | 2022 to Present  
Kearns & West provides outreach for the CEQA/NEPA & Preliminary Engineering Consulting Services for two projects – one in Merced and the other in Madera. Vidya coordinates with the technical partners on planning and implementation of public input periods including proper noticing, surveys, walking tours and workshops.


#### Metropolitan Transportation Commission (MTC) – Policy Research

Urban Planner | 2020 – Present  
Vidya was part of two teams tasked with policy research for MTC in the Bay Area, CA – 1) Equitable transit-oriented development (eTOD), wherein her role was to produce analysis that describes the relationship between multi-family housing permits and areas designated as Transit Rich Areas or Priority Development Areas; and 2) Evaluating the One Bay Area Grant (OBAG) Program . Vidya has been managing MTC's Plan Bay Area 2050+ Summer 2023 outreach. Her work has included capacity building and training sessions for MTC staff, developing materials for pop-ups events, staffing virtual events to gather input from key stakeholders using mural boards.




## EVA SPIEGEL Senior Communications Specialist



 Sacramento, CA

 [espiegel@kearnswest.com](mailto:espiegel@kearnswest.com)

 530.400.9068

### EXPERTISE

- Local Government
- Strategic Communications
- Media Relations
- Messaging
- Writing
- Editing
- Social Media
- Multimedia
- Content Development
- Project Management

### EDUCATION

**MA, Broadcast and Electronic Communications Arts**  
San Francisco State University | San Francisco, CA

**BA, Political Science**  
University of California, Davis | Davis, CA

### SUMMARY OF QUALIFICATIONS

Eva Spiegel is a Senior Communications Specialist with Kearns and West and has over 25 years of professional experience in public affairs, strategic communications, local government, and the nonprofit arena as both a team leader and project manager. Throughout her career, Eva has made a strong commitment to professional opportunities that enhance the public's understanding of important issues and inspire them to take action. Eva is seasoned at developing public affairs strategies, stakeholder engagement, and communications tools to help inform and engage large and small audiences. She is an expert in message development and translating complex ideas, issues, and policies into compelling content, news stories, and various communication products including print, web, video, social media, and collateral materials.

### RELEVANT EXPERIENCE

#### California Natural Resources Agency – Oroville Dam Citizens Advisory Commission Stakeholder Engagement and Meeting Coordination Project Co-Manager (current project)

Kearns & West provides public meeting coordination, stakeholder engagement, facilitation and related services to the California Natural Resources Agency for the 18-member Oroville Dam Citizens Advisory Commission. This legislatively mandated body is responsible for providing public input and receiving information regarding the Oroville Dam facilities. The Commission acts as a unified voice for the surrounding communities and comprises state and local elected officials as well as other area interested parties and policy makers. Eva co-manages the project and supports meeting planning, facilitation, strategy and notifications. She just led the Commission's first report to the Legislature.

#### LINK21 – Engagement and Outreach Services

Communications Support (current project)

Link21 aims to transform the passenger rail network serving the 21-county Northern California Megaregion, which includes the greater San Francisco Bay Area, the Monterey Bay area, the Sacramento area, and the Northern San Joaquin Valley. As part of the Communications Team, Eva led efforts to engage local government public information officers, develop earned media strategy and support ongoing message development.

#### Santa Clarita Valley Water Agency – Strategic Communications

Communications Support

Kearns & West provides consolidated communications planning and strategic communications services to the Santa Clarita Valley Water Agency. Eva helped create press releases, communication plans, media advisories, advertising copy and board reports.

#### California Ocean Protection Council (OPC) – Communications Planning for California's Marine Protected Area (MPA) Management Program

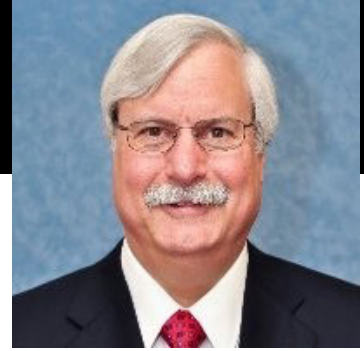
Communications Support

Kearns & West provided strategic communications and marketing services for the California Marine Protected Area Management Program within the California Ocean Protection Council (OPC). In coordination with OPC, Eva developed a short-term communications strategy, a new brand identity unify the MPA Program across managing agencies, stakeholders and partners, collaterals to support the release of the MPA Decadal Management Review, and conducted an analysis of websites that feature MPA-related information.



