

BOARD OF DIRECTORS SPECIAL MEETING AND ANNUAL WORKSHOP AGENDA
REDWOOD COAST TRANSIT AUTHORITY



DATE: Monday, April 29, 2024

TIME: 4:30pm

PLACE: RCTA Operations Facility, 140 Williams Drive; Zoom Option: <https://dnco.zoom.us/j/82869372937>

A link to view the meeting will be posted on <https://media.co.del-norte.ca.us/> .

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1. Call Meeting to Order
 2. Roll Call. Pledge of Allegiance
 3. Public Comment
 4. Consent Calendar
 - 4a. Approve the Minutes of February 26, 2024
 - 4b. Approve 2 Year Extension to Current General Manager Agreement with TMTP Consulting and Herron Consultants
 - 4c. Approve Resolution 2023-24-14 Authorizing the Execution of the Certifications and Assurances and Authorized Agent Forms for the Low Carbon Transit Operations Program (LCTOP) for the Following Project: Specialized Rider Fares Program
 5. Approve Agreement with LSC Transportation Not-To-Exceed \$184,186 for Short Range Transit Plan Planning Services and Authorizing the Executive Director to Execute Documents.
 6. Approve Agreement with Green Dot Transportation Not-To-Exceed \$305,000 Over a Five-Year Term for On-Call Project Management Support Services and Authorizing the Executive Director to Execute Documents.
 7. Update on Request for Proposals to Obtain Services for Project Approvals and Environmental Document Services for the Williams Drive Electric Bus Charging Infrastructure Project.
 8. 2024 RCTA Annual Strategic Planning Workshop—
 - RCTA Financial Outlook – where funds originate, trends within each fund source
 - CTSA Status Update Report – first 5 years recap & look ahead at other opportunities
 - RCTA 2024 Fare Increase Outreach Update – update on progress & survey results
 - RCTA Marketing Update
 - RCTA Williams Drive Facility – near-term security needs
 9. Discussion of Fiscal Year (FY) 2023-24 Year-to-Date Budget and Preliminary FY 2024-25 RCTA Budget
 10. Announcements
 11. Adjourn – Next RCTA Board Meeting will be Tuesday, May 28th, 2024 at 4:30pm at Flynn

Any member of the public may speak on any agenda item for a time period, not to exceed 3 minutes, prior to the Public Agency taking action on that agenda item.

**REDWOOD COAST TRANSIT AUTHORITY
MINUTES
FEBRUARY 22, 2024, AT 5:30 P.M.**

ATTENDED: JOEY BORGES (CHAIRMAN), VIDETTE ROBERTS, RAY ALTMAN, DARRIN SHORT

ABSENT: KELLY SCHELLONG

ALSO PRESENT: JOSEPH RYE, FERNANDO HERNANDEZ, ALICIA FERREIRA

1. CALL MEETING TO ORDER. ROLL CALL. PLEDGE OF ALLEGIANCE

Director Borges called the meeting to order at 5:30 p.m. Alicia Ferreira conducted roll call. Chairman Borges led the Pledge of Allegiance.

2. PUBLIC COMMENT

The following person(s) addressed the Board: NONE

3. CONSENT CALENDER

3A. APPROVE THE MINUTES OF THE JANUARY 22, 2024 RCTA BOARD MEETING

3B. APPROVE RELEASE OF REQUEST FOR PROPSALS (RFP) FOR SHORT RANGE TRANSIT PLAN CONSULTING SERVICES

On a motion by Director SHORT, seconded by Director ALTMAN, and unanimously carried on a polled vote the Redwood Coast Transit Authority Board of Directors approved the Consent Agenda items 3A-3B.

4. APPROVAL OF 3-YEAR CONTRACT EXTENSION WITH TMTP CONSULTING FOR RCTA ADMINISTRATION SERVICES

This item was pulled from the agenda.

5. ADOPT RESOLUTION 2023-24-13 APPROVING AMENDMENT #1 TO THE FISCAL YEAR 2023-24 RCTA BUDGET

Discussion was held regarding Adoption of Resolution 2023-24-13 approving Amendment #1 to the Fiscal Year 2023-24 RCTA Budget.

On a motion by Director SHORT, seconded by Director ROBERTS, and unanimously carried on a polled vote, the Redwood Coast Transit Authority Board of Directors approved and adopted Resolution 2023-24-13 Approving Amendment #1 to the Fiscal year 2023-24 RCTA Budget.

PUBLIC COMMENT: NONE

6. APPROVE PURCHASE ORDER 2023-24-24 IN AN AMOUNT NOT TO EXCEED \$474,478 TO MODEL 1 FOR PURCHASE OF TWO REPLACEMENT DIESEL BUSES

Discussion was held to Approve Purchase Order 2023-24-24 in an amount not to exceed \$474,478 to Model 1 for Purchase of two replacement diesel buses.

On a motion by Director ALTMAN, seconded by Director ROBERTS, and unanimously carried on a polled vote, the Redwood Coast Transit Board Authority of Directors approved Purchase order 2023-24-24 in an amount not to exceed \$474,478 to Model 1 for purchase of two replacement diesel buses.

7. APPROVE PURCHASE ORDER 2023-24-25 IN AN AMOUNT NOT TO EXCEED \$625,000 TO MODEL 1 FOR PURCHASE OF THREE REPLACEMENT LOW-FLOOR BUSES

Discussion was held to Approve Purchase Order 2023-24-25 in an amount not to exceed \$625,000 to Model 1 for purchase of three replacement low-floor buses.

On a motion by Director SHORT, seconded by Director ROBERTS, and unanimously carried on a polled vote the Redwood Coast Transit Board Authority of Directors approved and adopted Purchase Order 2023-24-25 in an amount not to exceed \$625,000 to Model 1 for purchase of three replacement low-floor buses.

8. FARE INCREASE UPDATE – PUBLIC OUTREACH PLAN ELEMENTS AND TIMELINE

9. DISCUSSION OF RCTA TECHNOLOGY PROJECTS, IMPACTS FOR PASSENGERS AND COSTS TO RCTA GOING FORWARD

10. APPROVAL OF PURCHASE ORDER 2023-24-26 FOR NOT-TO-EXCEED \$60,000 TO VONTAS/ORION VOICE AND DATA COMMUNICATIONS FOR CELLULAR BASED COMMUNICATIONS SYSTEM

On a motion by Director SHORT, seconded by Chairman BORGES, and unanimously carried on a polled vote the Redwood Coast Transit Board Authority of Directors Approved Purchase Order 2023-24-26 for Not-To-Exceed \$60,000 to VONTAS/ORION Voice and Data Communications For Cellular Based Communications System.

11. MANAGEMENT REPORT – TRANSDEV GENERAL MANAGER

Matt Flesher is the new Tech-In-Charge (Mechanic).

12. RCTA EXECUTIVE DIRECTOR'S REPORT

Joe Rye gave recognition to Mr. Hernandez and the team for great customer service and a safe return for the bus that was forced to overnight recently in Humboldt County due to a landslide on Last Chance Grade.

13. ANNOUNCEMENTS

THE DIRECTORS COMMENTED ON THE FOLLOWING: NONE

14. ADJOURN

Redwood Coast Transit Board of Directors adjourned the meeting at 6:23p.m. The next regular scheduled meeting will be on Monday April 29, 2024, at 4:30 p.m.

Joseph Rye, Executive Director
Redwood Coast Transit Authority

**FIRST AMENDMENT TO AGREEMENT FOR
GENERAL MANAGER SERVICES**

THIS FIRST AMENDMENT TO AGREEMENT FOR GENERAL MANAGER SERVICES is made as of April 29, 2024, by and between the Redwood Coast Transit Authority ("RCTA") and TMTP Consulting, an independent Contractor, and Herron Consultants, an independent Contractor (collectively referred to herein as "Contractor").

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

WHEREAS, RCTA and Contractor entered into an Agreement for General Manager Services ("Agreement") as of June 30, 2021 with an expiration of June 30, 2024; and

WHEREAS, Section 2 of the Agreement includes options to extend the Agreement for up to two additional one-year terms; and

WHEREAS, the Board of Directors has reviewed the performance of the Contractor and determined Contractor's performance to be excellent; and

WHEREAS, the parties now wish to exercise both options and extend the term for two years.

NOW, THEREFORE, the parties agree as follows:

1. Section 1 of the Agreement, Services, is deleted in its entirety and replaced as follows:

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. Contractor will provide the services detailed in the Scope of Services contained in Contractor's proposal in response to RCTA's RFP, which is attached hereto as Exhibit A and hereby incorporated by this reference. The Scope of Services may be revised and updated from time to time by RCTA. In addition, for the option years, July 1, 2024 through June 30, 2026, Contractor will provide the services detailed in Contractor's letter proposal dated March 5, 2024, which is attached hereto as Exhibit C and hereby incorporated by this reference.

2. Section 2 of the Agreement, Term and Termination, is deleted in its entirety and replaced as follows:

This Agreement is effective on July 1, 2021 and, unless extended by mutual written agreement of RCTA and Contractor, continues until June 30, 2026. This Agreement may be terminated by either party upon 45 calendar day's written notice of intent to terminate, or as may be otherwise agreeable to both parties.

3. Section 4 of the Agreement, Compensation, is deleted in its entirety and replaced as follows:

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. For the options years, RCTA will pay Contractor in accordance with Exhibit C. Contractor will submit invoices reflecting work performed prior to payment for services.

4. Except for the modifications to the Agreement expressly set forth in this First Amendment, the terms and conditions of the Agreement remain in full force and effect.

IN WITNESS WHEREOF the parties have executed this First Amendment to Agreement as of the day and year first above written.

CONTRACTOR

REDWOOD COAST TRANSIT AUTHORITY


By: 

Joe Rye, TMTP Consulting

By: _____
Joey Borges
Chair, Board of Directors

Date: 4/29/24

Date: _____

By: _____


Dan Herron, Herron Consultants

Date: 4/29/24

Letter Proposal

To Extend Contract for Executive Director Services for Redwood Coast Transit

**Administering, Monitoring and Leading the Transit
Operations of the Redwood Coast Transit Authority**

March 5, 2024

Submitted by

**T
M
T
P**

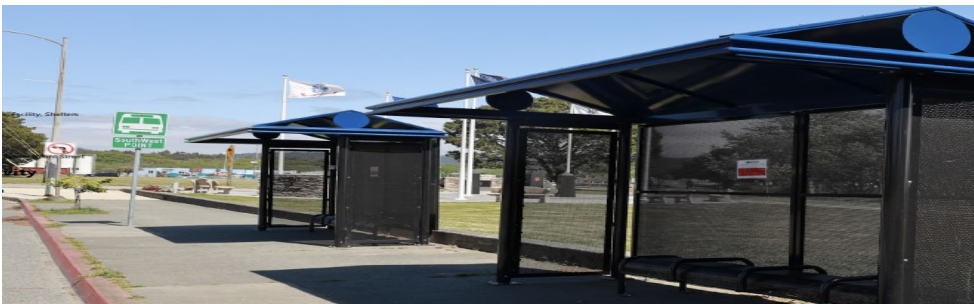
TMTP Consulting



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Title Page

It is our pleasure to submit to the Redwood Coast Transit Authority (RCTA) Board of Directors a proposal to extend our existing Redwood Coast Transit Authority's Executive Director (formerly General Manager) Services Agreement.

The RCTA Board of Directors will be pleased to receive this proposal that will ensure uninterrupted Executive Director services for Redwood Coast Transit Authority. The TMTP Consulting team relies upon the synergy of multiple skilled transit consultants, each bringing to RCTA an advantageous depth of skills and experience derived from nearly a cumulative century in the transit industry. TMTP Consulting is submitting this proposal as the prime consultant. All correspondence can be directed to:

Joseph Rye, CEO
TMTP Consulting LLC
16515 58th Ave. NW
Stanwood, WA 98292

E mail – tmtconsulting@gmail.com
Phones: (707) 235-3078

TMTP Consulting LLC shall be the prime Contractor on this proposal and the point of contact for all contractual matters. Joseph Rye is the Principal and Chief Executive Officer (CEO) of TMTP Consulting LLC and by way of this proposal submission assures RCTA that sufficient resources committed over the next years to fulfill the requirements of the RFP. Mr. Rye hereby certifies that he has the authority to bid and enter into a contract with Redwood Coast Transit Authority. This proposal is submitted in response to communication from the RCTA Board of Directors on January 22, 2024. The terms and pricing contained herein are guaranteed for a period of 90 days from the date of this submittal.



Joseph Rye, CEO, TMTP Consulting LLC

3/5/2024
Date



2. Dedicated Project Team

TMTP Consulting has been providing transit consultancy since 2012, selecting only scope-appropriate projects that fit within his interests and availability. Joe has served as Executive Director (General Manager) of RCTA since April 2016. Joe also works at King County Metro as a Capital Projects Manager. Joe will be the RCTA Executive Director, and handle the bulk of the administrative, capital projects, and planning duties. The TMTP team remain stable, as Mark Shaffer, the newest team member, continues his transition into Dan Herron's role:

- **Joseph Rye** –Twenty-four years of experience managing transit operations for cities and transit agencies (Santa Maria, LAVTA, Petaluma, King County). He has extensive hands-on experience with transit contract management, service and long-range planning, operations, capital projects, procurements, ADA compliance and grants management.
- **Dan Herron**—Seventeen years of experience in planning and managing community action programs, and thirty-four years transportation planning/administration work (RCTA, SLOCOG, Caltrans D5, consulting), forty-five years of grants writing success. He has held a central role in nine transit consultant projects in California, Florida, Oregon and Washington. Dan is transitioning into retirement and will be mentoring Mr. Shaffer on the RCTA grants management role over the next two years.
- **Mark Shaffer** —Twenty-five plus years of experience in planning and managing community transportation services, including 25 years as Executive Director of Ride-On Transportation in San Luis Obispo. Mark brings his Ride-On CTSA experience to the RCTA Admin team and RCTA's new role as CTSA of Del Norte County. Mark has 25 years of grants experience and will be the main grants person for RCTA.
- **Silvia Martinez Palacios** – 13 years of transit marketing and grants experience at Petaluma Transit, Mountain Transit, and City of Denver. Experience developing transit marketing campaigns and developing creative artwork for bus advertising, on-board communications, website updates, and social media management, Silvia joined the TMTP-Herron RCTA team in early 2021, and made her presence felt quickly with new and enhanced social media activities and radio advertising packages.
- **Alicia Ferreria – PS Business Services** –Alicia will provide clerical duties for RCTA Board Meetings, as well as providing a “local” presence when needed to support marketing projects, such as schedule distribution, outreach efforts, and miscellaneous local presence tasks. Alicia joined the TMTP team in 2023, purchasing the PS Business Services from Nicole.

3. Scope of Services 2024-2027

Basic RCTA Administration

The Redwood Coast Transit Authority administration team must perform the basic tasks to ensure that its operations and maintenance contractor, Transdev, has the ability to provide an attractive, reliable transit system. Routine duties take up most of the contract hours involved, and are critical to the agency's success:

- interaction with Board of Directors (meeting agendas, policy adoption)
- oversight and monitoring of the operations contractor,
- procurements (buses, ground lease, bus stop equipment, tech projects)
- service planning (route alignments, schedules)
- grants management (applying for and managing awarded grants)
- participate in meetings with local and regional funding and transit partners
- marketing, including website, rider alerts, design of brochures & posters

Consolidated Transportation Services Agency (CTSA)

RCTA was approached in early 2018 by the Del Norte Local Transportation Commission with an offer to become the County's CTSA. After a year of planning, RCTA's initial CTSA activities were launched in January 2020:

- Americans with Disabilities Act (ADA) Eligibility Determination
- Transit Travel Training
- Southern Oregon Medical Shuttle (launched September 2023)

The addition of Mark Shaffer to the RCTA Admin team poses a tremendous opportunity for RCTA to grow its CTSA programs. Mark is CEO of a large CTSA (Ride-On) on the Central Coast and brings vast CTSA experience to RCTA. While Grants Management will take up much of Mark's hours, when time allows Mark will take the lead on CTSA planning duties. The TMTP team will start by having Mark evaluate potential options for improving existing CTSA programs, as well as evaluating gaps in service that perhaps call for a new project. This plan will be presented to the Board for direction on ways to expand CTSA impacts.

Advertising Revenue Program

In 2018 RCTA launched its preferred model, where the RCTA General Manager sells spaces and manages the program, using local sign makers to handle installation and production. The RCTA Advertising Revenue Program has been successful, bringing in an average of around \$18,000/year since inception. RCTA has benefitted from two large annual contracts (TUPP, WIC), lessening workload.

Major Capital Projects – Zero Emission Fleet Transition, Transit Center

RCTA has identified two major projects to be designed and delivered 2024-2028:

- Electric Bus Charging Infrastructure-Williams Drive Facility Upgrades
- Downtown Transit Center

Never has RCTA ambitiously pursued two major capital design and construction projects in such a short time window. RCTA was fortunate to receive TIRCP and then SB 125 capital funding to deliver these projects with minimal local matching funds, but projects must be delivered in the next 4-5 years. RCTA will lead with the Williams Drive Bus Charging (design 24-25, construction 25-26) and finish with the Transit Center (design 25-26, construction 26-27). Joe will be the lead on these projects and will engage outside project management assistance.

