

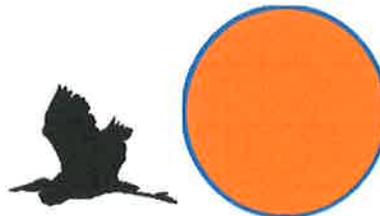
Proposal

For a Contracted General Manager for Redwood Coast Transit

Administering, Monitoring and Planning for the Transit
Operations of the Redwood Coast Transit Authority

January 15, 2016

Proposed by

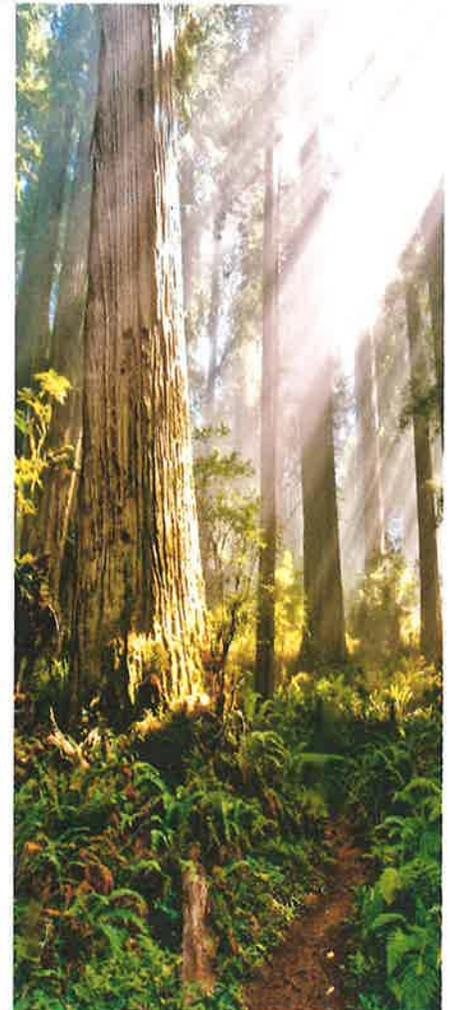


Herron Consultants

In Conjunction With



TMTP Consulting



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1. Title Page

It is our pleasure to submit to the Redwood Coast Transit Authority (RCTA) a proposal in response to the RCTA Redwood Coast Transit Authority Request for General Manager Services Request for Proposals (RFP) released on October 21, 2015. We propose to provide the General Manager services for Redwood Coast Transit Authority utilizing the synergy of two skilled small transit management consulting firms, providing an advantageous depth of skills and an ability to provide a heightened "local" presence.

Herron Consultants is submitting this proposal in concert with TMTP Consulting, and only the principals of each firm will be involved. Dan Herron and Joseph Rye have decades of transit experience, with specifics given in the resumes attached. All correspondence can be directed to:

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Cell (559) 259-5288

Herron Consultants shall be the prime Contractor on this proposal and the point of contact for all contractual matters. Dan Herron is the Principal of Herron Consultants and by way of this proposal submission assures RCTA that sufficient resources are committed over the next three years to fulfill the requirements of the RFP. Mr. Herron hereby certifies that he has the authority to bid and enter into a contract with Redwood Coast Transit Authority.

This proposal has been prepared in response to the RCTA RFP released on October 21, 2015. The terms and pricing contained herein are guaranteed for a period of 90 days from the date of this submittal.



Dan Herron, President, Herron Consultants

Date

1/15/16

Page 12

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud. The text also mentions the need for regular audits and the role of independent auditors in ensuring the reliability of financial statements.

In addition, the document highlights the significance of transparency and accountability in financial reporting. It states that stakeholders, including investors and the public, have a right to know how their money is being managed and to have confidence in the information provided. This requires a commitment to high standards of ethical conduct and a willingness to face scrutiny.

It is the responsibility of all those involved in the financial system to ensure that these principles are upheld. By working together, we can create a more robust and trustworthy financial environment for everyone.

Very truly yours,
[Signature]
[Name]
[Title]

The second part of the document provides a detailed overview of the current financial landscape. It discusses the challenges posed by global economic uncertainty and the impact of recent market volatility. The text also touches upon the role of central banks in maintaining financial stability and the importance of international cooperation in addressing global financial issues.

As we move forward, it is crucial that we remain vigilant and proactive in our efforts to address these challenges. We must continue to strengthen our regulatory frameworks and promote a culture of risk management and sound financial practices. Only through these measures can we ensure a sustainable and resilient financial system for the future.

For further information, please contact the relevant department. We are committed to providing you with the highest quality of service and support.

2. Summary.

Herron Consultants has been providing transportation planning consultancy since 2002, operated part time until the retirement of Mr. Herron in 2012. It is a California LLC that assembles consulting teams, choosing each partner to match the requirements of the transportation planning/administrative project. This matches strengths to tasks, with the added benefits of collaboration and teamwork—creativity, perspective, practicality and flexibility. Mr. Herron will provide RCTA with contract administration, grants management/liaison with Caltrans, invoicing and general oversight and backup to Mr. Rye over the contract term.

TMTP Consulting has been providing transit consultancy since 2012, selecting only scope-appropriate projects that fit within his limited availability. Mr. Rye serves as the Transit Division Manager for the City of Petaluma directing Petaluma Transit, one of the state's fastest growing transit systems. TMTP will play a major role in the provision of General Manager duties for Redwood Coast Transit Authority under this proposal over the full contract term. Mr. Rye will be the General Manager, and handle the bulk of the administrative, monitoring and planning duties. TMTP is also a California LLC that specializes in transit service planning, marketing, and staff extension/management projects just such as this opportunity.

The qualifications of team members are summarized below:

- **Dan Herron**—Fourteen years' experience in planning and managing community action programs, twenty-nine years transportation planning/administration work (SLOCOG, Caltrans D5, consulting), forty years of grants writing success. He has held a central role in eight transit consultant projects in California, Florida, Oregon and Washington.
- **Joseph Rye** –Fifteen years experience managing transit operations for cities and transit agencies (Santa Maria, LAVTA, Petaluma). He has Masters Degrees in Transportation Management from Mineta Transportation Institute at San Jose State University and in Public Administration from the University of Colorado, and extensive hands-on experience with transit contract management, operations, compliance reporting and grants management.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the success of any business and for the protection of the interests of all parties involved. The document outlines the various methods and procedures that should be followed to ensure the accuracy and reliability of the records.

The second part of the document provides a detailed description of the various types of records that should be maintained. It includes information on the format and content of these records, as well as the frequency and manner in which they should be updated. The document also discusses the importance of backing up records and the steps that should be taken to ensure their security and integrity.

3. MAINTENANCE OF RECORDS

The third part of the document discusses the various methods and procedures that should be followed to ensure the accuracy and reliability of the records. It includes information on the use of accounting software, the importance of regular audits, and the steps that should be taken to ensure the security and integrity of the records.

The fourth part of the document provides a detailed description of the various types of records that should be maintained. It includes information on the format and content of these records, as well as the frequency and manner in which they should be updated. The document also discusses the importance of backing up records and the steps that should be taken to ensure their security and integrity.

3. Qualifications.

Herron Consultants Experience and Qualifications

Mr. Herron worked as a Program Manager/Executive Director of various human service programs for 14 years, in Arizona, California and the Trust Territory of the Pacific Islands. His BS in Psychology (UofA) was useful in this, where he gained a proficiency in management skills, particularly contract administration, grantwriting, supervision, budgeting and financial management.

Mr. Herron then followed an interest into transportation planning and worked 14 years for the San Luis Obispo Council of Governments, with primary duties in transit planning/programming and finance, as Senior Planner. He found a passion for transit, and has been involved with the California Association for Coordinated Transportation (CalACT) ever since, first as a member, then Board Member and officer, presenter and now assists the CalACT conferences with audio visual troubleshooting. He is thoroughly familiar with transit plans, audits and consultant contracts, having managed these for SLOCOG. He is likewise proficient with distilling performance data into clear and objective staff reports, to aid Board decision-makers with their actions.

Mr. Herron moved to CalTrans in 2000, to a newly-created Community Planner position. His duties included many aspects of transportation planning, short- and long-range, and several that involved transit. He was the grants administrator for District 5 CalTrans for their Community Based Grant program, collecting and rating jurisdiction's proposals for transit and alternative transportation plans and projects. He served as Transit Coordinator for District 5 transit issues and community questions, and started part-time transit planning consulting when no conflicts existed with his CalTrans position.

Through CalACT contacts, Mr. Herron contracted with the Transit and Paratransit Management Program, the statewide certificate program now offered through the University of the Pacific. For 12 years he taught day-long classes in Transit Legislation, Regulation and Funding (1-2 times a year). He has also taught similar classes in Oregon and Washington states, for their Certificate program, on the topic of Service Quality. In his classes he stressed the need to look beyond traditional public transit funding for new resources from air quality funding, partnerships, corporate/foundation grants and win-win agreements with colleges, military facilities and corporations. He has a track record of successful grant writing spanning 40 years. Mr. Herron also worked as a subcontractor with Rural Transit Consultants on feasibility studies, plans and grants in Florida and California (see Resume for examples).

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resources are committed over the next three years to fulfill the requirements of the RFP. Mr. Herron hereby certifies that he has the authority to bid and enter into a contract with the Redwood Coast Transit Authority/Del Norte Local Transportation Commission.

TMTP Consulting Experience and Qualifications

Joseph Rye began his transit career as an intern in the Long Range Planning Department at the Denver Regional Transportation District (RTD). Pursuing a life-long love of (and experience using) transit was a logical choice after obtaining a B.S. in Land Use Planning from Metro State University. The RTD experience solidified his career choice and also proved to be his only work experience in a large transit agency. Since then, while obtaining 2 masters degrees (CU-Denver and San Jose State) along the way, Mr. Rye has spent the last 16 years as the transit manager of small transit agencies in California, and has a deep understanding and established skillset that is a perfect fit for the Redwood Coast Transit Authority.

Mr. Rye began to develop his broad and deep transit skillset by managing a full spectrum of contracts to deliver Santa Maria Area Transit and The Breeze Intercity Transit in Northern Santa Barbara County in 2001. Lacking professional staff (in-house), Mr. Rye learned first to adeptly manage contracts for operations and maintenance services, as well as planning, marketing, bus stop maintenance, and advertising revenues.

The logo for Santa Maria Area Transit (SMAT) features the letters "SMAT" in a large, bold, black, sans-serif font. The letters are slightly shadowed, giving them a three-dimensional appearance as if they are floating above a surface.

Santa Maria Area Transit

Discouraged by the quality of planning services being delivered by contract planning firms, and unwilling to wait for the next short range transit plan cycle to make needed system changes, Mr. Rye began to perform his own service planning, leading to a doubling of ridership over a 5 year period (2001-2006). Also during this period was the planning, and launching of the Breeze, a high-profile new intercity fixed route service linking Santa Maria with Vandenberg Air Force Base and the City of Lompoc. Mr. Rye also began closely participating in and learning the subtleties of transit marketing during this extraordinary period of system growth.

Mr. Rye then spent three years at a larger, independent transit agency (LAVTA – Livermore Amador Valley Transit Authority) in Livermore, CA from 2006-2009. This experience featured more exposure to direct interaction with elected officials (Board Members) and regional planning with transit partners such as BART, ACE, and County Connection as part of the East Bay transit operators group. Mr. Rye served as Deputy Executive Director at LAVTA and was in charge of all planning and transit IT functions. Mr. Rye spent much time on the design of the

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The second part of the document provides a detailed overview of the different types of financial statements that are commonly used in business. It explains the purpose and content of each statement, including the balance sheet, income statement, and cash flow statement. The document also discusses the importance of reconciling these statements and ensuring that they are consistent and accurate. This section is particularly useful for business owners and managers who are responsible for preparing and reviewing financial reports.

The third part of the document focuses on the role of internal controls in maintaining accurate financial records. It discusses the various types of internal controls that can be implemented, such as segregation of duties, authorization procedures, and regular audits. The document emphasizes that strong internal controls are essential for preventing errors and fraud, and for ensuring the integrity of financial data. This section provides valuable insights into how businesses can design and implement effective internal control systems.

Appendix A

This appendix provides a detailed list of the various types of financial statements and reports that are commonly used in business. It includes a description of each type of statement, its purpose, and the information it typically contains. The appendix also provides a checklist of the key elements that should be included in each statement to ensure its accuracy and completeness. This section is intended to serve as a reference tool for business owners and managers who are responsible for preparing and reviewing financial reports.

The final part of the document provides a summary of the key points discussed throughout the document. It emphasizes the importance of maintaining accurate financial records and the role of internal controls in ensuring the integrity of financial data. The document concludes by encouraging business owners and managers to take the time to review and improve their financial record-keeping practices, and to seek professional advice if needed. This section serves as a final reminder of the importance of financial record-keeping for the success of any business.

LAVTA Rapid (bus rapid transit) Project as well as continuing to hone his service planning skills as LAVTA conducted most of its service planning work “in house”.



Since 2009, Mr. Rye has worked as the Transit Division Manager for City of Petaluma in the North Bay. Mr. Rye took over a very marginal transit system that had suffered decades of neglect, and was being openly identified for elimination by the regional metropolitan planning organization, the Metropolitan Transportation Commission (MTC). MTC was seeking to reduce the overall number of independent transit agencies in the region, and had targeted Petaluma Transit as a prime candidate for elimination, due primarily to very poor system performance. Once again lacking staff, and this time, lacking funding for consulting services of any kind, Mr. Rye further honed his skills by becoming fluent designing schedules and creative marketing pieces. Mr. Rye assessed the route network, and in 2010 restructured the fixed route network around a newly created Eastside Transit Center. Beyond this route restructuring, Mr. Rye consolidated separate fixed route and paratransit operations contractors, conducted several innovating marketing research projects to uncover additional transit needs in the community, and revamped and expanded the fleet. Petaluma Transit ridership has responded and nearly tripled since 2010, to over 400,000 annual boardings . MTC is no longer discussing the forced consolidation of Petaluma Transit. It has instead began programming additional discretionary funding to Petaluma under their Transit Performance Incentive program, for transit agencies showing ridership and productivity increases in recent years. Furthermore, other cities have been referring to the changed system as the Petaluma Model, and requesting information on how this process can be implemented at their own small systems. It's a clear example of the difference a single person can make.

Over the years Mr. Rye has served three different terms on the Board of Directors of the California Association for Coordinated Transportation (CalACT). He has served over a decade on CalACT's Legislative Committee tracking and working to shape various legislative threats and opportunities that have occurred at the state and federal levels. Mr. Rye was honored in 2015 with CalACT's *Transportation Manager of the Year* award, a high-point in his career for which he is incredibly grateful. Mr. Rye is back on the CalACT Board as of late 2015 for a new 2-year term running through 2017. Mr. Rye also is an active member in the California Transit Association and the Canadian Urban Transit Association (CUTA). Mr. Rye is a past member of the American Public Transportation Association (APTA).

Acknowledgement of Mr. Rye's service planning and transit marketing skills began to spread across California, and Mr. Rye created TMTP Consulting in

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is crucial for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent data collection procedures and the use of advanced analytical techniques to derive meaningful insights from the data. This section also discusses the challenges associated with data integration and the importance of data quality control.

3. The third part of the document focuses on the application of the collected data to inform decision-making and strategic planning. It provides examples of how data-driven insights can be used to identify trends, forecast future performance, and optimize resource allocation. The document concludes by emphasizing the ongoing nature of data analysis and the need for continuous improvement in data management practices.

4. The final part of the document provides a summary of the key findings and recommendations. It reiterates the importance of a data-driven approach and offers practical advice for implementing effective data management strategies. The document is intended to serve as a guide for organizations seeking to enhance their operational efficiency and strategic decision-making through data analysis.

2012 to formalize the growing number of transit planning, management, and marketing opportunities that had started to materialize. Working a “four tens” schedule (having 3 days off per week) in Petaluma allows Mr. Rye to pursue select smaller planning, management, and marketing projects for clients in recent years such as WestCAT, Majic Consulting Group, Emeryville Transportation Management Association, and Soltrans (Solano County Transit).



Mr. Rye is now seeking to transition out of full-time public service and into a second career as a transportation management consultant and provide his unique skillset to other small urban and rural transit organizations while spending a bit more time with his family and friends. This opportunity with Del Norte Local Transportation Commission (RCTA) will be a huge part of this transition and a wonderful “fit” for both Mr. Rye and RCTA. Mr. Rye will bring a very similar, deep and broad knowledge to the RCTA as the previous management contractor and a fresh enthusiasm for the “little details” of transit operations that often lead to dramatic increases in rider satisfaction and overall system usage.

Mr. Rye shall be a sub-contractor to Herron Consultants on this proposal, but will function as the General Manager and main day-to-day contact with RCTA on the project. Located in nearby Santa Rosa, with quick and affordable access to Crescent City via U.S. 101, Mr. Rye is well- positioned to join the RCTA transit management team and seeks a long-term role to build on the recent successes of RCTA while guiding the system through the inevitable challenges that lie ahead.



The first part of the paper discusses the importance of the research and the objectives of the study. It also provides a brief overview of the methodology used in the study. The second part of the paper presents the results of the study and discusses the implications of the findings. The final part of the paper concludes the study and provides some suggestions for future research.

The results of the study show that there is a significant positive relationship between the independent variable and the dependent variable. This relationship is supported by the statistical analysis conducted in the study. The findings suggest that the independent variable has a positive impact on the dependent variable. The implications of these findings are discussed in detail in the paper. The study also identifies some limitations and suggests areas for future research.

In conclusion, the study has shown that there is a significant positive relationship between the independent variable and the dependent variable. The findings have important implications for the field of study. The study also identifies some limitations and suggests areas for future research. The authors thank the participants and the funding agency for their support.



4. Scope of Services.

Overall Approach

The consultant team will bring their perceptions and abilities to the RTP tasks, using individual strengths to maximum advantage. For example, a number of non-functioning RTCA buses now exist, and can be turned into RCTA assets, whether by reconditioning or selling them to the highest bidder. Joe Rye will attend to this in the first year of the contract, as the best qualified in assessing usefulness and structuring a bid process to auction them off. Dan Herron's skills in seeking creative funding sources may be useful if funds are needed for reconditioning one or several.

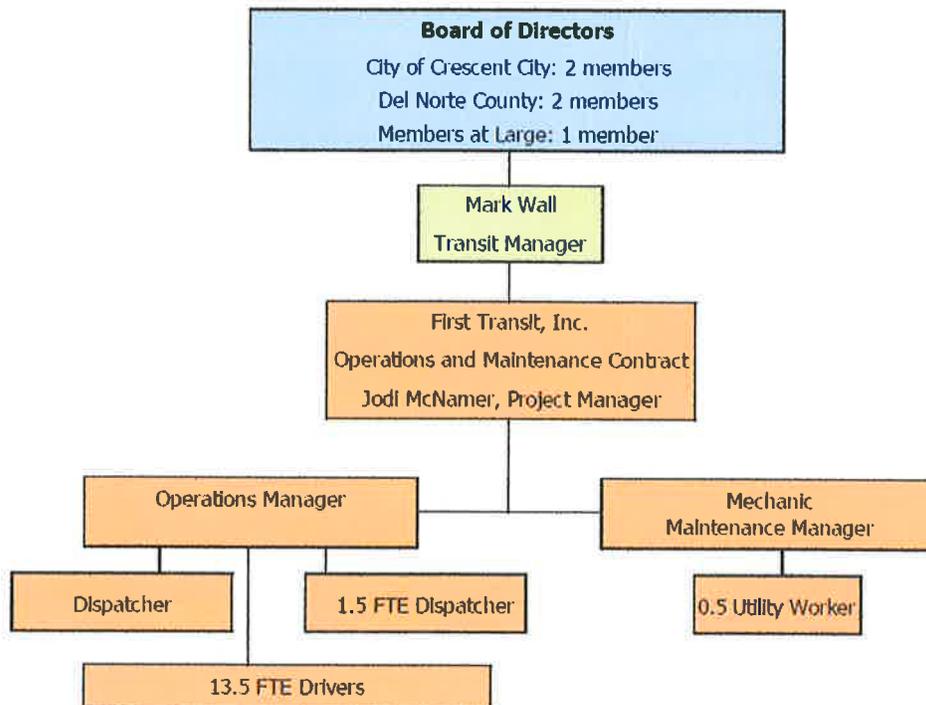
In each of the tasks below, two perspectives may be brought to bear, resulting in improving efficiency or effectiveness of RTC's transit service. The Herron/TMTP team brings two diverse and non-duplicative skillsets to RCTA that will prove highly valuable guiding the system into the future.



Setting

The Redwood Coast Transit Authority has undertaken several comprehensive consultant-driven transit planning studies in recent years that have led to many improvements and recommendations for increasing the attractiveness of RCTA services. Working extensively with LSC Consulting on the 2007 Passenger Transport Facilities Plan, then the Regional and Intercity Bus Service Development Plan in 2008, the Transit Development Plan Update in 2009, the Regional Transportation Plan in 2011, and the most recent TDP SRTP of 2013, have firmly established most demographic and transit travel demand projections for Del Norte County. The 2008 Coordinated Public Transit and Human Services Transportation Plan by FLT Consultants and Caltrans analyzed the existing spectrum of public and social service/non-profit transportation options available to Del Norte residents and made several recommendations to build upon these resources. This is a tremendous base of information to build upon, and it is clear that DNLTC has placed a high priority on building RCTA into a vital transportation option in the county.

FIGURE 8: Redwood Coast Transit Authority Organization Chart



Del Norte County faces some very unique transit challenges, due to the combination of isolation from urban centers and the very dispersed and transit dependent population that relies on RCTA for their travel needs. The US Census Community Survey 2005-2009 identified a very high 8.3% of Del Norte County households as being without access to a car. The county's overall population of around 25,000 features a growing percentage (13.5% in 2010) of elderly who, like in many areas of the country, are "aging in place" and will become more transit dependent as they grow older, straining the local transit resources. Fortunately, over 65% of the county's population lives in the City of Crescent City (16,556) which lends itself to productive local transit routes and services. Another large market segment that generally fuels strong local transit ridership in small and rural communities, the youth market, is declining in numbers in Del Norte. According to the 2013 SRTP (Short Range Transit Plan), this vital market is comprised of 2868 youth, just 11% of the county population. Of these 2868 youth, roughly 67% (1921) live in Crescent City, perhaps offering opportunity for increase use of RCTA's local Crescent City fixed route services. Del Norte is a relatively poor county, compared to California as a whole, with 20.4% of Del Norte residents living below the poverty line, compared with only 14.4% statewide. Of this poverty, it is mostly concentrated within Crescent City and Klamath, which bodes well for RCTA fixed route patronage, assuming system optimization.

The first part of the report discusses the general situation of the country and the progress of the work done during the year. It also mentions the various committees and their work. The second part of the report deals with the financial position of the country and the progress of the work done during the year. It also mentions the various committees and their work. The third part of the report deals with the social and economic conditions of the country and the progress of the work done during the year. It also mentions the various committees and their work. The fourth part of the report deals with the political situation of the country and the progress of the work done during the year. It also mentions the various committees and their work. The fifth part of the report deals with the international relations of the country and the progress of the work done during the year. It also mentions the various committees and their work. The sixth part of the report deals with the internal security of the country and the progress of the work done during the year. It also mentions the various committees and their work. The seventh part of the report deals with the education of the country and the progress of the work done during the year. It also mentions the various committees and their work. The eighth part of the report deals with the health of the country and the progress of the work done during the year. It also mentions the various committees and their work. The ninth part of the report deals with the agriculture of the country and the progress of the work done during the year. It also mentions the various committees and their work. The tenth part of the report deals with the industry of the country and the progress of the work done during the year. It also mentions the various committees and their work. 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The sixteenth part of the report deals with the recreation of the country and the progress of the work done during the year. It also mentions the various committees and their work. The seventeenth part of the report deals with the environment of the country and the progress of the work done during the year. It also mentions the various committees and their work. The eighteenth part of the report deals with the urban planning of the country and the progress of the work done during the year. It also mentions the various committees and their work. The nineteenth part of the report deals with the housing of the country and the progress of the work done during the year. It also mentions the various committees and their work. The twentieth part of the report deals with the social services of the country and the progress of the work done during the year. It also mentions the various committees and their work. The twenty-first part of the report deals with the public works of the country and the progress of the work done during the year. It also mentions the various committees and their work. The twenty-second part of the report deals with the infrastructure of the country and the progress of the work done during the year. It also mentions the various committees and their work. The twenty-third part of the report deals with the energy of the country and the progress of the work done during the year. It also mentions the various committees and their work. The twenty-fourth part of the report deals with the water supply of the country and the progress of the work done during the year. It also mentions the various committees and their work. The twenty-fifth part of the report deals with the waste management of the country and the progress of the work done during the year. It also mentions the various committees and their work. 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There are extensive local transit needs for daily travel, as well as for long-distance access to far away urban areas such as San Francisco and Portland. The recent partnership with Greyhound for interlined and integrated rural services is a wonderful addition to the transportation options in Del Norte and should be nurtured and marketed extensively. RCTA is to be commended on this achievement and its sustained success will be a high priority for Herron/TMTP in the future.

The 2010 US Census identified a net outflow of over 950 employees from Del Norte County, meaning that off all aggregate employment, there are 950 more full time employees who live in Del Norte County but work outside the county, than who live outside Del Norte County and work in the county. This situation supports the further development of Routes 20/10 and 199 to provide these inter-county commuters with viable transit options.

RCTA Fixed Route

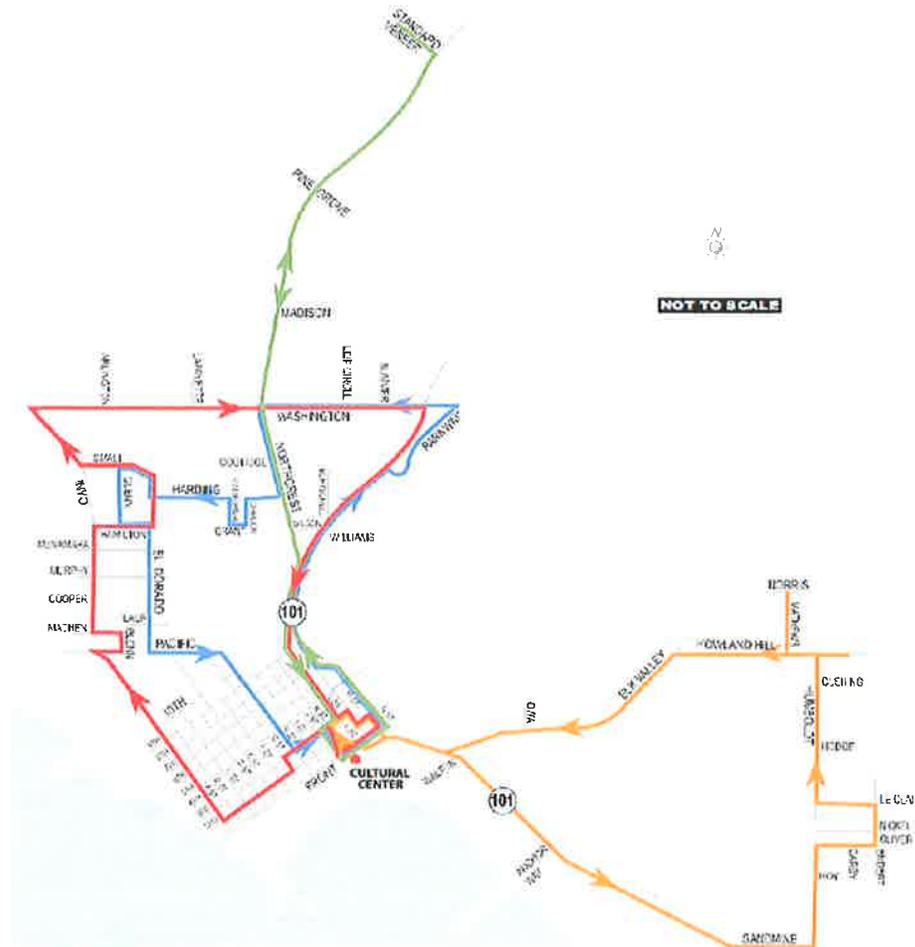
RCTA operates four routes running six days per week (no Sunday Service) that are based at the Cultural Center bus stop in Crescent City, with timed pulses setup for transferring of passengers every half hour. Routes 4 and 3 are most productive, respectively, with Route 1 being the least productive. This is interesting, especially when considering that Routes 1 and 2 (very similar alignments, but in reverse direction) serve more of the core of Crescent City.

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In addition, the document highlights the need for regular audits and reviews to identify any discrepancies or errors in the records. It stresses that a thorough and independent audit is crucial for building trust and confidence among stakeholders. The text also provides guidance on how to handle any identified issues and how to implement corrective measures to prevent future occurrences.

Overall, the document serves as a comprehensive guide for businesses seeking to optimize their record-keeping practices. It offers practical advice and best practices that can be tailored to the specific needs and circumstances of any organization. By following the principles and guidelines outlined in the document, businesses can ensure the integrity and accuracy of their financial records, thereby supporting their long-term growth and success.

Crescent City Fixed-Routes



RCTA operates 3 intercity routes that also serve the Cultural Center transit hub. Route 20 is the primary intercity route and connects Smith River, Oregon (just across the state line) with Crescent City then extending southward to Klamath and all the way south to Arcata, in Humboldt County. It connects there with Arcata Mad River transit for travel in the Arcata/Eureka area. Route 20 operates 5-6 trips per day each direction, Monday through Saturday. Route 10 operates in a similar alignment on the portion from Crescent City to Klamath Glen (east of Klamath) and also features additional running time to accommodate deviation requests up to one mile off of US 101 upon request. Route 199 is the RCTA's newest intercity route, connecting Crescent City with the mountain town of Gasquet. Route 199 makes 3 round trips per day, six days per week. Route 20 is the most popular, carrying over 27,000 annual riders in 2012, with Route 10 carrying about 10,000, and Route 199 passing the 3000 annual rider mark. Overall, ridership in recent years on Crescent City fixed routes has been improving rapidly, as General Public Dial-a-Ride ridership has dropped modestly.