# Paul Menaker PHD

## Project Director – Rail, Transit & Mobility



### Location

Concord, CA

### Experience

30 years

### Qualifications/Accreditations

- PhD, Transportation Planning and Traffic Engineering, New York University – Tandon School of Engineering (Formerly Polytechnic Institute of New York), Brooklyn, NY, 1979
- MS, Transportation Planning and Traffic Engineering, New York University – Tandon School of Engineering (Formerly Polytechnic Institute of New York), Brooklyn, NY
- BS, Systems Engineering, New York University – Tandon School of Engineering (Formerly Polytechnic Institute of Brooklyn), Brooklyn, NY

### Key technical skills

- Rail & Transit, Transportation Engineering
- Project Management

### Memberships

- Contra Costa Council
- Institute of Transportation Engineers

### Relevant experience summary

Paul Menaker is a creative problem solver with over 30 years of proven success in project management in a variety of environments ranging from public agencies to land development. He holds expertise in leading project teams

### Professional Experience

#### *STV, Inc.*

##### **Vice President Oakland, CA | 2016-2023**

Northern California Transportation & Systems Manager responsible for project management activities. For the last five years, Project Director for Program Management of the BART Traction Power Sub-Station Replacement Projects.

#### *Stantec Consulting*

##### **Senior Principal San Francisco, CA | 2010-2016**

Responsible for \$4 million profit center management and business development. Corporate resource in transportation planning and traffic engineering. Managed Western Transportation Practice.

#### *DKS Associates*

##### **Principal Oakland, CA | 2009-2010**

Project Manager and Western Region Business Development Director. Member of a management team that was responsible for Transportation Planning, Traffic Engineering, and Intelligent Transportation Systems (ITS) projects.

#### *Korve Engineering*

##### **Senior Vice President, Vice President Oakland, CA | 1991-2002**

Project Manager and Business Development Manager. Member of the management team.

Served as Project Manager for transportation planning studies of major regional significance



# Frank Penry PE, TE, PTOE

## Senior Traffic Project Manager



### Location

Santa Rosa, CA

### Experience

27 years

### Qualifications/Accreditations

- BS, Civil Engineering, California State University, Chico, CA, 1996
- Civil Engineer, CA #62785, OR #84632, Commonwealth of the Northern Mariana Islands (CNMI) #418
- Traffic Engineer, CA #2304
- Professional Traffic Operations Engineer #1603

### Key technical skills

- Traffic Signal Design/Intelligent Transportation Systems (ITS)
- Traffic Engineering Design
- Transit and Rail Design
- Roadway Improvements
- Project Management

### Memberships

- Institute of Transportation Engineers (ITE), San Francisco Bay Area Section, Past-President
- American Society of Civil Engineers (ASCE), Redwood Empire Section, Past P-President
- Registered Traffic Engineers of America
- American Public Works Association

### Relevant experience summary

Frank Penry has 27 years of experience in transportation planning and traffic engineering design. He has managed numerous transportation studies and design projects over the years, from small development impact studies to major roadway improvements. Frank has served as the City Traffic Engineer for the Cities of Petaluma, Cotati, Sonoma, Windsor, and Fortuna, providing the administration and development of Municipal Traffic Engineering Programs. He is well-versed in a wide range of traffic engineering design standards and encroachment requirements, traffic signals, roundabouts, traffic calming and streetscapes, construction traffic handling, detour, and control plans for a variety of civil engineering projects. His experience includes traffic operations, traffic signal timing and design, ITS, transit signal priority, feasibility studies; environmental studies and documents; roadway and intersection design; signing and striping design; and traffic control plans.

### ***Alameda County Transit Line 97 South County Major Corridor Transit Performance Initiative (TPI)***

#### **Senior Traffic Engineer, Specialty Inspector County of Alameda | Alameda County, CA**

Provided design and construction management support, systems integration, and specialized inspection services to the Line 97 TPI project. Services included coordinating construction activities with each jurisdiction along the 13-mile transit service line and 47 signalized intersections, including state, county, and local communities. Project improvements included installation of Transit stop relocation and accessibility improvements, installing and integrating communication systems on fiber optic backbone; traffic operation center, server, and Virtual Private Network (VPN) systems

improvements; upgrades to existing controllers, emergency and transit signal priority systems, video detection and adaptive traffic signal controls; and testing.

### ***Alameda County Transit East Bay Bus Rapid Transit PS&E***

#### **Quality Control Manager**

#### **County of Alameda | Oakland and San Leandro, CA**

Responsible for reviewing Council on Highways and Streets (CHS). PS&E for signing and striping and provided Maintenance-of-Traffic design schematics and schedule for project construction. This \$160 million project's focus is to construct 33 raised-platform stations and dedicated bus lanes along 80% of the 9.5-mile International Boulevard corridor between downtown Oakland and the San Leandro BART station. The project

also included refinement of BART station locations, pedestrian access to the stations, temporary relocation of bus stops, and traffic detours during the construction period.

engineering design for a Class 1, ADA-accessible, non-motorized five-mile bicycle trail.

***San Francisco Transbay Transit Center Bus Ramp and Plaza Level Traffic Signals***

**Project Manager**  
**Transbay Joint Powers Authority | San Francisco, CA**

Served as Project Manager responsible for traffic signal design, operations, and inspection of seven new signalized locations: five on surface streets adjacent to the terminal, and two on the elevated bus deck leading to and from the San Francisco-Oakland Bay Bridge. Provided traffic signal timing and operational support to coordinate signals within project limits and to adjacent signal systems.