Minor Capital and Technology Projects

As promised in TMTP/Herron's original 2016 General Manager proposal, catching up RCTA with the transit industry's current practices has been a high priority and major focus of the Admin Team's time over the last 8 years. A list of recent tech projects implemented by the TMTP team at RCTA include:

- GeoTab vehicle location trackers in 2016,
- Fleetwide adoption of audio/video recording systems in 2017
- DoubleMap AVL/CAD with on-board tablets in 2018,
- Token Transit contactless mobile ticketing in 2019,
- On-Board Wifi for rider pleasure on most buses in 2022
- Swiftly AVL/CAD (replaced DoubleMap) in 2023
- Transition to simpler, lower cost audio/video surveillance (Lynx) in 2023
- Contactless Fare Payment (Credit Card accept) on-board most buses (2023)

RCTA expects the scale of transit tech projects to slow down in 2024-27, but never completely vanish. RCTA seeks to break down barriers, perceived or real, that impede recapture of ridership. RCTA has implemented many tech projects and currently offers a high tech experience that rivals most urban transit systems.

RCTA is grappling with a huge challenge with its bus stop amenities. The large amount of unhoused in the population has caused a pause in the shelter expansion program. During this period, RCTA purchased post-mounted Simme Seats that provide some seating while resisting unwanted behavior. RCTA will continue to roll out additional Simme Seats until such time that shelters can be reasonably expected to flourish and provide higher rider comforts.



In addition to the specific forecasted tasks above, the TMTP RCTA Admin Team will continue to fulfil RCTA Administrative Scope of Work as follows:

- Perform administrative functions, including: fiscal management; negotiation of contracts; preparation of budgets and work plans; preparation of grant applications, funding claims, submittal of grant reports, financial and compliance reports, policy analysis, and other documents as needed. TMTP has excelled at this task in its first 8 years, maintaining grant compliance across a broad array of grants and funding sources, while successfully applying for and receiving several large discretionary grants (buses, TIRCP for Capital Projects).
- Review, monitor, and evaluate transit performance and report on results. Make recommendations to modify services as needed. Develop schedules and ensure marketing pieces are available to the public, including print and online schedules, maps, and promotional materials. Maintain RCTA's website, Facebook and Twitter online presence and communicate with RCTA riders. Monitor and update as needed the RCTA Google Transit General Transit Data Feed (GTFS) data for schedule changes, and continue to implement GTFS-RT (real-time) as mandated by Caltrans.
- Implement the RCTA Complementary Paratransit Service Plan developed in response to the Americans with Disabilities Act (ADA). Actively manage the eligibility determination and appeals process as required as part of the CSTA programs. Oversee implementation of the CTSA transit travel training program. Oversee and adjust as necessary the new Southern Oregon Medical Shuttle program. Analyze CTSA funding levels and ability to expand CTSA programs if feasible.
- Coordinate and monitor accounting (Del Norte County Auditor's Office), to ensure accurate classification of operating revenues and expenditures.
- Carry out a fleet and equipment monitoring, replacement, and acquisition program, including a multi-year capital project to acquire electric buses and install charging facilities. Prepare vehicle and equipment specifications and manage procurements as authorized in the annual budget. Manage large TIRCP grant funds that will deliver the projects. Continue to utilizing maximum leverage of state & federal transit funding.
- Monitor condition of Williams Drive RCTA Operations and Maintenance Facility and develop projects to improve safety, security and function of the facility. Prepare annual FTA TAM (Transit Asset Management) Plan updates. This is a focal point for RCTA as bus replacement cycles require an average of 2 buses replaced per year to maintain the RCTA fleet in a state of good repair.

- Represent RCTA to federal, state, and local agencies, regional transit partners, the transit industry, 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. TMTP are now better able to remotely manage RCTA via access to Swiftly AVL/CAD which allows real-time access to daily operations. New Swiftly features will restore stop-level data.
- Receive, evaluate, and respond to public input on unmet needs and proposals from community members and organizations.
- Identify, prioritize, design and deliver bus stop improvement projects at RCTA bus stops. The largest of these projects is the future Downtown Transit Center Hub. This facility will be staffed during the day, supporting information dissemination, ticket sales, security, and elevating the level of service to the riders. Design will begin during this extension period.
- Develop and implement marketing plans, fare structures, promotional campaigns, public presentations and other activities. Prepare press releases, flyers and other materials, and actively manage RCTA's website and Facebook pages. Manage and promote the RCTA Bus Advertising Program, seeking community partnerships in advertising on buses, and manage the ensuing contracts, content approvals, postings, and revenues.
- Coordinate with Greyhound Bus Lines regarding the interlined operating and ticket sales agreement, and the planning, operating, and marketing of interlined intercity bus services. Coordinate with other regional transit agencies to optimize connections and potential regional fare coordination projects. While the current, and recent Greyhound schedules were not conducive to ridership from Del Norte County, when a staff kiosk is developed at the Cultural Center, there may be an opportunity to improve Greyhound ridership, as well as explore freight activities.
- Provide a pseudo-local presence in Del Norte County, attending (via zoom and in-person) local meetings (Del Norte Local Transportation Commission, BOS, City Council) and events, in-person or remotely. Provide a face to the agency and meet with staff and local stakeholders to build RCTA relationships.

4. Cost Proposal.

TMTP proposes to perform the RCTA contract Executive Director Services **at its base rates from FY 2023-24**, with a 3% annual increase in Year 2 (FY 2025-26) of this extension. The TMTP team truly appreciates the opportunity to serve the Board, therefore does not tie its rates to keep up with inflation but seeks to balance inflation with the financial capacity of RCTA.

It is important to note that all contract costs do not fall on the Admin Contract line item, as staff tracks its hours on certain projects and bills those separately to the appropriate line items. The following are not included in the Admin Contract line:

- The advertising revenue program – hours spent selling space
- the marketing program – hours spent promoting RCTA services
- the CTSA programs – hours spent on CTSA programs
- the imminent major capital projects*
- upcoming Short Range Transit Plan*

*denotes new projects that were not active in FY 2022-23

To illustrate how breaking out of the above tasks to other line items in the RCTA Budget works, the most recently completed FY 2022-23 RCTA General Ledger Expenditures included \$98,148 for base Executive Director Services, plus an additional \$8944 for Advertising Revenue/Marketing and \$3056 for CTSA Administration Services, for a total contract budget of \$110,148.

The TMTP RCTA Admin team fully *expects a higher percentage of its hours to be billable to these other lines during this contract extension period*, due to Mark's anticipated work helping the CTSA and Joe's ability to bill more of his hours in coming years to the major capital projects and the SRTP planning project.

Year 1 Not-to-Exceed Proposal Costs

\$111,000 includes (\$11,000 to marketing/ad revenue program, \$5000 for CTSA, \$10,000 for Short Range Transit Plan, and \$5000 for TIRCP projects) net \$80,000 charged to general RCTA Admin Contract line

Year 2 Not-to-Exceed Proposal Costs

\$114,300 includes estimated (\$11,000 to marketing/ad revenue program, \$9000 for CTSA, \$10,000 for Short Range Transit Plan, and \$10,000 for TIRCP projects) net \$74,300 charged to general RCTA Admin Contract line

Joseph Rye
16515 58th Ave. NW
Stanwood, WA 98292
(707) 235-3078 cell
email "tmtconsulting@gmail.com"

Objective

To further public transportation as a viable option through effective and innovative service delivery and project management. To lead transit agencies into the future with a mix of consultative and persuasive leadership approaches.

Skills

- * Transit Capital Project Management
- * 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 Operations Maintenance 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

Work History

King County Metro Transit 201 S. Jackson, Seattle, WA 98104-3856

May 2019-Present Beginning Salary \$110k/yr Final Salary \$150k/yr Staff: 0

Capital Project Manager IV/Transit Engineer V. Manage a portfolio of projects from within the Capital Delivery section of Metro. Projects include Sound Transit LINK Extension Projects (Federal Way LINK), Route 44 and Route 40 TPMC Speed and Reliability Projects, including electric trolley OCS elements, SR520 Freeway expansion and interchange reconfiguration including trolley OCS impacts. Supervise 0 FTE Reports to Capital Delivery Supervisor. Portfolio Budget: ~\$8M

City of Petaluma 11 English Street, Petaluma, CA 94504

June 2009-Oct 2017 Beginning Salary \$100k/yr Final Salary \$122k/yr Staff: 3

Transit and Transportation Division Manager. Duties include: all transit planning, marketing, capital improvement program, budgeting, community relations, multiple contract management for operations/maintenance, bus stop janitorial, marketing, advertising. Led overhaul of fixed route system & fleet leading to 150% ridership growth 2009-2015. Implemented AVL/CAD & Wi-Fi on fixed route fleet, & 3 phases of TSP projects. 2.5 FTE (myself & 2 p/t staff). Reported to Director of Public Works & Utilities. Budget: \$2.5M

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

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

Deputy Executive Director. Responsibilities included 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. Reported 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. Managed 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. Interfaced 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. 2 FTE (myself & Transit Coordinator), 2 p/t staff, and 5 primary contracts. Position reports to Public Works Director. Budget: \$3M

Consulting Experience as TMTTP Consulting LLC (2012-Present):

Redwood Coast Transit Authority – Executive Director (contract)

Fresno County Rural Transit Agency (operations contract procurement assistance),

Eastern Sierra Transit Authority (Interim ED, Planning, Capital Projects)

Western Contra Costa Transit Authority (WestCAT): On-Board Surveys, Planning Studies

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, 2015-2023

Legislative Committee Vice-Chair (past)

California Transit Association

Member 2001-2017

Training Committee (past)

REFERENCES AND ADDITIONAL WORK EXPERIENCE AVAILABLE ON REQUEST

Dan Herron, Transportation Consultant

Dan Herron has 38 years of transportation planning and financial management experience; 6 with RCTA, 14 with a regional transportation planning agency and 12 with the California State Department of Transportation. Prior to his transportation work, Mr. Herron spent 14 years with program administration for non-profit human services agencies. Much of this was with multicultural, multilingual communities working on poverty issues. Community planning was a special focus during this time, working closely with community groups, technical staff and public agencies. His grant writing began during this phase of his career, has extended over 45 years, and has resulted in many millions of dollars of successful grant applications.

Mr. Herron's background includes extensive writing experience—needs assessments, transportation concept reports, system management plans and grants for federal, state, and local foundation funding. His administrative experience spans grant management, team supervision, budgeting, financial reporting, and compliance.

In 1999, Mr. Herron's work got 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. In 2020, Mr. Herron successfully applied for a nation-wide competitive grant for a technical assistance project for planning RCTA's entry into clean buses. Again, the CTAA Strike Team project was one of five awarded in this country.

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 10 years. He has also taught transit certificate classes in Oregon and Washington.

With the Department of Transportation, Mr. Herron has served as Grants Coordinator for 5 years, providing technical assistance and management support to roughly 5 grantees annually for the District 5 office. Most of these were Environmental Planning Grants or Community Based Transportation Planning grants.

Since 2016, Mr. Herron has partnered with Joe Rye in the administration of the Redwood Coast Transit Authority, specializing in grants writing and financial management. His knowledge of California and national transit regulations and reports has helped RCTA stay in compliance with funding agencies.

MARK T. SHAFFER

shafmt@aol.com - (805) 441-0851
1343 Vista Del Lago; San Luis Obispo, CA. 93405

Skills Summary

Providing over 30 years of Executive Director leadership to both transportation and non-profit organizations

Company Management

C-Level coordination; program development; fiscal monitoring

Corporate Board Management

Meeting management; board member recruiting; fiscal report generation; presentations

Contract Services

Contract Review; Purchasing; Corporate collaboration

Marketing

Television, radio, and print media; Social media; C-Level presentations

Fundraising

Special events; grant writing; donor connections; online fundraising

Human Resources

Policy and procedure creation and management; training manuals; personnel issue remediation

Professional Highlights

Ride-On Transportation, San Luis Obispo, CA: 1993 – present
Founder/Executive Director

Initiated and manage non-profit transportation cooperative

- Identify service opportunities and fold into current portfolio, continually updating the cooperative's business plan.
- Develop and maintain processes and procedures including operations manuals, safety programs, drug testing policy, maintenance programs, and similar procedures.
- Establish budget process and protocols to develop and monitor fiscal activity of \$6+ million annual budget.
- Monitor all aspects of employee benefits plans and structure.
- Lead marketing, networking, and public outreach programs.
- Develop grant materials to acquire company resources and funding.
- Provide overall leadership and direction for the continual growth and improvement of the business.

Highlights:

- Created non-profit business with average annual growth of 15% by identifying market needs and expanding related services.
- Progressively increased brand name recognition throughout community by implementing targeted marketing campaigns.
- Maintained attrition below industry norms by effective employee relations and benefits.
- Raised \$500+K in funding over 2 years through the use of grants and fundraising resources.

United Cerebral Palsy, San Luis Obispo, CA: 1987 – present
Executive Director

Established and manage local chapter of National Organization

- Manage activities of 14-member Board.
- Supervise office staff of eight in providing multiple services to children and adults with developmental disabilities.
- Manage Fundraising Committee to provide monies for services and operating expenses.
- Actively engage with government resources, the community, and individuals at large to secure funding.

Highlights:

- Increased service offerings by 75% over 32 years by providing strong leadership and passion.
- Identified unique business niche and spun off new non-profit support transportation organization (Ride-On Transportation).
- Secured \$694,000 Payroll Protection Program (PPP) Loan

FunRide, Inc., San Luis Obispo, CA:
Owner/President

2009-2017

Developed carsharing service focused on eco-friendly vehicles

- Created and managed to business plan.
- Procured cars, trucks, and vans to meet business needs.
- Implemented carsharing software package for tracking assets and managing billing.
- Executed marketing and customer outreach programs to increase awareness of unique service offering.
- Managed both accounts receivables and payables.

Highlights:

- Executed an initial funding raise of close to \$200K to start business venture.
- Grew ridership participation by and average of 40% year over year by effective marketing.
- Maintained over 75% of existing clientele by implementing effective feedback mechanisms and continually improving on service offerings.

Community Leadership

United Cerebral Palsy's Affiliate Services Committee
San Luis Obispo Chamber of Commerce
Social Service Transportation Advisory Committee (SSTAC)
California Association of Coordinated Transportation (CalAct)
Adult Services Policy Council (ASPC)
The Ranch Advisory Committee
Arts for Living Leadership Council

Education/Professional Development

University of North Carolina at Chapel Hill: BA in Psychology
MS Program for Marriage, Family Child Counseling, Cal Poly State University

Silvia Y. Martinez-Palacios

Phone: 707.583.4952 E-Mail: martinez.palacios.silvia@gmail.com

<http://www.linkedin.com/pub/silvia-martinez-palacios/93/804/79b>

Education

- MBA, Marketing, University of Northern Colorado** 2025
Greeley, CO
- Transit and Paratransit Management Certificate Program, University of the Pacific** 2019
Stockton, CA
- Bachelor of Arts, Sociology, Sonoma State University** 2014
Rohnert Park, CA

Experience

Communications & Engagement Specialist, City and County of Denver November 2023-Present

- Represent City/OSE at internal, community, and stakeholder meetings, delivering presentations and fostering positive relationships.
- Research, Develop and execute public communications and marketing campaigns across digital and print platforms, ensuring compliance with City guidelines, ADA standards, with knowledge of Equity, Diversity, and Inclusion principles in engagement practices.
- Distribute press releases, manage media inquiries, and act as a spokesperson, collaborating with citywide information officers.
- Update and maintain the OSE website, utilizing content distribution subscriptions and services
- Contribute to the City's Joint Information Center during emergencies and handle public information/CORA requests, ensuring legal compliance and public access to information.

Public Communication Specialist II, City of Colorado Springs September 2022-November 2023

- Develop and execute public communications and marketing campaigns -both digital and printed materials.
- Edit and oversee outgoing content in compliance with the City's guidelines, branding, and ADA standards.
- Develop and distribute press releases, respond to media inquiries, serve as a media spokesperson and work collaboratively with citywide information officers and the Mayor's Communications staff.

Transit Specialist, City of Petaluma May 2015-September 2022

- Produce educational marketing materials like Rider Guides and schedules to boost bus ridership; oversee the City's Transit website and social media for promotion.
- Coordinate and manage a Travel Training program to educate and empower individuals and groups in using public transit.
- Engaged and presented for boards, diverse stakeholders, and advocacy groups to achieve positive outcomes.
- Supervise revenue-generating advertising contracts and revenue pass programs.
- Manage the City's paratransit eligibility program and facilitate communication between staff and clients.
- Support in creating short-range transit plans, surveys, and other grant-related administrative tasks.

Project Manager, Santa Rosa Community Health Center Jan 2014-Oct 2014

- Documented and standardized health programs, activities, exploratory evidence-based programs, training, educational and marketing materials, and workflows.
- Coordinated and managed with physicians and staff for continuous improvement.

Administrative Assistant, Santa Rosa Community Health Center Feb 2006-Jun 2011

- Managed expansion project of 7 examination rooms and 13 offices.
- Planned and managed the onboarding of newly hired physicians.

Skills

- Fluent in Spanish (verbal & written)
- Expert in Microsoft Word, Excel, PowerPoint, Outlook, Access, & Visio
- Expert in Adobe InDesign, Illustrator, & Photoshop, Social Media Platforms, and WordPress (website management).

April 29, 2024

MEMO TO: Board of Directors

FROM: Joe Rye, General Manager

SUBJECT: Adopt Resolution 2023-24-14 Authorizing RCTA Application to Caltrans for RCTA's FY 2023-24 Allocation of LCTOP Funds



RECOMMENDATION:

That the Board Adopt Resolution 2023-24-14 Authorizing an RCTA Application to Caltrans for RCTA's FY 2023-24 Allocation of \$74,158 in LCTOP Funds for the Specialized Rider Fare Program.