System-wide productivity was 7.4 passengers per hour in 2012, with the four Crescent City local routes averaging between 11-14 passengers per hour. This is

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solid for a rural area. RCTA runs a very lean and efficient transit system, with minimal staff and overhead, displaying a “marginal cost per revenue hour” of \$27.20 in 2012 according to the LSC 2013 SRTP.

On the Crescent City local routes, Wal-Mart and Safeway/Rays, along with the Casino, Senior Center, Ender/Nickel, and Howland Hill/EV are the busiest stops outside of the Cultural Center. On the intercity routes, the busiest stops are Klamath Glen, Pem-May (both on the Yurok Reservation), Ray’s, Fort Dick Market, Smith River Ray’s, and the Lucky 7 Casino in Smith River.

TMTP has observed first-hand the interlined “timed-pulse” system that the RCTA has developed and supports it strongly. Local routes are “interlined” at the central transfer point (the Del Norte County Cultural Center on Front Street in Crescent City) and scheduled to “pulse” together every half hour all day long, for easy transferring between routes.

In order to enhance the efficiency of this critical timed-pulse network, Herron Consultants/TMTP is offering as a value-added element of its proposal the implementation (at no additional cost to RCTA) of a **simple automated vehicle location (AVL) system** that will provide real time information on bus location to RCTA’s dispatchers, to enhance the current voice-radio system. One of the current challenges that face RCTA is the occasional missed transfer at the Cultural Center. This occurs when one bus is late arriving, and/or has failed to notify a departing bus of a passenger transfer request. While not foolproof, the proposed Asset Management System (AMS) system will be made available on RCTA dispatch computers so that the latest location of all buses equipped with the technology will be known to RCTA First Transit supervisory staff at all times. This will allow more effective use of the dispatch-to-bus and bus-to-bus radio communication to protect these critical transfers, and avoid passengers enduring 30 or 60 minute delays at the Cultural Center due to missed transfers.



The BT FleetManagerLite is a quad band/GPRS/GPS tracking unit designed to be deployed globally. A simple 3 wire installation design which delivers back real-time asset monitoring information. Each event includes; location, date, time, speed, direction and status information. Device includes:

- Ignition/power on
- Ignition/power off
- 2 Digital Inputs
- 2 Digital Outputs
- 1 Analogue Input (Fuel Sender)
- Running Hours
- In transit information
- Voltage monitoring

This information is delivered via our website delivering information to those that need it.



Additional Functionality
 Driver ID
 ID Tags
 Immobilisation
 Temperature sensor
 Internal battery

The Fleet Manager Lite is the entry level solution but is available with bespoke applications and the ability to two way interface with organisations current IT systems via our standard API via a web service. Also available in a waterproof housing with battery pack up and internal antennas, rated to IP67 ideal for plant equipment, welfare units and trailers.

The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in financial reporting.

The second part of the document outlines the various methods and techniques used to collect and analyze data. It highlights the importance of using reliable sources and ensuring the accuracy of the information gathered.

The third part of the document discusses the challenges and limitations of data collection and analysis. It notes that while technology has advanced significantly, there are still many obstacles to overcome, such as data privacy and security concerns.

The fourth part of the document provides a detailed overview of the data analysis process, from identifying the research question to interpreting the results. It includes a discussion of various statistical methods and their applications in different fields.

In conclusion, the document emphasizes the importance of a systematic and rigorous approach to data collection and analysis, and the need for ongoing research and innovation in this field.



Herron Consultants/TMTP understands acutely how important it is for RCTA to keep its overhead and contractor overhead to a minimum in order to maintain and improve its performance metrics, considering the relatively low number of riders and the difficulty in serving the remote regions in the RCTA service area. That is why this proposal is the best choice for RCTA with its reasonable billing rates and an ability to reduce costs by conducting so many needed elements of the transit management spectrum of services "in-house". Mr. Rye can do everything from on-board surveying to capital project delivery, but also service planning, bus stop improvements, creation of marketing materials, marketing events, contract negotiations, advertising revenue programs, inter-governmental relations, etc. Mr. Herron's expertise in grant writing and management, along with his extensive and successful experience working with Caltrans will provide value to RCTA and supplement Mr. Rye's transit management skills perfectly.

Herron Consultants/TMTP wishes to stress the importance of timely and accurate data reporting to the success of any transit agency. Originating at the trip level, accurate data must be collected and then reported in order to ensure optimal business decision making and full compliance with the requirements of RCTA's funding partners. To this end, Herron/TMTP will closely evaluate the data being generated by RCTA operations staff currently and work with Ms. McNamer and her staff to fill in any important data that may be going uncollected or unreported at this time. This will directly lead to trustworthy data to report and build upon.



Herron Consultants and TMTP understand the opportunities for expanded tourist ridership that were developed in the 2013 Short Range Transit Development Plan. Herron/TMTP is committed to the implementation work required to implement most or all

of these suggested modifications, mostly to Route 20, to increase the utility and ridership on the route by adding tourist-oriented stops in the following areas:

- Prairie Creek State Park Visitor's Center
- Patrick's Point State Park Visitor's Center
- Kuchel Visitor's Center and Trailhead Area

With the service planning experience of TMTP, Mr. Rye will be able to work with stakeholders and RCTA operations staff to integrate the optimal alignments and turn-around locations at these new bus stops into the current schedule. This will attract the most new riders while minimizing inconvenience to existing riders. Creative new marketing will help attract tourists to the system, possibly timed with the 2017 spring-summer season. A \$5 day pass would accompany the marketing program, if the Board approves, to increase transit attractiveness to day hikers.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the success of any business and for the protection of the interests of all parties involved. The document outlines the various methods and systems that can be used to ensure the accuracy and reliability of financial records.

The second part of the document provides a detailed overview of the accounting process, from the initial recording of transactions to the final preparation of financial statements. It covers the various steps involved in the accounting cycle, including the identification of transactions, the recording of transactions in the journal, the posting of transactions to the ledger, and the preparation of trial balances and financial statements.

The third part of the document discusses the importance of internal controls in the accounting process. It explains how internal controls can help to prevent and detect errors and fraud, and how they can be used to ensure the accuracy and reliability of financial records. The document provides a detailed overview of the various types of internal controls that can be used in a business.

The fourth part of the document discusses the importance of auditing in the accounting process. It explains how auditing can help to ensure the accuracy and reliability of financial records, and how it can be used to identify and correct errors and fraud. The document provides a detailed overview of the various types of audits that can be used in a business.

The fifth part of the document discusses the importance of tax accounting in the accounting process. It explains how tax accounting can help to ensure that a business is in compliance with all applicable tax laws, and how it can be used to minimize the tax liability of a business. The document provides a detailed overview of the various types of tax accounting that can be used in a business.

Herron Consultants/TMTP will provide DNLTA a high level of focus on the day-to-day operations of RCTA. This will be done in addition to continuing to aggressively pursue system-sustaining funding to ensure adequate operations funding and to maintain an efficient and attractive fleet.



There are existing opportunities to improve the passenger experience and the overall function of the system through sustained attention to service planning and how the RCTA system functions daily and providing quick and efficient system adjustments as

often as necessary to ensure optimal performance.

Minor service changes to improve performance, such as moving around of minutes in schedule timetables, or minor alignment changes to improve service will occur at least once per year, more often if needed.

Herron Consultants/TMTP will rely on their many years of exercising personal responsibility for budgeting and budget monitoring and compliance to ensure that RCTA is managed in a fiscally responsible manner. Both Mr. Herron and Mr. Rye have decades of experience establishing annual service plan budgets, negotiating and managing transit operations contracts and monitoring compliance, and actively managing budgets to protect against overages and build reserves to the extent possible. Our approach will be from a fiscally conservative paradigm, with a goal of maintaining a healthy reserve of TDA funding to protect RCTA against inevitable economic downturns. This also protects RCTA customers from the roller coaster of reactionary service cuts following each recession.

Herron Consultants/TMTP will aggressively and professionally acquire and manage formula and discretionary grants from traditional transit sources while seeking “non-traditional” grant funding to augment the RCTA fiscal situation. Mr. Herron has decades of experience in this realm and will oversee the grants situation and coordinate with Caltrans extensively to ensure RCTA enjoys the maximum amount of transit funding possible.

Herron Consultants/TMTP have extensive experience managing the procurement process and ensuring TDA (Transportation Development Act) and FTA (Federal Transit Administration) regulatory compliance. Having been in charge of capital projects for the last 15 years, procuring everything from office supplies to operations contracts, AVL (automated vehicle location) Systems to multiple orders of buses, Mr. Rye brings a wealth of public sector transit procurement experience to the RCTA. In addition, both Mr. Herron and Mr. Rye have

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the success of any business and for the protection of the interests of all parties involved. The text also mentions the need for regular audits and the importance of having a clear system in place for handling financial data.

In addition, the document highlights the role of technology in modern business operations. It suggests that investing in reliable software and hardware can significantly improve efficiency and reduce the risk of errors. The text also touches upon the importance of data security and the need to implement robust protocols to protect sensitive information from unauthorized access or loss.

Furthermore, the document discusses the importance of clear communication and collaboration between different departments within an organization. It notes that effective communication is key to ensuring that everyone is working towards the same goals and that any potential issues are identified and resolved promptly.

The document also addresses the importance of staying up-to-date with industry trends and regulations. It suggests that businesses should regularly monitor market conditions and legal requirements to ensure they remain competitive and compliant. Additionally, it emphasizes the value of continuous learning and professional development for all employees, as this can help them stay current in their respective fields and contribute more effectively to the organization's success.

Finally, the document concludes by reiterating the importance of a strong foundation of trust and integrity in all business dealings. It states that these values are not only essential for building long-term relationships with customers and partners but also for ensuring the overall sustainability and growth of the business. The text encourages all stakeholders to act with honesty and transparency at all times.

In summary, the document provides a comprehensive overview of the key factors that contribute to the success of a business. It covers a wide range of topics, from financial management and technology to communication and industry awareness. By following the principles and recommendations outlined in the text, businesses can position themselves for long-term growth and success in a competitive market.

extensive experience procuring Architectural and Engineering (A&E) services on projects as varied as mobility management, transit facility construction (design-bid-build, design-build), minor construction (bus stops, sidewalks), and bus procurements (cutaways, heavy-duty buses, diesel, hybrids, CNG). Mr. Rye's transit properties have successfully completed several FTA triennial reviews and financial audits during his career and this experience will benefit RCTA.

RCTA will directly benefit from the full-time immersion of Mr. Rye in the transit industry. Mr. Rye is an active member of the CalACT Legislative Committee and closely monitors legislative threats and opportunities at the local, state, and federal level. A current transit manager immersed in the industry, with an extensive professional transit network, his full-time dedication to the industry will

bring great value to the part-time position of RCTA General Manager.



Perhaps one of the greatest strengths of the Herron/TMTP team is the true "down-to-earth" nature of both principals. This shines in their interaction with the general public during outreach events such as planning workshops and the Unmet Needs Process. Able to communicate equally effectively with transit dependent customers as well

as engineers and elected officials, this approachable and friendly demeanor is much appreciated by transit stakeholders. TMTP has a long history of "getting out and riding" the systems, talking with customers and drivers, to uncover little issues that can be easily solved to the betterment of the system and satisfaction of the rider.

TMTP has acquired the skills over time to conduct simple and elaborate marketing work "in-house", avoiding costly consulting fees, and maintaining a greater control over the quality of various marketing projects. The ability to design and implement on-board surveys, focus groups, workshops, web-based surveys, and other innovative public outreach strategies will be a valuable addition to the RCTA team. TMTP's graphic arts skills will help quicken and control costs on the various brochures and schedules required, as well as more frequent and aggressive updating of the RCTA website and social media presence. Herron/TMTP suggest that a comprehensive on-board survey be undertaken in the first months of the contract term to help gain insight into the current strengths and weaknesses of the transit system, and develop ideas for service improvements. This can be done at no additional cost to RCTA.

The first part of the document is a letter from the author to the editor of the journal. The letter discusses the author's interest in the journal and the author's qualifications for the position. The author mentions that they have a Ph.D. in the field and have published several papers in the area. The author also mentions that they have been teaching the subject for several years and are looking for a position where they can continue to research and teach. The letter concludes with a request for the editor to consider the author for the position.

The second part of the document is a letter from the editor to the author. The editor thanks the author for their letter and expresses interest in the author's qualifications. The editor mentions that they will be looking at the author's work and will get back to the author soon. The editor also mentions that they will be looking for someone who is interested in the field and who has the necessary qualifications. The letter concludes with a request for the author to provide more information about their work and qualifications.

The third part of the document is a letter from the author to the editor. The author thanks the editor for their response and expresses interest in the journal. The author mentions that they have a Ph.D. in the field and have published several papers in the area. The author also mentions that they have been teaching the subject for several years and are looking for a position where they can continue to research and teach. The letter concludes with a request for the editor to consider the author for the position.



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Herron Consultants/TMTP will work diligently to nurture and build on the new Greyhound rural transit feeder/interline project. RCTA has positioned itself as an official Greyhound rural interline property, and participates in the joint ticketing and package express services from the RCTA operations facility. This partnership is a wonderful method of improving passenger and freight transportation in Del Norte County and its sustained success a high priority for Herron/TMTP during the life of this contract.

Herron Consultants/TMTP will be using the above approaches to fulfilling the Scope of Work as set forth by the RFP:

- Coordinate the planning and direct the development of efficient and responsive public transit services in the Del Norte County area.
- Perform administrative functions including fiscal management; negotiation of contracts; preparation of budgets and work plans; preparation of grant applications, funding claims, federal grant quarterly reports, financial and compliance reports, policy analysis, and other documents as needed.
- Carry out the Annual Service Plan and Budget. Review, monitor, and evaluate transit development and report on results. Make recommendations to modify services as needed.
- Continue to implement the RCTA Complementary Para-transit Service Plan developed in response to the Americans with Disabilities Act (ADA). Participate in the appeals process as required. Oversee implementation of ADA policies regarding equipment and operations.
- Coordinate and monitor accounting, procurement, property and operating records and procedures.
- Carry out a fleet and equipment monitoring, replacement, and acquisition program. Prepare, as necessary, vehicle and equipment specifications and manage acquisitions as authorized in the annual budget.



The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the success of any business and for the protection of the interests of all parties involved. The text also mentions the need for regular audits and the importance of having a clear system in place for handling disputes and claims.

The second part of the document focuses on the financial aspects of the business. It provides a detailed overview of the company's income statement, balance sheet, and cash flow statement. The text also discusses the company's budget and the various factors that can affect its financial performance.

The third part of the document deals with the legal and regulatory requirements of the business. It outlines the various laws and regulations that apply to the company and provides a summary of the steps that must be taken to ensure compliance. The text also discusses the importance of having a clear legal framework in place for the business and the need for regular legal reviews.

The fourth part of the document discusses the company's marketing and sales strategy. It provides a detailed overview of the company's target market and the various marketing channels that are being used to reach it. The text also discusses the company's sales process and the various factors that can affect its success.

The fifth part of the document deals with the company's human resources. It provides a detailed overview of the company's workforce and the various factors that can affect its performance. The text also discusses the company's recruitment and retention strategies and the importance of having a clear system in place for handling employee disputes and claims.

The sixth part of the document discusses the company's risk management strategy. It provides a detailed overview of the various risks that the company faces and the steps that are being taken to mitigate them. The text also discusses the importance of having a clear risk management framework in place and the need for regular risk assessments.

The seventh part of the document discusses the company's future prospects. It provides a detailed overview of the various opportunities and challenges that the company faces and the steps that are being taken to address them. The text also discusses the company's long-term vision and the importance of having a clear strategy in place for achieving it.

Represent RCTA to federal, state, and local agencies, business and community groups, and the general public.

Monitor legislative and regulatory issues to ensure agency compliance with applicable laws and regulations, and to disseminate information to the Board regarding matters of interest to the RCTA.



Oversee transit system operations, monitor and evaluate contract services, analyze service utilization and operation, receive and respond to complaints, review accident records and equipment failures, and develop corrective action plans.

Receive, evaluate, and respond to public input on unmet needs and proposals from community members and organizations.

Coordinate the development and implementation of marketing plans, fare structures, promotional campaigns, public presentations and other activities. Prepare press releases, flyers and other materials.

Coordinate with Greyhound Bus Lines regarding the interlined operating and ticket sales agreement, and the planning, operating, and marketing of interlined intercity bus services.



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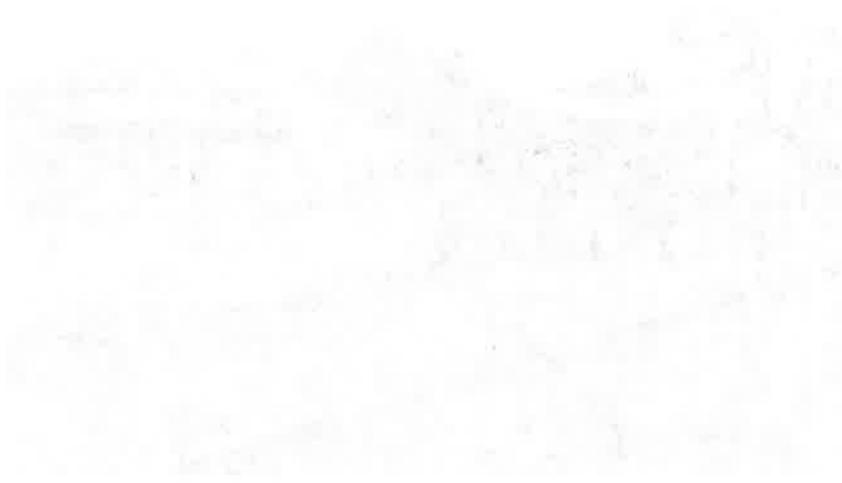
2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent and reliable data collection processes to ensure the validity of the findings.

3. The third part of the document describes the results of the data analysis and the key findings. It notes that the data indicates a significant trend in the market, which has implications for the organization's strategy.

4. The fourth part of the document provides a detailed analysis of the data, including a breakdown of the different categories and sub-categories. This analysis helps to identify patterns and trends that are not immediately apparent from the raw data.

5. The fifth part of the document discusses the implications of the findings and the potential risks associated with the data. It suggests that the organization should take proactive measures to address these risks and capitalize on the opportunities identified in the data.

6. The sixth part of the document provides a summary of the key findings and conclusions. It reiterates the importance of the data and the need for continued monitoring and analysis to stay informed of market developments.



5. Cost Proposal.

Redwood Coast Transit Authority - Herron Consultants/TMTP ANNUAL Budget Three Year Cost Proposal Summary

<u>Project Budget</u>	Fiscal Year 2016-17	Fiscal Year 2017-18	Fiscal Year 2018-19
Mr. Herron Labor	\$15,000	\$15,300	\$15,600
Mr. Herron Admin Costs	\$5,607	\$5,658	\$5,769
Total Mr. Herron Budget	\$20,607	\$20,958	\$21,369
Mr. Rye Labor	\$46,550	\$47,481	\$48,412
Mr. Rye Admin Costs	\$4,810	\$4,294	\$4,378
Total Mr. Rye (TMTP) Budget	\$51,360	\$51,775	\$52,790
Total Budget	\$71,967	\$72,733	\$74,159

1. The first part of the document discusses the importance of maintaining accurate records of all transactions.

- 2. It is essential to ensure that all data is entered correctly and consistently.
- 3. Regular audits should be conducted to verify the accuracy of the information.
- 4. Any discrepancies should be investigated and resolved promptly.
- 5. The system should be designed to be user-friendly and efficient.
- 6. Adequate training should be provided for all users.
- 7. Security measures must be implemented to protect sensitive data.
- 8. Backup procedures should be established to prevent data loss.
- 9. The system should be regularly updated to address any vulnerabilities.
- 10. Clear communication channels should be maintained for reporting issues.

Fiscal Year 2016-17 Cost Proposal

Redwood Coast Transit Authority - Herron Consultants/TMTP ANNUAL Budget

Fiscal Year 2016-17

Dan Herron

<u>Labor Budget</u>	<u>Hours</u>	<u>Rate</u>	<u>Subtotal</u>	<u>Total</u>
Mr. Herron	180	\$ 75.00	\$13,500	
Mr. Herron - Travel Hours	40	\$ 37.50	\$ 1,500	
			\$ -	\$15,000

<u>Other Direct Costs</u>	<u>Units</u>	<u>Rate</u>		
Hotel	4	\$ 90	\$ 360	
Mileage			\$ -	
Answering Service w/fax	12	\$ 75	\$ 900	
Answering Service Setup	1	\$ 60	\$ 60	
Misc. Admin	1	\$2,075	\$ 2,075	
Profit 2%	1	\$412	\$ 412	
contingency	1	\$ 1,800	\$ 1,800	
Subtotal				\$ 5,607
Total Mr. Herron Budget				\$20,607

Subcontractor: TMTP Consulting

<u>Labor Budget</u>	<u>Hours</u>	<u>Rate</u>	<u>Subtotal</u>	<u>Total</u>
Mr. Rye	580	\$ 70.00	\$40,600	\$40,600
Mr. Rye - Travel Hours	170	\$ 35.00	\$ 5,950	\$ 5,950
<u>Other Direct Costs</u>	<u>Units</u>	<u>Rate</u>	<u>Subtotal</u>	
Hotel	28	\$ 70	\$ 1,960	
AVL Setup Fee	1	\$ 600	\$ 600	
AVL/Fleet Tracking Service	12	\$ 102	\$ 1,224	
Misc. Admin		\$ -	\$ -	
Profit 2%	1	\$ 1,026	\$ 1,026	
Subtotal			\$ 4,810	\$ 4,810
Total Mr. Rye (TMTP) Budget				\$51,360

Total Budget **\$71,967**

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Fiscal Year 2017-18 Cost Proposal

**Redwood Coast Transit Authority - Herron Consultants/TMTP ANNUAL Budget
Fiscal Year 2017-18**

Dan Herron

<u>Labor Budget</u>	<u>Hours</u>	<u>Rate</u>	<u>Subtotal</u>	<u>Total</u>
Mr. Herron	180	\$ 76.50	\$ 13,770	
Mr. Herron - Travel Hours	40	\$ 38.25	\$ 1,530	
			\$ -	\$ 15,300

<u>Other Direct Costs</u>	<u>Units</u>	<u>Rate</u>	<u>Subtotal</u>	<u>Total</u>
Hotel	4	\$ 92	\$ 367	
Mileage			\$ -	
Answering Service w/fax	12	\$ 77	\$ 918	
Answering Service Setup	0	\$ 61	\$ -	
Misc. Admin	1	\$2,117	\$ 2,117	
Profit 2%	1	\$420	\$ 420	
contingency	1	\$ 1,836	\$ 1,836	
Subtotal				\$ 5,658
Total Mr. Herron Budget				\$ 20,958

Subcontractor: TMTP Consulting

<u>Labor Budget</u>	<u>Hours</u>	<u>Rate</u>	<u>Subtotal</u>	<u>Total</u>
Mr. Rye	580	\$ 71.40	\$ 41,412	\$ 41,412
Mr. Rye - Travel Hours	170	\$ 35.70	\$ 6,069	\$ 6,069
				\$ 47,481

<u>Other Direct Costs</u>	<u>Units</u>	<u>Rate</u>	<u>Subtotal</u>	<u>Total</u>
Hotel	28	\$ 71	\$ 1,999	
AVL Setup Fee	0	\$ 612	\$ -	
AVL/Fleet Tracking Service	12	\$ 104	\$ 1,248	
Misc. Admin		\$ -	\$ -	
Profit 2%	1	\$ 1,047	\$ 1,047	
Subtotal			\$ 4,294	\$ 4,294
Total Mr. Rye (TMTP) Budget				\$ 51,775

1.02 2% escalation

Total Budget	\$ 72,733
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The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data. The text also mentions that regular audits are necessary to identify any discrepancies or errors in the accounting process. Furthermore, it highlights the role of technology in streamlining financial operations and reducing the risk of human error.

In the second section, the author provides a detailed overview of the company's financial performance over the past year. Key metrics such as revenue growth, profit margins, and cash flow are analyzed. The text notes that despite market challenges, the company has managed to maintain a strong financial position. It also discusses the impact of various economic factors on the business and offers insights into the strategies used to mitigate risks and capitalize on opportunities.

The document concludes with a summary of the findings and a forward-looking statement. It expresses confidence in the company's ability to continue its growth and success in the coming years, provided that the current strategies are maintained and adjusted as needed.

Fiscal Year 2018-19 Cost Proposal**Redwood Coast Transit Authority - Herron Consultants/TMTP ANNUAL Budget**

Fiscal Year 2017-18

Dan Herron

<u>Labor Budget</u>	<u>Hours</u>	<u>Rate</u>	<u>Subtotal</u>	<u>Total</u>
Mr. Herron	180	\$ 78.00	\$ 14,040	
Mr. Herron - Travel Hours	40	\$ 39.00	\$ 1,560	
			\$ -	\$ 15,600

<u>Other Direct Costs</u>	<u>Units</u>	<u>Rate</u>	<u>Subtotal</u>	<u>Total</u>
Hotel	4	\$ 94	\$ 374	
Mileage			\$ -	
Answering Service w/fax	12	\$ 78	\$ 936	
Answering Service Setup	0	\$ 62	\$ -	
Misc. Admin	1	\$2,158	\$ 2,158	
Profit 2%	1	\$428	\$ 428	
contingency	1	\$ 1,872	\$ 1,872	
Subtotal				\$ 5,769
Total Mr. Herron Budget				\$ 21,369

Subcontractor: TMTP Consulting

<u>Labor Budget</u>	<u>Hours</u>	<u>Rate</u>	<u>Subtotal</u>	<u>Total</u>
Mr. Rye	580	\$ 72.80	\$ 42,224	\$ 42,224
Mr. Rye - Travel Hours	170	\$ 36.40	\$ 6,188	\$ 6,188
<u>Other Direct Costs</u>	<u>Units</u>	<u>Rate</u>	<u>Subtotal</u>	<u>Total</u>
Hotel	28	\$ 73	\$ 2,038	
AVL Setup Fee	0	\$ 624	\$ -	
AVL/Fleet Tracking Service	12	\$ 106	\$ 1,273	
Misc. Admin		\$ -	\$ -	
Profit 2%	1	\$ 1,067	\$ 1,067	
Subtotal			\$ 4,378	\$ 4,378
Total Mr. Rye (TMTP) Budget				\$ 52,790

1.04 2% escalation

Total Budget	\$ 74,159
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6. References.

LIFE STEPS FOUNDATION

Santa Maria Wisdom Center

January 11, 2016

To whom it may concern:

Life Steps Foundation - Santa Maria Wisdom Center, requires transportation to service the specialized needs of the frail elderly, Alzheimer/Dementia diagnosed and, developmentally disabled people at risk of institutionalization. In 2014, our center was in need of 4 new vehicles and contracted with Dan Herron Consultants to help write a winning proposal for FTA 5310 funds. I am pleased to recommend Mr. Herron for any agency needing the following characteristics in their consultant:

- **On-time performance.** Mr. Herron produced the final version and all necessary documents ahead of schedule.
- **Cost effective use of time.** The project came in well under budget.
- **Knowledge of transportation and funding resources.** In a highly competitive program, the application was ranked 96 (100 points maximum) by Santa Barbara County Association of Governments; all four buses and ancillary equipment were approved for funding.
- **Good communication.** Mr. Herron used site visits, telephone and internet contact as appropriate to quickly respond to questions that arose.

In addition, Mr. Herron was easy to work with, and professional in his approach to his commitments. Please contact me if you need further information.

Sincerely,



Debbie Salazar
Transportation Coordinator
Santa Maria Wisdom Center
PH# (805) 354-5332



Western Contra Costa
Transit Authority

January 11, 2016

RE: Professional Reference Letter: Joseph Rye/TMTP Consulting LLC

To Whom It May Concern:

It is my pleasure to provide this letter of reference for Joseph Rye and his consulting business, TMTP Consulting LLC. I have had the pleasure to work with and mentor Joe for over 15 years as he has fashioned his career in California public transportation management.

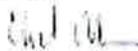
On the professional side, I have served with him at the state level on the Board of the California Association for Coordinated Transportation (CalACT) on a number of occasions since 2001, and as a fellow East Bay transit executive from 2006-2009. In 2001, it was at the CalACT Board that I first met Joe and was very impressed with his passion for transit and instincts for successful transit planning and marketing strategies. I have witnessed him revitalize and completely transform two small transit agencies that were thought to be permanently challenged in Santa Maria and Petaluma, and deliver a major FTA-funded BRT (bus rapid transit) project while at LANTA here in the East Bay. Joe's uncommonly broad skillset and eagerness to roll up his sleeves and do the work are critical to his successes in these understaffed smaller transit agencies. Several times over the years I have tried to hire Joe here at WestCAT to add to my team, but the timing unfortunately never worked out.

In recent years I have had the pleasure to engage Joe's new consulting company, TMTP Consulting, to perform work for WestCAT on several planning and marketing projects. WestCAT's projects that have utilized TMTP have been budget conscious and data-driven projects that benefit from his low overhead and passion for valid data and project integrity. TMTP has assisted WestCAT on the following projects:

- 2016 Schedule Adjustment Analysis (in progress)
- 2015 Transbay Express Expansion Fleet Impact Mini Study
- 2015 Transbay Express Feasibility Pinole Resident Telephone Survey
- 2015 Transbay Express Service Expansion On Board Survey
- 2014 WestCAT On Board Survey
- 2012 Hercules Local Route Restructuring Mini Study (Schedule Adjustments)

I would be glad to discuss Joe's work further should you have any questions. Please feel free to give me a call anytime. I highly recommend that you consider TMTP for your transit opportunity.