***Alameda County Transit Line 51 Corridor Delay Reduction and Sustainability***

**Project Manager, Traffic Engineer**  
**City of Berkeley | Berkeley, CA**

Served as the Project Manager and Traffic Engineer responsible for coordinating the City of Berkeley's design review of the \$10 million grant funded Corridor Delay Reduction and Sustainability project, aimed to increase transit reliability and performance. Services included development of technical memorandums for the City, providing further clarification of the potential operational impacts associated with the proposed transit signal priority, traffic signal coordination, transit stop relocation, parking loss, and priority lanes throughout the City. GHD provided for full review of the planning, environmental, design plans, and operational concept for the City of Berkeley, as an extension of City staff. Alameda County Transit Lines 51A & 51B carry a combined 19,000 passengers per day and spans 15 miles and approximately 100 traffic signals. The project had a construction budget of \$12.5 million for transit signal priority, queue jump lanes, peak hour bus lanes, bus bulb-outs, transit stop relocations, and signal timing.

***City of Arcata Rail-with-Trail Connectivity***

**Project Traffic Engineer**  
**City of Arcata | Arcata, CA**

Responsible for coordination and preliminary engineering design of trail crossings adjacent to railroad at-grade railroad crossings. Developments of planned future improvements were coordinated with engineering design standards and probable future grade crossing improvements. Evaluated vehicle and pedestrian/bicycle interactions at trailheads, road crossings, and bike lanes along City streets for a siting study and public involvement process, environmental analysis, and





# Melissa Estrada

## Senior Transportation Project Manager



### Location

Redding, CA

### Experience

16 years

### Qualifications/Accreditations

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

### Key technical skills

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

### Memberships

- N/A

### Relevant experience summary

Melissa Estrada is a highly skilled manager with a strong track record of success leading complex programs and projects across various entities, including federal, state, regional, and local agencies. With exceptional communication, problem-solving, and organizational skills, Melissa has a wealth of experience in the public sector and a strong commitment to its advancement. As a transportation planner at the City of Redding, she managed the Redding Area Bus Authority (RABA), overseeing planning, funding, federal and state compliance, audits, and project implementation. Melissa successfully led innovative initiatives, such as introducing Zero Emissions Buses (ZEBs) and enhancing transit equipment and infrastructure. In her role in Active Transportation, she promoted and facilitated bicycle and pedestrian projects, securing substantial grants for key initiatives. Her accomplishments include successfully guiding a \$2.2 billion Light-Rail Transit (LRT) project through Federal Transit Administration (FTA) phases, ensuring compliance with regulatory requirements. Melissa's strategic thinking, planning, and project management skills make her an invaluable asset for the City of Davis' Short Range Transportation Plan project, where her experience aligns seamlessly with the goals of assessing transit needs, enhancing ridership, and recommending service improvements for sustainable and community-centric solutions.

### Professional Experience Prior to GHD

#### Transportation Planner

##### City of Redding | Redding, CA | 2016-2023

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

- Successes: Oversaw 10 federal and state audits; kicked-off the first ZEB (e.g., electric infrastructure/charging); built an innovative low-floor mini-bus/cutaway; implemented various large-scale and complex projects (e.g., farebox system, real-time passenger information system, and transit signal priority system); implemented new plans, policies, and procedures; executed extensive organizational efficiency; and, scoped/managed the Short Range Transit Plan and the Innovative Clean Transit Plan. Established relationships with small public transit agencies throughout California. Well-versed in ZEB planning/operations, as well as California ZEB compliance requirements.
- Active Transportation: Promoted and facilitated active transportation through bicycle and pedestrian projects and programs, street and private development project reviews, planning/reports (e.g., City of Redding Active

Transportation Plan), grant writing (e.g., Caltrans Active Transportation Program (ATP)), community events, public information, and stakeholder and agency coordination. Involved with downtown revitalization projects, including the reopening of streets, the closing of streets, and the extension of the Sacramento River Trail into downtown via Class I and Class IV bikeways (connecting parks to streets). Also, the establishment of complete streets for all roadway users.

- Successes: Secured \$1 million for Bechelli/Loma Vista (ATP Cycle 3), \$7.8 million for Victor/Cypress (ATP Cycle 5), and \$2.6 million for Turtle Bay to Downtown (ATP Cycle 5).

## Project Management Approach

TMD is proposing a project management plan that reflects our extensive experience and expertise. The objectives of our approach are as follows:

- To ensure project success for YoloTD in terms of accomplishment, time, and cost by incorporating a professional business management structure. We will achieve this by assigning highly experienced senior professionals to project management and senior technical roles, and by employing state-of-the-art management communication and control methodologies.
- To identify potential problems and solutions as quickly as possible and provide timely updates to client.
- To maintain open communication through a close collaborative working relationship, generally with regular weekly or bi-weekly check-ins.
- To provide continuous opportunities for client review, input, and direction to ensure that the results meet all client objectives.