BACKGROUND:

The Low Carbon Transit Operations Program (LCTOP) is a cap-and-trade program initiated by the CA State Legislature in 2014. While LCTOP is distributed based on formula funding (population & fare revenue), CalTrans and the Air Resources Board have jurisdiction over the scoring and funding of all projects, and intensive applications are required. Projects can be rejected. Fund targets are formula based, RCTA cannot just fund whatever it wishes, all projects must be supported by Caltrans and CARB and are scored based on air quality benefits.

For 2023-24, the LCTOP allocation for Del Norte County totals \$74,158, up 5.5% compared with FY 2022-23. Of this amount, RCTA is directly eligible for \$3,703 that is allocated based on fare revenue and the remaining population-based funds are programmed through the Del Norte Local Transportation Commission (DNLTC). The DNLTC will program the remaining \$70,455 to RCTA as the only public transit agency in the county. RCTA will be responsible for program requirements and reporting. Applications were due April 26, 2024 for FY 2023-24 funds.

DISCUSSION

RCTA is returning to the utilization of LCTOP for its fare subsidy program. Caltrans forced RCTA to change its LCTOP project in 2019 from the Free Riders Program to the Electric Bus Project for four fiscal years. Subsequent legislative action clarified that fare subsidy programs are eligible and appropriate uses of LCTOP, and RCTA plans to apply for its (renamed) Specialized Rider Fare Program each year going forward, starting with this FY 2023-24 LCTOP allocation.

RECOMMENDATION

That the Board approve Resolution 2023-24-14, Authorizing \$74,158 in FY 2023-24 LCTOP funding for the Specialized Rider Fare Program, identifying the General Manager as the Authorized Agent, and directing the General Manager to execute all LCTOP documents.

Authorized Agent

AS THE **Chair of the Board of Directors**
(Chief Executive Officer/Director/President/Secretary)

OF THE **Redwood Coast Transit Authority**
(Name of County/City/Transit Organization)

I hereby authorize the following individual(s) to execute for and on behalf of the named Regional Entity/Transit Operator, any actions necessary for the purpose of obtaining Low Carbon Transit Operations Program (LCTOP) funds provided by the California Department of Transportation, Division of Rail and Mass Transportation. I understand that if there is a change in the authorized agent, the project sponsor must submit a new form. This form is required even when the authorized agent is the executive authority himself. I understand the Board must provide a resolution approving the Authorized Agent. The Board Resolution appointing the Authorized Agent is attached.

Joseph Rye, Executive Director OR
(Name and Title of Authorized Agent)

Tamera Leighton, DNLTC Executive Director OR
(Name and Title of Authorized Agent)

Click here to enter text. OR
(Name and Title of Authorized Agent)

Click here to enter text. OR
(Name and Title of Authorized Agent)

Joey Borges **Chair – RCTA Board**
(Print Name) (Title)

(Signature)

Approved this 29 day of April, 2024

REDWOOD COAST TRANSIT AUTHORITY (RCTA)

RESOLUTION #2023-24-14

AUTHORIZATION FOR THE LOW CARBON TRANSIT OPERATIONS PROGRAM (LCTOP) PROJECT: SPECIALIZED RIDER FARE PROGRAM

WHEREAS, the (RCTA) is an eligible project sponsor and may receive state funding from the Low Carbon Transit Operations Program (LCTOP) for transit projects; and

WHEREAS, the statutes related to state-funded transit projects require a local or regional implementing agency to abide by various regulations; and

WHEREAS, Senate Bill 862 (2014) named the Department of Transportation (Department) as the administrative agency for the LCTOP and the Department has developed guidelines for the purpose of administering and distributing LCTOP funds to eligible project sponsors; and

WHEREAS, RCTA wishes to implement the LCTOP project above and delegate authorization to execute these documents and any amendments thereto to Joseph Rye, General Manager, and

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of RCTA that the fund recipient agrees to comply with all conditions and requirements set forth in the Certification and Assurances and the Authorized Agent documents and applicable statutes, regulations and guidelines for all LCTOP funded transit projects.

NOW THEREFORE, BE IT FURTHER RESOLVED that Joseph Rye be authorized to execute all required documents of the LCTOP program and any Amendments thereto with the California Department of Transportation.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Redwood Coast Transit Authority that it hereby authorizes the submittal of the following project nomination(s) and allocation request(s) to the Department in FY2023-24 LCTOP funds:

Project Name: Specialized Rider Fare Program

Amount of LCTOP funds requested: \$74,158

Short description of project: Program will cover the cost of free rides on the fixed route system for college students, veterans, middle and high school students, seniors (65+ years) and the disabled.

Contributing Sponsors: Del Norte Local Transportation Commission

Adoption of this Resolution was moved by Director _____, seconded by Director _____, and carried on this 29th day of April 2024 by the following roll call vote:

AYES:

NOES:

ABSENT:

WHEREUPON, THE CHAIR DECLARED THE RESOLUTION ADOPTED, AND SO ORDERED.

ATTEST: _____

Joey Borges, Chair

April 29, 2024

MEMO TO: Board of Directors

FROM: Joe Rye, Executive Director

SUBJECT: Award Contract to LSC Transportation Consultants Inc. in a Not-To-Exceed Amount of \$184,146 for Planning Services for the RCTA Short Range Transit Plan (SRTP) and Direct Executive Director to Execute Agreement Documents



RECOMMENDATION:

Award contract to LSC Transportation Consultants in a not-to-exceed amount of \$184,146 for planning services for the SRTP and direct Executive Director to execute the agreement.

BACKGROUND:

RCTA conducted a comprehensive Request for Proposals (RFP) for its planning consultant for the SRTP. RCTA was awarded a Sustainable Communities Grant from Caltrans providing \$177,000 in grant funds for the project. RCTA is required to provide at least \$22,932 in any combination of cash and/or in-kind service (ED's hours). The project will deliver an updated SRTP to guide RCTA through the next five year period. RCTA faces a dynamic and challenging future, with slow ridership recovery, rising labor and fuel costs, unpredictable funding, a state-mandated transition to zero-emission buses, and two major capital projects.

Discussion

The RFP was released on March 4, 2024, and Addendum #1, released on March 13, 2024. Direct outreach was conducted with planning firms known to do this type of work in our region, and a series of pre-proposal zoom conferences was held. Three proposals were ultimately received:

LSC Transportation Consultants, Inc.
Kittleson & Associates, Inc.
Green Dot Transportation

RCTA convened a Selection Committee comprised of its Executive Director, the Planning Director of SMART (Petaluma) and the Finance Director of Humboldt Transit Authority to review and score the proposals. The Selection Committee met on April 15th to discuss rankings, scores, and to determine if interviews would be required. The consensus of the Selection Committee was that interviews were not required and that LSC submitted the top proposal, followed by Kittleson and then Green Dot (ranked order, see above).

Recommendation

That the RCTA Board approve an agreement with LSC Transportation Consultants, Inc for the Short Range Transit Plan and direct the Executive Director to execute the agreement.

Attachment 1 – LSC Transportation Consultants, Inc. Proposal – March 29, 2024

SECTION A: COMPANY OVERVIEWS

LSC Transportation Consultants, Inc. (LSC)



LSC is a multidisciplinary transportation planning and engineering firm, providing services in transit planning, traffic engineering, bicycle and pedestrian planning, performance reviews, and parking analysis. Originally established in 1977 as Leigh, Scott, and Cleary, Inc., the firm has grown to include offices in Denver and Colorado Springs, Colorado, and Tahoe City, California, with a total of 22 professionals and support staff. LSC is an employee-owned C-Corporation that is financially well established, with annual billings of approximately \$3.4 million.

The planning branch of LSC provides services including transit planning, multimodal transportation planning, transit facility design, transportation audits, and Tribal transit planning. Our firm has extensive experience providing such services to counties and communities nationwide, ranging from small rural towns to medium-sized cities. LSC's work portfolio includes numerous studies completed for public transit agencies in northern California.

Contact Information

LSC's Tahoe City office will be responsible for conducting the Redwood Coast Transit Short Range Transit Plan update. The Tahoe City office was established in 1992 and is supported by six transportation planners, five engineers, and two support staff. Genevieve Evans, a Principal of LSC and an AICP-certified planner, will serve as Project Manager and be the main point of contact.

LSC Transportation Consultants, Inc.
2690 Lake Forest Rd, Suite C
P.O. Box 5875
Tahoe City, CA 96145
(530) 583-4053 | genevieve@lsctrans.com
<https://www.lsctrans.com/>



AIM Consulting, Inc. (AIM)



AIM was established in 2005 and provides public participation and strategic communication services for transportation and transit projects in rural, suburban, and urban communities throughout northern California. AIM's team of 10 professionals develops and implements public participation programs that bring diverse stakeholders together and facilitate meaningful input.

AIM is an S-Corporation that is certified as a Small Business Enterprise by the State of California, Department of General Services (Supplier No. 44639) and as a Disadvantaged Business Enterprise by the State of California, Department of Transportation (UCP Firm No. 35954).

AIM's communication strategies include community education and marketing materials, stakeholder focus groups, websites, community workshops, and grassroots awareness campaigns. AIM has developed successful and creative strategies to encourage and obtain participation from community members who have been historically underrepresented by engaging them where they are, whether that means meeting them at a physical location of their choice, working with community-based organizations, or providing more approachable engagement opportunities such as pop-up workshops or short questionnaires.

Contact Information

Katie Demaio, President of AIM, will be the main point of contact for AIM staff.

AIM Consulting, Inc.
2523 J Street, Suite 202
Sacramento, CA 95816
(916) 442-1168 | kdemaio@aimconsultingco.com
<https://aimconsultingco.com/>

Lefrancois Engineering



Michael Lefrancois established Lefrancois Engineering (LE) in 2023 with a vision to revolutionize civil engineering in the greater northern California region. Drawing from diverse experiences across various endeavors, Mr. Lefrancois places a strong emphasis on integrity, reliability, and versatility. Driven by a commitment to positive change, he prioritizes creating a harmonious work environment and has assembled a dedicated team of 3 employees. Holding engineering licenses in California and Nevada, Mr. Lefrancois effectively leverages over two decades of regional expertise to advance engineering solutions.

LE has served vital roles in local and regional projects in the Tahoe Basin, offering expertise in site planning, project implementation, civil engineering, and construction services. LE's dedicated and responsive staff have earned the trust of clients through high-value services. LE's specialties include commercial site plans, roadway, parking and circulation design, utility research, stormwater compliance, and ADA design. LE staff, involved from planning to construction, bring invaluable knowledge to feasibility studies, anticipating and addressing construction challenges and constraints efficiently.

Contact Information

Michael Lefrancois will be the main point of contact for LE.

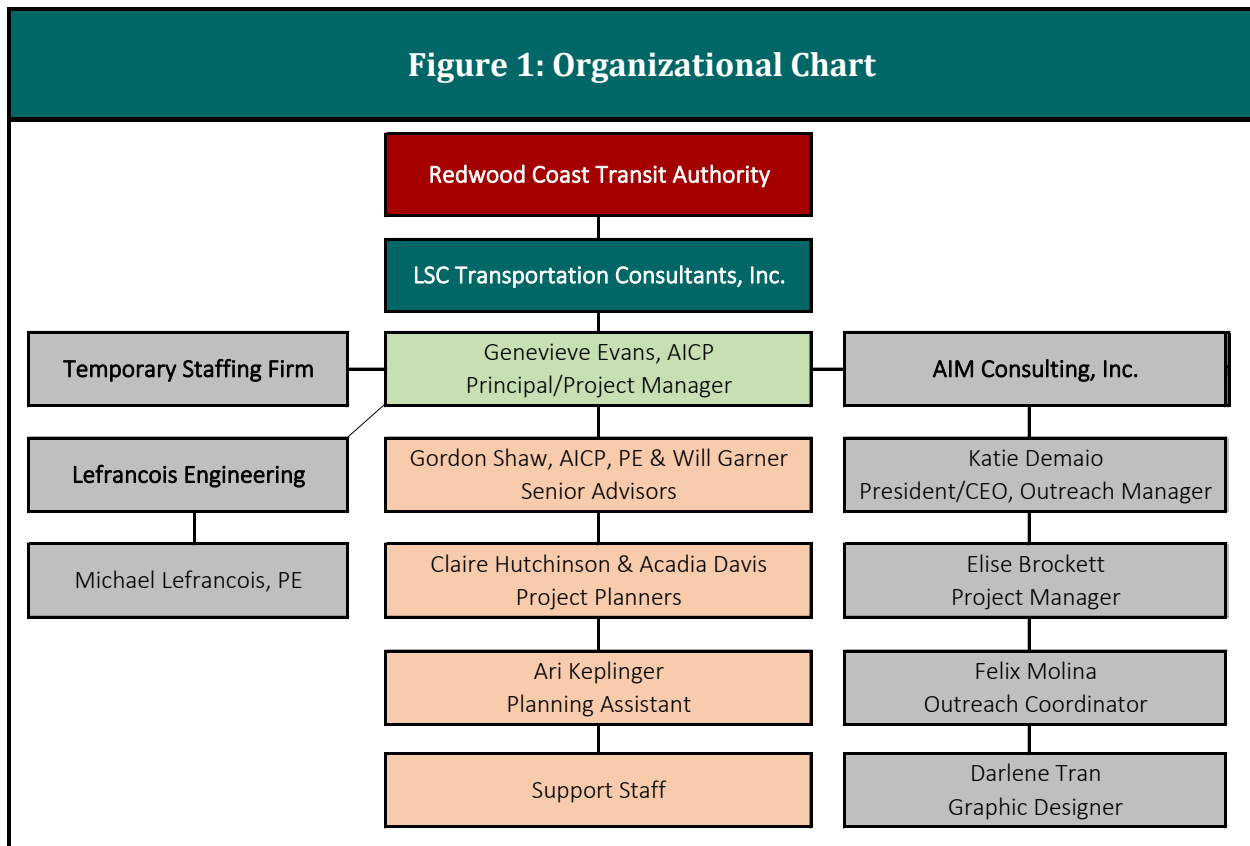
Lefrancois Engineering
288 Village Blvd, Unit 5
Incline Village, NV 89451
(775) 413-5055 | mlefrancois@l-eng.com
<https://l-eng.com/>

SECTION B: KEY PERSONNEL

LSC has organized an experienced team of transit planners and outreach professionals to update the Redwood Coast Transit (RCT) Short Range Transit Plan (SRTTP). This project will be conducted out of LSC's Tahoe City office, and the Project Manager will be Genevieve Evans, a Principal of LSC and an AICP-certified planner with over 20 years of experience. As Project Manager, Ms. Evans will be responsible for ongoing communication with the Redwood Coast Transit Authority (RCTA) as well as the proposed subcontractors. Ms. Evans will also ensure that project deliverables are completed promptly, reflect local priorities, and advance regional transportation goals.

LSC will partner with AIM (see firm description in Section A) for subtasks under Task 3 of the Project Methodology, described in Section D. A temporary workforce firm, yet to be determined, will be retained to provide personnel for the passenger survey subtask of Task 3. Additionally, LSC will partner with Lefrancois Engineering (see firm description in Section A) for the facility resiliency assessment under Task 4.5.

Key team members will not be removed or reassigned without the prior approval of the RCTA. Brief introductions to each proposed project member are included below, with detailed resumes included in Appendix A. Figure 1 shows the Project Team Organizational Chart.



LSC TRANSPORTATION CONSULTANTS, INC.

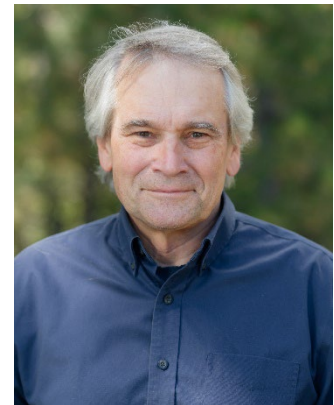
Project Manager - Genevieve Evans, AICP, Principal

Genevieve Evans joined LSC's Tahoe City office in 2003 and has since developed dozens of transit development plans and transit-related studies throughout northern and central California. Recently, Ms. Evans served as Project Manager for the Plumas County, Atomic City Transit (Los Alamos, NM), and Lake County Short Range Transit Plans. Ms. Evans is currently serving as project manager for the Mendocino Transit Authority Short Range Transit Plan, as well as the San Luis Obispo Regional Transit Authority and City of San Luis Obispo Short Range Transit Plans, all of which will be completed in 2024. For the RCT SRTP, she will oversee all aspects of the project, including schedule and budget control, report preparation, public participation efforts, the analysis of alternatives, and the preparation of a fiscally constrained service plan. Ms. Evans will contribute 247 hours to the project.



Senior Advisor - Gordon Shaw, AICP, PE

Gordon Shaw has nearly 40 years of experience conducting transportation studies throughout the western U.S. He holds a B.S. degree in Civil Engineering from Purdue University as well as an M.S. and Engineers degree in Infrastructure Planning from Stanford University. His professional work includes a wide range of hundreds of studies, including comprehensive transportation plans, transit, traffic/roadway, modeling, and parking studies throughout northern California. As Senior Advisor, Mr. Shaw will provide expertise in the development of service alternatives, including changes to existing routes and reviewing new service models such as microtransit. Mr. Shaw and Mr. Garner will contribute a combined 38 hours to the project.



Senior Advisor - Will Garner

William Garner joined LSC in 2023 as a Senior Advisor after a 34-year career in local government transit management and transportation planning. When working for the Placer County Department of Public Works, Mr. Garner coordinated closely with multiple jurisdictions, transit districts, and other entities in the funding and delivery of transit services. He also managed multiple Federal Transit Administration and State of California grants and funding programs. As Senior Advisor, Mr. Garner will assist with the peer system review, review of goals and standards, and capital improvement recommendations. Mr. Shaw and Mr. Garner will contribute a combined 38 hours to the project.