Regards,

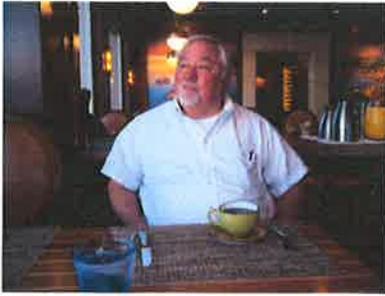


Charles Anderson
General Manager

501 Miller Avenue
Pinole, California 94564
TEL (510) 724-5551 • (510) 724-0331



RECEIVED



Dan Herron
Herron Consultants
131 Rosewood Lane
Arroyo Grande, CA 93420
(559)269-5288 cell
Email herrons@silcom.com

Executive Biography

Dan Herron has 24 years of transit planning and financial management experience; 12 with a regional transportation planning agency and 12 with the California State Department of Transportation. Concurrently, he developed Herron Consultants, part-time between 2002 and his retirement from CalTrans in 2011.

As a transit planner, Mr. Herron has supervised contracts for over 30 transit performance audits and over 20 short-range transit plans. In 1999, Mr. Herron coordinated work that achieved a Tranny Award for transportation excellence for the San Luis Obispo Council of Governments' Welfare Reform Mobility Study in San Luis Obispo County. The study was one of only five funded by the Federal Transit Authority nationwide and has been used nationally as a model project. He has been the principal planner on many regional, district and statewide plans.

Mr. Herron has taught transit management sessions at CalACT conferences and grants writing at community colleges. He is an instructor with the University of the Pacific Transit/Para transit Management Certificate Program, teaching a daylong course entitled, "A Transit Manager's Guide to Regulation and Funding" for the past 10 years. He has also taught transit certificate classes in Oregon and Washington.

With the Department of Transportation, Mr. Herron has served as the District Grants Coordinator for 5 years, providing technical assistance, monitoring and management support to about 5 grantees annually for the District 5 office.

Mr. Herron's background includes extensive grant writing experience for federal, state, and local foundation funding. His administrative experience spans grant management, budgeting, financial reporting, and compliance.

Prior to his transportation work, Mr. Herron spent 14 years with program administration for non-profit human services agencies. His grant writing began during this phase of his career, has spanned nearly 40 years, and has resulted in many millions of dollars of successful grant applications.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud.



2. The second part of the document outlines the specific procedures and controls that must be implemented to ensure the accuracy and reliability of the financial data.

2. The second part of the document outlines the specific procedures and controls that must be implemented to ensure the accuracy and reliability of the financial data. This includes the establishment of clear lines of responsibility, the implementation of segregation of duties, and the use of independent internal audits.

3. The third part of the document discusses the role of management in ensuring the effectiveness of the internal control system. It highlights the importance of management's oversight and the need for a strong ethical culture within the organization.

4. The fourth part of the document addresses the challenges faced by organizations in implementing and maintaining an effective internal control system. It discusses the impact of technological changes and the need for continuous improvement.

5. The fifth part of the document provides a summary of the key findings and recommendations. It emphasizes the need for a holistic approach to internal control, one that integrates all aspects of the organization's operations.

6. The sixth part of the document discusses the importance of communication and training in the success of the internal control system. It stresses the need for clear communication of policies and procedures to all employees.

7. The seventh part of the document concludes with a final statement on the importance of internal control for the long-term success and sustainability of the organization. It reiterates the commitment to transparency and accountability.

Education and Training

BS in Psychology, graduate work in traffic modeling, and human relations.
Extensive seminar/workshop training in federal program management, transit operations, planning and financial management.

Honors and Achievements (partial list)

- California Tranny Award for Excellence, Welfare Reform Mobility Study, 1999
- Achievement Recognition from Disabled Adults, Cerebral Palsy Association, 1996
- Innovative Transportation Studies, all funded through partnered grants involving Caltrans:
 - North County Telecommute Study
 - Transit Operations Data System Development
 - Freeway Bus Stop Study
 - Multimodal Center Study
 - Midcoast Commute Shed Jobs Access Project (Welfare Reform Transportation)

Consulting Products (partial list)

Downtown Dinuba Circulation and Parking Study, Dinuba CA, 2007

Front Beach Road Transit Feasibility Study, Panama City Beach FL 2007

Panama City Beach Transit Operations Plan, Panama City Beach, FL, 2008

Manhattan Beach Trolley Feasibility Study, Manhattan Beach CA, 2010

Gateway to LA projects:

Trolley retrofit proposal-funded 2010

Gateway to LA Bus Purchase Project – ongoing

Panama City Bay Town Trolley Projects:

Transit Funding Matrix, 2012

Foundation Grantseeking, 2012

Military Base Transit Partnerships, 2012

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Dan Herron Professional References

Pam Korte, Office Chief
Office of State Planning
Department of Transportation
Division of Transportation Planning, MS #32
P.O. Box 942874
Sacramento, CA 94274-0001
(916) 653-2593

Ronald L. De Carli
Executive Director
San Luis Obispo Council of Governments
1114 Marsh Street
San Luis Obispo, CA 94201
(805) 781-4219

Tricia Whitfield
City of Tulare
3981 South K Street
Tulare CA 93274
(559) 684-4319

Greg Meeks
Rural Transit Consultants
1612 Juniper Avenue
Solvang CA 93463
(805) 202-6325

Brandy Rider
Senior Transportation Planner
Caltrans District 5
50 South Higuera Street
San Luis Obispo CA 93401
(805) 549-3111



Joseph Rye
2304 Lakeview Drive
Santa Rosa, CA 95405
(707) 235-3078 cell
email "tmtconsulting@gmail.com"

Objective

To further public transportation as a viable option for mobility through effective and innovative service delivery and management methods. To refresh my general transportation planning and project management skills with new experiences.

Skills

- * Operations Contract Administration
- * Route Planning/Design/Adjustment
- * Multiple Grants Management
- * Transit Marketing Contract Administration
- * Bus Stop Janitorial/Repair Contract Admin
- * Customer Service/Public Contact/Events
- * MTC & Federal Transit Funding Process
- * Writing Short Range Transit Plans
- * Transit Facility Design Oversight
- * Grant/RFP/RFQ Writing
- * Operations Management/Analysis
- * Transit Operations: Runcutting/Interlining
- * Schedule/Poster Design (Adobe Suite)
- * Transit Maintenance Contract Admin
- * Staff to City Councils, Committees
- * Transit Advertising \$\$ Contract Admin
- * Capital Project Develop & Manage
- * Transit Procurement/Piggypacking
- * Presentation Skills/Meeting Facilitation
- * Bus Stop Placement/Design
- * Transit Market Research Projects
- * National Transit Database Reporting
- * AVL/CAD System Support/data setup
- * Vehicle Procurement & Spec Develop
- * TDA Triennial Performance Audits
- * GIS and CAD Design (Autocad, ArcGIS)

Education

University of Colorado at Denver
Denver, Colorado
Master of Public Administration
Highlight Courses
Governance & Institutions
Economics & Public Finance
Organizational Management & Change
Public Policy Process & Democracy
Policy Analysis
Leadership & Ethics
Administrative Law
Human Resource Management: Modern Issues

San Jose State University
Mineta Transport Institute
San Jose, California
Master of Transport Mngmt.
Highlight Courses
Transport Policy & Regulation
Transport Funding & Finance
Transport Marketing
Transport Org Leadership
Emergency Management
Thesis/Capstone: Privatization

Metro State College of Denver
Denver, Colorado
B.S. Land Use Planning
Highlight Courses
Global Environmental Challenges
Urban Geography
Cities of the World
Land Use Planning
Urban Transportation Planning

Red Rocks Community College
Lakewood, Colorado
Associate of Arts Degree
Highlight Courses
Speech Communications
English Composition
College Algebra
World Regional Geography
U.S. History 1865-Present

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Work History

City of Petaluma 11 English Street, Petaluma, CA 94504

June 2009-Present Beginning Salary \$100k/yr Current Salary \$117k/yr Staff: 3

Transit and Transportation Division Manager. Director of Petaluma Transit and Petaluma Paratransit, and City representative on all regional transit matters. Duties include: including all transit planning, marketing, capital improvement program, budgeting, community relations, multiple contract management for operations/maintenance, bus stop janitorial, marketing, advertising. Interface with MTC and SCTA (MPO/CMA), and regional transit providers. Staff liaison to City Transit Advisory Committee, and City Council. Engineering overhaul of fixed route system & fleet leading to 150% ridership growth 2009-2015. Implemented scheduling software on Paratransit fleet. Implemented AVL/CAD & Wi-Fi on fixed route fleet. 2.5 FTE (myself & 2 p/t staff). Position reports to Director of Public Works & Utilities. Budget: \$2M

LAVTA/Wheels Livermore Amador Valley Transit Authority, Livermore, CA

July 2006 – June 2009 Salary \$100K/yr Staff: 3.5 FTE

Deputy Executive Director. Responsibilities include backup support for Executive Director, Board of Directors, and committees, Project Management of the LAVTA BRT/Rapid Project, direct oversight of the Planning and Transit IT department, Bus Stop Location, Design, and Amenities program. Provide support to Marketing, Capital and Grants, and contract operations staff. Reports to Executive Director. Departmental Operating Budget: \$350k Agency Operating Budget: \$11M

City of Santa Maria (SMAT & Breeze) 110 S. Pine St #101, Santa Maria, CA

July 2001-July 2006 Starting Salary \$55K/yr Final Salary \$88k/yr Staff: 2.75FTE

Transit Services Manager. Duties focus on management of both the Santa Maria Area Transit (SMAT) and BREEZE bus systems: including all transit planning, capital improvement program, budgeting, unmet transit needs, community relations, multiple contract management for operations, maintenance, bus stop janitorial, marketing, advertising. Interface with SBCAG (MPO/TMA), Santa Barbara County, and area transit providers. Created and staff first ever SMAT riders advisory committee (SMATRAC) consisting of users, city staff, contractor staff, and local advocates. SMAT is a fully-privatized provider of 10 fixed routes (1,000,000 annual boardings) and ADA paratransit (25,000 annual rides) using 2 FTE (myself & Transit Coordinator), 2 p/t staff, and 5 primary contracts. Position reports to Public Works Director. Budget: \$3M

Consulting Experience:

Western Contra Costa Transit Authority (WestCAT): On-Board Surveys, Planning Study
 Majic Consulting Group: Short Range Transit Plans, Triennial Performance Audits
 Solano County Transit (Soltrans): Staff Extension, Procurement, Planning, Scheduling

Associations

CalACT

Member since 2001
 Board Member 2002-10, 2015-present
 Legislative Committee Vice-Chair (past)

California Transit Association

Member since 2001
 Training Committee (past)

American Public Transit Association

Canadian Urban Transit Association

REFERENCES AND ADDITIONAL WORK EXPERIENCE AVAILABLE ON REQUEST

Section 1

The first part of the document discusses the importance of maintaining accurate records and the role of the auditor in ensuring the integrity of the financial statements. It highlights the need for transparency and the consequences of non-compliance with accounting standards.

The second part of the document focuses on the specific requirements for the audit process, including the selection of audit procedures and the evaluation of the evidence gathered. It emphasizes the importance of professional judgment and the need to maintain objectivity throughout the process.

The third part of the document discusses the reporting requirements for the auditor, including the format and content of the audit report. It highlights the importance of clear communication and the need to provide a clear and concise summary of the findings of the audit.

The final part of the document discusses the overall role of the auditor in the financial reporting process and the importance of maintaining high standards of professional conduct and ethics.

Section 2

The second part of the document discusses the specific requirements for the audit process, including the selection of audit procedures and the evaluation of the evidence gathered. It emphasizes the importance of professional judgment and the need to maintain objectivity throughout the process.

The final part of the document discusses the overall role of the auditor in the financial reporting process and the importance of maintaining high standards of professional conduct and ethics.

Joseph Rye's Professional REFERENCES

Charlie Anderson
General Manager
Western Contra Costa Transit Authority (WestCat)
601 Walter Avenue
Pinole, CA 94564
510.724.7993

Barbara Duffy
Deputy General Manager
Marin Transit
711 Grand Ave
San Rafael, CA 94901
415-226-0855

Jacklyn Montgomery
Executive Director
California Association for Coordinated Transportation (CalACT)
865 Howe Avenue, Suite 330
Sacramento, CA 95825
800-422-5228
916-920-8018

Michael Seden-Hansen
Transit Services Manager
SLORTA
179 Cross Street
San Luis Obispo, CA 93401
805.781.4472

Emily Betts
City of Petaluma
Transit Specialist
11 English Street
Petaluma, CA 94952
707.776.3711

Acknowledgement of Addenda

The undersigned hereby acknowledges receipt of addenda (including posted questions and answers issued as part of the RFP process).

Official Responses to Questions - RCTA GM RFP, dated November 25, 2015

 1/15/16

Dan Herron, Principal, Herron Consultants

Dear Sir,

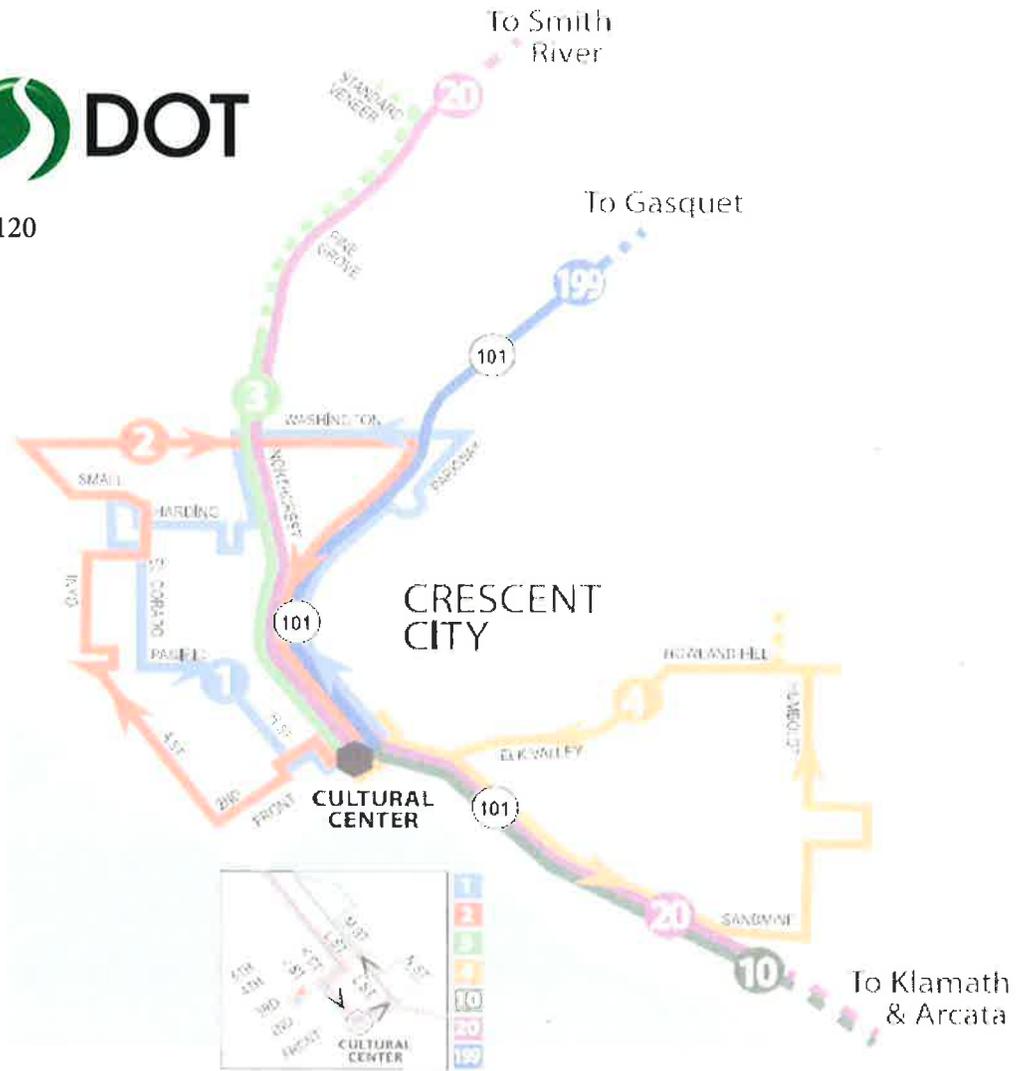
I am writing to you regarding the matter of the late Mr. John Doe. I have been informed that you are the executor of his will. I am the beneficiary of the estate and I am interested in the progress of the estate's affairs.

I would appreciate it if you could provide me with a copy of the will and a statement of the assets and liabilities of the estate.

Proposal Prepared by:



117 Meyers Street, Suite 120
Chico, CA 95928
(530) 895-1109



Proposal for
General Manager
for
Redwood Coast Transit

January 18, 2016



TITLE PAGE

Response to Request for Proposals

For

General Manager

Of

Redwood Coast Transit

RFP Issue Date: October 21, 2015

Proposal Submission Deadline: January 18, 2016

Proposal Prepared By:



117 Meyers Street, Suite 120
Chico, CA 95928
530-895-1109

jeff@greendottransportation.com

A handwritten signature in blue ink, appearing to read "Jeff Schwein", written over a horizontal line.

Jeff Schwein, President
Green DOT Transportation Solutions

Jeff Schwein has certified authority to bid and bind the company in a contract with RCTA.



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I. INTRODUCTION

Green DOT proposes to fill the role of General Manager for Redwood Coast Transit. We have experience in this role through our previous work with Trinity Transit. Our office is located in Chico, CA but our proposed Project Manager/General Manager, Jeff Schwein, is regularly present in Del Norte County and nearby Humboldt and Siskiyou Counties for other projects we work on. Additionally, should Green DOT be successful in obtaining the General Manager contract we feel it prudent to establish an office in Crescent City to be regularly staffed by Green DOT Associate Planner Amy Deitchler. Amy would be available to provide a local presence for the Redwood Coast Transit Authority administration while also working on other planning projects we have going on. The local office would also be beneficial for proposed General Manger Jeff Schwein when his presence is required for meetings of the Board and other tasks.

Green DOT looks at planning holistically in order to make a robust and successful product or program. We already have a firm understanding of the transportation needs in Del Norte County based on the current and previous planning work we have done in the area, but we plan to go deeper to explore the specific **transit needs** of the community. We understand that the transit system works as a component of the transportation network as a whole. Understanding the unmet transportation needs of the community allows us to better asses and address the specific community needs. A good transit system is not only a crucial component of an efficient transportation network, but a vital travel option for many community members. Green DOT owner, Jeff Schwein, and his team are prepared to oversee all aspects of the General Manager Position for the Redwood Coast Transit Authority (RCTA). Green DOT's experience with a wide array of transportation planning projects has prepared us for the variety of work that the RCTA General Manager will oversee. From budgeting and composing reports to ensuring policy/legislative compliance and responsible fiscal management, Green DOT has the experience necessary to perform all tasks successfully in a cost effective manner.

As transportation planners, a central goal of all projects that we undertake is improving mobility options for the community and promoting interregional travel. As General Manager, our overall goal is to maintain and increase the community satisfaction of Redwood Coast Transit. We hope to make the transit system more efficient so that residents have access to important medical, recreational, and economic services. Many residents in rural communities, like Del Norte, rely especially on the connections created by interregional transit coordination to get to goods and services that are hard to reach without a vehicle available. We also understand the importance of non-emergency medical transportation in the region and lifeline services. Through collaborative coordination with local and regional partners, as well as the general public, we hope to find effective solutions for transit issues while staying within budget.

II. SUMMARY OF QUALIFICATIONS

Green DOT and company President Jeff Schwein have been working on transit projects since 2001 mainly through working with regional transportation planning agencies in northern California. Jeff started his career working for the Tehama County Transportation Commission where he delved into transit projects such as designing and implementing a boarding and alighting study, preparing a transit shelter procurement and installation plan, and spearheading the development of transit stop design guidelines. When Jeff moved on to the consulting world he managed Trinity Transit for 3 years. This work included claims, audits, annual budget, financial management, unmet needs, fleet management, vehicle acquisition, route adjustments, coordinated plan management, and facilitation of the SSTAC. Additionally, Mr. Schwein designed two pilot project transit routes from Weaverville to Willow Creek and from Weaverville to Redding. These pilot projects successfully transitioned to permanent transit routes that serve important needs in rural Trinity County.

In addition to the aforementioned transit experience, Jeff developed a coordinated public transit human services transportation plan for a Tribal government and Green DOT is currently preparing a short range transit plan for the Colusa County Transit Agency. Our management and staff regularly monitor legislation that effects transportation funding through involvement in statewide organizations such as the Rural Counties Task Force and we attend meetings of the California Transportation Commission.

III. COMPANY BACKGROUND

Description of Firm

Green Dot Transportation Solutions is a California Corporation started in 2011 as a specialty transportation planning company focusing efforts on traditional transportation planning and transportation project delivery. The team's goal is to improve transportation facilities and the associated human travel experience by lending creative ideas to the communities we work in. Green DOT works with the built, natural, and human environments to develop effective transportation plans that ultimately create safe, efficient, and progressive transportation solutions. As well as the planning component of projects, the team also assists public agencies with project development and delivery. This provides us the critical understanding of how to align projects and programs with specific funding sources. Green DOT is strategically located in Chico providing services to public agencies throughout California.

Firm Experience

Green DOT specializes in transportation planning for rural counties and cities throughout northern California. Since our inception in 2011, Green DOT has been working on projects such as short range transit plans, infrastructure audits, safe routes to school plans, bicycle master plans, regional transportation plans and multi-modal connectivity plans. Transit issues are interwoven within these transportation projects, giving Green DOT the experience necessary to effectively assess the

functionality and manage transit systems. Project Manager Jeff Schwein, AICP, has 14 years of experience working in the transportation planning field and has a precise understanding of the

Key Personnel

Complete resumes can be found in Appendix A.

JEFF SCHWEIN, AICP CTP, PRINCIPAL

Green DOT owner Jeff Schwein is a Certified Transportation Planner (CTP) with the American Institute of Certified Planners (AICP). Jeff has worked in the transportation planning field since 2001 on projects including administration, financial programming and multi-modal planning. Jeff is committed to progressive transportation planning and stays involved in statewide transportation circles like the Rural Counties Task Force and Regional Transportation Planning Agencies group and regularly attends meetings of the California Transportation Commission. This involvement at the State level ensures that our project team is working with the most current program and funding information available. Prior to starting Green DOT Transportation Solutions in 2011, Jeff worked in a similar role for a large engineering firm. Jeff has been working with the same clients for more than 13 years.

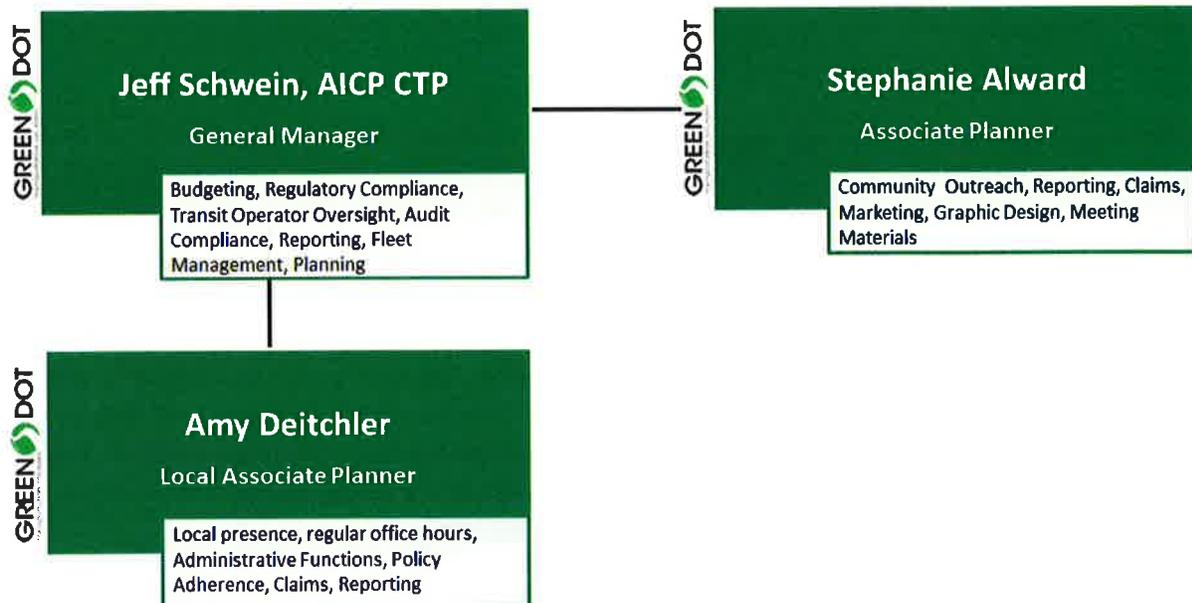
AMY DEITCHLER, LOCAL ASSOCIATE PLANNER

Amy is a recent transplant from New Mexico to Humboldt County. She studied Political Science at the University of New Mexico where she earned her Bachelor of Arts degree. Amy will be our local Associate Planner with an office in Crescent City where she will hold regular office hours on agreed upon days. She is professional, personable and ready to assist Mr. Schwein with day to day activities associated with Redwood Coast Transit Agency. Amy has a foundation in community outreach from creative techniques in format and advertising to organizing, planning and hosting. She is well versed in the legislative process and spent 3 years in the legal and political arena, including some time as a legislative assistant for the New Mexico House of Representatives.

STEPHANIE ALWARD, ASSOCIATE PLANNER

Stephanie's planning projects range from community outreach, transportation planning research and report writing to Geographic Information Systems (GIS) support and website and social media updating. During her time at Green DOT, Stephanie has played an integral role in helping to develop planning documents that are reader-friendly by utilizing modern design elements and a simplified structure. Stephanie's passion for transportation planning originates in a desire to see the expansion of active transportation facilities. Stephanie is committed to decreasing reliance on car travel by encouraging bike, pedestrian, and transit travel, and is excited to be a part of creating more bike/pedestrian friendly cities and neighborhoods in her planning future.

IV. ORGANIZATIONAL STRUCTURE



V. QUALIFICATIONS

The following is a sample of projects for regional and local agencies that Green DOT has provided professional transportation planning services to. Each of these projects and tasks within these projects was delivered on-time and within the agreed upon contract, “not to exceed” cost.

Short Range Transit Plan-Colusa County Transit Agency, 2016

Green DOT Transportation Solutions is preparing a short range transit plan for the Colusa County Transit Agency. The last plan was completed in 2003 and this current effort is a comprehensive planning process to improve regulatory compliance and transit service effectiveness to the region. The project includes community outreach, existing and future non-emergency medical transportation needs analysis, route efficiency analysis, addressing audit findings, fleet management analysis and recommendations, and a 5 year funding and action plan.

Key Personnel: Jeff Schwein – Project Manager, Stephanie Alward, Amy Deitchler
Project Duration: 1 Year
Project Cost: \$30,000
Client Contact: Kent Boes, Transit Manager 530-458-0444
 Colusa County Transit Agency
 715 D Street, Colusa, CA 95932
 kboes@countyofcolusa.org

Trinity County Transit Agency Administration

Green DOT owner Jeff Schwein acted as the contracted administrator of the Trinity County Transit Agency. This included administrative duties such as annual budget development, SSTAC oversight, Transit Development Plan preparation, claims, audits, fleet management, vehicle acquisition, audit compliance, and presenting to the Transit Agency Board. During this tenure, Jeff was instrumental in implementing a pilot program for fixed route service between Weaverville and Willow Creek providing a critical connection to Humboldt County. This route quickly became a permanent fixture in the transit service profile. Additionally, Jeff worked with the Redding Area Bus Authority and Shasta Regional Transportation Agency to secure 5311 program funds to implement a connecting service between Redding and Weaverville. These two routes have proven to be the cornerstone of Trinity Transit farebox recovery compliance. Additionally, Mr. Schwein was instrumental in securing 5310 grants for major vehicle acquisitions for the transit agency as well as senior transportation providers.

Key Personnel: Jeff Schwein – Project Manager
Project Duration: 4 Years
Project Cost: \$40,000 annually
Client Contact: Polly Chapman – Senior Transportation Planner
pchapman@trinitycounty.org
(530) 623-1365
3130 State Highway 3, Weaverville, CA 9609

Coordinated Public Transit- Human Services Transportation Plan- Reno Sparks Indian Colony, 2011

Green DOT owner Jeff Schwein was the Planning Manager for Lumos & Associates in 2011 and led the development of the Reno Sparks Indian Colony Public Transit-Human Services Transportation Plan effort. This project incorporated the Colony's three reservations in rural and urban environments and also included the involvement of the Nevada Urban Indians group who integrate multiple tribe services. As the project manager for this project, Jeff was involved in the development and facilitation of public workshops and interviews with transportation provider staff, developed creative coordination strategies, and prepared sections of the draft plan.

Key Personnel: Jeff Schwein-Project Manager
Project Duration: January 2011-August 2011
Project Cost: \$54,000
Client Contact: Tom Purkey, Reno Sparks Indian Colony, 775-329-2936
98 Colony Road, Reno NV, 89502

Del Norte Regional Transportation Plan, Del Norte Local Transportation Commission, 2015/16

Green DOT is currently developing the 2016 Del Norte Regional Transportation Plan for the Del Norte Local Transportation Commission. This 20 year planning document examines existing conditions, explores future needs, identifies available funding, defines policies, and identifies projects for state,

regional, local and Tribal jurisdictions. For projects to be eligible for state and federal funding resources, they must be included in the Regional Transportation Plan. This effort consists of community outreach, stakeholder outreach, analysis and presentation of the document and associated environmental review. It is expected to be adopted this spring (2016).

Key Personnel: Jeff Schwein – Project Manager, Stephanie Alward-Associate Planner
Project Duration: 2015-2016
Project Cost: \$60,000
Client Contact: Tamera Leighton – Executive Director
Del Norte Local Transportation Commission
(707) 465-3878
1301-B Northcrest Drive, #16, Crescent City, CA 95531

School Zone Infrastructure Audit and Circulation Study – Del Norte County, CA – 2013

The Green DOT Transportation Solutions project team prepared an infrastructure audit and circulation study for the Del Norte Local Transportation Commission as part of their Safe Routes to School Plan. Using the latest technology Green DOT performed infrastructure audits of 14 school zones throughout Del Norte County. The technology included a Samsung Note tablet, Trimble Terraflex application and ArcGIS. The process caters to efficient data uploads and minimal post processing time to create existing conditions maps for public discussion at meetings or served online. The final report compliments an earlier social component to the County’s Safe Routes to School program.