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**Our project management approach is made up of four key components:**

- Project Organization
- Project Quality Assurance and Control
- Schedule and Budget Control
- Client Communications and Review

### Project Organization

In establishing a team to respond to the requirements of this project, TMD has found from prior experience that certain organizational elements are critical for success.

- First, the lines of authority need to be as straightforward as possible. The principal point of contact is Project Manager Ron Kilcoyne, who will manage the project scope of work, schedule, and budget, coordinate task work among the team members, and ensure the

timely completion of all deliverables. This “single point of contact” will facilitate and simplify open communication for YoloTD at all times. Of course, each of the consultant staff will be available for direct communication as desired by YoloTD.

- Ron will be supported by our Project Principal, Russ Chisholm. Russ will provide oversight for all project task work, including the application of best practices and quality assurance for task deliverables. Daniel Peña, Deputy Project Manager, will also support Ron by helping to manage the project technical work and coordinating work among the team members.
- Second, we’ve assigned key team members to lead each task. Each Task Lead will maintain effective control over their assigned task and coordinate task work among the members of the task team. The Task Leads will report directly to the TMD Project Manager. This structure facilitates direct linkage between the client and the team with clear lines of communication, authority, and close collaboration.

On the following page (Pg. 64), we have provided the project organization chart which summarizes our proposed team structure and staff assigned to this project by Task. TMD’s organizational structure allows our team to work on multiple projects concurrently. Team members with commitments to other projects will work closely with their Task Leads, DPM, and PM to ensure availability and accessibility to YoloTD staff for all project needs.

### Project QA/QC

Our quality control process is multi-layered and addresses a broad range of issues from adherence to the detailed work plan, project schedule, and project budget to data integrity and methodology to responsiveness and accuracy of the conclusions and recommendations.