Planner - Claire Hutchinson

Claire Hutchinson has worked on many Short-Range Transit Plans since joining LSC in 2021. For these projects, she has reviewed transit operations data, compiled demographic information, facilitated public outreach, and analyzed service alternatives. She has worked on transit studies for the City of Redding, California, and Humboldt, Lake, Mendocino, Plumas, and Butte Counties, California. She has conducted on-board survey efforts in Lake County, Redding, and San Luis Obispo, California, as well as Grand Junction, Colorado. For this project, she will assist with the existing conditions review, alternatives analysis, and head up the passenger survey effort. Ms. Hutchinson and Ms. Davis will contribute a combined 336 hours to the project.



Planner - Acadia Davis

Acadia Davis joined LSC in 2022 and has since done extensive analyses of demographic and transit operations data. She has conducted public outreach efforts for transit-related studies such as the Mendocino Transit Authority Short Range Transit Development Plan and the Inyo County Regional Transportation Plan. She also assisted with the development of the Triennial Performance Audits for both Tuolumne and Humboldt Counties and is currently working on the Triennial Performance Audits for Alpine and Calaveras Counties. For this project, she will assist with the existing conditions analysis, public outreach, and the analysis of alternatives. Ms. Hutchinson and Ms. Davis will contribute a combined 336 hours to the project.



Planning Assistant - Ari Keplinger

Ari Keplinger joined LSC in 2022. In her time at LSC, she has supported numerous transit- and transportation-related studies, focusing on survey efforts, demographic and existing conditions review, and report preparation. Recently, Ms. Keplinger helped administer surveys and analyze outreach data for the San Luis Obispo Regional Transit Authority and the City of San Luis Obispo Transit Short Range Transit Plans. For the RCT SRTP, she will assist with outreach efforts and the review of demographic and survey data. Ms. Keplinger will contribute 84 hours to the project.



Project Support Staff

LSC's support staff, including our Graphics Technician and Office Manager, will provide graphics, production, and clerical-editorial assistance from our Tahoe City office. LSC's support staff's combined efforts will contribute approximately 130 hours to the project.

AIM CONSULTING, INC.

Outreach Manager - Katie DeMaio, President & CEO

Katie DeMaio brings to AIM Consulting over ten years of management experience, focusing on projects related to community awareness and engagement. Ms. DeMaio assists clients with creating content for ongoing messaging, collateral materials, social media content, and interactive online engagement tools. Ms. DeMaio also manages and facilitates stakeholder interviews and focus groups, community meetings, traveling workshops, and special events. Ms. DeMaio recently partnered with LSC and led public outreach efforts for the Mendocino Short Range Transit Development Plan and the B-Line Routing Study. For the RCT SRTP, she will provide strategic advice, review all outreach materials, and assist with the community survey and workshop. It is estimated that Ms. DeMaio will contribute 52 hours to the project.

Project Coordinator - Elise Brockett

Elise Brockett has several years of experience in public and stakeholder engagement and program development. Ms. Brockett's skills include video production and editing, community resource development, and engaging diverse underrepresented communities. Ms. Brockett recently served as Project Coordinator for the Transit System Redesign Study for the San Joaquin Regional Transit District and the Shasta County Long Range Transit Plan. For the RCT SRTP, Ms. Brockett will assist with the stakeholder database, and communication collateral, as well as the community survey and workshop. It is estimated that Ms. Brockett will contribute 68 hours to the project.

Outreach Coordinator – Felix Molina

Felix Molina joined AIM in 2022 as an Outreach Coordinator. Mr. Molina's background is in multimedia design, web design and development, video production, and digital marketing. Mr. Molina is bilingual in English and Spanish and provides valuable assistance in reaching underrepresented communities. Mr. Molina recently served as Outreach Coordinator for the Mendocino Transit Short Range Transit Development Plan, an LSC-led project. For this project, Mr. Molina will assist with the development of communication materials, the analysis of community survey data, and the facilitation of the community workshop. It is estimated that Mr. Molina will contribute 106 hours to the project.

Graphic Designer - Darlene Tran

Darlene Tran has more than 15 years of design expertise developing innovative and unique website designs, brochure layouts, infographics, and notification materials for clients to share their current projects with the community and encourage participation in the outreach process. Ms. Tran has assisted agencies in developing graphics for their social media outlets, flyers to notify the community of upcoming outreach activities, and infographics to simplify transportation statistics and engineering maps so that the public can easily understand a project. Ms. Tran will develop communication materials to be used during outreach for the RCT SRTP. It is estimated that Ms. Tran will contribute 27 hours to the project.

LEFRANCOIS ENGINEERING

Project Engineer – Michael Lefrancois, PE

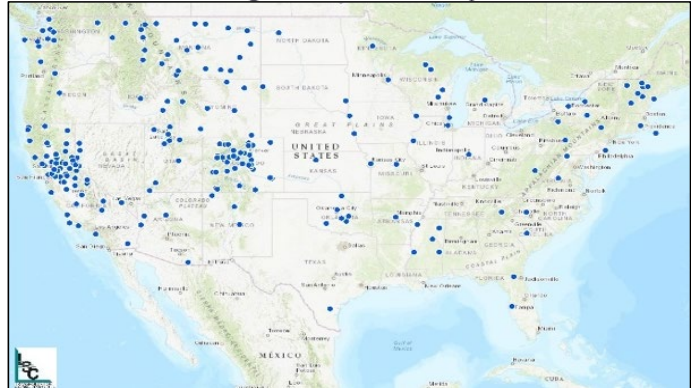
Michael Lefrancois has over 24 years of engineering experience in California and Nevada, encompassing projects for both the public and private sectors. His expertise spans various facets, including design, engineering, environmental processing, permitting, estimating, bidding, and construction oversight. He is adept at developing plans and reviewing technical reports, engineering designs, specifications, and construction document packages in collaboration with consultant teams. Furthermore, Mr. Lefrancois has a track record of collaborating with public boards, representing clients, and engaging with State and local agencies during meetings. Mr. Lefrancois will assess the resiliency of the RCT Operations and Maintenance Facility and the Downtown Transit Center for the greater RCT SRTP effort. It is estimated that Mr. Lefrancois will contribute 15 hours to the project.

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SECTION C: RELEVANT EXPERIENCE

LSC has plentiful experience completing projects and studies that require similar skill sets and expertise as those that will be needed for the RCT SRTP update. More specifically, LSC has completed multiple SRTPs for northern California municipalities since the COVID-19 pandemic which focused on increasing ridership and introducing new forms of transit service, while still prioritizing financial sustainability.

We take pride in being able to offer the sensitivity, flexibility, and innovative ability characteristic of small firms to our clients. LSC brings to the RCTA's planning effort:



- ➔ Over 45 years of transit planning experience in rural and suburban communities, with particular experience developing Short Range Transit Plans.
- ➔ Experience preparing Short Range Transit Plans that expand transit access while also considering the impacts of the COVID-19 pandemic and the nationwide driver shortage on operations.
- ➔ A reputation for quality plans that result in implementation, are completed on schedule and have a high degree of flexibility to the client's needs.
- ➔ National transit leadership from a team that has been called upon to participate in developing industry best practices, including by the following organizations:
 - Community Transportation Association of America (CTAA).
 - Transit Cooperative Research Program (TCRP)
 - TCRP Report 161: Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation
 - TCRP Report 154: Developing, Enhancing, and Sustaining Tribal Transit Services
- ➔ A firm that is optimal for a project of this scope and complexity; large enough to provide the staff and backup necessary to complete the study on schedule and small enough to ensure that the project is given the highest priority within our office.

LSC's experience working in Del Norte County, as well as our recent work updating the Humboldt, Lake, and Mendocino County SRTPs, have provided our firm with a thorough regional understanding that will ensure the RCT SRTP update benefits Del Norte County transit passengers, residents, and visitors alike. Additionally, LSC and AIM have worked together on multiple transit projects in northern California in recent years, providing our firms with an excellent understanding of how to conduct insightful and equitable public outreach to inform transit recommendations.

The following table lists a sampling of projects completed or in progress by LSC with work elements similar to what will be required for the RCT SRTP. Project and client references are included on the following pages.

Table 1: Projects Project	Areas of Experience			
	Transit Review	Service Alternatives	Financial Analysis	Community Engagement
Alpine County Short Range Transit Plan	x	x	x	x
Atomic City Transit Short Range Transit Plan (NM)	x	x	x	x
Amador County Short Range Transit Plan	x	x	x	x
Aspen Short Range Transit Plan (CO)	x	x	x	x
Calaveras County Regional Transportation Plan	x		x	x
Del Norte County Short Range Transit Plan	x	x	x	x
Eastern Nevada County Transit Development Plan	x	x	x	x
Eastern Sierra Transit Authority Short Range Transit Plan	x	x	x	x
Glenn Transit Short Range Transit Plan	x	x	x	x
Humboldt County Transit Development Plan	x	x	x	x
Lake County Transit Development Plan	x	x	x	x
Lassen County Transit Development Plan	x	x	x	x
City of Lodi Short Range Transit Plan	x	x	x	x
Mendocino Transit Authority Short Range Transit Plan	x	x	x	x
Merced County Short Range Transit Plan	x	x	x	x
Park City/ Summit County Short Range Transit Plan (CO)	x	x	x	x
Western Placer County Short Range Transit Plan	x	x	x	x
Plumas County Short Range Transit Plan	x	x	x	x
Redding Area Bus Authority Short Range Transit Plan	x	x	x	x
Resort Triangle Transportation Plan (CA)	x	x		x
City of Rio Vista Short Range Transit Plan	x	x	x	x
City of Roseville Short Range Transit Plan	x	x	x	x
Santa Fe Multimodal Transition Plan (NM)	x	x	x	x
Siskiyou Short Range Transit Plan	x	x	x	x
Tehama County Transit Development Plan	x	x	x	x
Truckee Microtransit Study	x	x	x	x
Western El Dorado County Short and Long Range Transit Plan	x	x	x	x
Western Nevada County Short Range Transit Plan	x	x	x	x
Yosemite Area Regional Transit Service Short Range Transit Plan	x	x	x	x
Yuba Sutter Short Range Transit Plan	x	x	x	x

LSC AND AIM PROJECT REFERENCES

Mendocino Transit Authority Short Range Transit Development Plan (Mendocino County, 2023- Present)

The Mendocino Transit Authority (MTA) retained LSC to prepare the 2024 update to the MTA Short Range Transit Development Plan (SRTDP). MTA operates local, intercity, and intercounty fixed route services, as well as local demand response services. The 2024 MTA SRTDP served as an opportunity to determine how transit services can best meet local needs in the post-pandemic era given limited resources.

For the MTA SRTDP, LSC’s work consisted of the following: onboard surveys of all routes and services; an extensive review of MTA services and operations; evaluation of MTA’s goals, standards, and performance



measures; detailed cost and ridership analyses of a wide range of service alternatives, including new routing structures, rural lifeline services, and microtransit; and preparation of a detailed service plan and associated capital, marketing, and fare improvements. AIM supported LSC with public engagement, by developing a project website and leading the two community workshop efforts. It is anticipated that the final MTA SRTDP update will be completed in May 2024.

Project Manager: Genevieve Evans, AICP

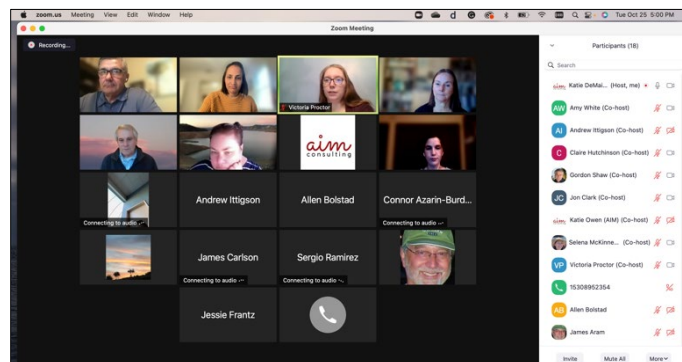
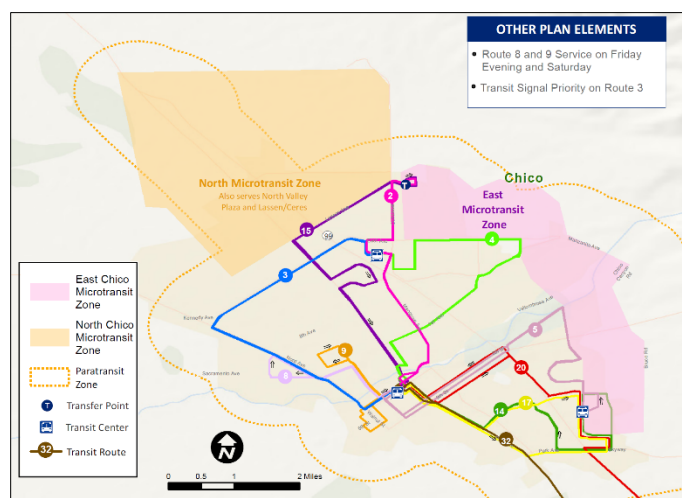
Agency Contact: Jacob King, Executive Director, 707-444-8208, jacob@mendocinotransit.org

Proposed Project Cost: \$189,799

Actual Project Cost: N/A

B-Line Routing Study (Butte County, 2022-23)

The Butte County Association of Governments retained LSC as the primary consultant to conduct a routing study for the B-Line transit program, which serves Chico (including California State University Chico), Paradise, and Oroville. For this study, LSC's work consisted of the following: onboard surveys of all routes and services for both the summer and winter months; online surveys to learn about community perceptions; extensive performance review and evaluation of appropriate goals, standards, and performance measures; detailed cost and ridership analyses of a wide range of service alternatives; and preparation of a detailed service plan and implementation plan, as well as associated capital, marketing, and fare strategies. AIM Consulting, Inc. supported LSC with public engagement, leading multiple pop-up workshops and public meetings throughout the planning process. The final report was completed in July 2023.



Project Manager: Gordon Shaw, AICP, PE

Agency Contact: Sara Cain, Senior Transportation Planner, 530-809-4616, scain@bcag.org

Proposed Project Cost: \$272,604

Actual Project Cost: \$261,281

LSC PROJECT REFERENCES

Lake County Transit Development Plan (Lake County, 2022-2023)

The Lake Area Planning Council (Lake APC) retained LSC to prepare a Transit Development Plan (TDP) for the Lake Transit Authority (LTA) and Lake Links. LTA is the sole public transit system operating in Lake County, offering local, intercity, and intercounty services. Lake Links is a nonprofit that administers a volunteer driver reimbursement program.



The TDP evaluated existing transit conditions and recent operations to develop a five-year service, capital, and financial plan intended to improve LTA and Lake Links services. Outreach consisted of an onboard survey, an online survey, a booth at the Lake County Fair, and a virtual workshop. Service alternatives were developed based on operations data, demand, and public input. The Final TDP was adopted in 2023.

Project Manager: Genevieve Evans, AICP

Agency Contact: John Speka, Program Manager, 707-263-7799, speka.j@dow-associates.com

Proposed Project Cost: \$106,725

Actual Project Cost: \$103,677

Humboldt County Transit Development Plan (Humboldt County, 2022-2023)

The Humboldt County Association of Governments (HCAOG) retained LSC to update the Humboldt County Transit Development Plan (TDP) in 2023. The 2023 TDP provided service, capital, and financial plans for the Humboldt Transit Authority, Eureka Transit Service, Arcata and Mad River Transit System, and Fortuna Transit. Recommendations focused on how to optimize transit efficiency across the entire region, including improving transfer opportunities, developing a unified branding system, and streamlining operations. The Final TDP was adopted in October 2023. Tasks completed for the 2023 TDP included:



- Onboard passenger survey and online community survey;
- Performance review of all services;
- Cost and ridership analyses of a wide range of service alternatives, capital alternatives, and management alternatives; and
- Specific evaluation of means to better coordinate transit services, including schedule revisions, route revisions, shared goals and objectives, and fare alignment.

Project Manager: Gordon Shaw, AICP, PE

Agency Contact: Beth Burks, Executive Director, 707-444-8208, beth.burks@hcaog.net

Proposed Project Cost: \$107,420

Actual Project Cost: \$107,420

SECTION D: STATEMENT OF INTEREST AND METHODOLOGY

STATEMENT OF INTEREST

Del Norte County is a rural county spanning 1,006 square miles in the northwest corner of California. The landscape is scenic and diverse, comprising coastlines, forests, including the renowned Redwood National and State Parks, and mountains. Del Norte County is bordered by Humboldt County to the south, Siskiyou County to the west, and Curry County, Oregon, to the north. The major north-south roadway is United States Highway 101, which travels along the coastline. The major east-west roadways are State Routes 169 and 199, both of which provide access to Del Norte County's inland communities.



Del Norte County is home to 27,082 residents, meaning the population density is only 27 people per square mile. Crescent City is the county seat and the only incorporated city in the county. Census-designated places in Del Norte County include Bertsch-Oceanview, Klamath, Fort Dick, and Smith River. Multiple federally recognized Native American tribes also reside in Del Norte County, including the Yurok Tribe, the Tolowa Dee-ni' Nation, the Elk Valley Rancheria, and the Resighini Rancheria. Del Norte County has high rates of senior adults, people with disabilities, and low-income residents compared to other areas of California, all factors that spur an increased need for transit services.