Key Personnel: Jeff Schwein – Project Manager
Project Duration: July 2013 – December 2013
Project Cost: \$42,000
Client Contact: Tamera Leighton – Executive Director
Del Norte Local Transportation Commission
(707) 465-3878
1301-B Northcrest Drive, #16, Crescent City, CA 95531



Lassen County Park & Ride Study, Lassen County Transportation Commission 2014

The Lassen County Transportation Commission hired the team of Traffic Works and Green DOT Transportation Solutions to prepare a park & ride study to address the regional and local coordinated transportation needs. Lassen County has at least 4 ad-hoc park & ride facilities used by more than 200 vehicles a day. These facilities are un-improved for the most part and cause major safety and maintenance issues. This project is a concerted effort to identify appropriate locations for the park & rides based on the existing and potential future users of the facilities. We are working with the major employers in the area, land use authorities, Caltrans, and a large stakeholder group to identify existing conditions and programs, users, and future improvements and site locations. The project involves a major stakeholder outreach effort and will culminate in a final report with recommended projects and an implementation plan.

Key Personnel: Loren Chilson – Project Manager, Jeff Schwein – Project Planner, Robert Acevedo – Transportation Planner, Ben Hopkins – GIS Specialist

Project Duration: November 2013 – June 2014

Project Cost: \$62,000

Client Contact: Cynthia Raschein – Senior Planner
Lassen County Transportation Commission
(530) 251-8260
707 Nevada Street, Susanville, CA 96130



Performance Monitoring Indicators for Rural and Small Urban Transportation Planning Agencies, Rural Counties Task Force - 2015

In June 2013, the San Diego Association of Governments (SANDAG) prepared a report defining performance measures that was accepted as the most effective methodology to date. The performance indicators developed were NOT applicable in rural and small urban communities, yet were incorporated into the 2014 STIP Guidelines. These indicators measured congestion relief and transit ridership increase, among others, which do not translate to the priority projects in rural and small urban areas. This left many regional and local agencies with the

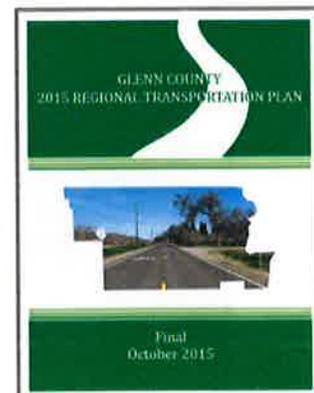
problem of developing projects that were compliant with the STIP Guidelines, yet not addressing their priorities.

The Rural Counties Task Force commissioned a report to explore and define the most effective way for rural and small urban entities of measuring performance of transportation projects. Green DOT plays a key role on the team selected to prepare this study. The project team will have vetted applicable performance measures for inclusion in the development of the 2016 STIP Guidelines. The final report will be completed by September 2015 and will assist rural and small urban areas in developing projects and justifying the most effective transportation investments in their locale. These identified performance measures will help the local agencies within Siskiyou County as well as the regional agency to determine which projects are the highest priority and support those with empirical data.

Key Personnel: *Jim Damkowitz, Kittelson & Associates, Inc.; Jeff Schwein – Principal Planner*
Project Duration: *6 Months*
Project Cost: *\$88,000*
Client Contact: *Dan Landon – Director*
Nevada County Transportation Commission
101 Providence Mine Road, Suite 102
Nevada City, CA 95959
530-265-3202

Regional Transportation Plan Update – Glenn County, CA – 2014/15

Green DOT is the primary consultant developing the 2015 Glenn County Regional Transportation Plan (RTP). The plan is used to identify transportation infrastructure and program projects for Glenn County over the next 20 year period. The last RTP for the region was developed in 2009/10 and regions are required to update their plans every 5 years to be eligible for certain funding resources. The planning process is more than merely listing highway and transit capital investments; it requires developing strategies for operating, managing, maintaining, and financing the area's transportation system in such a way as to advance the area's long term goals. The 2015 RTP development process will explore ways to improve multi-modal opportunities for regional and inter-regional travel and maintain a strong commitment to traditional highway improvement projects. We have an extensive community outreach plan for the RTP update and look forward to engaging stakeholders through Spring 2015.



Key Personnel: *Jeff Schwein – Project Manager, Stephanie Alward- Associate Planner*
Project Duration: *October 2014 – June 2015*
Project Cost: *\$30,000*
Client Contact: *Mardy Thomas – Principle Planner (530) 934-6530*
Glenn County Planning and Public Works Agency
777 N. Colusa Street, Willows, CA 95988

VI. PROJECT UNDERSTANDING

Green DOT is prepared to oversee the fixed route and Dial-A-Ride services throughout Del Norte County, connecting residents in Crescent City, Smith River, Fort Dick, Hiouchi, Gasquet, and Klamath to amenities, entertainment, recreation, and medical facilities. We understand that coordination with other groups is crucial for success with this position. Our team will coordinate with independent contractors and staff, adjacent transit operators, regional entities, stakeholders, and the general public to ensure that the RCTA is meeting the needs of the community.

Our project management success comes from looking at projects and programs holistically. For instance, we understand that the local transit system is a crucial part of a much larger transportation network. Transit is a fundamental aspect of any region, especially for certain demographics. Approximately 3% of the Del Norte population has no access to a vehicle and over 14% of residents are aged 65 years and over, an age-group typically more reliant on transit (American Community Survey 2014). According to the Department of Finance population projection reports, this demographic will grow to approximately 20% of the Del Norte population by 2020, which will likely cause an increase in transit demand, especially for residents in need of transit for medical connections throughout the County and region. Green DOT is prepared to monitor and respond to this demand as necessary.

According to the Request for Proposals, the RCT system has seen a modest increase in ridership between 2013/14 and 2014/15. Despite this increase, ridership is lower than it has been since 2008/09 according to the RCTA Annual Report 2012/13. As General Manager, we will ensure that RCT is meeting the demands of the community. Addressing the unmet transit needs may help to attract ridership. For instance, capital improvements including the addition of benches, shelters, and signage may increase rider satisfaction and attract new riders to the RCT.

With Green DOT's extensive experience in program and project management we are able to perform all responsibilities expected from a general manager. With an overall goal of overseeing an effective transportation system that meets the demand of the community and promotes mobility, Green DOT will ensure that the transit system is compliant with regulations and the transit system is functioning efficiently and cost effectively.

VII. SCOPE OF SERVICES

The responsibilities' of General Manager as detailed in Attachment A of the Scope of Services in the Request for Proposals were grouped into the six core categories of service (detailed below). As general manager, Green DOT is prepared to provide the services described in the categories below as well as all of the specific responsibilities described in the Scope of Services.

1. Administrative Management

The Green DOT Team will oversee all tasks that fall under administrative management. These tasks include negotiating and monitoring contracts, preparation of work plans and grant applications and ensuring that the RCT is consistent and compliant with State and Federal regulations, including ADA and TDA compliance. Development of the RCT will be monitored and evaluated to ensure that the RCT grows appropriately. Green DOT owner, Jeff Schwein, has extensive experience with project management and navigating the complex local, state, and federal laws to ensure consistency. This project management experience gives the Green DOT team the necessary skills and qualifications it takes to ensure that the administrative component of the RCT is running fluently.

2. Fiscal Management

Green DOT will oversee all tasks that fall under fiscal management. These tasks include preparing, submitting Federal Grant Quarterly Reports, accounting and budget management, and preparation of the Annual Service Plan, operating budget and Budget Report. Green DOT is committed to keeping the RCT within its budget and delivering services economically. The team is prepared to submit all necessary fiscal reports punctually.

3. Strategic Marketing

Strategic marketing can be used as a tool to attract more users to the transit system. As General Manager, we will create a progressive marketing plan that is cost-effective, yet successfully promotes and informs residents of RCT services. The Green DOT team will act as a representative of the RCTA to federal, state, and local agencies, business and community groups, and the general public. Owner Jeff Schwein is strategically located in Chico and is willing travel to Del Norte as needed. Additionally, we propose to have a local representative available for immediate on-call services. This will ensure that a transit representative is readily available for regional coordination, as well as to the general public to answer questions and address any issues or complaints that come up.

4. Agency Coordination

The local transit system is one aspect of a larger regional transportation system composed of other transit and transportation service providers. The needs of the community dictate certain transit system functions, which is why Green DOT will ensure strong interregional coordination between relevant agencies and the RCT. As General Manager, Green DOT will coordinate with Greyhound, the Humboldt Transit Authority, the Curry Public Transit, Yurok Tribe Transit Services, and any other agencies and/or groups that seek coordination with the RCT. Green DOT is prepared to honor existing coordination efforts between regional groups, and will additionally seek more if necessary.

5. Maintenance and Operations

Equipment and fleet that run smooth and efficiently is a core element of any transit system. As General Manager, Green DOT is prepared to coordinate with the independent contractor responsible for the transit fleet and daily operations. Additionally, Green DOT will receive and develop action plans (where necessary) in response to accidents and equipment failures. Detailed records of any operational issues, including public complaints, and the procedures used in response to them will be kept and organized.

Green DOT will oversee that all maintenance and operations costs will adhere to the budget and follow the correct procedures.

6. Capital Improvements

Green DOT will see all tasks related to capital improvement. These tasks include fleet management and the acquisition of new vehicles (where necessary), design of bus routes, fare schedules, and bus stop improvements. Bus stop improvements include providing a place for transit users to sit while waiting and providing the proper informational signage for bus stops. Clearly marked bus stops may help to attract new riders that are unaware of the existing system. In the 2014 Short Range Transit Development Plan, bus stops and shelters were ranked the least satisfactory of the RCT services. Green DOT is prepared to improve upon the existing transit services where necessary to better meet the needs of the community.

VIII. COST PROPOSAL

The following is a cost-estimate based on our hourly rates. As general manager, it is estimated that approximately 760-hours will be spent towards the responsibilities and duties described in the scope of services. All costs associated with the General Manager position are included into the following cost estimates:

Table 1. Green DOT Hourly Rate

	Regular	Base	Overhead		Profit	Hourly Charged
	Hourly Rate		Regular	Fringe		
Jeff - Project Manager	\$ 120.00	\$ 30.00	\$ 44.40	\$ 3.60	\$ 42.00	\$ 120.00
Amy-Local Planner	\$ 95.00	\$ 23.75	\$ 38.00		\$ 33.25	\$ 95.00
Stephanie - Associate Planner	\$ 95.00	\$ 23.75	\$ 38.00		\$ 33.25	\$ 95.00
Jeff - Project Manager	120	25%	37%	3%	35%	100%
Amy-Local Planner	95	25%	40%		35%	100%
Stephanie - Associate Planner	95	25%	40%		35%	100%

Table 2. Hourly Breakdown

General Manager Cost Breakdown	Task 1	Task 2	Task 3	Task 4	Task 5	Total Hours	Annual Cost	Contract Duration Cost
Jeff	150	130	80	80	55	495	\$ 59,400.00	\$ 178,200.00
Staff	65	30	70	50	50	265	\$ 25,175.00	\$ 75,525.00
Total	215	160	150	130	105	760	\$ 84,575.00	\$ 253,725.00

IX. REFERENCES

Attached in Appendix B are two letters of reference. These reference letters have been submitted by clients as requested in the Request for Proposals. Contact information is provided should additional contacting need to occur.

X. ADDITIONAL MATERIALS

Please find the Addenda acknowledgement in Appendix C.

Appendix A

Resumes

Jeff Schwein, AICP CTP

jeff@greendottransportation.com

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

EDUCATION

M.A. in Geography and Planning
California State University, Chico 2001

B.A. in Geography and Planning
California State University, Chico 1996

EMPLOYMENT HISTORY

Years of Experience: 13 Since 2002 Experience with Green DOT: Since 2011 (inception)

Green DOT Transportation Solutions

Owner/Transportation Planner

Lumos & Associates, Inc.

Planning Manager

Tehama County Transportation Commission

Transportation Planner

Haling & Associates

Environmental Planner

PROFESSIONAL INFORMATION

- Certified Transportation Planner, AICP CTP
- American Institute of Certified Planners, AICP
- American Planning Association Member
- Sac Valley APA Section PLAN Mentor-2014
- CSU Chico Department of Geography and Planning Advisory Board Member-Chair
- California Geographical Society Member
- RTP Guidelines/Smart Growth/Blueprint Workgroup Participant — 2007
- Rural Counties Task Force Vice Chairman — 2004/2005
- California Performance Review Rural County Representative — 2005
- Save Prop 42 Coalition for Transportation Funding Participant — 2004/2005
- Caltrans District 2-RTPA Task Force — 2002/2005
- Caltrans Planning Academy Certification — 2003

PROJECT EXPERIENCE

The following list is a brief introduction to the projects Mr. Schwein has worked on.

TRANSPORTATION PROJECTS

- Colusa County Short Range Transit Plan, Colusa County Transit Agency, 2016
- Siskiyou County Regional Transportation Plan, Siskiyou County Transportation Commission, 2016
- Amador County Bicycle and Pedestrian Plan, Amador County Transportation Commission, 2016
- Shasta Affordable Housing and Sustainable Communities Project Development, Shasta RTA, 2016
- Del Norte County Regional Transportation Plan, DNLTC, 2016
- Alpine County Regional Transportation Plan, Alpine County Local Transportation Commission, 2015
- State Route 101 South Entry to City of Eureka PSR/PDS, City of Eureka, 2015.
- Susanville Transportation Program Management and Project Delivery, City of Susanville, 2014-17.
- Glenn County Regional Transportation Plan, Glenn County Transportation Commission, 2014/15.
- Project Development and Delivery Assistance, Amador County Transportation Commission, 2014.
- Alpine County Wayfinding Project, Alpine County Community Development, Markleeville, CA-In Progress.
- Active Transportation Program Project Application Development, Humboldt County, CA, 2014.
- Lassen County Park & Ride Study Report, Lassen County Transportation Commission, CA, 2014.
- South Susanville Gateway Complete Streets Project Development, Susanville, CA, In Progress.
- Safe Routes to School Infrastructure Audit and Circulation Study-Del Norte County, 2014.
- Lassen County Regional Blueprint Project, 2014.
- Project Delivery Services, Orleans and Happy Camp Bike/Ped Improvements, Karuk Tribe, 2013.
- Calaveras County Transportation Planning Services, Calaveras COG, 2014.
- Point Arena Safe Routes to Schools Project Management/Delivery, 2013.
- Cycle 6 HSIP Application Development, Del Norte County & Crescent City, 2013.
- Colusa County Bicycle Plan, 2012.
- Middle Klamath River Community Transportation Plan, Karuk Tribe, 2011.
- Humboldt County Regional Transportation Improvement Program, 2011.
- West Fourth Street Corridor Streetscape Planning and Design, City of Hollister, CA – 2010.
- Broadway Village Multi-Modal Implementation Plan, El Dorado County Transportation Commission, - 2010.
- Plumas County Regional Transportation Plan and EIR, Plumas County Transportation Commission, - 2010-2011.
- ARRA Project Delivery, Del Norte County, Crescent City – 2010.
- Community Based Transportation Plan (CBTP), City of Tulare, CA, – 2009.
- 2007/08 Overall Work Program Development for Trinity and Del Norte counties.
- TDA/STIP Administration Services for Trinity County RTPA, 2006-2009.
- 2006 & 2008 STIP Programming for Trinity/Del Norte counties.
- RTPA Handbook and Website Development for Lassen and Modoc counties, -2007-2008.

SOFTWARE DEVELOPMENT

- Transportation Program Management Software Development, 2011-Present.
- Web-Based Transportation Program Management, City of Susanville, Current
- Web-Based Transportation Program Management, Amador County Transportation Commission, Current
- Intelligent Transportation Software for CIP, Calaveras Council of Governments, - 2013.

Stephanie Alward

stephanie@greendottransportation.com

Stephanie's planning projects range from community outreach, transportation planning research and report writing to Geographic Information Systems (GIS) support and website and social media updating. During her time at Green DOT, Stephanie has played an integral role in helping to develop planning documents that are reader-friendly by utilizing modern design elements and a simplified structure. Stephanie's passion for transportation planning originates in a desire to see the expansion of active transportation facilities. Stephanie is committed to decreasing reliance on car travel by encouraging bike and pedestrian travel, and is excited to be a part of creating more bike/pedestrian friendly cities and neighborhoods in her planning future.

EDUCATION

B.A. in Geography and Planning
California State University, Chico 2011

Certificate in Geographical Information Systems
Shasta College, 2013

EMPLOYMENT HISTORY

Green DOT Transportation Solutions
Associate Transportation Planner

Alpine Land Information Services
GIS Analyst

Forest Service, Shasta-Trinity National Forest
GIS Intern

AFFILIATIONS AND AWARDS

- APA Member, Sacramento Valley, 2015
- GIS Corps Member and Volunteer, 2013-present
- GeoNet Member, 2010-present
- Geography Club Member, California State University, Chico, 2010-2011
- Dean's List, Geography and Planning Department, 2010-2011
- Twelve Annual Student Research Poster Symposium Winner, 2008
- Honors in General Education, California State University, Chico, 2007-2009
- Division II Track and Field, California State University, Chico, 2007-2009
- Molecular Biology Club, California State University, Chico, 2007-2009
- Presidential Scholar, California State University, Chico, 2007
- Robert C. Byrd Scholar, 2007
- National Merit Scholar Finalist, 2007
- Valedictorian, West Valley High School, 2007

PROJECT EXPERIENCE

TRANSPORTATION PROJECTS

- *Glenn County Regional Transportation Plan Update, In Progress*
Stephanie is contributing to the long-term transportation planning document for Glenn County, California by helping assess the County's needs and identifying available funding from federal, state and local investments, and describing a feasible plan of action for maintaining, preserving and improving roads, transit, bicycle, pedestrian, trucking, railroad and aviation.
- *Alpine County Regional Transportation Plan Update, In Progress*
The purpose of the Regional Transportation Plan for Alpine County, California is to provide a vision for the region through the detailing of ten and twenty year planning and transportation goals. This document will detail the policy direction, actions, and funding strategies designed to maintain and improve the regional transportation system.
- *City of Eureka Project Study Analysis, In Progress*
This study report is for improvements on the section of State Route 101 that brings travelers into the City of Eureka from the south; both aesthetic improvements and operational improvements, such as bicycle and pedestrian facilities, will be considered.
- *Del Norte Climate Change Adaptation Study, In Progress*
Stephanie played a critical role in the Del Norte Climate Change Adaptation and Storm Water Management Plan performing criticality determinations for roadways, culverts and bridges using GIS as a primary tool.
- *Susanville Sidewalk Inventory and Needs Analysis, In Progress*
The purpose of this project is to provide the City with information and direction on the existing infrastructure and remaining needs for the pedestrian facilities of the City, including where hazards and gaps are present and possible landscaping improvements.
- *Del Norte County Regional Transportation Plan Update, In Progress*
The purpose of the Regional Transportation Plan for Del Norte County, California is to provide a vision for the region through the detailing of ten and twenty year planning and transportation goals. This document will detail the policy direction, actions, and funding strategies designed to maintain and improve the regional transportation system.
- *Siskiyou County Regional Transportation Plan Update, In Progress*
The purpose of the Regional Transportation Plan for Siskiyou County, California is to provide a vision for the region through the detailing of ten and twenty year planning and transportation goals. This document will detail the policy direction, actions, and funding strategies designed to maintain and improve the regional transportation system.
- *Amador County Master Bicycle Plan, In Progress*
The purpose of the Master Bicycle Plan for Amador County, California is to provide a vision for the active transportation needs and to prioritize bicycle and pedestrian projects in the County, as well as to prioritize projects and goals in relation to the funding available.

Amy Deitchler-Associate Planner

amy@greendottransportation.com

Amy is a recent transplant from New Mexico to Humboldt County. She studied Political Science at the University of New Mexico where she earned her Bachelor of Arts degree. Amy has a foundation in community outreach from creative techniques in format and advertising to organizing, planning and hosting. She is well versed in the legislative process and spent 3 years in the legal and political arena, including some time as a legislative assistant for the New Mexico House of Representatives.

EDUCATION

B.A. in Political Science
University of New Mexico, Albuquerque, NM-2010

EMPLOYMENT HISTORY

Green DOT Transportation Solutions

Associate Transportation Planner

New Mexico House of Representatives

Legislative Assistant

Democratic Party of New Mexico's Coordinated Campaign

Regional Field Director

Organizing for America

Field Organizer

Appendix B

Reference Letters



CALAVERAS
COUNCIL of
GOVERNMENTS

January 14, 2016

Redwood Coast Transit Authority
710 H Street
Crescent City, CA 95531

RE: REFERENCE LETTER FOR GREEN DOT TRANSPORTATION SOLUTIONS

To Whom it May Concern:

The Calaveras Council of Governments is the Regional Transportation Planning Agency for Calaveras County. We are responsible for the long range transportation planning, administration of State and Federal transportation programs, Transportation Development Act funding and air quality conformity in the region. We work with our State; local agency and Tribal partners to ensure progressive planning, diligent project development and efficient project delivery for important transportation projects.

The Calaveras Council of Governments has worked with Green DOT Transportation Solutions and Jeff Schwein for many years on organizational and administrative projects. Green DOT developed a web-based program management system for CCOG to help manage state and federal funding for transportation and transit capital projects. Mr. Schwein has also provided critical organizational and administrative assistance during a project audit for a federally funded project in 2014 and has made presentations to the Board. Green DOT has shown accuracy, professionalism and a clear understanding of transportation planning in the projects we have been involved in cooperatively. Furthermore, Project Manager Jeff Schwein has an expert level understanding of state and federal transportation funding programs.

Should you have any questions regarding this letter of reference, please don't hesitate to call me at

Sincerely,

Melissa Eads

Calaveras Council of Governments

444 E. St. Charles, Suite A

P.O. Box 280

San Andreas CA 95249

209 754-2094

209 754-2096 (fax)

www.calacog.org

GLENN COUNTY TRANSPORTATION COMMISSION

Gary Hansen, City of Willows, Chairman
John Viegas, County of Glenn, Vice-Chair
Salina Edwards, City of Orland
Keith Corum, County of Glenn
Bruce Roundy, City of Orland
Dwight Foltz, County of Glenn
Jim Yoder, City of Willows (Alternate)
(Vacant), County of Glenn (Alternate)

P.O. Box 1070
777 N. Colusa Street
Willows, California 95988

Di Aulabaugh,
Executive Director

(530) 934-6530
FAX (530) 934-6533

January 14, 2016

Redwood Coast Transit Authority
710 H Street
Crescent City, CA 95531

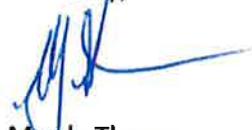
RE: Green DOT Transportation Solutions Reference

The Glenn County Transportation Commission is the Regional Transportation Planning Agency and serves as the administrators for the regions public transit system, Glenn Ride.

Glenn County Transportation Commission hired Green DOT Transportation Solutions to prepare a long range planning document, the 2015 Regional Transportation Plan, which identifies policies, funding and projects for through the year 2035. Green DOT and Project Manager Jeff Schwein performed professional and accurate work on the Regional Transportation Plan which was adopted by the Commission last October. The process was well managed by Jeff and his staff and included community outreach, projecting future needs, developing projects, and budgeting limited financial resources. The Green DOT team was responsive with communication and provided a good presence in our communities throughout the development of the Plan.

Should you have any questions, please feel free to contact me directly at (530) 934-6530.

Sincerely,



Mardy Thomas
Principal Planner

Appendix C

Addenda

IV. ADDENDA ACKNOWLEDGMENT

(Must be submitted with proposal packet)

Receipt of the following addenda is hereby acknowledged:

Addendum No. _____

Contractor's Initials _____

Addendum No. _____

Contractor's Initials _____

Addendum No. _____

Contractor's Initials _____

Request for Proposals
Response to Questions

- JRS



**Thomas Quigley Transit Consultant
Proposal for General Manager of Redwood Coast Transit
Title Page**

Redwood Coast Transit Request for Proposals for General Manager of Redwood Coast Transit

January 13, 2016

Thomas Quigley Transit Consultant is pleased to submit this proposal for General Manager of Redwood Coast Transit. As requested in the RFP all required information is provided. The insurance requirements and sample contract have been reviewed.

Thomas Quigley, President, has the authority to bind and is authorized to represent Thomas Quigley Transit Consultant. He can be contacted at 1212 43rd Avenue, Sacramento, CA 95822, telephone (831) 245-5406, or email tquigley1@aol.com.

Thomas Quigley Transit Consulting



Thomas Quigley

President



Thomas Quigley Transit Consultant
Proposal for General Manager of Redwood Coast Transit
Summary

Thomas Quigley is committed to this opportunity for the Redwood Coast Transit General Manager position. A two day on-site visit for insight to the transit operation and community led to intentions to relocate to the service area for this position. Your stated qualifications are a match for my education and experience. My experience as Transit Manager for the City of Rio Vista, CA. mirrors the duties for this position. My experience includes leadership positions as General Manager for four other transit properties. I have advanced certifications from Horizon Centers on Microsoft Office applications. In addition, I have a BS degree in Finance and a MBA in Economics.

Other related experience includes:

- Sacramento Regional Transit District - Responsible as Director of Planning for service planning, transportation planning studies, fare policy, downtown circulation study, establishing and monitoring performance standards, comprehensive operational analysis with extensive community outreach, short range planning and Title VI oversight and fare and service equity analysis.
- Houston METRO -- responsible as Manager of Service Planning for five year transit service plan for the fourth largest USA transit service area in conjunction with the strategic business plan. Responsible for the annual service plan and periodic service changes throughout the year. Responsible for addressing operation service inquiries from the public, Board members, internal departments, public and private organizations and the media.
- San Benito County COG – responsible as Executive Director for the public transportation authority, management of the operations contractor, responsible for annual overall work program, short and long range planning, grants, public outreach, vehicle procurement, construction of a CNG fueling station. Responsible for TDA statues and regulations. Responsible for the apportionment and allocation of STA and LTF funds.
- URS – responsible as Director of National Transit Operations for national transportation operations division; preparing scopes of work, and quarterly and annual budgets for the transportation division of the second largest international transit engineering company. Conducted transit planning for Charlestown, NC, and Tampa FL rail engineering and construction.
- Veolia – responsible as General Manager/Corporate Director of Planning and System Assessments for the largest national transportation management company. Developed policies and procedures for all transit locations. Developed and monitored performance measures for nationwide transit properties. Conducted numerous transit planning studies nationwide.
- Greater Bridgeport Transit Authority – responsible as General Manager for public transit authority reporting to Board representing four jurisdictions. Responsible for contracted paratransit.
- LYNX, Orlando FL – managed planning, marketing, paratransit, customer service, express bus, and rideshare departments; responsible as Manager of Planning and Marketing for developing, analyzing, and monitoring operating and capital budgets. Responsible for MPO transit CIP and TIP. LYNX includes two rural counties.
- NOACA, Cleveland MPO – managed MPO and Greater Cleveland Regional Transit Authority planning; responsible as Manager of Transit Planning for developing, analyzing, and monitoring operating and capital budgets. Included five counties and three transit authorities inclusive of the Greater Cleveland Area Transit Authority. Responsible for CIP and TIP.
- Recipient of national APTA Ad Wheels Marketing Award; Created nationally acclaimed radio, television, and billboard promotions.
- FTA Training: Third Party Procurement; Transit Planning, New Starts Program; 5310 Program



Thomas Quigley Transit Consultant
Proposal for General Manager of Redwood Coast Transit
Summary

- Microsoft Certificates of Completion – Microsoft Certificates of Completion - Horizon Centers – San Jose and Santa Cruz, California - HTML 4 - Advanced Front Page – Advanced Windows - Advanced Word – Advanced Excel – Advanced Access – Intermediate Power Point – Windows - Intermediate Outlook - DOS 6.2, - Grove
- Caltrans Training Certificates -- Traffic Engineering - Traffic Operations and Highway Capacity Analysis - Finance and Project Funding – Goods Movement
- ESRI – Certification of Completion – Learning Arc view GIS Desktop



**Thomas Quigley Transit Consultant
Proposal for General Manager of Redwood Coast Transit
Qualifications**



Thomas Quigley

1/4/2016



1212 43rd Avenue, Sacramento, CA 95822

(831) 245-5406 tqigley1@aol.com

CAREER SUMMARY

Over 30 years of executive management experience. Served as innovative and team building General Manager/CEO for transit authorities, and contracted Atlanta Summer Olympics transportation events, supervising 2,000 personnel – “largest peace time movement of people since V Day – WWII.” Provided urban paratransit leadership enhancing delivery systems for Cleveland, Los Angeles, Philadelphia, Phoenix, and Washington, DC. Led highway and transportation short and long range planning, and transportation improvement program (TIP) for Cleveland OH, Orlando FL, and San Benito County CA. Promoted to lead corporate planning and system assessments for ATC/Veolia, a leading nationally acclaimed transit management company, and founded national transit consulting division for URS, the largest worldwide transportation engineering company. Coordinated transit projects for University of Michigan, Arizona State University, Los Rios Colleges and Sacramento State, Bridgeport University, University of Houston and Florida State University. Received worldwide recognition for leading Hewlett-Packard’s first entry to US SMART card market. Planned and implemented airport ground transportation eliminating curbside congestion for DFW, SFO, IAH, IAD and DCA. Drafted legislation, requested to speak on ADA & ICETEA by the United States Senate with testimony recorded in the Congressional Record.

EDUCATION

Gannon University

MBA - International Economics – emphasis on the Far East - 3.5 cumulative

BS – Business Administration – Finance and Accounting

EXPERIENCE

Transit Manager | City of Rio Vista CA

2015 – 2016

Responsibilities:

- State and Federal grant administration; organize and direct transit system operations; supervise operations contract; prepare written reports and oral presentations.