# Project Organization Chart

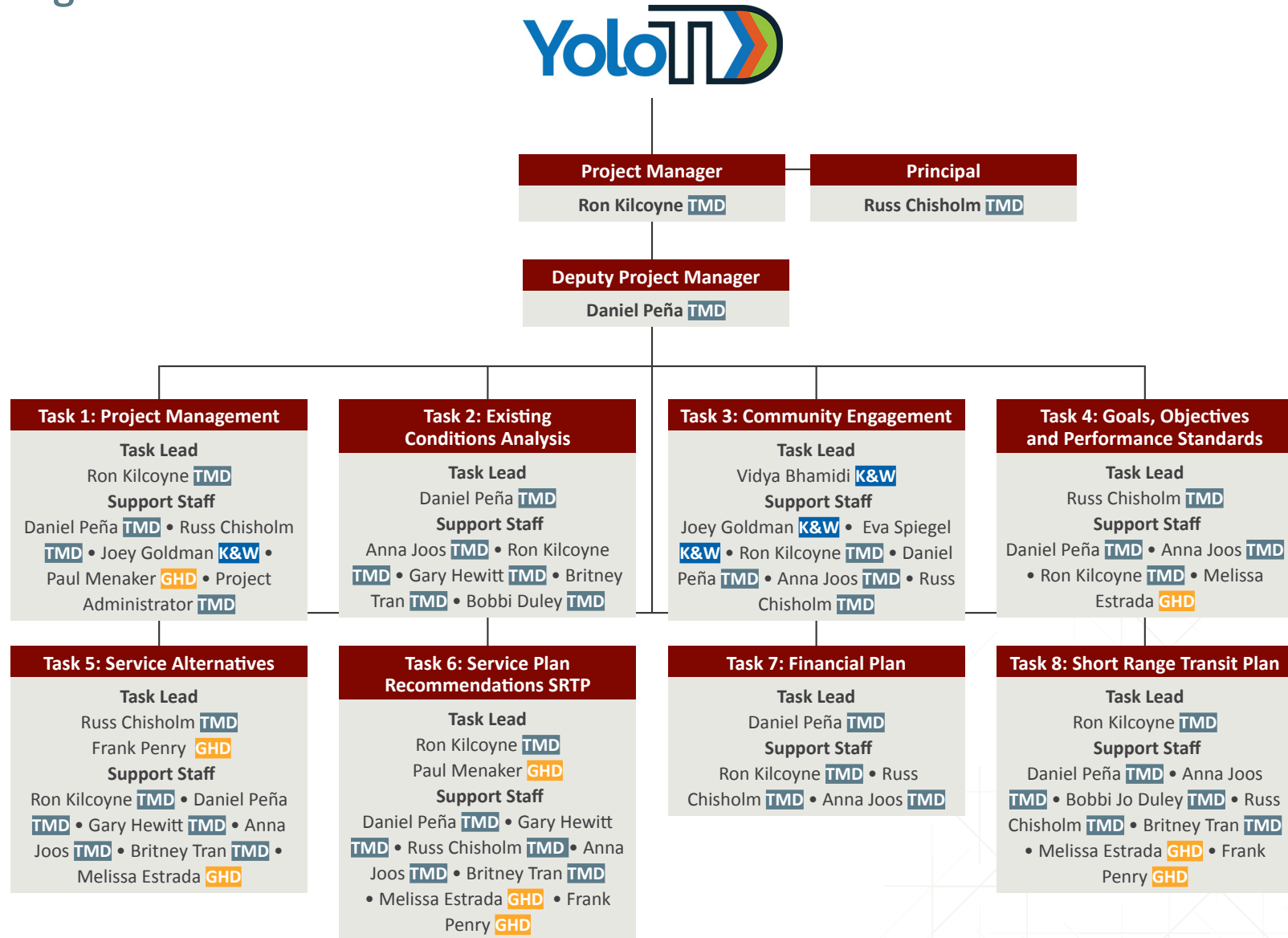


FIGURE 12: PROPOSED PROJECT TEAM STRUCTURE

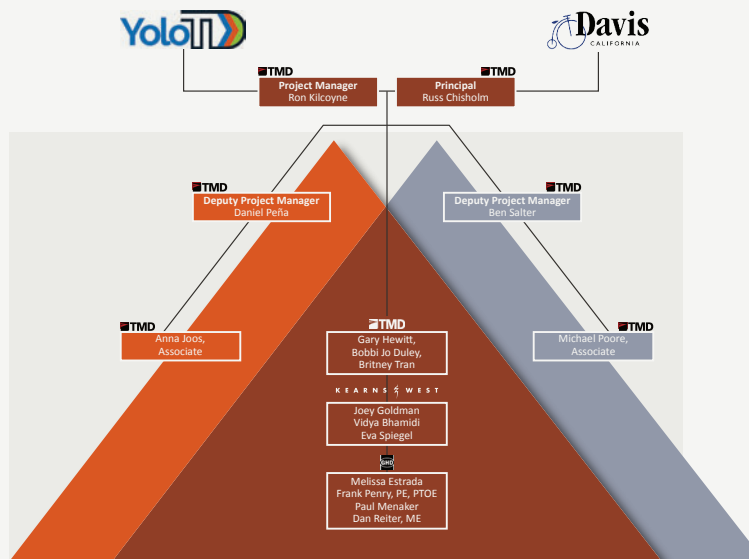




## A Coordinated Team Structured for Results

TMD understands the goals of the YoloTD's and City of Davis's SRTP, aiming for coordinated enhancement of regional mobility while acknowledging each agency's distinct services. However, we acknowledge the distinct operating environments and services of each agency, requiring tailored strategies and specialized technical expertise for effective and actionable recommendations for each SRTP.

Keeping this in mind, we structured our team to facilitate seamless coordination across both projects by assigning a consistent Project Manager and Principal, ensuring a unified strategic vision. Yet, recognizing the importance of nuanced, system-specific insight, each SRTP will be led by its own Deputy Project Manager. These team members were selected for their specific technical expertise and experience directly relevant to the unique demands and characteristics of the respective systems they will serve.



**FIGURE 13:**  
PROPOSED  
TEAM FOR BOTH  
YOLOTD AND  
DAVIS'S SRTP

This approach guarantees that while our strategic oversight remains cohesive and aligned, each project benefits from dedicated staff versed in its specific challenges and intricacies. This ensures that both YoloTD and the City of Davis receive focused, informed, and highly effective project guidance, driving meaningful improvements in service and regional mobility.

### TMD quality control levels include:

- **Task Leads** – ensure data integrity using TMD's service and ridership statistical and GIS analysis tools' validation capabilities. Ensure use of best practices by following TMD standard operating procedures.
- **Project Manager** – reviews all work and recommendations prior to final review by Principal. Responsible for adherence to project work plan, schedule, and budget.
- **Principal** - reviews all work and recommendations and approves for release to client and ensures work products meet or exceed TMD's corporate standards.

At TMD, projects have continuity of staff throughout the project to minimize any "hand-off" quality control issues and to afford maximum client value. The Project Manager and Deputy Project Manager will be involved in all work, including analysis, conclusions, and development of recommendations.

## Quality Assurance

TMD’s business practice is grounded in our confidence and consistency in delivering results that exceed client expectations. To accomplish this on every project takes considerable effort in quality assurance. For this project, TMD is proposing a multi-level process that starts with task-level QA by the Task Lead, TMD PM, then with final QA by TMD’s Principal. Key elements will include:

- Initial project delivery discussion with YoloTD’s Project Manager that identifies key quality control points, goals and objectives, and stresses quality achievement requirements.
- Following the applicable procedures and processes for specific tasks (e.g., GIS mapping, data analysis, or report writing) that follow industry best practices. (see Figure 14 below)
- Review of all working documents and technical deliverables by the Task Lead, PM, and final QA by the Project Principal.
- Communication with YoloTD’s Project Manager to review the work and ensure full achievement of project objectives.