The Redwood Coast Transit Authority (RCTA) is a joint powers authority (JPA), made up of the County of Del Norte and the City of Crescent City, that was established to provide public transit service to Del Norte County. The RCTA is managed remotely by a consultant team, and transit services are operated by a contractor. The RCTA's transit system is referred to as Redwood Coast Transit (RCT) and consists of four local fixed routes and paratransit service within Crescent City, an intercity route, an intercounty route, a school tripper service, and an on-demand service to the Del Norte County Airport. RCT improves equity in the region by providing a transportation alternative for the many residents with mobility needs. Additionally, RCT provides a slew of other benefits including environmental and economic improvements.

To further improve RCT services, the RCTA released a Request for Proposals (RFP) for consultants with the skillsets and experience necessary to update the RCT Short Range Transit Plan (SRTP) for Fiscal Years (FY) 2025-26 through 2029-30. The RCT SRTP update will recommend system improvements, based on passenger and community feedback, that will ultimately advance equity and sustainability within Del Norte County's most vulnerable communities. Other objectives that will be achieved by the RCT SRTP update include:

- Identify existing and future regional transit needs for Del Norte County.
- Engage community stakeholders with the transit planning process.
- Foster insightful community participation throughout the planning process through the use of multiple outreach methods, including stakeholder surveys and emails, public workshops, a passenger survey, an online community survey, and social media.
- Analyze the productivity and efficiency of existing RCT services to identify high- and low-performing services and corridors.
- Review existing RCT marketing materials and recommend future marketing strategies.
- Analyze the resiliency of the proposed Downtown Transit Center site in Crescent City and the existing RCT Maintenance and Operations Facility and generate general design recommendations to optimize facility resilience.
- Develop a five-year service plan to improve the effectiveness, productivity, and cost-efficiency of RCT services.
- Determine both ongoing and new capital needs and recommend a vehicle purchase schedule that maximizes safety, efficiency, and sustainability.
- Develop a five-year financial plan to support the proposed service, capital, and marketing expenditures required for each plan element.

With over 30 years of transit planning experience in California, LSC has a very good understanding of the economic and social dynamics that impact transit ridership in rural areas. Additionally, LSC has completed multiple SRTPs for other northern California transit agencies in the last few years, providing our firm with a confident basis for evaluating how to best improve RCT services so that they are more efficient and better meet the needs of residents. This document presents LSC's proposed methodology for the RCT SRTP update.

PROPOSED METHODOLOGY

LSC's proposed methodology is provided on the following pages, with project deliverables identified for each task. This approach was developed based on our interpretation of the RCTA's RFP and our successful experience completing other SRTPs and transit studies. We believe our approach will be cost-effective, as well as support ongoing communication between LSC and RCTA staff throughout the project. Our proposed work scope will ensure the final RCT SRTP update meets local needs, builds on local and regional transit goals, and is useful for future planning needs.

Task 1: Project Meetings and Coordination

1.1: Kick-off Meeting

Our first task will be to establish the communication protocols and data needs that will be key to the success of the study. A virtual kick-off meeting will be held with LSC, AIM, Lefrancois Engineering, the RCTA, tribal entities, Caltrans District 1, and other stakeholders as recommended by the RCTA to review the scope, schedule, and goals for the RCT SRTP update. LSC will send an initial data needs list before the kick-off meeting. The kick-off meeting will have several goals, including the following:

- Inform the consultant team about the top priorities and concerns for the RCT SRTP update.
- Discuss the study objectives, as well as the desired outcomes.
- Identify local groups and stakeholders with interests in transit.
- Solidify a plan for public outreach and discuss methods for reaching disadvantaged communities in Del Norte County.
- Identify any additional data items not included in the initial data needs list and decide how to acquire these items.
- Review external factors that will impact the transit “environment” over the coming five years.
- Finalize the scope of the work program.

1.2: Monthly Status Updates

Progress will be monitored by LSC’s Project Manager, Genevieve Evans, through review of timesheets, draft invoices, and the project schedule. Monthly progress reports and invoices will be submitted with summaries of the project status and detailed charges to the project budget. LSC will organize and host Zoom calls as needed with the RCTA and others at the RCTA’s discretion to check on the project status, discuss any questions or concerns, and review upcoming deliverables.

Task 1 Deliverables:

- ➔ Task 1.1: Data Needs List
- ➔ Task 1.1: Kick-Off Meeting Agenda and Notes
- ➔ Task 1.2: Monthly Progress Reports/Invoices
- ➔ Task 1.2: Monthly Status Meetings, Agendas, and Minutes (Ongoing)

Task 2: Existing Conditions Analysis

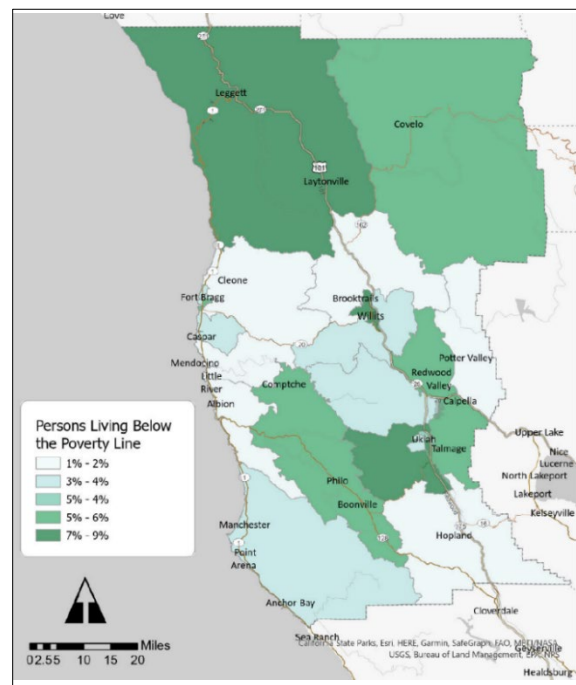
Task 2.1.a: Review Recent Studies

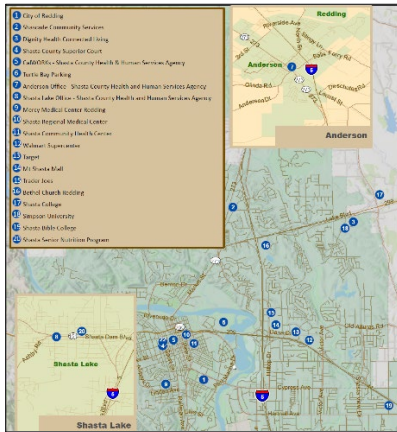
To ensure the RCT SRTP update supports the objectives of other local and regional planning efforts, LSC will review and summarize recent studies completed in Del Norte County. Planning studies to be reviewed will include, but not be limited to:

- 2022 Cultural Center Transit Hub Location Study
- 2022 Short Range Transit Plan Mini-Update
- City of Crescent City Housing Element – 2022-2030 Update
- 2021 Del Norte County Coordinated Public Transit-Human Services Transportation Plan
- 2020 Del Norte County Regional Transportation Plan
- RCT Short Range Transit Plan – FY 2019-20 – FY 2024-25
- 2017 On-Board Survey Results
- 2017 Market Research Group Findings
- Previous Triennial Performance Audits
- City and County Housing Elements and General Plans
- These studies will be incorporated into the planning process; however a summary of each study will not be provided in the SRTP document.

Task 2.1.b: Review Existing Demographic Data

With the assistance of LSC, RCTA staff will review US Census websites to determine areas with the greatest transit need, such as high concentrations of zero-vehicle households.





Task 2.2: Identify Major Activity Centers, Developments, and Commuting Patterns

As part of a status meeting zoom call, LSC will work with RCTA staff to identify major activity centers and new developments. LSC will conduct a high level overview of commute patterns.

Task 2.3: Overview of Transit System

LSC will provide an overview of the RCT system. The review will include the following data:

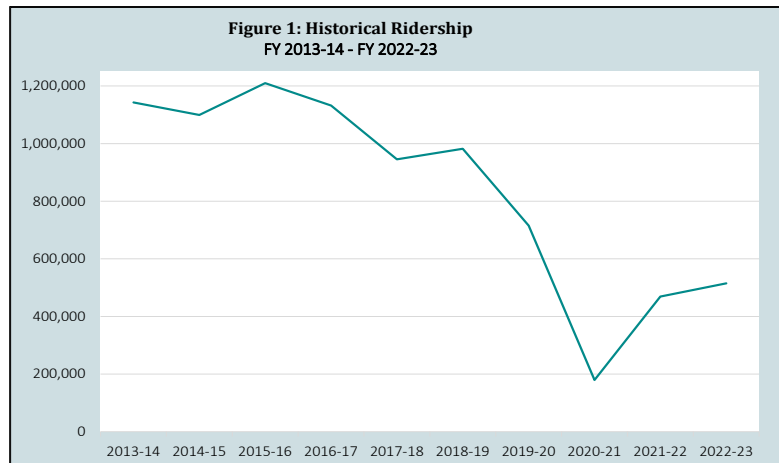
- Institutional structure.
- Service area.
- Hours of operation.
- Service frequency.
- Fare structure.
- Existing fleet, including current replacement plans.

- Bus stop data, including current improvement plans.
- Equipment and facilities.
- Maintenance arrangements.
- Marketing efforts.
- Operating budget and funding sources.

Task 2.4: Analysis of Recent Operations and Performance

LSC will conduct a detailed analysis of RCT operations by route and corridor, focusing on FY 2023-24 data. This review will focus on how performance was impacted by the COVID-19 pandemic, and how ridership has recovered in the years following. Factors that will be reviewed include:

- Historical ridership (five years)
- Ridership by month
- Ridership by day of the week during a representative month
- Ridership by hour during a representative day
- Ridership by passenger type
- Service levels by year
- Fare revenues by year



LSC will then use operations data to conduct a detailed performance analysis for FY 2023-24. LSC will calculate several performance indicators to identify which RCT services are high- and low-performing, focusing on productivity and cost efficiency. Performance indicators to be evaluated will include:

- Passenger-trips per vehicle service hour

- Passenger-trips per vehicle service mile
- Operating cost per passenger-trip
- Operating cost per vehicle service hour
- Operating subsidy per passenger-trip
- On-time performance
- Farebox recovery ratio

Task 2.5: Peer System Review

To assess the relative performance of RCT compared to other agencies, LSC will conduct a peer system review. The peer review will summarize the characteristics of the selected peers, including service levels, populations served, and recent performance. LSC will also compare the peer systems' fares to those of RCT, looking at both actual fares as well as the fare per route mile. Potential peer agencies that may be analyzed include the Humboldt Transit Authority, Mendocino Transit Authority, Lake Transit Authority, Trinity Transit, and Sage Stage. Overall, the peer review will provide a basis for identifying the strengths and weaknesses of the RCT system. Findings from the peer analysis will help inform the service, capital, and fare alternatives to be analyzed in Task 4.

Task 2.6: Policy Review/ Goals and Standards

A crucial step in the effective management of an organization is defining appropriate and functional goals, objectives, and standards that help to better inform decision-making and support the transit program's overall purpose. For public transit agencies, that means addressing competing system demands and perspectives of various user groups.

In a post-COVID era, it is important to recognize that transit demand has experienced a long-term change; ridership has dropped and operating costs have risen, factors that should be reflected in RCTs' goals and standards. LSC will evaluate RCT's mission statement, goals, objectives, and standards as stated in the previous SRTP update (FY 2019-20 – FY 2024-25) against current operating data (Task 2.4), the peer system review (Task 2.5), discussions with staff, audit recommendations, and updated federal and state regulations (SB 125 and AB 149). Then, LSC will provide a list of recommended changes to the agency's goals, objectives, and standards. The newly recommended standards will be used to identify and assess the service alternatives being considered under Task 4.

Task 2 Deliverables

- ➔ Findings discovered during Tasks 2.1 - 2.6 will be presented in *Technical Memorandum 1: Existing Conditions*.

Task 3: Public Outreach

Successful transit planning requires extensive public outreach and input. LSC and AIM propose multiple outreach activities and techniques throughout the planning process to garner input from as many people,

groups, and organizations as possible. The outreach process will consist of the following components: (1) onboard passenger survey and passenger interviews; (2) online community survey; (3) project website, communication collateral, and social media materials; (4) stakeholder database and interviews; and (5) community workshop.

Task 3.1: Onboard Passenger Survey / Boarding & Alighting Counts / Passenger Interviews

LSC proposes to conduct an onboard passenger survey to develop a clearer understanding of trip-making patterns, passenger demographics, passenger perceptions of existing services, and desired service improvements. Data collected may include travel mode, trip purpose, origin/destination, ridership frequency, and desired service improvements. All survey materials, including the survey instrument and flyers, will be provided in both English and Spanish.

LSC proposes to place a trained contract surveyor on the equivalent of one full weekday of service and one half-day of Saturday service on Routes 1, 2, 3, 4, 20, and 199, as well as the RCT Dial-a-Ride. The surveys will take place over multiple days during a period when local schools are in session, likely in late summer 2024. LSC staff will be on site during the early phases to supervise the survey effort and survey workers will be provided with badges to identify them. The surveyors will also be provided with forms to record boarding and alighting activity by stop and run. LSC will post flyers on board with QR codes that passengers can scan to take the survey online for an additional one to two weeks after the initial survey effort so that more passengers can have the opportunity to participate. This scope assumes that LSC will be on-site for two days during this process and RCTA staff will be able to manage temporary workers for the remainder of the survey effort including Saturday.



While LSC is onsite for the onboard survey, passengers will be offered the opportunity to participate in an interview about RCT services and transportation in Del Norte County. These interviews will be informal, with the intention being to have a comfortable conversation about what improvements the passengers would like to see implemented in RCT services. Takeaways from these interviews will be summarized by LSC for inclusion in the RCT SRTP.

Task 3.2: Online Community Survey

AIM will develop an online community survey that is designed to obtain broad community feedback about transit needs and priorities. The survey will be designed to solicit feedback from existing transit riders and those who do not use transit (especially limited English proficiency, low-income, and environmental justice communities).

Survey questions will focus on how RCT is perceived throughout Del Norte County, how people currently travel throughout Crescent City and Del Norte County, and what improvements might encourage them to

try transit or ride transit more often. The survey will take residents about 10 minutes to complete and will be available in English and Spanish.

The survey will be available for 3 to 4 weeks during the summer of 2024. AIM anticipates that the community survey will be distributed through RCT channels, such as notifications or Rider Alerts on the website, or notifications on any available apps. AIM will also utilize RCT and available Study Team staff to distribute notifications throughout the community and to post flyers onboard current buses. Finally, AIM will make the survey available to people who are unwilling or unable to complete the survey online, either with a print version or by offering a phone number for people who need assistance completing the survey. After the survey, AIM will create a summary of the findings.

Task 3.3: Communication Collateral, Project Website, and Social Media

AIM, in coordination with the RCTA and LSC, will develop communication materials for the project which may include items such as informational brochures, comment cards, and fact sheets. AIM will develop all materials using a template consistent with the project identity. All printed materials will also have an electronic version that can be distributed through social media and placed on the project webpage. AIM will develop content for a project webpage to be hosted on the existing RCT website. Content will include updated project information and schedule, community outreach summaries photos, and/or project maps.

AIM will also develop social media content for RCT, Crescent City, and Del Norte County social media platforms to build community awareness about the SRTP and share key milestones throughout the planning process. Social media updates will include photos or animated short clips to ensure an interesting and informative social media presence. AIM will build the social media channel following with outreach to key stakeholders and community organizations, as well as paid boosting.

Task 3.4.a: Stakeholder Database

AIM will develop and maintain a stakeholder database throughout the project's duration. The database will be used to notify stakeholders of public participation opportunities, as well as of the completion of interim study products. This database will include stakeholder names, contact information, preferred methods of contact, and potential key concerns and/or areas of study interest. This list will be created with input from the following project partners:

- Del Norte County
- Del Norte Local Transportation Commission
- Del Norte Department of Health and Human Services
- Del Norte County Transportation Services
- Caltrans District 1
- City of Crescent City
- Tolowa Dee-ni' Nation
- Yurok Tribe
- Elk Valley Rancheria
- Resighini Rancheria
- College of the Redwoods

Task 3.4.b: Stakeholder Interviews

LSC will conduct up to 6 interviews with key stakeholders early in the study process to identify transit issues and clarify transit needs. During the interviews, LSC will inform stakeholders of the study process and opportunities for continued engagement. The interviews will be virtual unless special accommodation is required, in which case LSC will hold interviews when visiting for the onboard survey.

Task 3.5: Community Workshop

AIM, in coordination with the RCTA and LSC, will plan and facilitate one community workshop as part of the public outreach process. The workshop will take place when service alternatives are made available for public review (after the completion of Task 4). The workshop will build on public and stakeholder input received earlier in the study process and will encourage the conversation on transit needs to progress and mature as opposed to receiving redundant input. Specific questions will allow members of disadvantaged communities to give insightful and meaningful input into the planning process.

AIM will coordinate the workshop's date, time, and venue in addition to determining the format and agenda. AIM will partner with RCTA in developing and implementing a notification plan for the workshop. The notification plan may include email blasts, personal calls, emails to stakeholders and community organizations, a media release, flyers that can be posted at key activity centers, and social media content.

For the actual workshop, AIM will develop workshop materials such as a run-of-show document, room layout, sign-in sheet, project team name tags, comment cards, interactive board displays, and informational materials such as a fact sheet or brochure. RCTA and LSC will be responsible for providing any technical information needed for the board displays or informational materials. AIM can develop all meeting materials in English and Spanish. Following the workshop, AIM will develop a summary that will include photography and all feedback received.