Director of Planning | Sacramento Regional Transit

2011 - 2013

- Responsible for service planning, transportation planning studies, fare policy, downtown circulation study, establishing and monitoring performance standards, plan and monitor park and ride pay lots; comprehensive operational analysis with extensive community outreach, short range planning and Title VI oversight and fare and service equity analysis; implementation of ProjectAction BRT and rail extensions

Manager, Service Planning | Houston METRO

2008- 2010

- Responsible for short and long range plans, strategic development, service planning with scheduling coordination, comprehensive operational analysis, short range planning, five year operations plan, oversee smart card and BRT operation implementation; post rail service planning for 6 new rail extensions. Duties included planning rail and realigning bus service to the University of Houston.

President & CEO | Thomas Quigley Transportation Consultant

1983 – 2016

- Planned and implemented Los Angeles County's first paratransit program for LA MTA
- Provided City of Tempe Five Year Bus Plan resulting in 225% ridership increase
- Completed restructuring the Houston METRO bus service in conjunction with the planning of new rail lines and implementing Bus Rapid Transit (BRT) Operations; Completed Houston METRO five year transit plan, the third largest US county with a 3.9 million population, contributing to an acclaimed strategic business plan
- Conducted comprehensive operational analysis (COA) studies for Phoenix Transit System, City of Tempe, Charleston SC, Grand Rapids, Holland, and Saginaw, Michigan
- Planned innovative regional shuttle service for General Motors World Headquarters
- Arizona State University – provided campus route planning and scheduling in scope of work for City of Tempe five year transportation plan
- Associate with Integrity Parking Systems providing parking system advisory services, parking operations management, parking facility development, transportation operations management, and transportation advisory services
- Completed fixed route service expansion planning for San Joaquin Regional Transit
- Developed Short Range Plan and cost tables for OMNITRANS, San Bernardino CA
- Provided transit service development plans for City of Laguna Woods CA
- Planned and completed bicycle lane construction projects for San Benito County CA Southside Road and San Juan Road achieving safe routes to local schools
- Responsible at Hewlett Packard for building a new transit market providing turnkey solutions for electronic payment and re-value; Responsible for the first HP smart card readers sale to merchants in the United States achieving my worldwide recognition



Executive Director | San Benito County Council of Governments
2003– 2006

Achievements:

- Restructured San Benito County CA Local Transportation Authority for enhancing service delivery; Completed Origin and Destination Study to improve routes
- Responsible for the planning and construction of the CA SR-25 Safety and Enhancement Project and the SR-25 Highway By-Pass Project; SR-25 By-Pass - completed Environmental Impact Report (EIR), 100% preliminary engineering plan, right-a-way appraisals and offers, exercised eminent domain, contracted construction management consultants; this project was previously stalled for decades before my tenure

Responsibilities:

- Responsible for public transit authority, county highways, local streets, airport land use commission, SAFE, vanpool, rideshare, and bicycle routes, CIP and TIP, environmental and air quality requirements, strategic planning, annual budget, expenditures, procurement, funding, and revenue management, establish goals and objectives, manage and monitor employee performance; monitor contractors and consultants
- Transportation Development Act (TDA) statutes and regulations, and the apportionment and allocation of Local Transportation Funds (LTF) and State Transit Assistance

Market Manager – International Transportation Division Hewlett Packard Santa Clara

1999 – 2001

Achievements:

- Responsible for building a new transit market providing turnkey solutions for electronic payment and re-value Directed the 13th largest corporation international EPS transit applications with 80 worldwide HP senior executives
- Responsible for the first HP smart card readers sale to merchants in the United States (San Francisco Bay Area transit consortium)
- Responsible for hardware and software R & D, merchant and consumer deployment, customized software applications, help desk oversight, service and repair, training, installation, and project management
- Manage EPS accepting multiple payment types via electronic cards by kiosks, Internet, ATM, and counter top terminals

Director, National Transit Operations Consulting Division | URS - Chicago

1998 – 1999

Achievements:

- Responsible for building a new nation-wide transit operations consulting practice market
- Provided planning for University of Michigan service options with Ann Arbor Authority



- Formulated planning approach eliminating terminal congestion for Dallas-Fort Worth Airport ground transportation
- Task Manager enhancing inter-modal coordination for Tampa's Hillsborough Area Regional Transit Authority (HART) rail and bus station interface planning
- Conducted operational analysis providing complete route restructuring for Charleston Area Regional Transportation Authority

Responsibilities:

- Responsible for client contacts, organizing and writing major proposals and statement of qualifications, and leading and/or participating in presentations and interviews
- Served as Project Manager on projects related to the planning, financing, and development of transit bus, rail, and paratransit
- Responsible for project direction, presentation to clients, project communications, quality assurance, budget and schedule control, invoicing and preparation of reports
- Served as Task Manager responsible for completing technical work tasks within budget and schedule, and for overseeing staff

**General Manager/Corporate Director of Planning and System Assessments
| ATC/Veolia Transportation Inc. - Chicago**

1994 - 1999

Achievements:

- Promoted to Corporate Director of Planning & System Assessments overseeing planning and development of \$400,000,000 international corporate budget
- Conducted Las Vegas CAT comprehensive operation analysis providing reorganization that later attained the national American Public Transportation Association (APTA) Outstanding Achievement Award
- Planned and managed Atlanta Summer Olympics contracted ground transportation; supervised over 2,200 personnel and 2,000 buses

Responsibilities:

- Headed consultant projects and system assessments for 56 national transit locations
- Managed Michigan transit authority; succeeded in local tax referendum initiative
- Responsible for preparing proposals, and creating policies and procedures approaches for current and prospective new business

Chief Executive Officer | Greater Bridgeport Transit Authority CT

1989 - 1993

Achievements:

- Negotiated two landmark labor contracts with Amalgamated Transit Union (ATU) achieving health benefits employee contribution, COLA and wage freeze for 3 years



- Received international recognition for pioneering bus ceramic engine technology that reduces fuel consumption by 20 percent
- Testified on ISTEA and ADA issues at the United States Senate's request – documented in Congressional Record
- Reduced operating expenses by 9% while maintaining service levels
- Reorganized paratransit non-profit consortium of public and social service transportation for efficiencies and effectiveness

Responsibilities:

- Managed 100 bus fleet and administration reporting to the Board of Directors serving a multi jurisdictional population of 882,467 and the University of Bridgeport

Manager of Marketing and Planning | LYNX – Orlando FL

1988 – 1989

Achievements:

- Recipient of national APTA Ad Wheels Marketing Award
- Created nationally acclaimed radio, television, and billboard promotions
- Conducted comprehensive operational analysis improving downtown pulse and regional timed transfers, and correcting schedule deficiencies

Responsibilities:

- Managed short and long range planning with TIP, marketing, paratransit, customer service, express bus, and rideshare departments, Transportation Demand Management (TDM) and Transit Oriented Development (TOD)
- Led planning needs for 2 million pop. and three counties, and Florida State University with a staff of 30 professionals

OTHER CAREER HIGHLIGHTS

- Managed Metropolitan Planning Organization (NOACA) and Greater Cleveland Regional Transit Authority (GCRTA) transportation planning; Led planning needs of Greater Cleveland Metropolitan Area for 2.9 million population, multi jurisdictional five counties, and \$150 million budget with a staff of 30 professionals; Managed NOACA MPO TIP, CIP, Short and Long Range Planning, TOD & TDM; Conducted GCRTA Euclid Corridor rail alternative analysis, and on-board origin and destination survey
- Led Los Angeles County paratransit planning needs for 10.3 million population and \$500 million total transit budget with a staff of 3 direct report professionals
- Established paratransit brokerage with Southeastern Pennsylvania Transportation Authority (SEPTA), 6 contractors, and 50 non-profit organizations; published in manual by US DOT for this award winning Philadelphia paratransit brokerage
- Developed pre- trip vehicle inspection procedures adopted by Federal Transportation Administration (FTA) manual
- Coordinated public and social service paratransit resources for Crawford Area Transportation Authority as CEO and the Greater Erie Community Action Committee



T R A I N I N G

Microsoft Certificates of Completion – Microsoft Certificates of Completion Horizon Centers – San Jose and Santa Cruz, California - HTML 4 - Windows - Advanced Front Page – Windows -Advanced Windows - Advanced Word– Windows -Advanced Excel– Windows Advanced Access – Windows - Intermediate Power Point – Windows - Intermediate Outlook - DOS 6.2, Grove

Caltrans Training Certificates -- Traffic Engineering - Traffic Operations and Highway Capacity Analysis -Transportation Finance and Project Funding

ESRI – GIS Arc View Certification



**Thomas Quigley Transit Consultant
Proposal for General Manager of Redwood Coast Transit
Scope of Services**

Coordinate the planning and direct development of efficient and responsive public transit services in the Del Norte County area.

- Data Collection and Analysis
 - Review of existing studies and plans
 - Detailed assessment of existing service, ridership, and operating data
 - Review of demographic and land use data
 - Review of RCTA customer research
- Data Analysis – comprehensive evaluation of bus at route, route segment, and time of day levels. Develop individual route service profiles and assessments. All findings will identify existing unmet needs and opportunities for change to support objectives to maximize ridership and revenue as well as equity and simplicity.
- Review and revise current service standards and provide an updated report detailing those changes.
- Develop a Short Term Service Plan
 - Proposed route alignments and line spacing
 - Proposed service frequencies, spans and days
 - Estimated miles and hours of service including operating costs
 - Estimated vehicle requirements

Perform administrative functions including fiscal management; negotiation of contracts; preparation of budgets and work plans; preparation of grant applications, funding claims, federal grant quarterly reports, financial and compliance reports, policy analysis, and other documents as needed.

- Fiscal management: establish and maintain a financial management system that meets federal requirements, the common rules, and federal guidance.
- Negotiation of contracts:
 - Break the negotiation into parts
 - Use the “I am only asking what’s fair” approach
 - Know what the top priorities are
 - Use the offer-concession strategy
 - Question rather than demand
 - Find points of agreement and end on a positive note
 - Use facts not feelings
- Preparation of budgets
 - Develop an operating financial forecast that identifies revenues and expenses associated with operating and maintaining RCTA.
 - Develop a capital improvement plan that identifies all RCTA capital needs regardless of funding availability.



Thomas Quigley Transit Consultant
Proposal for General Manager of Redwood Coast Transit
Scope of Services

- Prepare an annual budget of expenses and revenue to support the work plan and annual service plan.
- Preparation of work plans
 - Identification of concept options
 - Preliminary evaluation of options
 - Detailed options development
 - Evaluation of detailed options
 - Development of concept plan
- Preparation of grant applications – provide management for the entire grant process inclusive of the whole cycle of grants management from grant application preparation and submittal to reporting and accounting to close out.
- Funding claims, federal grant quarterly reports, financial and compliance reports
 - Follow state and federal guidelines for TDA funding claims, and federal grant reimbursements
 - Complete federal quarterly and bi-annual reports as identified with the executed grant agreement
 - Complete financial and compliance reports identified by the state, and federal circulars

Carry out the Annual Service Plan and Budget. Review, monitor, and evaluate transit development and report on results. Make recommendations to modify services as needed.

- The main goals of the Annual Service Plan
 - Improve system ridership, productivity and efficiency
 - Improve farebox recovery
 - Improve RCTA's role as a viable alternative mode of transportation
 - Use transit investments and resources more effectively
- The core principles of the Annual Plan
 - Develop a financially sustainable transit system
 - Match capital investment with quantifiable service needs and local participation
 - Improve customer focus
 - Target markets where transit can compete
 - Improve system integration and efficiency

Continue to implement the RCTA Complementary Para-transit Services Plan developed in response to the Americans with Disabilities Act (ADA). Participate in the appeals process as required. Oversee implementation of ADA policies regarding equipment and operations.

- Evaluate and monitor Complementary Paratransit for compliance with FTA's ADA Guidance Circular
 - Requirement for Complementary Paratransit Service
 - Complementary Paratransit Service Criteria



Thomas Quigley Transit Consultant
Proposal for General Manager of Redwood Coast Transit
Scope of Services

- Avoiding Capacity Constraints
- Evaluating Subscription Service
- Promoting Ongoing Public Participation
- Assuring Proper Eligibility Standards
- Monitoring the Eligibility Determination Process
- Evaluating and Monitoring Recertification
- Appeal Process – General Manager participation per guidance
- Personal Care Attendants and Companions
- Promote Service for Visitors
- Provide Access to Information
- Monitor No-Show Suspensions
- **Oversee ADA policies regarding equipment and operations**
 - Maintaining Accessibility Features
 - Keeping Lifts in Operational Condition
 - Monitoring Lift and Sacrament Use
 - Providing Accessibility Information
 - Monitoring Personnel Training
 - Adhere to Vehicle Acquisition Specifications
 - Enforcing Priority Seating and Securement Area
 - Checking for Stop Announcements

Coordinate and monitor accounting, procurement, property and operating records and procedures.

- Review the criteria for establishing and maintaining financial management systems that meet the federal requirements, common rules, and guidance.
- Coordinate and monitor financial reporting, accounting records, internal control, budget control, allowable cost, source documentation, cash management and project changes.

Carry out fleet and equipment monitoring, replacement, and acquisition program. Prepare as necessary, vehicle and equipment specifications and manage acquisitions as authorized in the annual budget.

- Complete and update the Asset Management Plan and STIP Program
- Develop vehicle and equipment specification with source documents from vendors and peer transit agencies
- Manage acquisitions with compliance to FTA Third Party Procurement Guidance, executed grant agreement directions, and Caltrans procurement policies and procedures.

Represent RCTA to federal, state, and local agencies, business and community groups, and the general public.



**Thomas Quigley Transit Consultant
Proposal for General Manager of Redwood Coast Transit
Scope of Services**

- Thomas Quigley has a 25 year business relationship with Leslie Rodger, FTA Area Administrator, and a 10+ year relationship with Will Kempton, Executive Director of the California Transportation Commission. Thomas Quigley has been based in Sacramento 15 minutes from Caltrans and California Transportation Commission Headquarters. He has established ongoing working relationships throughout the State.
- During his tenure as Executive Director, San Benito Council of Governments and Director of Planning for Sacramento Regional Transit he was responsible for conducting public outreach for annual unmet needs hearing, service changes, preliminary and final engineering reports, service changes, planning reports, and Title VI outreach. He has mastered state-of-the-art communication skills which will prove an asset for RCTA.
- Major entities requiring active participation include elected officials, the Del Norte Local Transportation Commission, the regional Caltrans office, Indian tribes, Chamber of Commerce, local newspapers and other media, non-profit organization, middle and high schools, and minority organizations.

Monitor legislative and regulatory issues to ensure agency compliance with applicable laws and regulations, and to disseminate information to the Board regarding matters of interest to the RCTA.

- Thomas Quigley will receive ongoing legislative and regulatory issues continuously from:
 - The California Department of Transportation
 - Cal ACT
 - FTA
 - APTA
 - Bay Area Metropolitan Transportation Commission
 - Del Norte Local Transportation Commission
 - Solano County Transportation Authority
 - Other state organizations
- Information will be made available to the Board as it becomes available via email and US Postal Service

Oversee transit system operations, monitor and evaluate contract services, analyze service utilization and operation, receive and respond to complaints, review accident records and equipment failures, and develop corrective action plans.

- Thomas Quigley will be available to the Operation Manager at all times
- Conduct weekly conference calls with the Operations Manager
- Monitor operations for full compliance with the contract
- Conduct monthly trend analysis of key performance measures
- Respond to email and phone complaints for resolution within 48 hours
- Respond to US postal mail complaints within 5 business days
- Review accident reports for determination of preventable and non-preventable accidents



Thomas Quigley Transit Consultant
Proposal for General Manager of Redwood Coast Transit
Scope of Services

- Monitor the contractor's compliance with safety and accident policies and procedures
- Monitor Maintenance Reports for non preventative maintenance repairs. Follow up with additional preventative maintenance adjustments to mitigate related equipment failures.

Receive, evaluate, and respond to public input on unmet needs and proposals from community members and organizations.

- The following objectives will be achieved through identified public involvement activities:
 - Identify the issues and needs for fixed route public transit.
 - Create awareness about the needs, benefits, and cost effectiveness of fixed route public transit.
 - Build consensus for a fixed route transit system that reflects the needs identified through input from stakeholders and the public, including the traditionally underserved members of the community.

Coordinate the development and implementation of marketing plans, fare, structures, promotional campaigns, public presentations, and other activities. Prepare press releases, flyers and other materials.

- Summary of components of a successful marketing program includes the following:
 - Review of the importance of customer service
 - Plan for implementation of a marketing program
 - Plan for evaluating the marketing program
 - An overview of fostering partnerships with local businesses
 - Plan for handling media relations
- Proven applications
 - On-board surveys
 - Intercept surveys
 - Telephone surveys
 - Mail back surveys
 - Pricing promotions
 - Focus groups
 - Planning for successful events
 - Accessibility related projects
 - Image promotions
 - Problem solving projects
 - Rider inducements
 - Target group promotions
 - Try Transit Week



**Thomas Quigley Transit Consultant
Proposal for General Manager of Redwood Coast Transit
Scope of Services**

Coordinate with Greyhound Bus Lines regarding the interlined operating and ticket sales agreement, and the planning, operating, a marketing of intercity bus services.

- Coordinate RCTA and Greyhound Bus Line schedule changes to mitigate passenger layovers
- Monitor and evaluate ticket sales agreement
- Identify opportunities for co-marketing intercity bus services
- Research best practices for coordinating inter-regional planning and operating multi-modal public and private transit operators

Provide a local presence in Del Norte County, including but not limited to a local phone number and participation in local meetings and planning events.

Small group meetings, presentations and briefings: to provide opportunities for detailed discussion of transit issues. The dialogue will be designed to identify and prioritize crucial issues. Thomas Quigley will coordinate meeting sites, conference calls, prepare materials for review, and provide the documentation and follow-up activities related to these meetings. Experience has shown that the “best” technical solution has a low probability of acceptance unless it is developed during a process that affords honest, open communication. Three key communications requirements are the ability to listen, the ability to present technical material in understandable terms, and use of high quality graphics. Very early in the planning process Thomas Quigley must establish credibility with the community. Without credibility, communication is extremely difficult. While there is no given pattern as to the reason for credibility, sound technical work with high quality graphics combined with an indication of an ability to listen certainly helps to establish the required credibility.

1. Introduction

2. Conclusion

**Thomas Quigley Transit Consultant
Proposal for General Manager of Redwood Coast Transit
Cost Proposal**

Hourly rate: \$95

Overhead rate: 50% of hourly rate



**Thomas Quigley Transit Consultant
Proposal for General Manager of Redwood Coast Transit
References**





CITY OF RIO VISTA

December 28, 2015

To Whom It May Concern,

This letter is in reference of Tom Quigley. I am pleased to provide Tom with a reference and recommendation.

I have known Tom since April of this year as he assumed the part time Transit Manager position for the city. At that time, the City was transitioning from Solano Transit Authority (STA) assistance/funding for our Transit Manager to a fully city funded position. The operation had just been stabilized by STA's assistance, but we were at the cusp of implementing a \$100K+ CALTRANS operations study grant. The City was in need of an experienced Transit administrator with CALTRANS experience, consultant oversight experience and who could hit the ground running – Tom met all our needs exceptionally.

Tom has over 30 years of executive management experience, including work with Sacramento Regional Transit, San Benito COG, and the Greater Bridgeport Transit Authority. With this breadth of experience, it has been no surprise that I have found Tom to be one of the most organized, professional and dedicated staff I have worked with. Tom has quickly organized the department, working directly with the Transit Operator (Transportation Concepts) on a daily basis to improve transit services. Tom has been especially focused on operational needs, addressing long neglected radio transmission, building maintenance and bus replacement issues. Tom has been instrumental in the replacement of two busses, to be delivered in mid 2016.

I have also come to appreciate Tom's ability to deal with personnel issues. As a City with limited staffing, we have no choice but to work with the strengths (and weaknesses) of existing staff. Due to budget constraints, I had allocated an administrative staff to work part time in support of Transit, but the individual had no prior Transit experience. As such the individual was somewhat reticent to try something new, but Tom readily took the opportunity to bring the staff up to speed on Transit issues. With great patience and clarity, Tom has been able to bring the individual up to a point where she is productive and comfortable working on Transit issues. Ultimately, what most impressed me with Tom was his work on the CALTRANS study. He was familiar with all the firms who responded to the RFP. Due to his experience, we selected a consultant (TMD) who has been diligent and effective on the study.

For these reasons and more, I wholeheartedly provide this work and personal reference for Tom. Feel free to contact me directly at (707) 507-9061 if you have any questions.

Tim Chapa
City Manager





Regional Transit

**Sacramento Regional
Transit District**
A Public Transit Agency
and Equal Opportunity Employer

Administrative Offices
1400 29th Street
Sacramento, CA 95816
916-321-2800

Mailing Address
P.O. Box 2110
Sacramento, CA 95812-2110

Human Resources
2810 O Street
Sacramento, CA 95816
916-556-0298

**Customer Service &
Sales Center**
1225 R Street
Sacramento, CA 95811

**Route, Schedule & Fare
Information**
916-321-BUSS (2877)
TDD 916-483-HEAR (4327)
www.sacrtr.com

Public Transit Since 1973

December 10, 2015

Re: Letter of Reference – Thomas Quigley
General Manager Position - Redwood Coast Transit

To Whom It May Concern:

It is my pleasure to provide a Letter of Reference for Tom Quigley, who was employed as the District's Director, Planning from 01/05/2011 to 08/02/2013. During Tom's tenure with RT, the Planning Department was instrumental in a variety of projects, including:

- Development and implementation of RT's Green Line extension, which is our planned expansion to the Sacramento International Airport.
- Implementation of numerous public outreach meetings intended to strengthen RT's relationship with the public, as well as provide strategic information on our plans
- Outreach to local housing and business developers, intended to improve their understanding of the need for transit orientated development, and how RT's system should plan an integral role in their development plans
- Restructuring a variety of our unproductive routes, ensuring that RT's resources are utilized in the most cost effective manner.
- Assisted in the RT's response to Title VI, NTD and other governmental reporting functions.
- Presented RT's goals and programs at stakeholder group meetings throughout the service area.

Tom proved to be a productive member of the Sr. Leadership team, continuously challenging RT to look to the future of our system. I believe he will do the same at Redwood Coast Transit.

Should you need any additional information, please contact me at: 916-321-2811.

Sincerely,

Michael R. Wiley
General Manager/CEO



Proposal to Provide General Manager Services for Redwood Coast Transit Authority



I am certifying that I have the authority to bind and enter into a contract with the Redwood Coast Transit Authority if I am the successful respondent.

**Submitted by John Andoh
January 15, 2016**

2430 Cromwell Circle
#703
Austin, TX 78741-6402

smileyfacejohnny@yahoo.com
(209) 321-1334 – Telephone
www.linkedin.com/johnandoh



John Christian Andoh
2430 Cromwell Circle, Apt 703
Austin, TX 78741-6402

January 15, 2016

Autumn E. Luna
The McNulty House
710 H Street
Crescent City, CA 95531

Dear Ms. Luna,

I am writing to you today in regards to my interest in becoming the next General Manager for the Redwood Coast Transit Authority. I have eighteen years' experience working in the public transportation industry managing, coordinating and working with civil rights (Title VI, Environmental Justice ADA, DBE and EEO) projects, service planning, transportation planning, marketing, scheduling, procurement, training, supervision, customer services, financial planning, contract administration and compliance related tasks and activities.

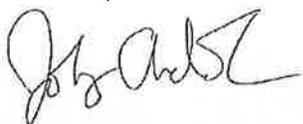
As a result, I am pleased to submit this proposal to provide services to perform the General Manager and administrative services of the Redwood Coast Transit Authority utilizing my significant expertise in administrative strategies for rural, small urban and urban public transportation agencies. This proposal considers the needs of the Redwood Coast Transit Authority, including the financial constraints, providing a manager whom will be dedicated to providing a local level of service to the Board of Directors, Del Norte Local Transportation Commission and most importantly, the riding and general public.

I have reviewed many documents publically available about Redwood Coast Transit Authority, visited Del Norte County and rode each of the Crescent City routes and the route between Arcata and Smith River and believe I have a good understanding of the challenges, the opportunities and the expectations that the Board of Directors and community wants to see from Redwood Coast Transit and its General Manager. I intend to be a user of the system, when flying in, I intend to fly to Arcata-Eureka Airport and ride Route 20 to Crescent City. This gives me an opportunity to use the system and talk to passenger.

My proposal is submitted in accordance with the terms and conditions outlined in the Request for Proposal (RFP) document. Please review my proposal which includes all of the requirements as defined in the request for proposal and contact me at 1.209.321.1334 if I can provide any additional information or answer any questions that you may have.

Thank you for your time and hopefully, I look forward into working with you in the near future.

Sincerely,



John Christian Andoh



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Project Understanding

The Redwood Coast Transit Authority (RCT) is a joint powers authority created in 2004 that provides transit services within Del Norte County and to Arcata, CA. RCT contracts for transit operations and maintenance services to First Transit, Inc. and for General Manager services to Mark Wall Associates. RCT provides a network of four fixed routes within Crescent City, three fixed routes to rural areas of Del Norte County and a dial-a-ride service for the general public, seniors and persons with disabilities. The dial-a-ride service acts as the ADA paratransit service.

Del Norte County is located along California's beautiful North Coast surrounded by Redwood National and State Parks. Del Norte County is the most northwest county in California, bordered on the west by the Pacific Ocean, on the south by Humboldt County, on the east by Siskiyou County, and on the north by the Oregon border. Del Norte County enjoys a mild climate and natural beauty that make it a wonderful place to visit and to live. The population of Del Norte County in 2015 (Department of Finance estimates) is 28,031. Crescent City, the only incorporated city in the County and the County Seat, has a population of 6,889. The County is located approximately 350 miles in between Portland, Oregon to the north and San Francisco, California to the south.

Summary

John Andoh, the proposer to be the next General Manager for Redwood Coast Transit Authority has eighteen years' experience working in the public transportation industry managing, coordinating and working with civil rights (Title VI, Environmental Justice ADA, DBE and EEO) projects, service planning, transportation planning, marketing, scheduling, procurement, training, supervision, customer services, financial planning, contract administration and compliance related tasks and activities.

Most notably, I have worked for small urban, large urban and rural transit systems where I have implemented new fixed route, demand response, taxi scrip, mileage reimbursement and vanpool transit services and programs for the transit systems in California, Arizona, Nevada, Hawai'i and Mississippi. Currently, I am the Program Manager of Bus Contracts for the Capital Metropolitan Transportation Authority and I am responsible for the oversight of operations and maintenance of three fixed route transit contractors. In addition, I am the part time Transit Coordinator for the City of Escalon, California and part time Transit Planner for the Town of Quartzsite, Arizona.

As part of my responsibilities, I have created new marketing identities, planned new transit services, including fixed route, deviated fixed route, paratransit and



demand-responsive services, developed short range transit plans, ADA Paratransit plans, performed ADA certifications, prepared annual service plans, scheduled services, made presentations to policy makers and transit stakeholders, coordinated Board meetings, developed reports, spreadsheets and databases, coordinated procurement for transit services and other goods, made recommendations for improving the system, supervise staff, purchased vehicles, developed operating and capital budgets, coordinated with auditors, obtained grants, and monitored transit operations contracts and grants.

Additionally, I have experience and have been successful in receiving grants for the agencies that I have represented which includes Federal Transit Administration (FTA) funds from Sections 5304, 5305, 5307, 5308, 5309, 5310, 5311, 5311 (c), 5311 (f), 5316, 5317, 5339, Community Development Block Grant (CDBG), Older American Act (OAA), Congestion Mitigation Air Quality (CMAQ) funds as well as other miscellaneous funding programs. I have been certified as a mobility manager. I have a good understand of grant compliance requirements and reporting. I have experience in obtaining FTA direct recipient status and participate actively in local Metropolitan Planning Organization (MPO) and Regional Transportation Planning Agency (RTPA) funding and programming meetings to obtain and secure funding for the agencies I represent. I have a good understanding of FTA civil rights programs and reporting to the National Transit Database. I have been through five FTA Triennial Reviews with zero to four deficiencies and have a good understanding of its process. I am very familiar establishing interline agreements with Greyhound Lines, Inc. and Amtrak for coordinating transit services.

One unique feature about me is that I have a passion for public transportation. I use public transportation as part of my daily life. I started working in the industry at age 13 as a volunteer during the summer months at the Santa Clara Valley Transportation Authority and since then I have always wanted to work in and manage a public transportation system. I have received awards including Top 40 under 40 in Public Transportation, Outstanding Public Transportation Operator under Four Million Passenger Trips and Best Small Transit Operator in 2007 for the City of Elk Grove as well as have articles published about me in Mass Transit, BusRide, Bus Line and Comstock magazines.

Should I be selected to be the next General Manager of the Redwood Coast Transit Authority, I am willing to commit to working weekly, holding weekly office hours in a rented office space off a Redwood Coast Transit route accessible to the public. I will also be available to attend and facilitate all Redwood Coast Transit Authority Board of Directors Meetings, participate at the Del Norte Local Transportation Commission meetings and be responsive to the riders and general public of Del Norte County. I intend to be a user of the transit system, when flying in, I intend to fly to Arcata-Eureka Airport and ride Route 20 to Crescent City. This gives me an opportunity to use the system and talk to passenger



Qualifications

Below is a resume which details my qualifications to be the next General Manager of Redwood Coast Transit Authority.

As the proposed General Manager, I will be tasked to provide public transportation administration to maintain the ongoing efficient and effective operations for residents of Del Norte County, and to maximize existing and potential transit funds to Redwood Coast Transit Authority.

The General Manager is also to maximize Redwood Coast Transit Authority use of federal, state, and local transportation funds. The General Manager must also identify and develop new funding resources for the county's transportation needs, including public transportation, facilities, transportation and environmental enhancement, capital equipment, and potential transportation air quality/congestion management- related projects.

The General Manager will promote maximum coordination of Redwood Coast Transit Authority's efforts with federal, state, and local transportation planning agencies and will promote fiscal policies and efficient and effective transit operations in partnership with the City of Crescent City, Del Norte County, Yurok Indian Tribe and other stakeholders involved with public transportation.