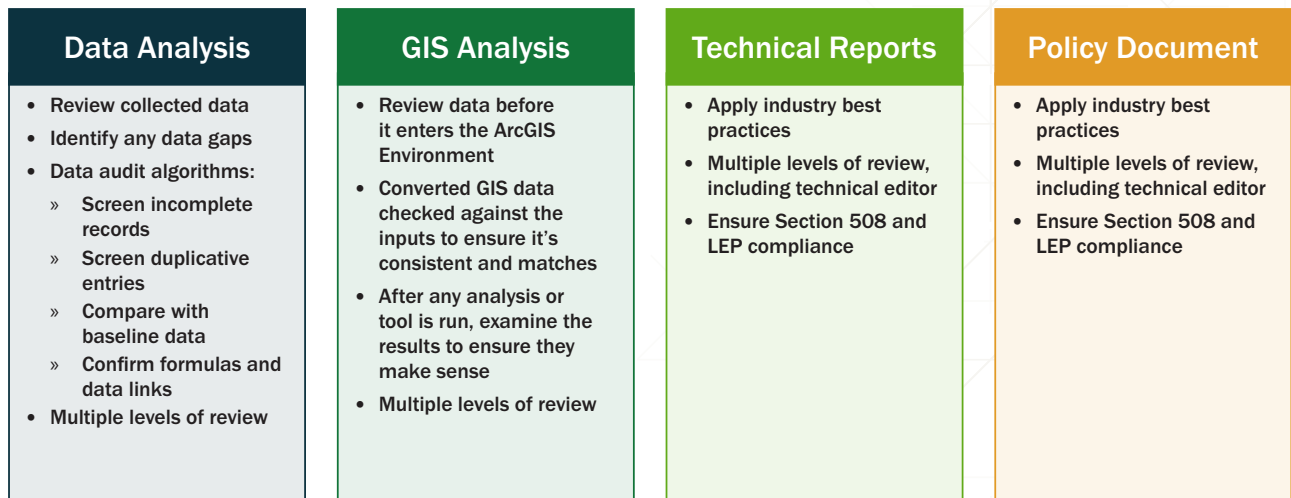
## Schedule and Budget Control

TMD has a proven track record of completing project milestones on-time and in-budget. TMD uses two strategies to meet project milestones:

- Avoid delay through proactively managing the project team, anticipate potential delays, and maintain all necessary communication with our clients.
- In the case of unavoidable delay, communicate the issues and explanation to the client as early as possible. As appropriate reallocate staff and technology resources to accelerate the project completion within existing budget (unless the scope has changed).

We believe that TMD’s collective experience and redundant staff expertise provides the necessary support structure to ensure our ability to address schedule issues as they happen. The PM will review the project schedule at least biweekly with active task leads, DPM, and Project Principal to ensure that all milestones are on track to be completed on time and within budget. As the project progresses, this review will allow updating, tracking of progress, and early intervention if and when problems are identified.

**FIGURE 14:** EXAMPLES OF TMD'S QA PROCESSES



A detailed budget for all task work to be undertaken for the project has been developed as part of this proposal. Monthly reporting will update task work progress, budget and schedule status, and identify any issues needing attention. TMD’s Contoller, Melody Kitchens, will support our team with all necessary contract management, billing, reporting, and related administrative activities. She will work directly with YoloTD staff to resolve any billing issues, should they arise.

## Client Communications & Review

With decades of experience serving as both a prime and subcontractor, we have developed a proven set of administrative protocols to facilitate open communication with our clients. We provide our clients with frequent updates as well as formal and informal reviews of work in progress.

**The following table summarizes communication forms that are part of every TMD project.**

Project Updates		
Type	Frequency	Format
Progress Reports: - Work completed/remaining by task - Budget and schedule status - Next steps	Monthly	Written (to be included with monthly invoices)
Project Check-ins: - Task updates/clarifications - Potential hurdles/solutions - Next steps	Bi-Weekly	Conference call or webinar
Informal Check-ins: - Task clarifications - Developments affecting project scope, budget, or schedule	As Needed	Conference call or webinar
Meetings and Presentations - Project Manager and Project Team - YoloTD Staff - Key internal/external stakeholders - Community-at-large	As Needed	Conference call, webinar, or in person

We welcome as much participation from YoloTD staff in the study process as they are willing to provide. We have found that our plans are stronger when they incorporate the institutional knowledge of agency staff. Throughout the project process, we work collaboratively with YoloTD staff to ensure staff feedback is incorporated in each project deliverable.

**To ensure the YoloTD is fully aware of the state of the project, client liaison will include:**

- Frequent informal reviews and discussions of work in progress with YoloTD project staff where appropriate.
- A formal review of the draft deliverables by the YoloTD’s Project Manager.
- Regular contact between TMD and YoloTD project staff, especially if issues and questions arise.
- Should a complaint or issue arise, TMD requests that YoloTD staff present the complaint to the PM or Project Principal, as appropriate, and TMD will address any issues or complaints within one to two business days. TMD’s goals are “no surprises” and to “exceed expectations” for YoloTD.