Task 3 Deliverables:

- ➔ Task 3.1: Onboard passenger survey (survey instrument, flyers, analysis).
- ➔ Task 3.1: Boarding and Alighting counts (forms, counts, analysis).
- ➔ Task 3.1: Passenger interviews (interviews and summary).
- ➔ Task 3.2: Online community survey (survey instrument, flyers, online advertisements, analysis).
- ➔ Task 3.3: Communication materials and social media posts.
- ➔ Task 3.3: Project webpage.
- ➔ Task 3.4: Stakeholder database.
- ➔ Task 3.4: Stakeholder interviews (six interviews and summary).
- ➔ Task 3.5: Community workshop (notifications, presentation, discussion materials, summary).
- ➔ Summaries and findings from Tasks 3.1 - 3.4 will be presented in *Technical Memorandum 1: Existing Conditions*.
- ➔ Summaries and findings from Task 3.5 will be presented in *Draft Redwood Coast Transit SRTP*.

Task 4: Service, Capital, Fare, and Marketing Alternatives Analysis

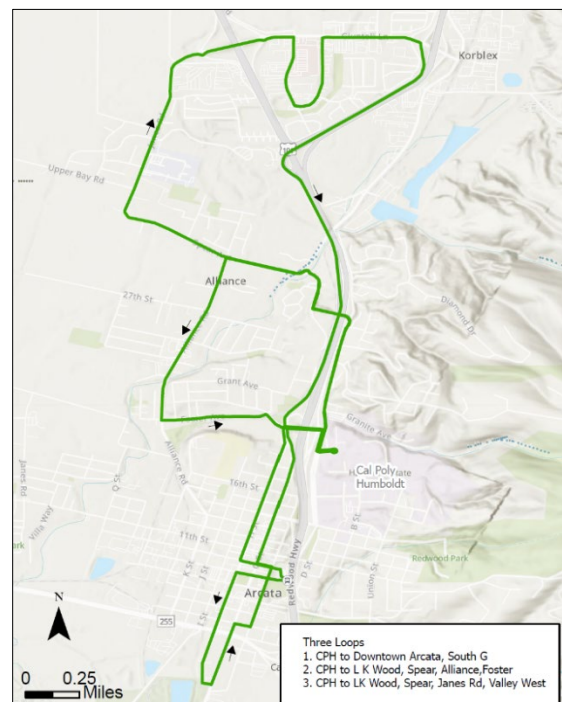
Task 4.1: Service Alternatives Analysis

With an emphasis on ensuring the continued success of the RCT system, LSC will develop potential service alternatives or changes to address community needs and service inefficiencies as identified during Tasks 1 through 3. The projected performance of each alternative will be assessed based on the standards developed during Task 2.6, with an emphasis on analyzing the relative cost-effectiveness and productivity of each alternative. Specific alternatives to be explored will include the following:

- Enhancements to existing services.
- Changes to hours or service areas of existing services.
- Eliminating, reducing, or restructuring poor-performing services/runs.
- New services focused on seniors and the mobility impaired.
- Improvements to services used by school children.
- Improving interregional connectivity.
- New technologies and forms of public transportation.
- Service to new developments that will be built over the next five to ten years.

The following information will be provided for each service alternative:

- Type of service to be offered - traditional fixed routes, route deviation or checkpoint services, microtransit, coordination with Transportation Network Companies, etc.
- Operating characteristics – the proposed service area, route, schedule, hours of operation, vehicle mileage, etc.
- Ridership impacts - LSC will compare the potential for additional new riders versus the impact of any service modifications on existing ridership.
- Capital requirements needed to implement the various service alternatives, such as new vehicles, bus stops, and/or improved bicycle integration.
- Financial characteristics, including operating, capital, and administrative costs, as well as projected fare revenues.



This analysis will be presented in narrative format with accompanying tables and figures as appropriate. The impacts of all alternatives will be compared against a status quo, or “baseline,” alternative to better understand the potential changes.

Task 4.2: Capital Alternatives

LSC will identify capital improvements, in addition to those required for implementing the service alternatives, that should be pursued by RCT over the next five to ten years to maintain a high-quality transit service. Vehicle procurement needs will be outlined by fiscal year based on when current vehicles will be due for replacement and the California Air Resources Board Innovative Clean Transit (ICT) regulation. LSC will identify whether new vehicles should be conventionally fueled or zero-emissions based on the ICT regulation, costs, and operating requirements. LSC will also discuss facility and passenger amenity improvements based on existing conditions, public input, and boarding activity. Other capital needs will be analyzed as deemed appropriate by the RCTA.

Task 4.3: Fare and Funding Strategies

LSC will identify all funding sources that are applicable for transit and will identify additional sources that may become available to support RCT operations, capital, and expansion. LSC will look at the historical use and accumulation of Local Transportation Funds (LTF), grants, and other sources, and then project future funding levels for key sources such as the Transportation Development Act and Federal Transit Administration. LSC will also review potential grant funding, private partnerships, and joint funding opportunities that could be pursued to support the RCT's five-year service and capital needs.

As an extra financial consideration, LSC will discuss potential changes to RCT's fare structure based on the peer fare comparison conducted under Task 2.5. Any anticipated impacts of fare changes on fare revenues or ridership will be identified.

Task 4.4: Marketing Recommendations

Based on the review of RCT's current marketing efforts in *Technical Memorandum 1: Existing Conditions*, and the potential service alternatives, LSC will recommend new marketing strategies and materials for RCT to improve public perception and awareness of available services. In particular, LSC will recommend marketing solutions catered toward target populations such as seniors, students, and low-income residents. Marketing strategies that will be evaluated will include, but not be limited to, participation in local community events, expansion of RCT's presence on social media, and website improvements.

Task 4.5: Facility Resiliency Assessment

Lefrancois Engineering (LE) will conduct a desk review of existing documentation and site conditions, followed by a resiliency analysis of the proposed RCT Downtown Transit Center and the existing Operations and Maintenance Facility sites. Environmental threats such as tsunamis, storms, wildfires, and earthquakes are well-documented concerns. LE's analysis will explore various site improvement strategies aimed at enhancing the facilities' ability to withstand and recover from these environmental threats. Additionally, LE will provide general design recommendations. Collaborating with LSC, LE will assess the potential need to relocate the Operations and Maintenance Facility and contribute to a discussion regarding design, zoning requirements, and environmental hazards across Crescent City.

Task 4 Deliverables

- ➔ Findings from Tasks 4.1 - 4.5 will be presented in *Technical Memorandum 2: Alternatives Analysis*.

Task 5: Draft Redwood Coast Transit Short Range Transit Plan

Task 5.1: Administrative Draft SRTP

After the completion of Technical Memorandums 1 through 3, LSC will hold a virtual meeting with RCTA staff to choose the preferred service, capital, and fare alternatives to carry forward into the Administrative Draft RCT SRTP. Capital needs, including any additional needs that will be necessary to implement the preferred service plan, will be summarized. A financial plan will be developed to demonstrate the service and capital plans can be funded based on future budget projections.

The Administrative Draft will be prepared as an electronic PDF and will include an executive summary, as well as a detailed discussion of implementation actions by year to guide management decisions. RCTA staff will have the opportunity to review the Administrative Draft and provide comments to LSC.

Task 5.2: Public Draft SRTP

Once comments on the Administrative Draft have been addressed, LSC will prepare the Public Draft RCT SRTP as an electronic PDF for RCTA staff, the RCTA Board, Caltrans, contractor staff, and other stakeholders to review. LSC will provide printed copies of the Public Draft as needed. LSC will attend one in-person meeting to present the Draft RCT SRTP to the RCTA Board.

Task 5 Deliverables:

- ➔ Task 5.1: *Administrative Draft Redwood Coast Transit Short Range Transit Plan* (electronic PDF).
- ➔ Task 5.2: *Public Draft Redwood Coast Transit Short Range Transit Plan* (electronic PDF).
- ➔ Task 5.2: Slide deck and meeting notes for the RCTA Board presentation.

Task 6: Final Redwood Coast Transit Short Range Transit Plan

Task 6.1: Final Redwood Coast Transit Short Range Transit Plan

All comments collected regarding the Draft SRTP will be used to prepare the *Final Redwood Coast Transit Short Range Transit Plan*. LSC will virtually present the Final SRTP to the RCTA Board. LSC will provide the RCTA with one electronic copy, three bound copies, and one reproducible hard copy of the Final Plan. Additionally, all electronic files used to generate tables, figures, and maps will be delivered to the RCTA.

Task 6 Deliverables:

- ➔ Task 6.1: *Final Redwood Coast Transit Short Range Transit Plan* (electronic PDF, three (3) bound copies, one (1) reproducible hard copy).
- ➔ Task 6.1: SRTP tables, figures, and maps (electronic files).
- ➔ Task 6.1: Slide deck and meeting notes for the RCTA Board presentation.

SECTION E: COST PROPOSAL

LSC has estimated the cost of the original scope of services for updating the RCT SRTP at \$184,146. Of this amount only a small percentage, roughly 3 percent will be billed in FY 2023-24. The majority of the work will take place in FY 2024-25. This budget is broken down by project task and personnel in Table 2, below.

Table 2: Redwood Coast Short Range Transit Plan Update Cost Estimate - Revised 4/27/24

		Personnel and Hourly Rates							Hours		Costs	
		Project Manager (Evans)	Senior Advisor (Shaw/Garner)	Planner (Hutchinson/Davis)	Planning Assistant (Kepplinger)	Graphics Technician	Office Administrator	Temporary Staff				
Hourly Cost		\$101.92	\$96.15	\$48.08	\$36.54	\$36.54	\$32.69	\$17.31				
Fringe Rate (13%)		\$13.25	\$12.50	\$6.25	\$4.75	\$4.75	\$4.25	\$2.25				
Overhead Rate (123.35%)		\$125.72	\$118.60	\$59.30	\$45.07	\$45.07	\$40.32	\$21.35				
Subtotal		\$240.89	\$227.25	\$113.63	\$86.36	\$86.36	\$77.27	\$40.91				
General and Administrative Rate (10%)		\$24.09	\$22.73	\$11.36	\$8.64	\$8.64	\$7.73	\$4.09				
Billing Rate:		\$265.00	\$250.00	\$125.00	\$95.00	\$95.00	\$85.00	\$45.00				
LSC Hours by Task												
1 Project Meetings and Coordination		24	0	28	17	0	0	0	69		\$11,475	
2 Existing Conditions Analysis		14	10	75	14	20	6	0	139		\$19,325	
3 Public Outreach		47	0	97	71	12	35	150	412		\$42,190	
4 Service, Capital, Fare, and Marketing Alternatives Analysis		98	22	125	10	36	12	0	303		\$52,485	
5 Draft Short Range Transit Plan		25	4	8	0	8	10	0	55		\$10,235	
6 Final Short Range Transit Plan		12	2	8	0	8	8	0	38		\$6,120	
LSC Project Staff Hours		220	38	341	112	84	71	150	1,016			
LSC Labor Cost		\$58,300	\$9,500	\$42,625	\$10,640	\$7,980	\$6,035	\$6,750			\$141,830	
AIM Hours by Task												
1 Project Meetings and Coordination					18	6	4	0	28		\$4,292	
3 Public Outreach					34	62	102	27	225		\$29,421	
AIM Project Staff Hours					52	68	106	27	253			
AIM Labor Cost					\$8,877	\$9,385	\$10,372	\$5,080			\$33,714	
LeFrancois Engineering Hours by Task												
1 Project Meetings and Coordination								10	10		\$2,250	
4 Service, Capital, Fare, and Marketing Alternatives Analysis								19	19		\$4,275	
								29	29			
								\$6,525			\$6,525	
Project Team Labor Total									1,298		\$177,776	

Direct Costs (Print, Postage, Translation, Materials and Travel)	
Mileage & Gas	\$2,500
Hotel Accommodations	\$900
Food	\$420
Notification Expenses	\$1,000
Printed Materials	\$1,550
Subtotal Direct Expenses	\$6,370

Proposal Total Cost

\$184,146

SECTION F: SCHEDULE OF WORK

PROJECT SCHEDULE

LSC is prepared to begin the RCT SRTP update for FY 2025-26 through FY 2029-30 immediately after signing a contract. Our proposed schedule assumes an anticipated contract start date of April 30, 2024, and the submittal of all final deliverables before June 30, 2025. If for any reason the schedule needs to be changed to accommodate local needs, we would be pleased to make the necessary adjustments. Key schedule milestones are summarized below, with details shown in Table 3.

2024

May – Kick-off and Data Needs

June – Community Survey

August – Stakeholder Interview, Onboard Passenger Survey, and Boarding and Alighting Counts

October – Technical Memorandum One: Existing Conditions

2025

February – Technical Memorandum Two: Alternatives Analysis

March – In-Person Community Workshop



April – Administrative Draft SRTP

May – Public Draft SRTP and RCTA Board Presentation

June – Final Redwood Coast Transit Short Range Transit Plan and Virtual RCTA Board Presentation.

Table 3: Proposed Schedule for the Redwood Coast Transit Short Range Transit Plan Update

Task	Description	2024									2025					
		Apr.	May	Jun.	July	Aug.	Sept.	Oct	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
TASK 1	Project Meetings and Coordination															
TASK 2	Existing Conditions Analysis															
TASK 3	Public Outreach															
TASK 4	Service, Capital, Fare, and Marketing Alternatives Analysis															
TASK 5	Draft Short Range Transit Plan															
TASK 6	Final Short Range Transit Plan															
	Consultants On-Site															
	Meetings/Outreach/Presentations															
	Deliverables															

	<p>Meetings/Outreach = KO = Kick Off; PS = Passenger Survey/Interviews; CS = Community Survey; S= Stakeholder Interviews/Focus Groups; W = Community Workshop; P = Board Presentation</p> <p>Deliverables = TM (Technical Memorandum); AD = Admin. Draft; D = Draft Report; F = Final Report =Consultant On-Site</p>
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April 29, 2024

MEMO TO: Board of Directors

FROM: Joe Rye, Executive Director

SUBJECT: Award a Five-Year Contract to Green Dot Transportation Inc. in a Not-To-Exceed Amount of \$305,000 for On-Call Project Management Support Services for Major Capital Projects and Direct Executive Director to Execute Agreement Documents



RECOMMENDATION:

Award a five-year contract to Green Dot Transportation Inc. in a not-to-exceed amount of \$305,000 for On-Call Project Management Support Services for major capital projects and direct Executive Director to execute agreement documents.

BACKGROUND:

RCTA conducted a comprehensive Request for Proposals (RFP) for an On-Call Project Management Support Services consultant to act as staff extension to assist RCTA in design and delivery of two major TIRCP grant funded capital projects over the next five years:

Williams Drive Electric Bus Charging Infrastructure
Downtown Transit Center

It is common for transit agencies to retain temporary outside project management assistance to deliver major capital projects, especially small transit agencies with lean staffing levels. Project Management (PM) consultant costs are eligible TIRCP expenditures and will be 100% reimbursed along with the other expenditures on the projects. It is envisioned that the On-Call PM consultant will act as a key liaison between the RCTA Executive Director and various planning and engineering firms, construction management firms, and builders on the projects.

Discussion

The RFP was released on March 29, 2024. The RFP was advertised on the CalACT Jobs/Proposals Website and this was supplemented by direct outreach. One proposal was received, from Green Dot Transportation. The proposal was deemed responsive, and the RCTA attorney was consulted on the process to move forward with an award in this lone bidder scenario. RCTA can move forward with the award to Green Dot based on the reasonableness of the Green Dot team's proposed labor rates and the comprehensive scope of work and local experience. Green Dot labor rates were compared to recently received SRTP proposals.

Recommendation

That the RCTA Board approve an agreement with Green Dot Transportation, Inc for the On-Call Project Management Support and direct the Executive Director to execute the agreement.

Attachment 1 – Green Dot Transportation, Inc. Proposal – April 19, 2024

REDWOOD COAST TRANSIT AUTHORITY

PROPOSAL FOR

ON CALL PROGRAM MANAGEMENT OVERSIGHT SERVICES

Presented by



Presented to



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2. Firm Overview

Green DOT Transportation Solutions was established in 2010 to fill a niche role in transportation planning services. Our goal is to improve transportation facilities and the associated human travel experience through progressive planning approaches, comprehensive project development, and aggressive project delivery strategies. We work with built, natural, and human environments to develop effective transportation plans and programs that ultimately create safe, efficient, inclusive, and effective transportation solutions. The Green DOT team has extensive experience monitoring and programming transportation projects while navigating complex local, state, and federal processes.

Green DOT Transportation Solutions is a financially stable California S-Corporation and a California-registered small business with an annual gross receipt of \$1 million. We are a small stable firm of eight dedicated staff, strategically located in Chico, California providing services to public agencies and Tribal entities throughout northern California. We are constantly involved with State and Federal funding programs and legislation that affects our clients and our communities. We are actively involved in the Rural Counties Task Force, and the Regional Transportation Planning Agency Group and frequently attend meetings of the California Transportation Commission. Each staff member of Green DOT Transportation Solutions is properly licensed to practice in California. There is no conflict of interest regarding Green DOT's participation in RCTA's On Call Program Management Oversight Services.

Green DOT Transportation Solutions
Jeff Schwein, AICP CTP – Principal Planner and Project Manager
627 Broadway, Suite 220



Chico, CA 95928
530-895-1109 Ph.
530-332-9905 Fax

jeff@greendottransportation.com
www.greendottransportation.com

3. Key Personnel and Job Planning

KEY STAFF

For employee resumes, see Attachment A.