I will be able to provide the necessary expertise in the administration and management of public transportation, transit service design and planning, accessible transportation and transit driver training programs. With my passion in public transit and have used Redwood Coast Transit in the past, I believe I have more knowledge about Redwood Coast Transit better than any other firm. Over the last year, I was successful in having the awarding of several transit grants, completing a FTA Triennial Review with four deficiencies, purchasing buses, procuring a transit operations contractor and developing a, Short Range Transit Plan, focusing on long-term growth and flexibility.

I have registered to be a disadvantaged business enterprise (DBE) and upon receiving certification, the certification can assist with achieving DBE goals that has been established with Caltrans for the use of FTA Section 5311 funding.

Whether administering the public transportation system, managing and operating, or guiding Redwood Coast Transit Authority through municipal, state, or federal procedures and public meetings, my mission remains the same: to achieve yours.





John Christian Andoh, CCTM, CPM

2430 Cromwell Circle, Apt 703, Austin, TX 78741

Cellular: (209) 321-1334

Email: smileyfacejohnny@yahoo.com

Linked In: www.linkedin.com/johnandoh

Objective:

To acquire a job that can provide me with the skills necessary in public transportation planning and management to become an effective and efficient transportation professional.

Work Experience (Please note that some positions overlap):

October 2015 to Present Capital Metropolitan Transportation Authority Austin, TX

Program Manager, Bus Contracts

- Oversee the day to day operations and the coordination and management of fixed route and special services provided by a private contractors with a focus on contract management and quality assurance/quality control.
- Develop and administer contract monitoring plans and prepares monthly contract monitoring reports for all assigned contracts.
- Monitor and evaluate contractor performance; directs contractor in providing service.
- Assist contractor in developing corrective action plans for areas of deficiency; monitor and report progress to ensure all deficiencies are resolved.
- Perform audits of contractor records, as needed, to ensure contract compliance.



- Review invoices from contractors and authorize payment accurate expenses and in compliance with the contract, including assessment of applicable penalties, incentives or damages.

September 2014 to October 2015 City of Jackson Jackson, MS

Temporary Transportation Planning Manager

- Oversaw the day to day operations and administration of the Transit Services Division and JATRAN transit operations contractor, supervises and supported six employees and performs route planning, marketing, scheduling, grant management and compliance, ADA certifications and accessible services, contract administration and customer service related tasks.
- Made presentations to the City Council, committees and elected/appointed officials. Conducts surveys, analyzed system data and prepared staff reports, spreadsheets, databases and charts.
- Oversaw and managed development of Five Year Short Range Transit Plan.
- Prepared annual budget, request for proposals and contracts and manages procurements.
- Administered, monitor and prepare grants for transit operations and subrecipients including coordinating and preparing Federal Transit Administration (FTA) grant and compliance documents and applications.

September 2014 to October 2015 County of Hawai'i Hilo, HI

County Transportation Specialist

- Oversaw the day to day operations and administration of the Mass Transit Agency and Hele-On transit operations contractors, supervises and supported nine employees and performs route planning, marketing, scheduling, grant management and compliance, ADA certifications and accessible services, contract administration and customer service related tasks.
- Prepares Title VI Plan, website revisions, staff reports, spreadsheets, databases and charts.
- Coordinate/prepare Federal Transit Administration (FTA) grant and compliance documents and applications.

April 2013 – Present Town of Quartzsite Quartzsite, AZ

Transit Planner (Part Time)

- Oversees the day to day operations and administration of Camel Express transit operations contractor and performs route planning, marketing, scheduling, grant management and compliance, ADA certifications and accessible services, contract administration and customer service related tasks.



- Developed Short Range Transit Plan.
- Implemented a seasonal trolley service and working on the implementation of a FTA funded transit program using Section 5311 funds and coordinating with Greyhound Lines, Inc.
- Conducts surveys, analyzes system data and develops spreadsheets, graphs and databases.
- Prepares annual budget and administers, monitors and prepares local, state and Federal grants for transit operations and capital.

July 2011 to September 2014 Yuma County Intergovernmental Public Transportation Authority Yuma, AZ

Transit Director

- Oversaw the day to day operations and administration of the Authority and YCAT transit operations contractor, supervised and supported eight employees and performed route planning, marketing, scheduling, grant management and compliance, ADA certifications and accessible services, contract administration and customer service related tasks.
- Coordinated Board meetings, developed board agendas, took minutes and developed committees. Conducted surveys, analyzed system data & prepared staff reports, spreadsheets, databases and charts.
- Oversaw the development of Five Year Transit Plan and regional transit study and implemented a revised fixed routes, deviated fixed routes and paratransit program.
- Prepared request for proposals and contracts and managed procurements.
- Managed Greyhound Lines, Inc. agency through ticket and package express sales.
- Prepared annual budget and administered, monitored, prepared grants, coordinated & prepared FTA grant and compliance documents and applications. Obtained FTA direct recipient status.
- Implemented a mobility management program with local non-profit organizations.

July 2005 to April 2013

City of Rio Vista

Rio Vista, CA

Transit and Airport Coordinator (Part Time)

- Oversaw transit services and airport division activities, supervised one intern and performed route planning, marketing, scheduling, grant management and compliance, ADA certifications and accessible services, contract administration and customer service related tasks.



- Prepared three Short Range Transit Plan updates and implemented fixed routes, deviated fixed routes, paratransit & taxi scrip program and created a new transit identity for the transit system.
- Prepared request for proposals and contracts and managed procurements.
- Administered, monitored & prepared local, state & Federal grants for transit & airport operations, including the annual budget and annual airport & Transportation Development Act (TDA) claims.
- Coordinated Airport Advisory Committee meetings, developed agendas and took minutes.
- Conducted surveys, analyzed system data and prepared staff reports, spreadsheets, databases and charts.
- Managed customer service center & Greyhound Lines agency through ticket/package express sales.

February 2008 – March 2010 Tahoe Regional Planning Agency (TRPA)
 Stateline, NV

Associate Transit Planner

- Oversaw South Tahoe Area Transit Authority administration and BlueGO transit operations, supervised one employee and performed route planning, marketing, scheduling, grant management and compliance, ADA certifications and accessible services, contract administration and customer service related tasks.
- Coordinated Short Range Transit Plan development, prepared request for proposals and contracts and managed procurements and worked on coordination and consolidation of transit services in the region.
- Administered and prepared grants for transit operations & capital, which included filing TDA claims & coordinated TDA claim process, performance audits and fiscal audits, FTA grant process, applications & grant compliance.
- Conducted surveys, analyzed system data and prepared staff reports, spreadsheets, databases and charts.
- Coordinated Board & Social Service Transportation Advisory Council (SSTAC) meetings, developed agendas, took minutes, developed committees and made presentations to the Board of Directors and committees and elected/appointed officials on a local and state level.
- Provided transit planning support to Tahoe Transportation District (TTD) and TRPA.

March 2005 – Present

City of Escalon

Escalon, CA

Transit Coordinator (Part Time)

- Oversees the day to day operations and administration of eTrans transit operations contractor and performs route planning, marketing, scheduling, grant



management and compliance, ADA certifications and accessible services, contract administration and customer service related tasks.

- Developed a deviated fixed route and modified dial-a-ride service, Short Range Transit Plan & Annual Reports.
- Coordinates bus stop amenities and bus sign installation and relocation and bicycle locker program.
- Prepares request for proposals and contracts and managed procurements.
- Conducts surveys, analyzes system data and develops spreadsheets, graphs and databases.
- Prepares annual budget and TDA claim and administers, monitors and prepares local, state and Federal grants for transit operations and capital.

March 2005 – April 2008

City of Benicia

Benicia, CA

Transit Services Manager (Part Time until June 2007)

- Oversaw the day to day operations and administration of Benicia Breeze transit operations contractor supervised and trained one employee and performed route planning, marketing, scheduling, grant management and compliance, ADA certifications and accessible services, contract administration and customer service related tasks.
- Prepared a Short Range Transit Plan update and as a result, implemented fixed routes, deviated fixed routes, paratransit & taxi scrip program, created a new transit identity for the transit system and Worked on coordination and consolidation of services with Vallejo Transit.
- Prepared request for proposals and contracts and managed procurements.
- Administered, monitored & prepared local, state & Federal/FTA grants for transit operations, including the annual budget and annual TDA claims.
- Conducted surveys, analyzes system data and develops spreadsheets, graphs and databases.

March 2005 – June 2007

City of Elk Grove (contracted)

Elk Grove,

CA

Assistant Transit Manager

- Oversaw the day to day operations and administration of e-tran transit contractor, supervised and trained five employees and performed route planning, marketing, scheduling, grant management and compliance, ADA certifications and accessible services, contract administration and customer service related tasks.
- Prepared request for proposals and contracts and managed procurements.
- Assisted with update of Short Range Transit Plan and developed new fixed routes, deviated fixed routes, transportation demand management and paratransit programs.



- Prepared annual budget and administered, monitored, prepared grants, coordinated and prepared TDA and FTA grant and compliance documents and applications. Obtained FTA direct recipient status.
- Conducted surveys, analyzes system data and develops spreadsheets, graphs and databases.

March 2003 – February 2005
CA

Palo Verde Valley Transit Agency

Blythe,

Transit Manager

- Oversaw the day to day operations and administration of Desert Roadrunner transit operations contractor, supervised and trained one employee and performed route planning, marketing, scheduling, grant management and compliance, ADA certifications and accessible services, contract administration and customer service related tasks.
- Prepared request for proposals and contracts and managed procurements.
- Prepared three Short Range Transit Plan and as a result, implemented deviated fixed routes, dial-a-ride and volunteer mileage program and created a new transit identity for the transit system.
- Prepared annual budget and administered, monitored, prepared grants, coordinated and prepared TDA claims and compliance documents and applications.
- Conducted surveys, analyzes system data and develops spreadsheets, graphs and databases.
- Coordinated Board meetings, developed board agendas, took minutes and developed committees.
- Managed Greyhound Lines, Inc. agency through ticket and package express sales.

October 2000 – June 2004
Riverbank, CA

Riverbank-Oakdale Transit Authority

Transit Coordinator

- Developed/implemented trolley fixed route and hybrid general public/ADA paratransit program.
- Oversaw the day to day operations and administration of ROTA transit contractor, supervised and trained one employee and performed route planning, marketing, scheduling, grant management and compliance, ADA certifications and accessible services, contract administration and customer service related tasks.
- Created a business plan, marketing plan, trolley planning report, and an ADA Paratransit service options plan.
- Prepared request for proposals and contracts and managed procurements, including vehicles.



- Prepared annual budget and administered, monitored, prepared grants, coordinated and prepared TDA claims and compliance documents and applications.
- Conducted surveys, analyzes system data and develops spreadsheets, graphs and databases.
- Coordinated Board meetings, developed board agendas, took minutes and developed committees.

Education

- Bachelor of Public Administration, University of Phoenix – Graduation – November 2015
- Transit Service Planning, National Transit Institute – December 2015
- Certified Public Manager Program Certificate, Arizona State University – December 2014
- Introduction to Metropolitan Transportation Planning, National Transit Institute, July 2014
- Transit Academy, National Transit Institute, May 2014
- National Transit Database, National Transit Institute – April 2014
- Graduate Transportation Management Program Certificate, San Jose State University – December 2012
- Runcutting and Scheduling, Canadian Urban Transit Association – August 2010
- Mobility Management, National Transit Institute – March 2010
- Transit & Paratransit Management Certificate, Pepperdine University & University of the Pacific – June 2005
- Contract Negotiations and Procurement Series I, II, III and IV, National Transit Institute – May 2005
- Transit Operations Planning & Scheduling, Institute for Transit Operations Planning – October 2004
- ADA Paratransit, Eligibility & Compliance, National Transit Institute – May 2003 and February 2010
- Environmental Studies, De Anza College – June 2000
- Railroad Operations, Sacramento City College – May 1999
- Retail Management, Marketing and Planning Certificate, Central County Occupational Center – June 1998.

Special Skills

- Eighteen years' experience with transit planning, retail, transit and aviation management, data analysis, marketing, customer service, supervision, grant writing, contract administration, program implementation, facility development, procurement, budgeting, accessible services, scheduling, operations, dispatching, and contract administration related tasks and issues
- Strong team player & very motivated and enthusiastic, Developed good working relationships, independent, self-sufficient and a multi-tasker with good organizational skills and experienced in working with the public. Makes good judgement decisions and completes tasks on time with minimal supervision. Can



speak limited Spanish with excellent English written, oral and interpersonal communications skills.

- Versatile with computer equipment/programs (Microsoft, Adobe, Trapeze, HASTUS RouteMatch & ArcGIS).
- Familiar with FTA & FAA grant programs and compliance (TEAM/ECHO/NTD/TrAMS), triennial review & civil rights (ADA/EEO/DBE/Title VI/Environmental Justice).
- Certified as a Community Transportation Manager and Supervisor from the Community Transportation Association of America, bus operator and paratransit operator instructor with the Transportation Safety Institute and the Community Transportation Association of America and Community First Aid and Safety and CPR from American Red Cross.
- Selected as Top 40 under 40 by Mass Transit Magazine in 2011 and articles in BusRide, Bus Line, Passenger Transport, Mass Transit and Comstock Magazines.

Community Services & Activities

- Membership with DECA (Association of Marketing Students), Train Riders Association of California, National Association of Railroad Passengers, American Public Transportation Association, CalACT, Community Transportation Association of America, Southern California Transit Advocates and California Transit Association, Mississippi Public Transit Association and Association of Public Administrators.
- In the past, I served as chairman of Milpitas Youth Advisory Committee, ASB Vice President at Milpitas High School, member of the Unitrans Advisory Committee, Santa Clara County Transportation Commission, on the Arizona Transit Association and Community Information and Referral (211) Board of Directors as well as various Solano Transportation Authority, Western Arizona Council of Governments, , Yuma Metropolitan Planning Organization, Sacramento Council of Governments, San Joaquin Council of Governments, California Transit Association, Arizona Transit Association, City of Yuma and City of South Lake Tahoe committees and commissions related to transit, airports, CDBG and social service.
- Currently serve on Jackson MPO Policy Committee and Intermodal Planning Committee.
- I enjoy reading about transit, retail, amusement parks, shopping centers and recreation. I participate in bicycle riding, soccer, hockey, baseball, tennis, hiking and swimming related activities. I also volunteer with local community groups and as a trolley operator with McKinney Avenue Transit Authority.



Scope of Services

The Redwood Coast Transit Authority requires a qualified and experienced transit contractor to administer the Redwood Coast Transit system. The core requirements is to administer the Redwood Coast Transit system for the period FY 16/17 to FY 18/19 with potential options. This includes: experience, organization, staffing, management, accounting and reporting, insurance and bonding, financial responsibility, tools and equipment, operations, planning, monitoring, and grants management, maintenance, administration, and marketing and outreach. In addition, as defined in the scope of work, I will be responsible for the provision of the following activities:

- Coordinate the planning and direct the development of efficient and responsive public transit services in the Del Norte County area.
- Perform administrative functions including fiscal management; negotiation of contracts; preparation of budgets and work plans; preparation of grant applications, funding claims, federal grant quarterly reports, financial and compliance reports, policy analysis, and other documents as needed.
- Carry out the Annual Service Plan and Budget. Review, monitor, and evaluate transit development and report on results. Make recommendations to modify services as needed.
- Continue to implement the Redwood Coast Transit Authority's Complementary Paratransit Service Plan developed in response to the Americans with Disabilities Act (ADA). Participate in the appeals process as required. Oversee implementation of ADA policies regarding equipment and operations.
- Coordinate and monitor accounting, procurement, property and operating records and procedures.
- Carry out a fleet and equipment monitoring, replacement, and acquisition program. Prepare, as necessary, vehicle and equipment specifications and manage acquisitions as authorized in the annual budget.
- Represent Redwood Coast Transit Authority to federal, state, and local agencies, business and community groups, and the general public.
- Monitor legislative and regulatory issues to ensure agency compliance with applicable laws and regulations, and to disseminate information to the Board regarding matters of interest to the Redwood Coast Transit Authority, through active participation in APTA, CTAA, CalACT and California Transit Association.



- Oversee transit system operations, monitor and evaluate contract services, analyze service utilization and operation, receive and respond to complaints, review accident records and equipment failures, and develop corrective action plans.
- Receive, evaluate, and respond to public input on unmet needs and proposals from community members and organizations.
- Coordinate the development and implementation of marketing plans, fare structures, promotional campaigns, public presentations and other activities. Prepare press releases, flyers and other materials.
- Coordinate with Greyhound Lines, Inc. regarding the interlined operating and ticket sales agreement, and the planning, operating, and marketing of interlined intercity bus services.
- Provide a local presence in Del Norte County, including but not limited to a local phone number and participation in local meetings and planning events with the Del Norte Local Transportation Commission, City of Crescent City, Del Norte County, Humboldt Association of Governments, Yurok Indian Tribe, Coastline Enterprises, Humboldt Transit Authority, Curry Public Transit, Inc. and other stakeholders in Del Norte County involved with Redwood Coast Transit Authority affairs.

Should the award of the General Manager services be awarded to me, I intend to start the transition as soon as the notice to proceed has occurred. Steps in the transition include meeting all of the parties involved with Redwood Coast Transit Authority, learn about the operations from First Transit and Mall Wall Associates, transition paper and electronic files, obtain insurance, secure office lease, obtain office furniture and supplies and notify vendors about the transition. I will be able to assume the administration of Redwood Coast Transit Authority by July 1, 2016.

The transition costs and knowledge transfer will be available at no-cost to the Redwood Coast Transit Authority. Invoicing for services will begin on July 1.



Initiatives Proposed to Redwood Coast Transit Authority

As the proposed General Manager, some of the initiatives that I would like to work with the Board of Directors and community on are listed below:

- Open an office that is located on a Redwood Coast Transit route and is accessible to the public at least one day a week, with six day a week access to a live person on the telephone.
- Actively participate in committees established by the Del Norte Local Transportation Commission, City of Crescent City, Del Norte County, Humboldt Association of Governments and local non-profits that relate to public transit.
- Prepare the next transit operations and maintenance request for proposals.
- Implement recommendations established in the Short Range Transit Plan based on review of available funding
- Maximize the use of all available grants, including PTMISEA, TSSSDRA, LOTOP, FTA, Air District, Oregon DOT intercity, Greyhound local match, Older American Act, Community Development Block Grants and identification of any other funding.
- Review revenue streams and determine opportunities to increase revenue and be able to expand transit services in a sustainable manner.
- Establish partnerships with Yurok Indian Tribe and assist in the development of a tribal transit program integrated with Redwood Coast Transit.
- Partner with College of the Redwoods to implement a student, employee, facility fee.
- Partner with Del Norte Healthcare District regarding transit passes.
- Partner with National Park Service and California State Parks regarding transit access to their facilities.
- Partner with Del Norte County Recreation Division for access to recreation facilities
- Partner with the Chamber of Commerce, Visitors Bureau, Library District, Coastline Enterprises, United Way, Del Norte County Unified School District regarding opportunities for transit services and coordination.
- Identification of stores to sell bus passes throughout the community.
- Review the current route network and find ways to implement 30 minute service in Crescent City, review Route 199 performance and improve Route 20 service to Arcata.
- Seek an interline agreement with National Railroad Passenger Corporation (Amtrak) so that passengers on Redwood Coast Transit can access the Amtrak network through connection in Arcata.



- Investigate bus service to Del Norte County Airport and Arcata-Eureka Airport for connectivity to Portland and San Francisco.
- Develop and implement a marketing plan with improved marketing and awareness of Redwood Coast Transit, including development of a brand for Redwood Coast Transit.
- Improve website, including posting of Board Agenda Packets, planning reports, budget and audit to allow for public transparency of Redwood Coast Transit Authority affairs.
- Implement a new books on buses program in partnership with Del Norte County Library.
- Implement a new Newspapers on buses program with Del Norte Triplicate and use commission as an opportunity to help with farebox recovery ratio.
- Investigate and implement alternative transportation programs such as ridesharing/ vanpool, volunteer transportation, mileage reimbursement and additional flex routes.
- Develop a mobility management program encourage additional public transit use in Del Norte County.
- Partner with local retailers to implement a Shop, Save and Get Home free program to increase farebox recovery ratio. Retailers would purchase bus passes from Redwood Coast Transit Authority and in turn give them to customers who spend "x" dollar amount at their store.
- Redesign the website to keep it user friendly with new weblinks, add ability to purchase bus passes and Greyhound tickets online through Redwood Coast Transit.
- Implement Greyhound Connect brand as part of Route 20.
- Partner with Pelican Bay State Prison to operate vanpools or commuter bus service for employees and visitors.
- Investigate heavier duty buses for future procurements to replace cutaway style vehicle
- Implement a holiday light tour service called "Holiday Tour d 'lights" in December to encourage the community to ride
- Implement a Stuff the Bus campaign to collect food for those in need and donate Rural Human Services. Partner with Safeway, Grocery Outlet or Walmart.
- Demonstrate NextBus (www.nextbus.com) and provide passengers with real time transit information through online, texting or calling.
- Implement advertising bus bench and bus shelter programs for generating additional revenue.
- Build a TDA operating reserve to ensure funding is available for a "rainy-day".



- Seek to implement a five day a week office for Redwood Coast Transit Authority by Year 2 of the Agreement.
- Complete improvements to Redwood Coast Transit Authority transit facility, including pavement, fencing, signage, bus stop for passengers.
- Evaluate the implementation of a simplified fare structure.
- Look into completing a comprehensive annual financial report (CAFR) and seek the financial award of excellence.
- Develop administrative and operational policies and procedures.
- Develop a transition/succession plan for future transitions to ensure that the transition is seamless to a future contractor.
- Annual presentations to Crescent City Council, Del Norte County Board of Supervisors, Del Norte Local Transportation Commission and other local community boards on the status of transit service, including preparation of an Annual Report.
- Facilitate development of an update to the Redwood Coast Transit Short Range Transit Plan.
- Meet with Board Members on a quarterly or semi-annual basis individually to learn about needs, interests and desires.
- Develop strategic goals, and performance measures for General Manager.
- Regularly issue press releases to keep the activities of Redwood Coast Transit in the forefront of people's minds.
- Ride Redwood Coast Transit routes weekly.



Location

The proposed office location for Redwood Coast Transit Authority would be at the Del Norte Business Center located at 550 H Street, Crescent City, CA. RCT Route 1 serves this location. Additional locations being looked at as well includes:

- 1079 4th Street – served by - served by RCT Routes 1, 2, 3 on K Street
- 1080 Mason Mall – served by RCT Routes 1, 2, 3 on K Street
- 1059 9th Street – served by RCT Routes 1, 2, 3 on K Street

The proposed office would be close to Crescent City Hall and Del Norte County Building. It is anticipated that bus passes would be available for sale at this office.

Alternative:

If office space is available at Crescent City Hall, Del Norte County Administration Building or Del Norte Local Transportation Commission, the rent amount would be eliminated from the proposed operating budget, which would yield a savings of \$8,400 in the first year of the Agreement.

Proposed Office Hours

It is anticipated that the Redwood Coast Transit Authority office will be open one day a week from 8:00 a.m. to 5:00 p.m. In addition, when needed, I will be present for the Del Norte Local Transportation Commission (DNLTC) meetings on the second Thursday of each month at 11:00 AM., DNLTC Technical Advisory Committee meetings on the first Thursday of each month at 9:30 AM and the Social Service Transportation Advisory Council when that council meets. I will also be present and available for Crescent City Council and Del Norte County Board of Supervisors on an as needed basis.

When not in Crescent City, I intend to do a large majority of the work remotely from Austin, Texas still committing 780 paid hours a year to Redwood Coast Transit Authority. Any hours worked exceeding 780 paid hours will be provided at no-cost to Redwood Coast Transit Authority.



Cost Proposal

Listed below is a not-to-exceed budget being proposed for General Manager Services. I have prepared this budget to the extent that it is a reimbursable budget for actual expenses made and that if there is any savings achieved, the expense will not be invoiced to Redwood Coast Transit Authority. **Any line item exceeded in budget will be borne by me.**

Proposed General Manager Services Annual Budget For John Andoh			
Line Item	2016-2017	2017-2018	2018-2019
Salary - Based on 780 hours a year/\$38.50 per hour	\$ 30,030.00	\$ 30,030.00	\$ 30,030.00
Commerical General Liability Insurance	\$ 1,200.00	\$ 1,242.00	\$ 1,285.47
Automobile Insurance	\$ 840.00	\$ 869.40	\$ 899.83
Workers Compensation (self employee)	\$ -	\$ -	\$ -
Telephone/Internet Service	\$ 900.00	\$ 931.50	\$ 964.10
Utilities	\$ 350.00	\$ 362.25	\$ 374.93
Office Space	\$ 8,400.00	\$ 8,694.00	\$ 8,998.29
Office Supplies (includes postage and copies)	\$ 2,300.00	\$ 2,380.50	\$ 2,463.82
Business License	\$ 50.00	\$ 50.00	\$ 50.00
Membership of CalACT, California Transit Association, APTA, CTAA, Chamber of Commerce, Visitors Bureau	\$ 500.00	\$ 517.50	\$ 535.61
Miscellaneous Expenses	\$ 500.00	\$ 517.50	\$ 535.61
Grand Total - Not to Exceed	\$ 45,070.00	\$ 45,594.65	\$ 46,137.66

Start Up Costs

To set up the office, I proposed a \$1,000 one-time startup costs to cover the purchase of a desk, chairs (3), file cabinet, bookshelf, copier/printer/scanner and laptop. This will be a reimbursable request. Should I be able to obtain furniture at a lower cost or at no-cost through surplus sales, this amount will not be invoiced.



References

- Shelly Kreger, Transit Director, Yuma County Intergovernmental Public Transportation Authority (928) 539-7076. skreger@ycipta.az.gov
- Robert Pickels, former Chairman, Yuma County Intergovernmental Public Transportation Authority, (928) 204-7200. RPickels@SedonaAZ.gov
- Janet Collier, Transit Coordinator, Town of Quartzsite, (928) 927-4333. jcollier@ci.quartzsite.az.us
- Hector De La Rosa, Assistant City Manager, City of Pinole, former City Manager, City of Rio Vista (707) 344-8734. hdelrosa@ci.pinole.ca.us & delarosah@sbcglobal.net
- David Melilli, Director of Public Works & Community Development, City of Rio Vista (707) 374-6451, extension 1116 or (916) 997-4841. dmelilli@ci.rio-vista.ca.us
- Carlos Tobar, County Administrator at Grady County (229) 726-7278 or (209) 329-5888, former Transit System Manager, City of Elk Grove. cft@comcast.com
- Michelle Jerden, Store Manager, Pier 1 Imports (808) 959-3599. mjerden1@yahoo.com
- John Abrew, former City Engineer, City of Escalon, Deputy Director, City of Stockton (209) 937-8411. john.abrew@stocktongov.com
- Kay Dunkel, Administrative Program Analyst, City of Ceres (209) 538-5790. Kay.dunkel@ci.ceres.ca.us
- Angela Hora, former Administrative Assistant, City of Elk Grove (916) 753-2287. angelaphora99@gmail.com



- Eric Jefferson, Director of Planning and Development, City of Jackson (601) 960-1993. ejefferson@jacksonms.gov
- Nick Haven, Transportation Team Leader, Tahoe Regional Planning Agency, (775) 589-5256. nhaven@trpa.org

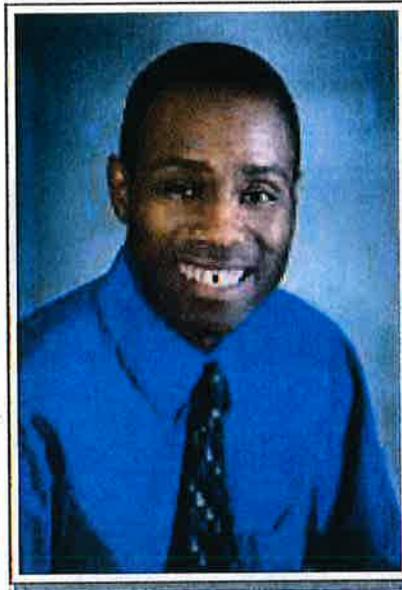


Additional Materials

- Biography
- Summary of Experiences – Five Case Scenarios
- Reference Letters from YCIPTA and Town of Quartzsite
- Work Samples
- Required Forms
- Agreement



Biography



John Andoh
The Transit Guy

My name is a John Andoh. I am 35 year old with a passion for public transportation and have been working in the public transit industry since 18 years old. I attended the Transportation Management Programs at San Jose State University Mineta Transportation Institute and University of the Pacific. I have also attended the Certified Public Manager Program at Arizona State University. I was awarded Top 40 under 40 by Mass Transit Magazine in 2011 for my dedication and work in public transportation. (<http://www.masstransitmag.com/article/10295929/john-andoh>)

I have managed small urban, large urban and rural transit systems throughout California, Nevada, Hawai'i, Mississippi and Arizona. My major projects including the consolidation of transit services in the South Lake Tahoe, CA and Yuma County, AZ areas. I was also instrumental in starting discussions regarding the creation on a joint powers authority between Vallejo and Benicia, CA. I have overseen the preparation of short range transit plans for the various transit systems that I have managed. I have a good understand of Federal Transit Administration (FTA) grants, funding programs and compliance, including obtaining direct recipient status. I was the first Transit Director for the Yuma County Intergovernmental Public

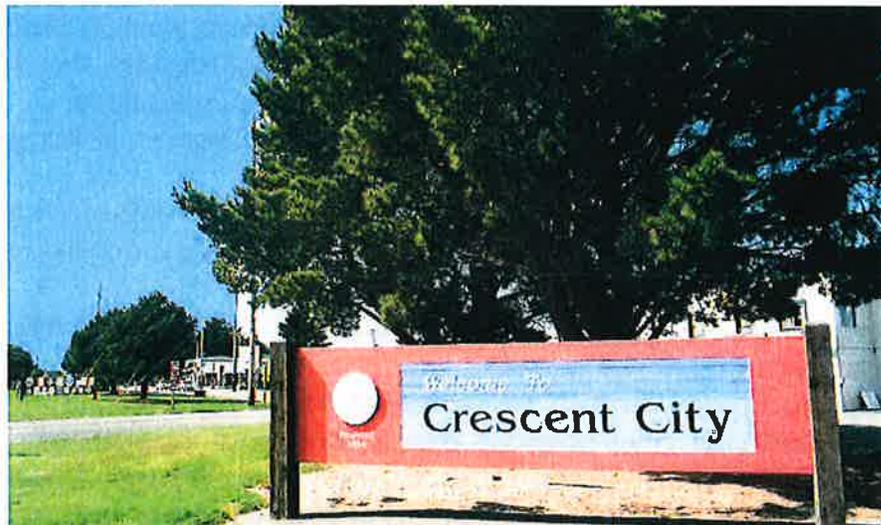


Transportation Authority, a newly formed consolidated transit authority in Yuma, Arizona since 2011 and work on a part time basis as the Transit Coordinator for the City of Escalon and as a Transit Planner for the Town of Quartzsite.