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PHOTO: YOLOBUS.COM

# PRICE PROPOSAL



## Attachment A Price Proposal Form

Task/Item Deliverable	Unit of Measure Hrs.	Unit Price (USD)*	Quantity	Total Price
<b>Required Items/Tasks</b>				
4.1 Project Management	Hrs	\$183.38	93	\$17,053.92
4.2 Existing Conditions Analysis	Hrs	\$138.07	308	\$42,527.04
4.3 Community Engagement	Hrs	\$228.31	580	\$132,420.56
4.4 Goals Objectives and Performance Standards	Hrs	\$142.12	95	\$13,501.77
4.5 Service Alternatives	Hrs	\$168.82	568	\$95,891.60
4.6 Service Plan Recommendations SRTP	Hrs	\$154.63	308	\$47,625.45
4.7 Financial Plan	Hrs	\$137.99	116	\$16,006.80
4.8 Short Range Transit Plan	Hrs	\$129.35	270	\$34,924.90
Subtotal				\$399,952.04
Sales Tax				\$0.00
Grand Total				\$399,952.04

\*Note: All unit prices listed are rounded to the nearest cent for simplicity and clarity for this proposal. Actual calculations may involve more precise figures and are subject to rounding variances.

## Supplemental Pricing Information

As directed in the RFP, TMD has prepared a detailed price proposal that includes the required Pricing details and the summary of the proposed personnel hour distribution by position and task. Our projected total price of **\$399,952.04** is inclusive of all major tasks and deliverables requested in the YoloTD's scope of work and represents our best estimate of the labor and fees, materials and supplies, travel, printing, and related administrative expenses required to successfully complete this project. TMD's hourly labor rates are fully loaded and include the general overhead, administrative costs, and standard project management fee (which we include on all proposals) and reflects our accounting, legal, insurance, subcontractor oversight, and other costs of doing business.

We believe our proposed budget represents the most cost-effective allocation of consultant resources to produce a creative and actionable SRTP update for YoloTD.

TMD has the necessary management structure, financial capacity, and accounting systems in place to meet any and all budget requirements of this project. In addition, our collaborative project management approach ensures regular communication with the YoloTD staff to monitor adherence to project costs. There are no unusual conditions or events that would impede our ability to complete the study within the desired budget. We remain open to negotiations regarding our proposal if staff selects our team through this competitive bidding process.



PHOTO: ACADEMICACCELERATOR

# Detailed Price Proposal

TRANSPORTATION MANAGEMENT & DESIGN, INC.	Labor/Tasks	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Labor Hours	Labor Rate	Total Cost
		Project Management	Existing Conditions Analysis	Community Engagement	Goals, Objectives and Performance Standards	Service Alternatives	Service Plan Recommendations SRTP	Financial Plan	Short Range Transit Plan			
	Ron Kilcoyne - Project Manager	31	24	40	16	64	48	24	28	275	\$164.20	\$45,155.00
	Russ Chisholm - Principal	4	12	4	10	40	16	8	8	102	\$297.00	\$30,294.00
	Daniel Pena - DPM	22	80	56	24	80	40	40	40	382	\$135.51	\$51,764.82
	Gary Hewitt - SME		24			40		8	4	92	\$164.20	\$15,106.40
	Anna Joos - Associate Planner	4	80	80	40	80	80	40	80	484	\$90.32	\$43,714.88
	Britney Tran - GIS Associate		64			24			24	112	\$90.32	\$10,115.84
	Bobbi Duley - Graphic Designer		24						64	88	\$121.44	\$10,686.72
	Project Administrator	22								22	\$197.34	\$4,341.48
<b>LABOR HOURS</b>	<b>83</b>	<b>308</b>	<b>180</b>	<b>90</b>	<b>328</b>	<b>192</b>	<b>116</b>	<b>260</b>	<b>1,557</b>			
<b>LABOR COST</b>	<b>\$13,962.18</b>	<b>\$38,207.04</b>	<b>\$22,570.16</b>	<b>\$12,462.24</b>	<b>\$49,190.88</b>	<b>\$26,593.20</b>	<b>\$16,006.80</b>	<b>\$32,186.64</b>			<b>\$211,179.14</b>	
<b>OTHER DIRECT COSTS</b>											<b>Total Cost</b>	
Travel		\$595	\$595					\$100			\$1,290.00	
Lodging		\$500	\$500								\$1,000.00	
Per Diem		\$225	\$225					\$75			\$525.00	
Software Fees - Replica		\$3,000									\$3,000.00	
Miscellaneous -On-Board Survey Temp Lab			\$25,000								\$25,000.00	
<b>OTHER DIRECT COSTS</b>	<b>\$0</b>	<b>\$4,320.00</b>	<b>\$26,320.00</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$175.00</b>			<b>\$30,815.00</b>	
<b>TOTAL TMD</b>	<b>\$13,962.18</b>	<b>\$42,527.04</b>	<b>\$48,890.16</b>	<b>\$12,462.24</b>	<b>\$49,190.88</b>	<b>\$26,593.20</b>	<b>\$16,006.80</b>	<b>\$32,361.64</b>	<b>1,557</b>		<b>\$241,994.14</b>	