JEFF SCHWEIN, AICP CTP, PROJECT MANAGER / PRINCIPAL TRANSPORTATION PLANNER

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

SOFIA LEPORE, SENIOR TRANSPORTATION PLANNER

Sofia is a Senior Transportation Planner at Green DOT and is passionate about promoting active transportation and multi-modal access to equitably serve all communities. She is involved in most aspects of Green DOT delivery including coordinating project development and communicating with clientele, authoring planning documents, leading grant development, guiding outreach, and engaging with diverse communities to ensure full representation throughout the planning process. She fervently believes that promoting active transportation and multi-modal access plays an integral role in improving equitable mobility and reducing the impacts of climate change.

RAQUEL MENANNO, ASSOCIATE TRANSPORTATION PLANNER

Raquel Menanno (she/her) is an Associate Transportation Planner at Green DOT Transportation Solutions. Currently, she is working on developing a grant application for a Del Norte County trails project and is assisting with the Blue Lake Rancheria Long Range

Transportation Plan. She graduated from California State University of Northridge with a B.A. in Urban Studies and Planning. When working at Caltrans, Raquel assisted with Smart Mobility implementation, completion of District Active Transportation Plans, and the update of the State Bicycle and Pedestrian Plan. Raquel has experience with Local Agency Formation Commissions, municipal planning, environmental review, and economic development. She is passionate about active transportation and reconnecting communities.



AIDAN ROTH, ASSOCIATE TRANSPORTATION PLANNER

Kailey Aidan (he/him) is an Assistant Transportation Planner at Green DOT. He graduated from the University of California, Irvine with a B.S. in Civil Engineering. Aidan has been a part of the Green DOT team for 1 year and has been an integral part of the Local Assistance Consulting team. Aidan has worked extensively with Alpine County, providing program management and local assistance consulting services to aid in development of ongoing and planned infrastructure projects. He has also provided transportation planning services to multiple communities, drafting concept designs and cost estimates for grant applications.

SUBCONSULTANTS

All portions of this contract will be performed in-house.

4. Relevant Experience and Capabilities

ALPINE COUNTY LOCAL TRANSPORTATION COMMISSION – TRANSPORTATION MANAGER SERVICES

Green DOT Transportation Solutions serves as the Transportation Program Manager and staff to the Alpine County Local Transportation Commission. The Transportation Manager provides services to both the Community Development Department and the Alpine County Local Transportation Commission (ACLTC). Under this contract, Green DOT Transportation Solutions provides daily administrative tasks for the ACLTC and Community Development Department, as well as project development and project-specific services. Administrative duties include coordinating with Caltrans, the County, and the Commission; developing ACLTC meeting agendas and presenting at Commission meetings; development of the Overall Work Program (OWP); and program management. Project specific services include preparation of the 2020 Alpine County Regional Transportation Plan update and development and delivery of several major roadway and bridge projects in the region.



Task Name	Assigned To	Comments
1		
2		
3		
4		
5	Aidan Roth	JT Chevallier is the Alpine County employee on the committee. JT will attend the meetings and acquire meeting notes interpreted for required further action by Green DOT. Meeting time and follow up actions should be billed to WE 8 of
6	Aidan Roth	In order to utilize the awarded \$10,000 potential bike and pedestrian improvements must be planned. Previously identified features to the Pacific Crest Trail at State Highway Crossings. First develop initial ideas for potential projects, then move them through proposal to Alpine Staff.
7	Aidan Roth	Alpine County has been granted \$141,500 to be used for planning purposes in FY 23/24. A list of potential projects please how to utilize these funds.
8	Aidan Roth	The Overall Work Program must be revised every year to incorporate the new years planning funds and the previous OWP can be used as a starting point.
9	Aidan Roth	Continuously track invoices billed to the Overall Work Program Work Elements. This ensures that funds are being utilized.
10		
11	Aidan Roth	Invoice 25 has been submitted and processed as of 7/28/2023.
12	Aidan Roth	Invoice 26 will include the final construction and design invoices and will be submitted 30 days after Invoice
13	Aidan Roth	
14	Aidan Roth	
15	Aidan Roth	With construction completed, the project must be closed out. The Final Report Of Expenditures and all supporting documents must be submitted within 30 days after the completion of construction.
16	Aidan Roth	Chapter 17 details the requirements for project closeout.
17	Aidan Roth	
18	Aidan Roth	Continuously track contractor and state invoices for the project.
19		
20	Aidan Roth	Consor's contract lapsed before design had completed, therefore funds will need to be reallocated. Reallocate meeting date of 8/16/2023

Key Personnel: Jeff Schwein – Executive Director, Sofia Lepore– Senior Planner

Project Duration: April 2020 - Present

Project Cost: \$142,000 annually

Client Contact: Sam Booth – Community Development Director

Alpine County Local Transportation Commission

50 Diamond Valley Road

Markleeville, CA 96120

sbooth@alpinecountyca.gov

530.694.2140 x 432

ON-CALL PLANNING SERVICES, TEHAMA COUNTY TRANSPORTATION COMMISSION

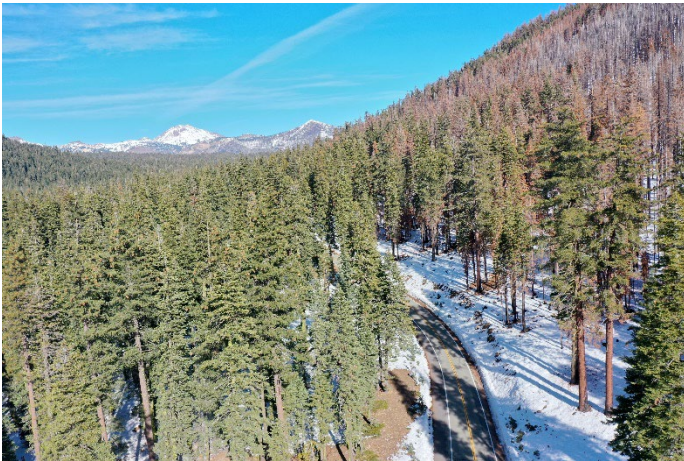
In 2018, Green DOT Transportation Solutions entered a contract with the Tehama County Transportation Commission (TCTC) to provide on-call transportation planning services. Within this contract, Green DOT has been instrumental in several key endeavors:

2018 Tehama County Regional Transportation Plan (RTP): Green DOT updated the 2018 Tehama County Regional Transportation Plan, aligning it with the 2017 Regional Transportation Plan Guidelines. This update aimed to identify transportation infrastructure requirements in Tehama County through 2038, categorizing projects into short-term (0-10 years) and long-term (11-20 years) priorities.

South Ave Study: Teaming up with W-Trans, Green DOT assessed South Avenue's long-term plan, a crucial route from Interstate 5 to Highway 99. South Avenue links the City of Corning in Tehama County to State Highway 99 and plays a vital role in commuting and freight movement, connecting to Chico in Butte County.

Project Development and Grants: Green DOT supported TCTC and the City of Tehama in project development and secured two Caltrans Sustainable Communities grants under the on-call contract. Notably, one grant, directed towards the City of Tehama Community Transportation Plan, secured an \$88,087 award.

In partnership with TCTC, Green DOT has diligently improved transportation planning, addressed infrastructure needs, and secured critical funding for Tehama County and its communities.



Key Personnel: *Jeff Schwein – Principal Transportation Planner*

Sofia Lepore – Senior Transportation Planner

Project Duration: *2018 – Ongoing*

Project Cost: \$375,000

Client Contact:

Tehama County Transportation Commission

1509 Schwab St.

Red Bluff, CA 96080

Jessica Riske-Gomez - Deputy Director

jriskegomez@tehamartpa.org

530-602-8282 Ex. 101

SIERRA COUNTY OWP MANAGEMENT

Green DOT was hired to oversee Sierra County's Annual OWP (Overall Work Plan) Management. This comprises a financial summary and detailed work elements that outline the agency's planning activities, deliverables, and associated schedules. Our involvement in the project encompassed guiding the preparation, review, and adoption of the OWP, and adhering to a well-defined schedule for the upcoming fiscal year.

We facilitated the review and discussion of the draft OWP, allowing for input and adjustments to enhance its alignment with organizational priorities. The project culminated in the presentation and adoption of the final OWP, signifying the agency's commitment to its annual work plan and budget. The collaborative process ensured that the OWP accurately reflected the agency's priorities, thereby enabling effective planning and resource allocation for the fiscal year. Our commitment to adherence to the project schedule ensured that Sierra County could confidently proceed with its annual work plan and budget, contributing to the effective and efficient operation of the agency.

Key Personnel: Jeff Schwein - Project Manager

Project Duration: December 2021 – June 2022

Project Cost: \$24,806

Client Contact:

Sierra County Transportation Commission

P.O. Box 98
Downieville, CA 95936
Brian Davey
bdavey@sierracounty.ca.gov
530-289-3201

5. Statement of Interest and Methodology

If selected, Green DOT's goal is to assist Redwood Coast Transit with the delivery of the two identified projects awarded through the Transit and Intercity Rail Capital Program. The EV improvements at the Williams Drive site and the Downtown Transit Center construction. Green DOT Transportation Solutions has experience and expertise in a wide range of administrative and project management tasks. We propose to manage the projects included in the Transit and Intercity Rail Capital Program grant award as described below.

Project Management Approach

We are a small firm that develops and delivers projects efficiently by coordinating directly with the agencies we work with to eliminate missteps in our project development processes. The Green DOT team specializes in transportation planning and project development for communities across California. Our experience with rural communities makes us a suitable candidate to work with the RCTA. We like to approach project planning, development, and delivery from a feasibility perspective. We approach projects with a realistic schedule and budget, consistently reviewing the project programming status to ensure successful delivery.

Program and project management are critical pieces of the puzzle connecting project inception and final project delivery. It is critically important for local and regional agencies to have organizational systems in place, understand the continuously changing procedural requirements, and have consistent involvement in the project delivery and management process.

Additionally, we utilize program management tools that allow for automated alerts to be set up to avoid missing project programming deadlines. We are also savvy at addressing adverse challenges such as funding shortfalls and unforeseen project delivery challenges. We do this through our relationships with Caltrans and the California Transportation Commission and capitalizing on our intimate understanding of the funding programs.

Green DOT has an established project management methodology to ensure projects are delivered on schedule, on budget, and safely. This includes project controls, document control, records management, cost estimating, project management, and administration support. Program and project management may include providing support on developing project work plans, cost estimates, schedules, cash flow analysis, accruals, reporting, cost control, invoicing, funding, and project risk analysis.

The following is an outline of our program and project management methodology that could be utilized to assist regional and local agencies with program management and project delivery. For this example, we assumed the local agency had a federally funded project in jeopardy of lapsing STIP funds due to project delivery delays in PA&ED.

1. Review of agency programming status and project history.
 - i. STIP Orange Book/Report of STIP balances.
 - ii. FTIP.
 - iii. Local Assistance project delivery report.
 - iv. CTIP SX review.
2. Identify challenge areas for local agency.
3. Enter agency projects into Green DOT's Intelligent Program Management System (or other preferred system).
4. Provide client analysis and professional recommendations on moving forward.
5. Meet with local agency to gain further understanding of project history and develop a work plan for the project future.
6. Coordinate with Caltrans local assistance and CTC staff to ensure agreement on recommended approach to rectify programming/project management issues.
7. Work with local agency to prepare documentation for any adjustments or required submittals to bring the project plan back on track.
8. Monitor project moving forward. Green DOT has utilized this approach with many regional and local agencies including:
 - City of Susanville
 - City of Point Arena
 - Alpine County Local Transportation Commission
 - Siskiyou County Local Transportation Commission
 - Amador County Transportation Commission
 - Calaveras County Transportation Commission
 - Trinity County Transportation Commission
 - Lodi Unified School District

Green DOT also serves as the Project Manager for state and federally funded local assistance projects and provides project management advice for local agencies. We can help with the federal aid funded consultant procurement and bid process, develop DBE programs, and prepare regular project invoicing that satisfies federal, state and local requirements.

The Green DOT team will assist with the maintenance of the filing system and ensure project records are maintained as required by Federal and State law and consistent with the LAPM and all other available audit guidelines and checklists.

Green DOT Transportation Solutions is positioned to help regional and local agencies through the complex process of managing their transportation program and managing transportation projects. Our success in this niche is due to our understanding of the process and experience working with state and federal agencies. Green DOT owner and project manager Jeff Schwein has been working in this specific capacity since 2001 and the system of program and project management has a proven success rate. Green DOT uses a custom-built web-based program management system to ensure project delivery success.

6. Scope of Work

1.0 KICK OFF MEETING & PROJECT ADMINISTRATION

1.1. Kick Off Meeting

Within two weeks of receiving the Notice to Proceed from Redwood Coast Transit, Green DOT will host a kick-off meeting with staff to discuss project details, funding and expenditure deadlines. During this kick-off meeting, we will discuss project staff expectations and responsibilities. We will use this time to set up communication protocols and discuss staff participation expectations. From the project initiation, we will use the agreed upon schedule and our internal project management tool, Smartsheets, to establish task sequencing and maintain and track project and delivery options and opportunities. Additionally, a stakeholder list will be developed during the kick-off meeting that will be used to inform agencies, organizations and community members of project information. Minutes will be submitted within five (5) days of the kick-off meeting.

1.2. Project Administration

We recommend weekly or bi-weekly project meetings to begin with until stasis has been met with project understanding and coordination between the Green DOT project team, government partners (funding partners, City of Crescent City, County of Del Norte,

Del Norte Local Transportation Commission), RCT consultants and contractors. Meetings will be as needed and critical invitees will be notified and schedules aligned. All project documents, plans, designs, agendas, meeting summaries, RFPs, contracts, agreements and related documents will be kept according to standard agency/organization operating rules for security and longevity concerns.

Projects will be identified in the kickoff as individual projects with outlined associated tasks and project schedules. The most critical task is to outline each of the 2 projects in our project management system (Smartsheet) and ensure all project phases and funding deadlines are well understood. This will guide the task assignments and stem action toward consultant management and procurement. Our project team will work closely with and manage environmental, design, and construction management consultants. Green DOT will handle all tasks involved in procuring the necessary consultants and contractors for the 2 RCT projects; Williams Drive Charging Infrastructure and Downtown Transit Center. This includes soliciting proposals as well as convening a proposal review committee, scoring, negotiating and contracting.

Should additional expertise be necessary, Green DOT will utilize specialists as sub-consultants in the necessary fields.

2.0 WILLIAMS DRIVE BUS CHARGING INFRASTRUCTURE

From our project understanding, this project will be moving forward first and critical steps must be taken to secure environmental and design consultants. Our role in this project includes ensuring the consultant procurement will result in timely and effective delivery of the Williams Drive project. Process steps are expected to include the following:

Administration, Environmental, and Design

1. Comprehensive procurement process.
2. Solicit and secure environmental and design consultants.
3. Consultant contracting / Notice to Proceed.
4. Verify the accuracy of the current needs and improvements requested for the 140 Williams Facility.
5. Order materials to upgrade the transformer and the conduit at the nearest substation to support an 1125 kW peak load.
6. 6 depot charging stations and 5 DC fast chargers.
 - a. Vehicle charging infrastructure will be developed in concert with the vehicle design and construction
7. Construction permitting.
8. Conduct pre-construction meetings to review project goals and design and engineering intent.

Construction and Construction Management

1. Construction Management consultant procurement.
2. Contracting and Notice to Proceed.
3. Construction bidding process.
4. Contracting and Notice to Proceed.
5. Install underground project utilities: power, communications.
6. Install charger stations and chargers at the Maintenance and Operations Facility.
7. Install solar canopy over the Maintenance and Operations Facility.
8. Update the Maintenance and Operations Facility with higher-quality lighting.

Task Duration: 12 Months

Deliverables: charging stations and DC chargers, solar canopy and facility lighting

3.0 DOWNTOWN TRANSIT CENTER

The Downtown Transit Center is the more comprehensive project of the two capital projects identified in the RFP. Our project team will oversee the successful delivery of the project through construction following the scope outlined below. This will include securing qualified consultants and contractors to perform this specialized work.

3.1. Preliminary Engineering

The scope of work for this task is described in the following sections:

3.1.1. Environmental Review

The scope for environmental review is as follows:

1. Comprehensive procurement process.
2. Solicit and secure environmental and design consultants.
3. Consultant contracting / Notice to Proceed.
4. Determine whether the project is subject to CEQA by conducting a preliminary review to identify any potential environmental impacts.
5. Prepare an Initial Study to identify and evaluate the environmental impacts of the project.
6. Determine the appropriate level of environmental analysis, such as a Negative Declaration or an Environmental Impact Report (EIR).
7. Prepare and circulate the Negative Declaration or EIR for public review and comment.
8. Respond to public comments and revise the document as necessary.

9. Adopt the Negative Declaration or EIR and certify that it has been completed in compliance with CEQA.
10. Consider any mitigation measures and alternatives to the project that have been identified in the environmental analysis.
11. Approve or deny the project based on the findings of the environmental analysis and any mitigation measures or alternatives that have been identified.

Task Duration: 6 months

Deliverable: required environmental studies, draft Environmental, and final Environmental

3.1.2. Engineering and Design

4.0 COMPREHENSIVE PROCUREMENT PROCESS.

1. Solicit and secure environmental and design consultants.
2. Consultant contracting / Notice to Proceed.
3. Verify the accuracy of the improvement requested for the facility and exterior space.
4. Evaluate conceptual options and alternatives relative to the original anticipated requirements and funding.
5. Site analysis, programming, and design including access to neighboring roads as geotechnical services and survey work will need to be performed.
6. Develop a comprehensive equipment list and coordinate required infrastructure with engineering.
7. Organize and coordinate project design and engineering information from RCT and the design team.

4.1.1. Permitting Approvals

1. Prepare construction documents and specifications for all disciplines setting forth detail required for building permit approvals and project construction.
2. Respond to plan check comments in sufficient detail for building permit approval.