I currently work as the Program Manager of Bus Contracts at Capital Metropolitan Transportation Authority where I manage the day to day operations of three fixed route contractors.

On my spare time, I enjoy playing soccer, hockey, baseball and tennis. I also swim, bicycle ride, motocross racing and hike. I enjoy performing community service and I volunteer at a historical museum as a trolley operator (operating historic streetcar vehicles along McKinney Avenue in Dallas, Texas). I also enjoy model trains and going to amusement parks to ride thrilling roller coasters.

I am a strong advocate of public transportation and I strive to use buses, trains and ferries as much as I can to show my support towards public transit. I have a true passion for helping people move from point a to point b.



Summary of Experiences

Rio Vista Delta Breeze (Rural System)

In 2005, the City of Rio Vista was looking to improve its transit program since the former service known as Rio Vista Transit was very inefficient, did not meet farebox recovery ratio and had its administration and operations spread out among three departments. The City Manager decided to hire a part time transit coordinator to develop a new transit program that could be sustainable. This program that was developed in 2006 and is now known today as Rio Vista Delta Breeze.

With my guidance, I transformed a city directly operated demand responsive transit system serving a different City each day of the week to a three deviated fixed route system with daily service to Fairfield, Suisun City, Isleton, Antioch and Pittsburg/Bay Point BART Station. I was very successful in accomplishing the following tasks as the City's Transit & Airport Coordinator:

- Managed Rio Vista Delta Breeze transit operations for eight years from July 1, 2005 to April 30, 2013.
- Developed a new marketing brand, logo, paint scheme, website, Rider's Guide and an advertising plan.
- Forged new partnerships with each surrounding transit operators (BART, Vallejo Transit, FAST, SCT/LINK, Tri Delta Transit, The County Connection, Amtrak California & Capitol Corridor), City of Isleton and River Delta Unified School District.
- Opened new transit store at the Suisun/Fairfield Amtrak Station.
- Participated in the Greyhound Rural Feeder Program and Amtrak Thruway Program and managed Greyhound agency operations.
- Developed first Short Range Transit Plan and Mini Short Range Transit Plan.
- Developed new Taxi Scrip Program.
- Conducted and Passed City's second Triennial Performance Audit.
- Prepared transit services request for proposals and contracts.
- Started an advertising program.
- Implemented fixed routes, deviated fixed routes, paratransit & taxi scrip program.
- Created a new transit identity for the transit system.
- Administered and prepare grants for transit operations. Secured over \$350,000 in grants in the Federal Transit Administration Sections 5310, 5311, 5316 and 5317 programs. Secured of \$80,000 in grants from Yolo/Solano Air Quality Management District, MTC (Lifeline and former LIFT program) and Beverly Foundation grants.



- Was able to improve the Farebox Recovery Ratio from 3% to 10% and eliminate general fund subsidy.
- Participated into regional TransLink programs.
- Tripled passenger trips from 1,105 in fiscal year 2005 to 15,316 in fiscal year 2012.
- Prepare systemwide analysis every six months to City Manager and City Council on the performance of Rio Vista Delta Breeze transit system.
- Manage and monitor operations contractor, including implementation of quality assurance program.
- Prepared National Transit Database (NTD) report for rural operators.
- Prepared FTA compliance documents and implement programs including Title VI DBE, Equal Opportunity and manage the transit system's drug and alcohol compliance program.
- Responsible for procurement of capital assets including buses, passenger amenities, Information technology items and services.
- Participated in development reviews, including preparation of transit facility guidelines and ensuring that new developments include transit friendly attributes such as bus stop pads, pathways from subdivisions to transit stops and addition of passenger amenities.
- Plotted information into GIS such as transit routes.
- Placed transit routes and schedules online through MTC's 511 Take Transit Trip Planner and Google Transit (one of the first transit agencies in the Bay Area to join).
- Implemented a specialized shuttle service using FTA Section 5317 New Freedom funds to provide more of a door to door service for persons with disabilities to Vacaville, Lodi, Antioch, Pittsburg, Fairfield and Suisun City.

e-Tran (Urban System)

e-tran began operations as fixed route and paratransit service in January 2005, after assuming transit services from Sacramento Regional Transit District (RT) and Paratransit, Inc. I was hired to be the Assistant Transit Manager under the direction of Carlos Tobar, who was hired the same time to be the Transit System Manager in March 2005. Over the course of two years, I assisted in growing the transit system from a fleet of 27 buses, which consisted of refurbished gasoline electric and clean diesel vehicles to a fleet of 65 buses that were compressed natural gas (CNG) and clean diesel vehicles. As part of my two year tenure at the City of Elk Grove, I was responsible for implementing the following tasks:

- Creation of a new local and deviated fixed route transit system by expanding from two local routes to seven local routes, three deviated fixed



routes and five local supplemental routes for transporting students to area schools.

- Responsible for day to day operations of e-tran fixed route transit and e-van paratransit service.
- Responsible for ADA certification, bus stop and bus shelter maintenance utilizing City contract crews and Clear Channel Outdoor.
- Facilitated in obtaining Federal Transit Administration (FTA) grantee status by preparing the necessary documents to demonstrate the City's technical, financial and legal capabilities to manage FTA grants.
- Applied for and received over \$1 million dollars in grants through FTA Section 5307, Sacramento Air Quality Management District, Beverly Foundation and Community Development Block Grant (CDBG) funds for preventative maintenance, ADA operations, bus purchases, bus stop accessibility improvements and travel training.
- Went on a nationwide search and was able to locate 13 used compressed natural gas (CNG) buses from METRO Regional Transit Authority.
- Facilitated and assisted with procurement of transit buses, cutaway buses, bus shelters, bus benches, bus stop signs, advertising on buses contractor, security cameras and scheduling software for fixed route and demand response.
- Successfully transitioned the operations of paratransit from Paratransit, Inc. to MV Transportation, Inc., established new policies and procedures, including a Rider's Guide, ADA paratransit applications and an appeals policy for denials and other related issues for paratransit service.
- Managed the e-Tran marketing program which included fact sheets, Rider's Guides, newsletters, branding, testimonial campaigns and posters of riders and employees at various locations throughout Elk Grove.
- Established transfer agreements with Amtrak California, Capitol Corridor, South County Transit/LINK and Fairfield and Suisun Transit.
- Analyzed and managed the RT transfer agreement, including the monthly reimbursements.
- Supervised part time Transit Services Aides and Interns.
- Analyzed and prepared transit service reports for the Transit Manager to submit to City Council.
- Tripped ridership from 1,500 average weekday ridership in March 2005 to 5,500 average weekday ridership in June 2007.
- Prepared the application and data necessary for the City to receive FTA grantee status as a "direct recipient" of FTA funds.



- Responsible for all FTA compliance reporting including programs such as Title VI, DBE, Equal Opportunity, National Transit Database (NTD) and drug and alcohol .
- Established and managed the e-tran pass network with employers, Raley's Inc. stores and developed new fare media (monthly passes, 10-Ride passes, transfers and Day passes).
- Performed GIS work, including plotting routes and bus stops in the City's GIS database network.
- Implemented new rideshare/Commuter Alternatives program to increase transit ridership.
- Applied for and received the following awards based on the fast growth of eTran's Ridership
 - California Transit Association Transit Excellence Award — November 2005
 - Caltrans Excellence in Transportation Intermodalism — June 2006
 - Helen Putnam Award for Excellence — September 2006
 - Beverly Foundation Special Recognition for Senior Transportation Services — February 2007
 - American Public Transportation Association Outstanding Public Transportation System — October 2007.

BlueGO (Rural Transit System)

In 1998, the Tahoe Regional Planning Agency (TRPA) conditioned the City of South Lake Tahoe and Heavenly Mountain Resort to consolidate and coordinate transit services as a mitigation measure to reduce vehicle miles traveled in the Stateline redevelopment area. With TRPA efforts, Douglas County, El Dorado County, Tahoe Transportation District and the five casinos joined in an effort to develop a Coordinated Transit System and eliminate shuttles provided the entities in this system. The entities formed a non-profit public benefit corporation known as the Coordinated Transit System Management Company (CTS-MCO) in 2000 to manage the affairs of the Coordinated Transit System, which was named BlueGO. In 2003, the BlueGO transit system was launched branding vehicles the same name and a system of routes coordinated.

The transit system languished with each entity still holding contracts with a private vendor and routes while branded the same did not operate in coordinated fashion until February 2008 when I was hired by TRPA as the associate transit planner assigned to oversee transit operations and perform transit planning for the Tahoe Basin. With my guidance, I transformed a system of seven operating contracts to a consolidated system under the aspects of the transit authority. I



was very successful in accomplishing the following tasks as the Associate Transit Planner from March 2008 until the South Tahoe Area Transit Authority (STATA) Board of Directors eliminated my position in March 2010:

- Since 2008, CTS-MCO has expanded and consolidated seven operating contracts into one and implemented the principals of the original 1998 Participation Agreement as required by TRPA.
- Oversaw BlueGO and the South Tahoe Area Transit Authority & performed route planning, marketing, scheduling, contract administration & customer service related tasks.
- Recruited three new members to the transit authority to further obtain funding.
- Developed and updated policies, procedures, updated bylaws and established protocols for the Board in regard towards having a consolidated, coordinated transit system.
- Worked to develop an administrative structure for the transit authority including the recruitment of an Executive Director supported by a Planner, Accountant and Secretary as compared to utilizing TRPA for resources for sustainability due to the ever increasing work loads.
- Prepared a Short Range Transit Plan to guide the transit system – the first for the transit system.
- Prepared transit services request for proposals and contracts to the interim operator and the permanent operator after the five contract holders terminated their operating contracts.
- Procured a new transit operations and maintenance contractor.
- Implemented a new restructured system of fixed routes, deviated fixed routes, demand responsive, ski shuttles and paratransit program.
- Was able to secure over \$2.5 million dollars in operating grants from the California Department of Transportation, Federal Transit Administration and Nevada Department of Transportation to support BlueGO's transit operations and capital needs.
- Prepared the annual budget/business plan and Transportation Development Act (TDA) claims.
- Performed ADA certifications and accessible services related tasks.
- Prepared staff reports, spreadsheets, databases and charts.
- Coordinated Board meetings, developed board agendas, developed a transit advisory committee and makes presentations to the Board of Directors and elected/appointed officials on a local and state level.
- Reviewed, compiled and analyzed data. Presented the data through spreadsheets, PowerPoint presentations and graphs.



- Developed performance standards and a comprehensive route analysis for the transit system.
- Created & implemented a successful marketing and public outreach campaign to promote BlueGO, including establishment of a new transit brand,
- Procured new vehicles commissioned a maintenance audit to bring the fleet into state of good repair and improved the City of South Lake Tahoe's bus garage and South Y Transit Station.
- Received TRPA's Best of the Basin award for improving and restoring the South Y Transit Station.
- Restarted 24-hour transit service with grant funding assistance from FTA and Caltrans.
- Reviewed and developed new fare structure, fare media and conducted a fare study to improve the systemwide farebox recovery ratio.

Since I left TRPA in March of 2010, a series of events have occurred with the transit authority due to a growing deficit due to lack of adequate cash flow, an unresolved dispute with the transit operations contractor regarding start-up costs due to the prior transit operations contractor leaving buses and facilities in complete disarray and poor costly recommendations from the interim consultant hired by the STATA Board of Directors to develop a strategic plan for the agency. Due to STATA withholding payments to the transit operations contractor, that contractor end up providing a notice to terminate services as of June 30, 2010. STATA decided to terminate the contract instead on June 17, 2010, causing a lawsuit between the transit operations contractor and STATA, resulting in STATA's assets being frozen. While this was occurring, STATA negotiated an interim agreement with the interim consultant firm that was working on a strategic plan to operate the transit system. NDOT and FTA decided to terminate Federal funding to STATA because of not following procurement guidelines for consultants and the lack of technical, legal and fiscal capabilities to operate the transit system effective October 1, 2010. As a result, STATA filed for bankruptcy, all member entities withdrew and transit operations was transferred to the Tahoe Transportation District at the request of the public entities involved, whom is rebuilding the transit operation to become sustainable.

YCAT (Small Urban & Rural Transit System)

The Yuma Metropolitan Planning Organization (YMPO) has been responsible for public transit since 1999. The transit system struggled since its inception in regard to stabilizing funding, receiving community support and serving the residents of Yuma County effectively. In 2010, the largest City, Yuma, stopped funding the transit system due to growing concerns regarding its performance. In addition, the State of Arizona terminated the Local Transportation Assistance Fund program



thus required the remaining municipalities to fund the transit system at a reduced level using general fund contributions. Yuma and Yuma County met with each of the municipalities with a goal to form an intergovernmental public transportation authority and transfer the operations of Yuma County Area Transit (YCAT) to this new entity, thus allowing YMPO to continue its role as a metropolitan planning organization (MPO) and the new entity, known as the Yuma County Intergovernmental Public Transportation Authority (YCIPTA) to manage transit operations.

In July 2011, I was hired as the first Transit Director of YCIPTA and the goals established by the Board of Directors was to perform the following: Obtain Direct Recipient status from the Federal Transit Administration (FTA), demonstrate YCIPTA's legal, technical and fiscal capacity to manage FTA grants, prepare a transition plan to transition the transit services from YMPO to YCIPTA, hire staff, establish policies, procedures and protocols and to implement a master intergovernmental agreement, bringing all of the member agencies, including Yuma to the table to fund and operate public transit services. Additional accomplishments include:

- Became the Greyhound agent – generating \$35,000 in commission in FY 2011-2012.
- Obtained Grantee status from Federal Transit Administration in one year by demonstrating YCIPTA Legal, Technical and Financial capacity.
- Obtained additional funding sources from Arizona Western College (AWC), Northern Arizona University (NAU), University of Arizona, Cocopah Indian Tribe and Quechan Indian Tribe to support transit operations.
- Added four new members – Cocopah, Quechan, NAU and AWC to the Transportation Authority Board of Directors
- Hired Financial Services Operations Manager, Management Analyst, Administrative Assistant and Intern.
- Entered into management agreement with YMPO to manage transit system on their behalf for one fiscal year, prior to assumption of the transit system.
- Applied for, received and managed FTA Sections 5307, 5311 and 5316 as well as Surface Transportation Program and Tribal Transit grants from FTA and Arizona Department of Transportation.
- Restructured transit service resulting in a 49% increase in passenger trips over the past fiscal year.



- YMPO entered into new Agreement with First Transit based on request for proposals released in April 2011 and facilitated the contract development and contract oversight.
- Established policies, procedures, processes and protocols.
- Restructured dial-a-ride services and partnered with WACOG and Saguaro Foundation to provide trips that are not defined as ADA eligible, thus transitioning the dial-a-ride program to a pure ADA paratransit program.
- Revamped website and added trip planning features on www.ycat.az.gov.
- Restructured the First Transit Agreement to reduce costs.
- Implemented new service on behalf of the Quechan Indian Tribe based on studies completed.
- Started work on the YCAT Pass Smart Card Project in conjunction with Acumen Transit so that passengers can store fare media in an electronic format, thus eliminated paper passes.
- Transitioned transit program finances into a separate account within Yuma County
- Established banking relationship with 1st Bank Yuma
- Executed new legal services, advertising services and independent auditor services, fueling services agreements, administrative support services agreements and marketing agreements.
- Completed the Yuma Regional Transit Study which set the frame work for a five year Short Range Transit Plan.
- Completed and executed the Master Intergovernmental Agreement (IGA) with all nine entities to form YCIPTA, plus individual IGAs with NAU, AWC, Cocopah Indian Tribe and Quechan Indian Tribe.
- Started discussions with Imperial County Transportation Commission regarding a new bus shelter in Winterhaven and transfer of their El Centro-Winterhaven service to YCIPTA.
- Implemented a new restructured system of fixed routes, deviated fixed routes, demand responsive services based off the Yuma Regional Transit Study.
- Was able to secure over \$5.5 million dollars in operating and capital grants to support YCAT's transit operations and capital needs.
- Performed ADA certifications and accessible services related tasks.
- Prepared staff reports, spreadsheets, databases and charts.
- Coordinated Board meetings, developed board agendas, developed a transit advisory committee and makes presentations to the Board of Directors and elected/appointed officials on a local and state level.



- Reviewed, compiled and analyzed data. Presented the data through spreadsheets, PowerPoint presentations and graphs.
- Developed performance standards and a comprehensive route analysis for the transit system.
- Created & implemented a successful marketing and public outreach campaign to promote YCAT, including refreshment of the transit brand.

JATRAN (Urban System)

The City of Jackson, Department of Planning and Development, Office of City Planning, Transit Services Division, administers general public fixed route and demand response services within the City of Jackson. That system is known to the general public as JATRAN. The ADA paratransit demand response system is known as JATRAN HandiLift. JATRAN operates 45 buses. Twenty-five (25) buses are assigned to the fixed route system ranging in size from 30 feet to 40 feet. Twenty (20) buses are assigned to the demand response system ranging in size from 22 feet to 27 feet. In addition, the system has four service vehicles and nine support vehicles. During my employment as a Transportation Planning Manager for the City of Jackson, I was able to accomplish more activity than what has been accomplished in the last five years of the previous four other Transportation Planning Managers that the City had managing the Transit Services Division. These accomplishments include:

- Implementing Google and Bing Trip Planner
- Updating the website and making it simpler for people to find online via www.jatran.org and www.jacksonms.gov/jatran
- Starting online ticket pass sales through working with Information Systems Division
- Purchases two transit buses from Gillig, LLC and delivered the requirements of Grant #007
- Analyzed the feasibility of a CNG pilot project for consideration by Administration
- Improved relationship with Federal Transit Administration (FTA)
- Resolved operational deficit through use of FTA Operations Assistance in FY 2015
- Started training Transit Services Division staff to obtain additional technical skills



- Completed the procurements for telephone service, information systems support, transit operations, fareboxes, ADA annunciators and security cameras
- Started the Union Station camera installation project to complete the requirements of Grant #072
- Completed the necessary reports for associated transit enhancements and security enhancements as required by FTA
- Established relationships with TRANSCON, MDOT, CMPDD, JATRAN Transit Advisory Committee, ADA Advisory Council and JATRAN HandiLift Advisory Subcommittee
- Completed GIS work with CMPDD and City GIS Division
- Developed a 10-year capital plan
- Transitioned FTA Section 5310 back to the City effective with the Federal Fiscal Year 2016 allocation
- Started the process to reimagine the JATRAN bus system through preparing a short range transit plan and comprehensive operational analysis.
- Transitioned the Special Transportation Program back to Transit Services Division
- Prepared an operating and capital budget that takes into consideration a \$3.2 million dollar savings from prior years
- Started to hold contractor accountable for transit operations and contractual obligations
- Recommended and proved a lower cost to operate transit services through a contractual model change to an "operating" style of a contract and recommended National Express
- Started to develop tools to ensure compliance with FTA requirements, grants and the Consent Decree
- Assisted Finance Division in being able to drawdown more from FTA grants
- Continued to work to conduct more activity with FTA grants
- Finalized FTA grants 92 and 003 to deliver additional projects such as training employees, operational assistance, short range planning, marketing, security enhancements, associated transit enhancements, bus replacements and completion of the JATRAN Bus Facility
- Completed budget amendments to allow for additional Federal drawdowns for the JATRAN Bus Facility project, completion of a Short Range Transit Plan, engineering for bus stop projects, and bicycle racks on JATRAN buses
- Started recruitments and hired a Financial Projects Coordinator and Transportation Planner



- Recommended a restructure of the Transit Services Division to increase productivity
- Started new Rider's Guide to replace current Timetable Booklet
- Prepared service enhancements and fare modifications for recommendation by City Council to improve the level of transit services without increasing the budget
- Relocated into the new JATRAN facility @ 1785 Highway 80 West, Jackson
- Started a new Name The Bus contest
- Improved the cleanliness of bus stops and Union Station
- Started the bus stop sign replacement project
- Improved JATRAN marketing through grass roots efforts
- Started process to repair the JATRAN fleet based on maintenance audits completed by Transdev and VTC
- Decommissioned old JATRAN Facility
- Improved customer relations through comment cards, signs on buses, Title VI signage and other notifications to the public
- Implemented Transit Watch program and worked with Police Department to improve security.





Yuma County Intergovernmental Public Transportation Authority

2715 East 14th Street, Yuma, AZ 85365-1900, Telephone: 928-539-7076
Fax: 928-783-0309, email: info@ycipta.az.gov, Web: www.ycipta.az.gov

September 5, 2014

John Andoh
16-1456 36th Avenue
Keaau, HI 96749

Dear Mr. Andoh:

The Yuma County Intergovernmental Public Transportation Authority (YCIPTA) has been very fortunate to have you as the Transit Director for the past three years. Our loss in Yuma County is Hawaii County's gain as we lose a hard working, dedicated individual with a passion and love for public transportation.

You have done a tremendous job in stabilizing the YCAT system and seem prepared to take on the many new challenges that lie ahead. A few notable accomplishments were in obtaining the direct recipient status from the Federal Transit Administration in less than one year, facilitating a transit study, strategic plan, short range transit plan, implementing policies and procedures, procuring a transit operations contractor, equipment and services and hiring a great team of staff.

Because of your efforts, development, leadership and oversight of YCAT, our citizens now have a viable, sustainable transportation system for traveling throughout Yuma County and eastern Imperial County.

On behalf of the Board and myself, I would like to take this opportunity to thank you for all your dedicated work and energy that you placed into YCIPTA and Yuma County and I hope these experiences will lead you more successes as you continue to further your career.

If you or your future employers have any questions regarding this letter, please give me a call at 928.373.1010 or email robert.pickels@yumacountyaz.gov.

Sincerely,

Robert Pickels
Chairman

Yuma County Intergovernmental Public Transportation Authority Board Of Directors
Robert L. Pickels, Chairman - Yuma County, Greg Wilkinson, Vice Chairman - City of Yuma
Larry Gould - Northern Arizona University, Dr. Glenn Mayle - Arizona Western College,
Ralph Velez - City of San Luis, Richard Watenpaugh - Town of Wellton,
Bill Lee - City of Somerton, Brian Golding, Sr - Quechan Tribe, Paul Soto - Cocopah Tribe

John Andoh, Transit Director



TOWN OF QUARTZSITE

465 North Plymouth Avenue • PO Box 2812 • Quartzsite, AZ 85346

(928) 927-4333 • (928) 927-4400

Arizona Relay Service (928)927-3762 (TDD)

We are an equal opportunity employer
www.ci.quartzsite.az.us

March 24, 2014

John Andoh
Transit Director
Yuma County Intergovernmental Public Transportation Authority
2715 East 14th Street
Yuma, AZ 85365

RE: Thank You

Dear John,

The Town of Quartzsite is very grateful for the services that you have provided to the Town of Quartzsite as a part-time consultant, and for the knowledge you have brought in your role as the Transit Director for the Yuma County Intergovernmental Public Transportation Authority. Since the start of your work in April of 2013, you have been able to turn around our transit system and bring us into compliance with Arizona Department of Transportation, Western Arizona Council of Governments, and Federal Transit Administration standards. Your work has directly led to our transit coordinator, Janet Collier, receiving an award from the Western Arizona Council of Governments as the most improved transit program in the region, as well as earning the respect of our funding partners. Your vast knowledge, passion, and enthusiasm have brought significant improvements to our transit program.

In your role as the Transit Director of the Yuma County Intergovernmental Public Transportation Authority, the Town is very appreciative of the assistance you provided us in the implementation of the Quartzsite Trolley, including the lease of a trolley vehicle, securing the services of an Operations Contractor, loaning infoposts for our trolley stops and donating old fareboxes for implementation of fare collection on our local transit service. To put it simply, we couldn't have done it without you!

We here in Quartzsite are very pleased with what you and YCIPTA have done and all I can say is Thank You!

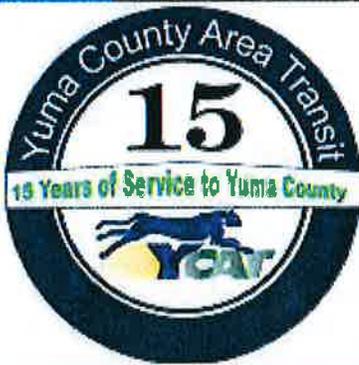
Should you have any questions regarding this letter, please feel free contact Janet Collier or me at 928.927.4333 or email townhall@ci.quartzsite.az.us.

Sincerely,

Laura Bruno
Town Manager

cc: Janet Collier, Transit Coordinator
John Andoh
YCIPTA Board of Directors

Proud to Serve Yuma County — 15 Years Strong!



See Where It Can Take You in Yuma County!

Annual Report for Fiscal Year 2013-2014

A political subdivision of the State of Arizona consisting of the City of Yuma, City of Somerton, City of San Luis, Town of Wellton, Yuma County, Arizona Western College, Northern Arizona University, Cocopah Indian Tribe and Quechan Indian Tribe.

The Yuma County Intergovernmental Public Transportation Authority (YCIPTA) was formed by the Yuma County Board of Supervisors on December 13, 2010 after receiving petitions from the Cities of Yuma, San Luis, Somerton, Town of Wellton and Northern Arizona University to form a separate intergovernmental public transportation Authority in Yuma County for the purposes of managing the Yuma County Area Transit (YCAT) system. YCAT got its start with two routes under the name Valley Transit in 2000, evolving to YCAT in 2002. Greater Yuma Area Dial-A-Ride got its start in 2000 as well. Both programs were initiated by



the Yuma Metropolitan Planning Organization, (YMPO), the metropolitan planning organization for the Yuma Urbanized Area. All YCAT services are operated under contractual arrangements. YCIPTA is governed by nine Board of Directors appointed by the each of the member entities. There are four sub-committees that also provide guidance to staff and the Board of Directors.

Messages from the Chairman and Transit Director

Four Years of Excitement Aboard Yuma County Area Transit



On behalf of the Board of Directors, thank you for taking the time to read the third annual report presenting activities of the Yuma County Intergovernmental Public Transportation Authority

(YCIPTA). In fiscal year 2013-2014, YCIPTA continued its direct operation and administration of the Yuma County Area Transit (YCAT) and the system continued to grow at a much faster pace than anticipated. Ridership trips exceed 480,000, a new vanpool program was implemented, new partnerships were formed with schools, retail establishments, Yuma Regional Medical Center and social service agencies. In addition, a five year Short Range Transit Plan was adopted by the Board of Directors which will set the framework for operations of YCIPTA for the next five years and National Express was selected to be the operator of the YCAT system for the next three years with an option to be here for a total of 10 years. Our upcoming fiscal year will set the stage for the potential for YCIPTA to consider a new funding stream, continue to replace aging capital, seek a new maintenance facility and continue to refine the routes and services provided to the residents and visitors of Yuma County. We will continue to support the ongoing mission to provide Yuma County with clean, affordable, reliable, efficient and safe public transportation services that aid in economic development, enhance the quality of life and ensure mobility and independence for our community. Stay tuned to see what YCAT can bring in 2015.



Honorable Chairman and Members of the Board: In accordance with A.R.S. 28-9122 et seq., this annual report will advise the Board of Directors of the activities, transactions, and

finances for the preceding fiscal year as well as recommended plans for future services. This report contains a summary of the activities, including performance for the public transportation system in Yuma County. The report provides an overview of revenues and expenditures along with financial statements for FY2014. This is YCIPTA's fourth year of operations and second year for operating the transit system directly. Through efforts of staff and our contractors, Transportation Concepts, Saguaro Foundation, vRide and ACME Staffing passenger trips grew from 1,450 to 2,500 each weekday. Interest in public transit service continues to grow. As we enter the fourth year of YCIPTA being in place, we look to the future for continued growth and improvements to YCAT bus service for all Yuma County residents. I also want to thank Yuma County for the support that has been provided to the YCAT system. This will be my last report as I will be moving on to a new opportunity in Hawaii—however, I will be leaving YCIPTA in a great position for growth and further sustainability! Aloha!



The Team That Made It Happen!