Kerns & West	Labor/Tasks	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Labor Hours	Labor Rate	Total Cost
		Project Management	Existing Conditions Analysis	Community Engagement	Goals, Objectives and Performance Standards	Service Alternatives	Service Plan Recommendations SRTP	Financial Plan	Short Range Transit Plan			
	Joey Goldman, Principal	3		60						63	\$307.44	\$19,368.72
	Vidya Bhamidi, Deputy PM	3		188					191	\$144.71	\$27,639.61	
	Eva Spiegel, Communications & Outreach			60					60	\$193.75	\$11,625.00	
	Jackson Gould, Outreach Support			56					56	\$119.84	\$6,711.04	
	Mia Schiappi, Outreach Support			36					36	\$144.71	\$5,209.56	
	<b>Labor Hours</b>	<b>6</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>406</b>		
	<b>Labor Cost</b>	<b>\$1,356.45</b>	<b>\$0.00</b>	<b>\$69,197.48</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>			<b>\$70,553.93</b>
	<b>OTHER DIRECT COSTS</b>											<b>Total Cost</b>
Travel	\$150		\$1,200								\$1,350.00	
Software Fees			\$500								\$500.00	
Materials & Supplies			\$2,400								\$2,400.00	
Translation			\$7,800								\$7,800.00	
<b>OTHER DIRECT COSTS</b>	<b>\$150</b>	<b>\$0</b>	<b>\$11,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>			<b>\$12,050.00</b>	
<b>TOTAL Kerns &amp; West</b>	<b>\$1,506.45</b>	<b>\$0.00</b>	<b>\$81,097.48</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>406</b>		<b>\$82,603.93</b>	

GHD	Labor/Tasks	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Labor Hours	Labor Rate	Total Cost
		Project Management	Existing Conditions Analysis	Community Engagement	Goals, Objectives and Performance Standards	Service Alternatives	Service Plan Recommendations SRTP	Financial Plan	Short Range Transit Plan			
	Paul Menaker - Sr Advisor	4					30			34	\$373.81	\$12,709.54
	Melissa Estrada - Sr Planner				5	105	5		5	120	\$201.85	\$24,222.00
	Junior Planner					45	38			83	\$77.75	\$6,453.25
	Frank Penry - Civil Engineer					50	3		5	58	\$295.87	\$17,160.46
	Jr Engineer					40	40			80	\$108.85	\$8,708.00
	<b>Labor Hours</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>240</b>	<b>116</b>	<b>0</b>	<b>10</b>	<b>375</b>		
	<b>Labor Cost</b>	<b>\$1,495.24</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,009.25</b>	<b>\$43,840.50</b>	<b>\$20,419.66</b>	<b>\$0.00</b>	<b>\$2,488.60</b>			<b>\$69,253.25</b>
	<b>OTHER DIRECT COSTS</b>											<b>Total Cost</b>
Travel					\$1,000						\$1,000.00	
Materials & Supplies					\$500						\$500.00	
<b>OTHER DIRECT COSTS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>			<b>\$1,500.00</b>	
<b>TOTALGHD</b>	<b>\$1,495.24</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,009.25</b>	<b>\$45,340.50</b>	<b>\$20,419.66</b>	<b>\$0.00</b>	<b>\$2,488.60</b>	<b>375</b>		<b>\$70,753.25</b>	

TOTAL	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Total Hours	Total Cost
	Project Fee (3%)	\$90.05	\$0.00	\$2,432.92	\$30.28	\$1,360.22	\$612.59	\$0.00	\$74.66	
	<b>\$17,053.92</b>	<b>\$42,527.04</b>	<b>\$132,420.56</b>	<b>\$13,501.77</b>	<b>\$95,891.60</b>	<b>\$47,625.45</b>	<b>\$16,006.80</b>	<b>\$34,924.90</b>	<b>\$2,338.00</b>	<b>\$399,952.04</b>

FIGURE 15: TMD'S DETAILED PRICE PROPOSAL



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PHOTO: YOLOBUS.COM

# ATTACHMENT B: SUBMISSION FORM



## Attachment B- Submission Form

Legal Name of Company:	Transportation Management & Design, Inc.
Primary Office Address:	2701 Loker Ave W. Suite 110, Carlsbad, CA 92010
Telephone Number:	(760) 476-9600 Ext. 107
Email Address:	clanger@tmdinc.net
DUNS Number:	809587769

1. Proposer acknowledges receipt of RFP 24-01 and Addenda No. (s) 1 and 2
2. Proposer acknowledges its familiarity with requirements defined in Scope of Work
3. This offer shall remain valid for ninety (90) calendar days from the date of submission. If a Best and Final Offer has been requested of the Offeror/Proposer, the Proposal shall remain valid for a period of ninety (90) calendar days from the date of submission of the Best and Final Offer.  
(minimum 60)

Signatory's Name:	China Langer
Signatory's Title:	President
Email:	clanger@tmdinc.net
Date Signed:	03/05/2024
Signature of Person Authorized to Bind Proposer:	