Board of Directors

- Robert L. Pickels, Chair, Yuma County
- Greg Wilkinson, Vice Chair, City of Yuma
- Brian Golding, Sr, Secretary-Treasurer, Quechan Indian Tribe
- Dr. Larry Gould, Northern Arizona University
- Dr. Glenn Mayle, Arizona Western College, Ralph Velez, City of San Luis
- Rodney Rinehart, Town of Wellton
- Bill Lee, City of Somerton
- Paul Soto, Cocopah Indian Tribe

YCIPTA Team

- John Andoh, Transit Director
- Shelly Kreger, Financial Services Operations Manager
- Carol Perez, Administrative Assistant
- Francisco Navarro, Intern
- David Rossman -Robinson, Intern
- Leticia Ochoa, Clerk I
- Erica Vega, Clerk I

Contracted Team

- Transportation Concepts (7-2013 to 5-2014)
- ACME Staffing—June 2014 to August 2014
- Mary Ellerman, Owner
- Jennifer Jensen, Risk & Safety Manager
- Jose Camero, Operations Supervisor

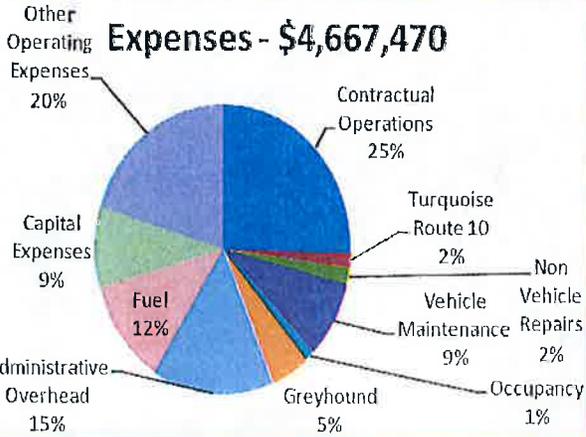
Others

- Wayne Benesch, Legal Counsel
- Barry Olsen, Legal Counsel
- Felicia Frausto, Yuma County HR Director
- Adam Rodriguez, Yuma Co., Assist HR Dr
- Gilberto Villagas, Yuma County Assistant Finance Director
- Maintenance services provided by Ryder
- YCAT OnCall services provided by Saguro

Transit Services operated by:



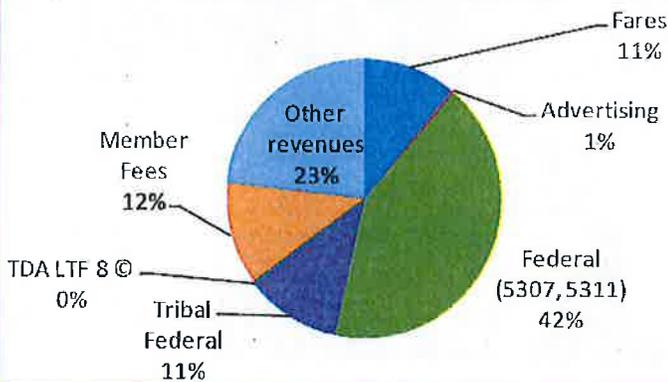
Let's See The Numbers!



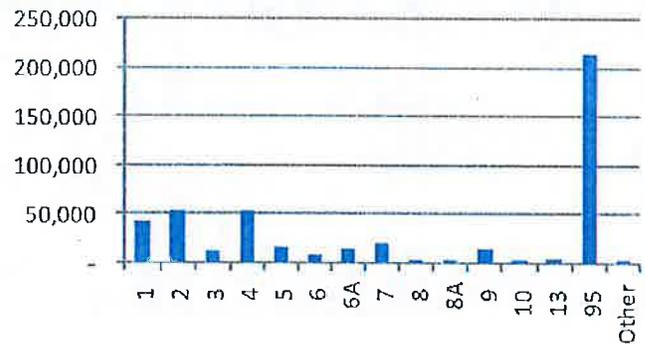
The summary of YCIPTA financial statements reports for FY 2013-2014 reflects revenues of \$4,296,388 and expenses of \$4,667,470. There is a depreciation expense of \$1,086,494. In addition, YCIPTA owns \$2,512,788 in assets.



Revenues - \$4,296,388

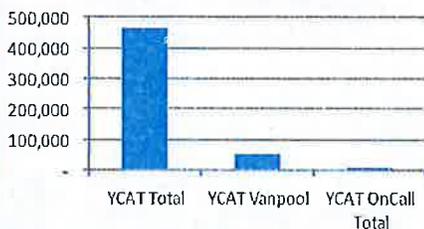


YCAT Fixed Route Ridership



Fiscal Year	Member Agencies & Board Members	Number of Routes	Total Passenger Trips	Total Fleet	Total Revenue Miles	Total Service Area	Total Staff	Total Bus Stops	Total Checkouts/Board	Total Vehicle Service Hours	Operating Cost per Hour
FY 10-11	6	7	264,547	30	516,687	65	0	96	37	35,589	\$59.04
FY 11-12	9	13	312,857	28	623,306	65	3	316	32	31,494	\$52.35
FY 12-13	9	11	381,042	27	756,190	65	5	465	38	35,301	\$44.47
FY 13-14	9	10	472,434	30	913,745	65	7	465	36	39,714	\$48.97

Total Transit System Ridership - FY 2014



Upcoming in Fiscal Year 2015

- Continued work with the City of Yuma on the development of a multimodal transit center at the former Hotel Del Sol.
- Implement and monitor recommendations of the five year Short Range Transit Plan.
- Continued implementation of recommendations in the adopted Strategic Plan.
- Decaling of the YCAT fleet and replacement of bus stop signs.
- Additional passenger amenities added, including bus benches and shelters.
- Additional community outreach including formation of a Community Transit Committee, holding transit workshops and participating in more events.
- Grow Greyhound Connect service on Route 95.

- Develop a plan for the implementation of a transportation sales tax for the next 20 years.
- Continue to implement the lifeline transit funding program.
- Continue to pursue the purchase of a new maintenance facility.
- Procure new minivans and two new transit buses.
- Partner with more schools to buy YCATPass.



Achievements in Fiscal Year 2013-14

- Increased passenger trips from 1,450 to 2,500 on average weekday
- Finalized the Five Year Short Range Transit Plan
- Procured a transit operations and maintenance contractor that has a term of 3 years with up to 7 one year options.
- Received four trolley vehicles from ADOT
- Rehabilitated the New Flyer buses received from Long Beach Transit
- Implemented SARA Rides One Call-One Click Mobility Management Center in partnership with Saguara Foundation
- Completed the Transit Tax Study
- Worked with Yuma County regarding amending ARS 42-6106
- Decoded one of each vehicle type as well as three trolleys with the new YCAT design
- Installed new bus stop sign with more information about routes, including installing new infoposts
- Implemented the lifeline transit pass program with grants from Arizona Community Foundation Commission
- Redesigned the Rider's Guide into a book format.
- Entered into partnerships with WACOG, YCAA, Yuma County Emergency Management
- Received over two million dollars in grants for operations and capital needs
- Implemented YCATPass smart card system with Acumen.



Mission: The Yuma County Intergovernmental Public Transportation Authority is committed to providing Yuma County with clean, affordable, reliable, efficient and safe public transportation services that aid in economic development, enhance the quality of life and ensures mobility and independence for our community.

Vision: The Yuma County Intergovernmental Public Transportation Authority provides a cost effective public transportation system that improves the environment, air quality and the quality of life for our residents and visitors in the region.



Yuma County Intergovernmental Public Transportation Authority

2715 East 14th Street
Yuma, AZ 85365-1900

928.539.7076 ph
928.783.0309 fax
info@ycipta.az.gov

www.ycipta.az.gov

NORTHERN ARIZONA UNIVERSITY



YUMA Branch Campus



City of YUMA



ARIZONA WESTERN COLLEGE

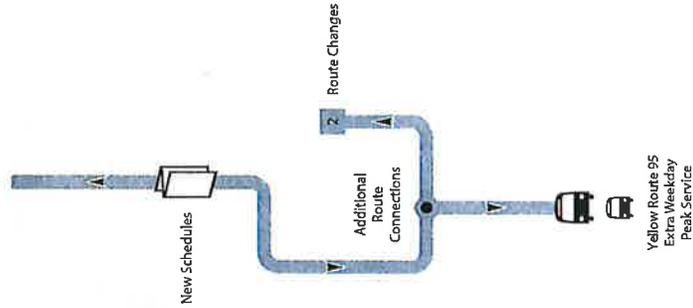




928-788-2235
www.ycat.az.gov

Service Changes Begin Monday August 18th, 2014

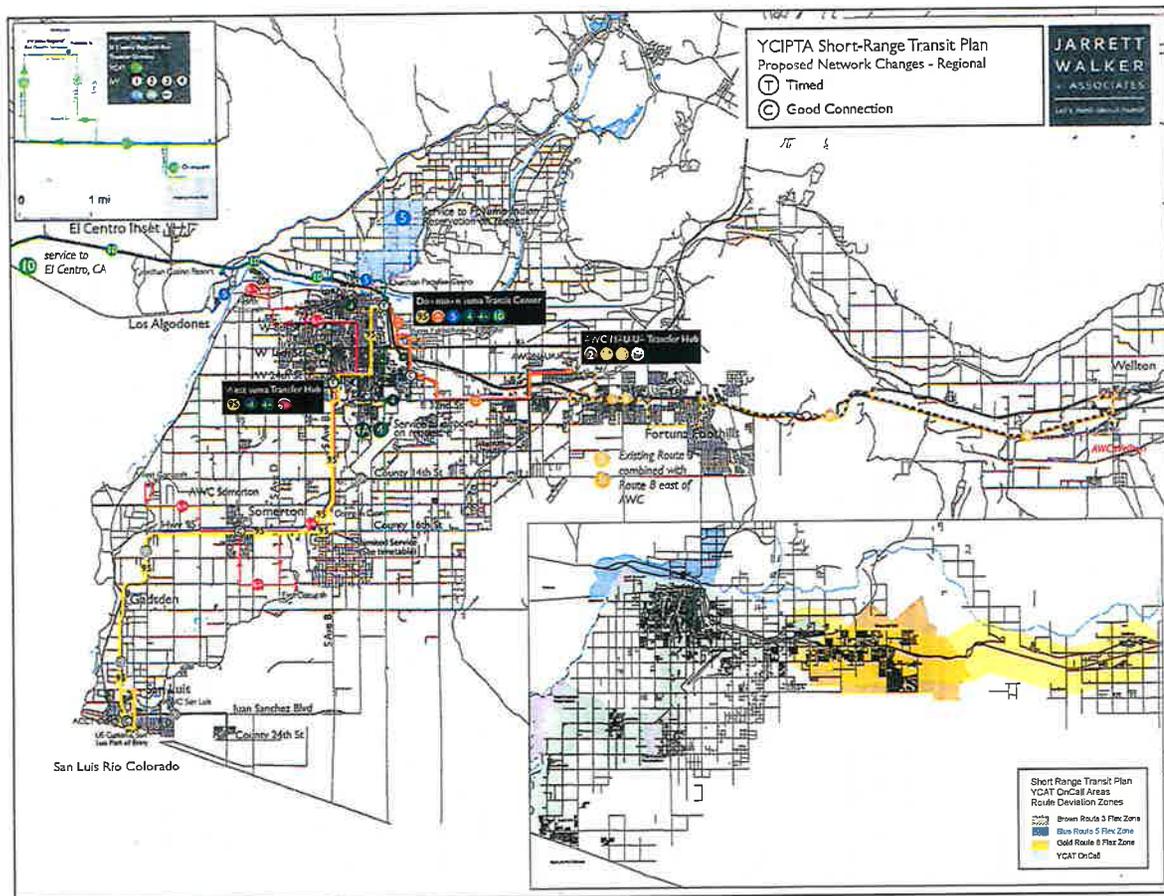
Cambios de Servicio
Comenzar Lunes
18 de agosto, 2014



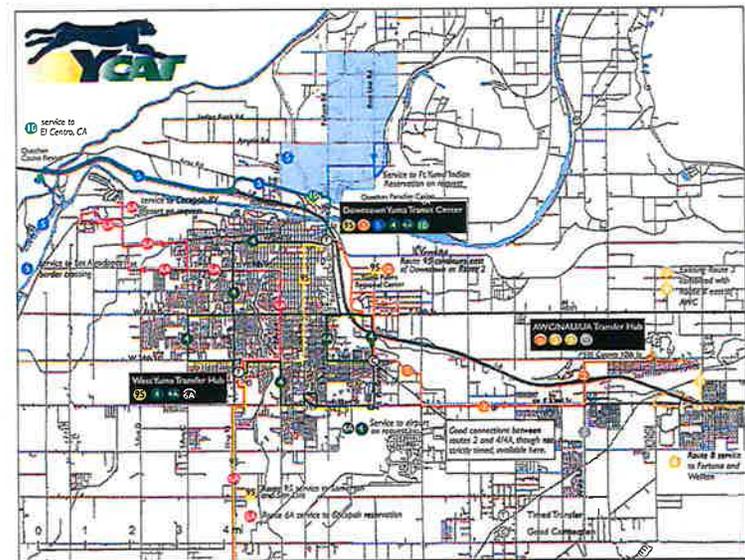
Route Changes | Ruta de Servicio

<p>Red Route 1 Central Yuma Circulator via 4th Ave</p> <ul style="list-style-type: none"> This route has been combined with Yellow Route 95 and Green Route 4A - eliminating Red Route 1. No bus service along South 4th Avenue between 24th Street and 32nd Street. Orange Route 2 will provide service to the Yuma Palms Regional Center (Target/Greyhound).
<p>Orange Route 2 Colleges/East Yuma</p> <ul style="list-style-type: none"> Service eliminated - Sierra Pacific Mobile Home Park, El Prado Estates, and Yuma Fun Factory. This route will travel in both directions along South Castle Dome Avenue, Pacific Avenue, East 24th Street, Avenue 3E, and East 32nd Street to the colleges. Additionally, this route will directly service the Yuma Palms Regional Center (Target/Greyhound). No service to the Social Security Office (See Green Route 4/A). Orange Route 2 continues as Yellow Route 95 at the Downtown Yuma Transit Center.
<p>Brown Route 3 Fortuna Foothills Shuttle</p> <ul style="list-style-type: none"> First trip from AWC/NAU/UA departs at 7:57 a.m. Additional trip added departing at 8:57 a.m. from AWC/NAU/UA. Saturday service during October-March only.
<p>Green Route 4 Central Yuma Circulator Via Pacific Avenue - Clockwise</p> <ul style="list-style-type: none"> Route redirected along South Redondo Center Drive and East 16th Street (Yuma Palms Regional Center) - eliminating service behind Target and Harkins Theaters (See Orange Route 2). Use this route and Green Route 4A to reach the Social Security Office.
<p>NEW - Green Route 4A Central Yuma Circulator Via Avenue B - Counter Clockwise</p> <ul style="list-style-type: none"> This route will operate in the opposite direction of Green Route 4, except along East 16th Street. Additionally, Green Route 4A provides replacement service along East 24th Street between Pacific Avenue and Arizona Avenue as well as Catalina Square Apartments.
<p>Blue Route 5 Quechan Shuttle</p> <ul style="list-style-type: none"> Fort Yuma Reservation and Winterhaven converted to a Flex Zone - offers rides by reservation, at least 30 minutes in advance. Passengers get picked up at any location within the flex zone and dropped off at their desired location or nearest transit connection point.
<p>Purple Route 6A Avenue A and Cocopah Reservations</p> <ul style="list-style-type: none"> Mesa Verde/Orange Grove service moved to Yellow Route 95 on select trips.
<p>Gold Route 8 Via Interstate 8 / Wellton</p> <ul style="list-style-type: none"> Rescheduled - departing at 6:55 a.m. from Arizona Avenue @ William Street and arriving at AWC/NAU/UA by 7:52 a.m. No schedule changes to the current afternoon trip to Wellton. New on-request service to AWC Wellton Center.
<p>Silver Route 9 South County AWC/NAU/UA Connector</p> <ul style="list-style-type: none"> Route redirected to Somerton along US Highway 95 and County 14th Street. Yellow Route 95 will provide additional morning service to AWC San Luis Center. Afternoon northbound trip added from San Luis to AWC/NAU/UA.
<p>Turquoise Route 10 Via Interstate 8 / El Centro</p> <ul style="list-style-type: none"> This route will begin and end at the Downtown Yuma Transit Center. Orange Route 2 will provide service to the Yuma Palms Regional Center (Target/Greyhound). Improved weekday and Saturday route connections at the Downtown Yuma Transit Center.
<p>Yellow Route 95 US Highway 95 South Via 4th Avenue</p> <ul style="list-style-type: none"> This route will travel in both directions along 4th Avenue to the Downtown Yuma Transit Center. See Route Green Route 4A for service along East 24th Street between Pacific Avenue and Arizona Avenue. Select trips extended to service ACCT on San Luis Plaza Drive. Additional AM/PM peak hour trips. Yellow Route 95 continues as Orange Route 2 at the Downtown Yuma Transit Center.
<p>NightCAT</p> <ul style="list-style-type: none"> This route will depart from AWC/NAU/UA at 7:45 pm and 9:45 pm.

<p>Ruta Roja 1 Circulatorio de Yuma Central via 4th Avenue</p> <ul style="list-style-type: none"> Esta ruta ha sido combinada con la Ruta Amarilla 95 y la Ruta Verde 4A - eliminando la Ruta Roja 1 No hay servicio de autobús al sur de la 4th Avenue entre las Calles 32 y Calle 24. La Ruta Naranjada 2 proporcionará servicio al Centro Regional de Yuma Palms (Target/Greyhound)
<p>Ruta Naranja 2 Del Colegios/hacia el Este de Yuma</p> <ul style="list-style-type: none"> Servicio eliminado - Sierra Pacific Mobile Home Park, El Prado Estates, y Yuma Fun Factory. Esta ruta viajará en ambas direcciones a lo largo del Sur Castle Dome Avenue, Pacific Avenue, East 24th Street, Avenida 3E, y la calle 32 del este al Colegio. Además, esta ruta dará servicio directamente al Centro Regional Yuma Palms (Target / Greyhound). No hay servicio a la Oficina del Seguro Social (Vea la Ruta Verde 4/A). Ruta 2 Naranja continúa como Ruta Amarilla 95 en el Centro de la ciudad de Yuma Transit Center.
<p>Ruta Cafe 3 Fortuna Foothills Shuttle</p> <ul style="list-style-type: none"> El primer viaje de AWC/NAU/UA sale a las 7:57 de la mañana. Viajes adicional añadido sale a las 8:57 de la mañana de AWC/NAU/UA. Servicio en Sabado durante Octubre a Marzo solamente.
<p>Ruta verde 4 Circulatorio de Yuma central Via Pacific Avenue - Las agujas del reloj</p> <ul style="list-style-type: none"> Ruta derecha redirigido a lo largo del sur de Redondo Center Drive y del este de 16th Street (Centro Regional Yuma Palms) - eliminar servicios detrás de Target y Harkins Theater (ver la Ruta Naranja 2). Utilice esta ruta y 4A Ruta Verde para llegar a la oficina de Seguridad Social
<p>NUEVO - Ruta Verde 4A Circulatorio de Yuma central Via Avenue B - contador horario</p> <ul style="list-style-type: none"> Esta Ruta operará en la dirección opuesta de la Ruta Verde 4, excepto a lo largo de la Calle 16. Ademas, la Ruta Verde 4A proporciona servicio de sustitución a lo largo del Este de la 24th Street entre la Pacific Avenue y Arizona Avenue, así como los Apartamentos de Catalina Square.
<p>Ruta Azul 5 Quechan Shuttle</p> <ul style="list-style-type: none"> Fort Yuma Reserva y Winterhaven se a convertido en un Flex Zone - ofrece paseos reservando por lo menos 30 minutos de antelación. Los pasajeros son recogidos en cualquier ubicación dentro del Flex Zone y deja en la ubicaoion deseada o más cercano punto de conexión de tránsito.
<p>Ruta Morado 6A Servicio A la Avenue y Cocopah Reservations</p> <ul style="list-style-type: none"> Mesa Verde/Orange Grove se trasladó a la Ruta Amarilla 95 en viajes selectos.
<p>Ruta Oro 8 Via Interestatal 8 / Wellton</p> <ul style="list-style-type: none"> La Ruta esta reprogramada - sale a las 6:55 de la mañana de la Avenue Arizona @ William Street y leganda a AWC/NAU/UA a las 7:52 de la mañana. No ayi cambios para los viajes por la tarde a Wellton. Nuevo servicio de a solicitud de AWC Wellton Centro.
<p>Ruta Plata 9 Carretera del sur del Condado AWC/NAU/UA conector</p> <ul style="list-style-type: none"> Ruta redireccionada a Somerton a por Highway 95 y el Condado 14th Street. Ruta Amarilla 95 proporcionará servicio adicional por la mañana a AWC/ San Luis Centro. Por la tarde el viaje hacia el norte de San Luis a AWC/NAU/UA es añadido
<p>Ruta Turquesa 10 Via Interestatal 8 / El Centro</p> <ul style="list-style-type: none"> Esta Ruta se comienzan y terminan en El Centro de la ciudad de Yuma Transit Center. Ruta Naranja 2 proporcionará servicio al Centro Regional de Yuma Palms (Target/Greyhound). Asido mejorado los días entre la semana y las conexiones del la Rutas del Sábado en el Centro de Tránsito Downtown Yuma.
<p>Ruta Amarilla 95 Sur US Highway 95 Via 4th Avenue</p> <ul style="list-style-type: none"> Esta ruta viajara en ambas direcciones por la 4th Avenue hacia El Centro Yuma Transit Center. Ver La Ruta Verde 4A para loa servicios al East 24th Street entre Pacific y Arizona Avenue. Seleccione viajes extendidos al servicio ACCT en San Luis Plaza Drive. Adicional en hora pico AM/PM. Ruta Amarilla 95 continúa como Ruta Naranja 2 en El Centro de la ciudad de Yuma Transit Center.
<p>NightCAT</p> <ul style="list-style-type: none"> Esta Ruta partirá de AWC/NAU/UA a las 7:45 p.m. y 9:45 p.m.



Transit Service Area | Área de Servicio de Tránsito



New schedules will be available onboard buses and online, the second week of August - Monday, August 11th.
Nuevos horarios de los autobuses estarán disponibles a bordo y en línea, la segunda semana de Agosto - Lunes 11 de Agosto.

WelltonCAT - No changes to this route. | No ayi cambios a esta Ruta.
 YCAT OnCall - Boundaries adjusted to match YCAT routes. | Límites ajustados para que coincida con las Rutas de YCAT.

IV. ADDENDA ACKNOWLEDGMENT

(Must be submitted with proposal packet)

Receipt of the following addenda is hereby acknowledged:

Addendum No. _____

Contractor's Initials _____

Addendum No. _____

Contractor's Initials _____

Addendum No. _____

Contractor's Initials _____

**AGREEMENT FOR GENERAL MANAGER SERVICES
REDWOOD COAST TRANSIT AUTHORITY**

THIS AGREEMENT ("Agreement") is made and entered into this _____ day of _____ 2016, by and between the Redwood Coast Transit Authority ("RCTA"), and John Christian Andoh, III, an independent Contractor ("Contractor").

RECITALS

WHEREAS, RCTA has an ongoing need to contract with a person or persons to furnish services as a General Manager for transportation administration, planning, and coordination matters, services that Contractor is specially trained and experienced and competent to perform; and

WHEREAS, RCTA issued a Request for Proposals (RFP) on October 21, 2015, Contractor submitted a timely and complete proposal in response, and RCTA deemed Contractor the most qualified to perform the services of General Manager; and

WHEREAS, RCTA has selected Contractor for the General Manager position to render transportation administration, planning, and coordination services in connection with RCTA activities.

NOW THEREFORE, in consideration of the work to be rendered and the sums to be paid for that work, and each and every covenant and condition contained in this Agreement, the parties agree as follows:

1. SERVICES

Contractor is engaged by this Agreement as the duly authorized General Manager of RCTA and must provide administration, planning, and coordination services in connection with its functions. A detailed Scope of Services will be amended to this contract after agreement by RCTA and attached as Exhibit A. The Scope of Services may be revised and updated from time to time by RCTA.

2. TERM AND TERMINATION

This Agreement is effective on July 1, 2016 and, unless extended by mutual written agreement of RCTA and Contractor, continues until June 30, 2019. This Agreement may be terminated by either party upon 45 calendar days written notice of intent to terminate, or as may be otherwise agreeable to both parties.

3. INDEPENDENT CONTRACTOR

Contractor is an independent contractor and not an employee of RCTA. At all times during the term of this Agreement, Contractor will be responsible for his/her own property and income taxes, worker's compensation insurance, and any other costs and expenses in

connection with the performance of services under this Agreement. RCTA does not have the right to control the means by which Contractor accomplishes services rendered pursuant to this Agreement.

Contractor must provide all his/her own general overhead necessary to perform the required services, including but not limited to office equipment, clerical assistance, utilities, telephone charges, local travel, insurance, and office supplies, and is not entitled to reimbursement for these.

4. COMPENSATION

As compensation for the services provided hereunder, RCTA will pay Contractor in accordance with Contractor's Cost Proposal, which is incorporated herein by this reference and attached hereto as Exhibit B. Contractor will submit invoices reflecting work performed prior to payment for services.

5. RECORDS

Contractor must file and keep all records pertinent to RCTA activities. These are the property of RCTA and Contractor must transfer all records to RCTA upon termination of the contract.

6. INSURANCE

During the term of this Agreement, Contractor must maintain insurance of the types and amounts designated below. Certificates of insurance in the form approved by the Risk Manager of Del Norte County must be filed with the County Risk Manager concurrent with the execution of this Agreement. The insurance must name RCTA as an additional insured on a primary basis for General Liability Insurance and must state that the policy will not be canceled nor the scope of coverage reduced by the insurer except after filing written notice thereof with RCTA 30 days in advance. No work is authorized until the insurance certificates are filed.

- a. Commercial General Liability (CGL): Insurance Services Office (ISO) Form CG 00 01 covering CGL on an "occurrence" basis, including products---completed operations, personal & advertising injury, with limits no less than One Million Dollars (\$1,000,000.00) per occurrence. If general aggregate limit applies, either the general aggregate limit will apply separately to this Agreement or the general aggregate limit will be twice the required occurrence limit.
- b. Worker's Compensation. As required by the State of California, within Statutory Limits, and Employer's Liability Insurance with limits of no less than One Million Dollars (\$1,000,000.00) per accident for bodily injury or disease.
- c. Automobile Liability Insurance. ISO Form Number CA 00 01 covering any auto (Code 1), or if Contractor has no owned autos, hired, (Code 8) and non---owned autos (Code 9), with limits no less than One Million Dollars (\$1,000,000.00) per accident for bodily injury and property damage.

7. LICENSES, PERMITS, ETC.

Contractor represents and warrants to RCTA that he/she/it has all licenses, permits, qualifications, and approvals legally required for Contractor perform the services required by this Agreement. If at any time Contractor ceases to have the licenses, permits, qualifications, or approvals required for Contractor to perform the services, Contractor will immediately notify RCTA and this Agreement may be terminated at RCTA's discretion.

8. STANDARD OF PERFORMANCE

Contractor must perform all services required by this Agreement in a manner and according to the standards observed by competent practitioners of the profession in which Contractor is engaged. Failure to perform services in such a manner is grounds for termination of this Agreement.

9. INDEMNITY

Contractor must defend, indemnify, and hold harmless RCTA and its elected and appointed officers, agents, and employees from any liability for damage or claims for damage for personal injury, including death, as well as for property damage, which may arise from the intentional or negligent acts or omissions of Contractor in the performance of services rendered under this Agreement.

10. THE CIVIL RIGHTS, HCD, AND AGE DISCRIMINATION ACTS

During the performance of this Agreement, Contractor ensures that no otherwise qualified person will be excluded from participation or employment, denied program benefits, or be subjected to discrimination on the basis of race, color, national origin, sex, age, or handicap, under any program or activity funded by this contract, as required by Title VI of the Civil Rights Act of 1964, Title I of the Housing and Community Development Act of 1974, as amended, and the Age Discrimination Act of 1975, and all implementing regulations.

11. STATE NONDISCRIMINATION CLAUSE

During the performance of the services required by this Agreement Contractor and any subcontractors must not discriminate against any employee or applicant for employment on the basis of race, religion, color, national origin, ancestry, physical handicap, medical condition, marital status, age (over 40), or sex. Contractor and any subcontractors will ensure that the evaluation and treatment of any employees and applicants for employment are free of such discrimination. Contractor and any subcontractors will comply with the provisions of the Fair Employment and Housing Act and the applicable regulations, which are incorporated by this reference. Contractor and any subcontractors will give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement.

12. CONFLICT OF INTEREST

No Congressional representative and no resident commissioner may receive any benefit from this grant agreement or activity. None of the Contractor's officers, members or employees, designees or agents, governing board members, or other officials of Contractor have any interest in any contracts or proceeds for the work done in conjunction with this Agreement other than payment for services provided under this Agreement.

13. DRUG--FREE WORKPLACE CERTIFICATION

The Contractor certifies, when signing the contract, that it complies with the Drug---Free Workplace Act of 1990 and will take the following actions, if necessary:

- a. Publish a statement to notify the Contractor's employees, if any, of prohibition of the unlawful manufacture, distribution, dispensation, possession or use of a controlled substance and tell them what actions may be taken against them for violations;
- b. Establish a Drug---Free Awareness Program to inform employees, if any, of the danger of drug abuse at work, the Contractor's drug---free workplace policy, and available employee assistance programs, and the penalties for violation of the drug---abuse policies; and
- c. Give every employee, if any, a copy of the drug---free policy statement and require they abide by its terms as a condition of employment.

14. AMERICANS WITH DISABILITIES ACT (ADA) OF 1990

Contractor must comply with the ADA and applicable regulations and guidelines thereof, which prohibit discrimination on the basis of disability in employment, state and local government service, and in public accommodations and commercial facilities.

15. MONITORING AND AUDITING

Contractor agrees to be subject to monitoring and auditing by RCTA and any other entity legally entitled to account for funds expended for performance under the terms of this Agreement. Such monitoring may include, but not be limited to, monitoring for compliance with RCTA's state and federal contracts.

16. GOVERNING LAW AND CHOICE OF FORUM

This Agreement will be administered and interpreted under California law. Any litigation arising from this Agreement must be brought in Superior Court of Del Norte County.

17. COSTS AND ATTORNEYS FEES

If either party commences any legal action against the other party arising out of this Agreement of the performance thereof, the prevailing party in such action may recover its

reasonable litigation expenses, including court costs, expert witness fees, discovery expenses, and attorneys' fees.

18. SEVERABILITY

If any court of competent jurisdiction or subsequent preemptive legislation holds or renders any of the provisions of this Agreement unenforceable or invalid, the validity and enforceability of the remaining provisions, or portions thereof, will not be affected.

19. ENTIRE AGREEMENT

This Agreement is the entire agreement between the parties with respect to its subject matter. This Agreement may be amended from time to time by the written approval of both parties; however, neither party is required to approve any proposed amendment.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement to commence on July 1, 2016.

REDWOOD COAST TRANSIT AUTHORITY:

By: Martha McClure, Chair

Date: _____

APPROVED AS TO FORM:

Autumn E. Luna, Counsel
Redwood Coast Transit Authority

CONTRACTOR:

Name: John C. Andoh, III

Date: _____