Task Duration: 6 months

Deliverable: final construction drawings, final specifications, final construction cost estimates, bid package

4.2. Construction of Transit Center in Crescent City

The scope of work describes the steps Redwood Coast Transit Authority will take to construct a new Transit Center in Crescent City (140 Williams Drive, Crescent City).

4.2.1. Construction and Construction Management

1. Construction Management procurement process.
2. Contracting and Notice to Proceed.
3. Construction bidding process.
4. Contracting and Notice to Proceed.
5. Obtain a building permit.
6. Conduct pre-construction meetings to review project goals and design and engineering intent.
7. Develop a construction phasing plan.
8. Begin project procurement for all building materials and services required for construction.
9. Site preparation.
 - a. Install construction fencing and laydown yard
 - b. Excavate site
 - c. Install underground project utilities: power, water, sewer, communications
10. Install foundation.
11. Construction building framing.
12. Install roofing and building siding.
13. Install all interior building systems.
 - a. HVAC
 - b. Plumbing
 - c. Electrical
 - d. Communication
 - e. Specialty equipment and system
14. Install exterior building lighting and finish materials.
15. Install high-quality lighting within the facility.
16. Prepare the site for final grading and drainage elevations.
17. Install exterior concrete and asphalt paving.
18. Install landscaping and stormwater treatment systems.

19. Construct public restrooms.
20. Install shade/sun canopy.
21. Install ticket kiosk.
22. Install bike storage.
23. Receive final inspection and certificate of occupancy.
24. Provide as-built designs.
25. Provide owner with building systems training.

Task Duration: 6 months

Deliverable: completed Transit Center

5.0 PROJECT COMPLETION

5.1. Invoice Review/Oversight

We will review all consultant and contractor invoices and provide recommendations for approval or rejection/modifications to RCT.

5.2. Final Report of Expenditures

Our project team will ensure successful delivery of the project and the TIRCP grant requirements through diligent program and project management. This will include organized and comprehensive accounting and document retention, consultant and contractor management, and oversight/review of invoicing. Final report of expenditures and project closeout will be coordinated with RCT to successful compliance with grant procedures.

7. Cost Proposal

Our cost proposal assumes a total project estimate based on our understanding of the project manager responsibilities. This budget is based on a percentage of overall project costs and the industry standard of 4% of the total construction costs and does not include Construction Management.

Total Construction Costs - \$7,580,000

Project Management Estimate (4%) - \$305,000

Our total cost to perform the project management duties identified in this proposal is not to exceed \$305,000. This is expected to be a time and materials basis, not to exceed. We anticipate RCT and Green DOT entering each phase of the project with task orders that include specific and detailed budgets that fall within the overall budget. A detailed budget by Project Administration, Williams Drive, and the Downtown Transit Center is included below.

Redwood Coast Transit Project Management Services - Cost Proposal					
TASK HOURS	GREEN DOT				Task Total
	Principal	Senior	Associate	Total Green DOT	
	\$252.00	\$194.00	\$171.00		
Task 1 Project Administration					
1.1 Kick Off Meeting	12	16	0		
1.2 Project Administration	50	40	0		
1.3 Coordination/Meetings	20	20	0		
Task 1 Hours	82	76	0	158	158
Task 1 Cost	\$20,664	\$14,744	\$0	\$35,408	\$35,408
Task 2 Williams Drive O&M					
2.1 Kick Off Meeting	20	20	0		
2.2 Project Administration	140	180	30		
2.3 Coordination/Meetings	50	50	0		
Task 2 Hours	210	250	30	490	490
Task 2 Cost	\$52,920	\$48,500	\$5,130	\$106,550	\$106,550
Task 3 Downtown Transit Center					
3.1 Kick Off Meeting	20	20	0		
3.2 Project Administration	220	250	70		
3.3 Coordination/Meetings	70	60	0		
Task 3 Hours	310	330	70	710	710
Task 3 Cost	\$78,120	\$64,020	\$11,970	\$154,110	\$154,110
Total Hours	602	656	100	1,358	1,358
Total Cost	\$151,704	\$127,264	\$17,100	\$296,068	\$296,068
Total Project Cost (includes annual rate increase @ 3%)					\$304,950

8. Schedule of Work

The proposed schedule of work is included below.

SCHEDULE OF WORK	FY 2023/ 24	FY 2024/25					FY 2025/26					FY 2026/27					FY 2027/2028																
		M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Task 1 Project Administration																																	
1.1 Kick Off Meeting	█																																
1.2 Project Administration	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█				
1.3 Coordination/Meetings	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█				
Task 2 Williams Drive O&M																																	
2.1 Kick Off Meeting	█	█																															
2.2 Project Administration	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█															
2.3 Coordination/Meetings	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█															
Task 3 Downtown Transit Center																																	
3.1 Kick Off Meeting																																	
3.2 Project Administration																																	
3.3 Coordination/Meetings																																	

9. Attachment A – Resumes

JEFF SCHWEIN AICP CTP

PRINCIPAL TRANSPORTATION PLANNER

530-781-2499 jeff@greendottransportation.com



SUMMARY

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. Jeff is committed to progressive transportation planning and is involved in statewide transportation circles.

QUALIFICATIONS

California State University, Chico

1999-2001

Masters in Geography and Planning

California State University, Chico

1992-1996

BA in Geography and Planning

AFFILIATIONS

American Institute of Certified Planners (AICP)

Certified Transportation Planner (CTP)

American Planning Association

Sac Valley APA Section

Mentor - 2014

CSU Chico Department of Geography and Planning Advisory Board

Member and Chairperson

PROJECT EXPERIENCE

Transportation Planning

- Chester State Route 36 Complete Streets and Context Sensitive Streetscape Plan, Plumas County Transportation Commission, 2022
- Fair Oaks Recreation & Park District Wayfinding Strategy, 2022
- Trinity County Regional Transportation Plan, Trinity County Transportation Commission, 2022
- Placer County Mobility and Infill Acceleration Study, Placer County, 2021
- Siskiyou Countywide Active Transportation Plan, Siskiyou County Local Transportation Commission, 2021
- Alpine County Regional Transportation Plan Update, Alpine County Local Transportation Commission, 2020
- Tuolumne Active Transportation Plan, Tuolumne County Transportation Commission, 2019
- Mechoopda Long Range Transportation Plan, Mechoopda Indian Tribe, 2019
- San Andreas Pope Street Class I Facility and Safe Routes Gap Fill Plan, Calaveras COG, 2019
- South Avenue Access Study, Tehama County Transportation Commission, 2019
- Happy Camp Complete Streets Project, Karuk Tribe, 2018

Grant Applications and Funding Strategies

- Clean California Local Grant Program Applications, Various Agencies, Cycles 1 and 2
- Rebuilding American Infrastructure with Sustainability and Equity (RAISE), Various Agencies, Ongoing
- Active Transportation Program Project Application Development, Various Agencies, ATP Cycle 2-6
- Hazard Mitigation Grant Program Grant Writing, Mechoopda Tribe, 2019

Transit

- Connected Communities Transportation Plan, Sonoma County Human Services Department, 2020
- Truckee Transit Center Relocation Feasibility Study, Town of Truckee, 2019
- Salmon Runner Electric Bus; Redding-Sacramento Business Plan and TIRCP Grant, SRTA, 2018

SOFIA LEPORE

SENIOR TRANSPORTATION PLANNER

831-345-6805 sofia@greendottransportation.com



SUMMARY

Sofia is a Senior Transportation Planner at Green DOT and is passionate about promoting active transportation and multi-modal access to equitably serve all communities. She is involved in most aspects of Green DOT delivery including coordinating project development and communicating with clientele, authoring planning documents, leading grant development, guiding outreach, and engaging with diverse communities to ensure full representation throughout the planning process. She fervently believes that promoting active transportation and multi-modal access plays an integral role in improving equitable mobility and reducing the impacts of climate change.

QUALIFICATIONS

California State University, Chico

2016-2020

Double Bachelor of Arts in Geography & Planning and Spanish

AFFILIATIONS

American Planning Association
Member Northern California & Oregon / Small Town & Rural Planning Divisions

Young Professionals in Transportation Member

SPUR Member

PROJECT EXPERIENCE

Transportation Planning

- Alpine County Regional Transportation Plan, Alpine County, 2024
- Calaveras Active Transportation Plan, Calaveras Council of Governments, 2024
- Plumas County Regional Transportation Plan, Plumas County Transportation Commission, 2023-2025
- Del Norte Regional Transportation Plan, Del Norte Local Transportation Commission, 2023
- General Plan Update - Circulation Element, City of Susanville, 2023
- General Plan Update - Circulation Element, Trinity County, 2023
- Chester State Route 36 Complete Streets and Context Sensitive Streetscape Plan, Plumas County Transportation Commission, 2022
- Fair Oaks Recreation & Park District Wayfinding Strategy, Fair Oaks Recreation & Park District, 2022
- City of Tehama Community Transportation Plan, City of Tehama, 2022
- Trinity County Regional Transportation Plan, Trinity County Transportation Commission, 2022
- Placer County Mobility and Infill Acceleration Study, Placer County, 2021
- Siskiyou Countywide Active Transportation Plan, Siskiyou County Local Transportation Commission, 2021
- Alpine County Regional Transportation Plan Update, Alpine County Local Transportation Commission, 2020
- Del Norte Regional Transportation Plan Update, Del Norte Local Transportation Commission, 2020
- Siskiyou County Regional Transportation Plan Update, Siskiyou County Local Transportation Commission, 2020

Project Development

- Connected Communities Plan. Tolowa Dee-ni' Nation, 2022
- Del Norte South Beach Climate Adaptation Plan, Del Norte County Transportation Commission, 2024

Grant Applications and Funding Strategies

- Clean California Local Grant Program Applications, Various Agencies, Cycles 1 and 2
- Active Transportation Program Project Application Development, Various Agencies, ATP Cycles 5-7
- Rebuilding American Infrastructure with Sustainability and Equity (RAISE), Various Agencies, Ongoing
- Caltrans Sustainable Transportation Planning Grants, Various Agencies, Ongoing

RAQUEL MENANNO

ASSOCIATE TRANSPORTATION PLANNER

530-895-1109 raquel@greendottransportation.com



SUMMARY

Raquel Menanno (she/her) is an Associate Transportation Planner at Green DOT Transportation Solutions. She graduated from California State University of Northridge with a B.A. in Urban Studies and Planning and a minor in Geographic Information Science. Her experience includes municipal planning work at the City of Eureka, consulting work at Planwest Partners, and transportation planning work at Caltrans' Headquarters Office. At Caltrans, Raquel assisted with Smart Mobility implementation, completion of the District Active Transportation (CAT) Plans, and participated in research teams, task forces, and other efforts related to the update of the State Bicycle and Pedestrian Plan. She is passionate about active transportation and reconnecting communities.

QUALIFICATIONS

**California State University,
Northridge**

2018

BA in Urban Studies and Planning
Minor in Geographic Information
Science

AFFILIATIONS

American Planning Association
Member - Northern California

Sacramento Valley Section APA
Young and Emerging Planner's
Group Member

PROJECT EXPERIENCE

Transportation Planning

- Sierra County Regional Transportation Plan, 2024
- Calaveras Active Transportation Plan, Calaveras Council of Governments, 2024
- Plumas County Regional Transportation Plan, Plumas County Transportation Commission, 2023-2025
- Del Norte Regional Transportation Plan, 2024
- General Plan Update - Circulation Element, Trinity County, 2023
- Placer County Mobility and Infill Acceleration Study, Placer County, 2021
- Kennedy Community Complete Streets Plan, San Joaquin County Department of Public Works, 2023

Project Development

- Don't Trash Tuolumne County Educational Program, Tuolumne County Department of Public Works, 2023
- El Dorado Next Generation Plan, El Dorado County Transportation Commission, 2024

Grant Applications and Funding Strategies

- Active Transportation Program Grant Applications, Cycle 7
- Rebuilding American Infrastructure with Sustainability and Equity (RAISE), Various Agencies, Ongoing
- Caltrans Sustainable Transportation Planning Grants, Various Agencies, Ongoing

Other

- Don't Trash Tuolumne County-wide Education Program 2023
- Camino Wayfinding, El Dorado County Transportation Commission, 2024
- Del Norte South Beach Climate Adaptation Plan, Del Norte County Transportation Commission, 2024

AIDAN ROTH

ASSISTANT TRANSPORTATION PLANNER

310-344-2138 aidan@greendottransportation.com



SUMMARY

Aidan (he/him) is an Assistant Transportation Planner at Green DOT. He graduated from the University of California, Irvine with a B.S. in Civil Engineering. Aidan has been a part of the Green DOT team for 1 year and has been an integral part of the Local Assistance Consulting team. Aidan has worked extensively with Alpine County, providing program management and local assistance consulting services to aid in development of ongoing and planned infrastructure projects. He has also provided transportation planning services to multiple communities, drafting concept designs and cost estimates for grant applications.

QUALIFICATIONS

University of California, Irvine

2017-2021

Bachelor of Science in Civil Engineering

AFFILIATIONS

American Society of Civil Engineers

Institute of Transportation Engineers

PROJECT EXPERIENCE

Transportation Planning

- Plumas County Regional Transportation Plan, Plumas County Transportation Commission, 2023-2025
- Mission Oaks Recreation & Park District Wayfinding Strategy, Mission Oaks Recreation & Park District, 2023
- City of Tehama Community Transportation Plan, City of Tehama, 2022

Grant Applications and Funding Strategies

- Transit and Intercity Rail Capital Program (TIRCP), Redwood Coast Transit, 2023

Local Assistance Consulting

- Alpine County Hot Springs Bridge Project Programming, Alpine County Local Transportation Commission 2023
- Alpine County Emergency Relief Projects, Alpine County Local Transportation Commission, 2023
- Alpine County Overall Work Program Update, Alpine County Local Transportation Commission, 2023
- Tehama County Overall Work Program Update, Alpine County Local Transportation Commission, 2023
- Alpine County Regional Transportation Improvement Program, Alpine County Local Transportation Commission, 2023
- Tehama County Regional Transportation Improvement Program, Tehama County Transportation Commission, 2023

Transit

- Transit Hub Feasibility Study, Redwood Coast Transit, Crescent City, 2022

KOYA OKI

ASSISTANT TRANSPORTATION PLANNER

831-331-7615

koya@greendottransportation.com



SUMMARY

Koya is an Assistant Planner at Green DOT Transportation Solutions. He is a graduate from UC Berkeley with a B.A. in Sustainable Environmental Design and a minor in Geographic Information Science and Technology. Koya is excited about developing progressive transportation options that allow for equitable access to healthy and active living. Utilizing GIS and remote sensing in transportation planning, he is passionate about bridging the gap between science and decision-making groups.

QUALIFICATIONS

University of California, Berkeley

2018- 2022

Bachelor of Arts in Sustainable Environmental Design

Minor in Geographic Information Science and Technology

AFFILIATIONS

American Planning Association
Member Northern California

Sacramento Valley Section,
American Planning Association
Young and Emerging Planners
Group - Member

PROJECT EXPERIENCE

Transportation Planning

- Plumas County Regional Transportation Plan, Plumas County Transportation Commission, 2023-2025
- General Plan Update - Circulation Element, City of Susanville, 2023
- Chester State Route 36 Complete Streets and Context Sensitive Streetscape Plan, Plumas County Transportation Commission, 2022
- Mission Oaks Recreation & Park District Wayfinding Strategy, Mission Oaks Recreation & Park District, 2023
- City of Tehama Community Transportation Plan, City of Tehama, 2022
- Trinity County Regional Transportation Plan, Trinity County Transportation Commission, 2022
- Placer County Mobility and Infill Acceleration Study, Placer County, 2021

Project Development

- Don't Trash Tuolumne County Educational Program, Tuolumne County Department of Public Works, 2023
- Connected Communities Transportation Plan, Tolowa Dee-ni Nation, 2022

Grant Applications and Funding Strategies

- Rebuilding American Infrastructure with Sustainability and Equity (RAISE), Various Agencies, Ongoing
- Caltrans Sustainable Transportation Planning Grants, Various Agencies, Ongoing
- Low or No Emission Bus Funding Grant Development, Various Agencies, Ongoing

Other

- Tehama County Safety, Secondary Access and Evacuation Routes Plan, Tehama County Transportation Commission, 2022



Financial Outlook

Short Range—Monitoring Budget

Down the Road—Forecasting and sometimes GuessTimating

Budget VS Year to Date

July '23 through February '24

				66% of Year	
Category	Budget		Cost to Date	% Used	
Operations--All	1,568,834		888,170	57%	
Fuel-All	260,000		113,080	43%	
Administration	121,248		57,702	48%	
Maintenance	37,492		49,161	131%	
All Other	169,208		113,580	67%	
TOTALS	2,416,782		1,334,773	55%	

* Some invoices take two months to process fully, so in some cases this is YTD through January



What about RCTA's future? Five and ten years down the road?

- ▶ COVID Recovery Funds—Proving successful to rebuilding ridership through 2028.
- ▶ Transportation Development Funds have grown about 5% per year, now slowing down
- ▶ The new electric bus and construction grants will relieve capital fund shortfall, at least for a decade or so, and potential fuel savings from widespread EV bus usage could help budget
- ▶ Whenever possible, the local match and reserve fund should be increased whenever Federal Transit and COVID funds exceed revenues
- ▶ **CHALLENGES:** Higher Transdev operations costs to provide staff livable wages against increases in minimum wage. Loss of 5311(f) grant (highly competitive) could force reduction of Route 20 or other services.

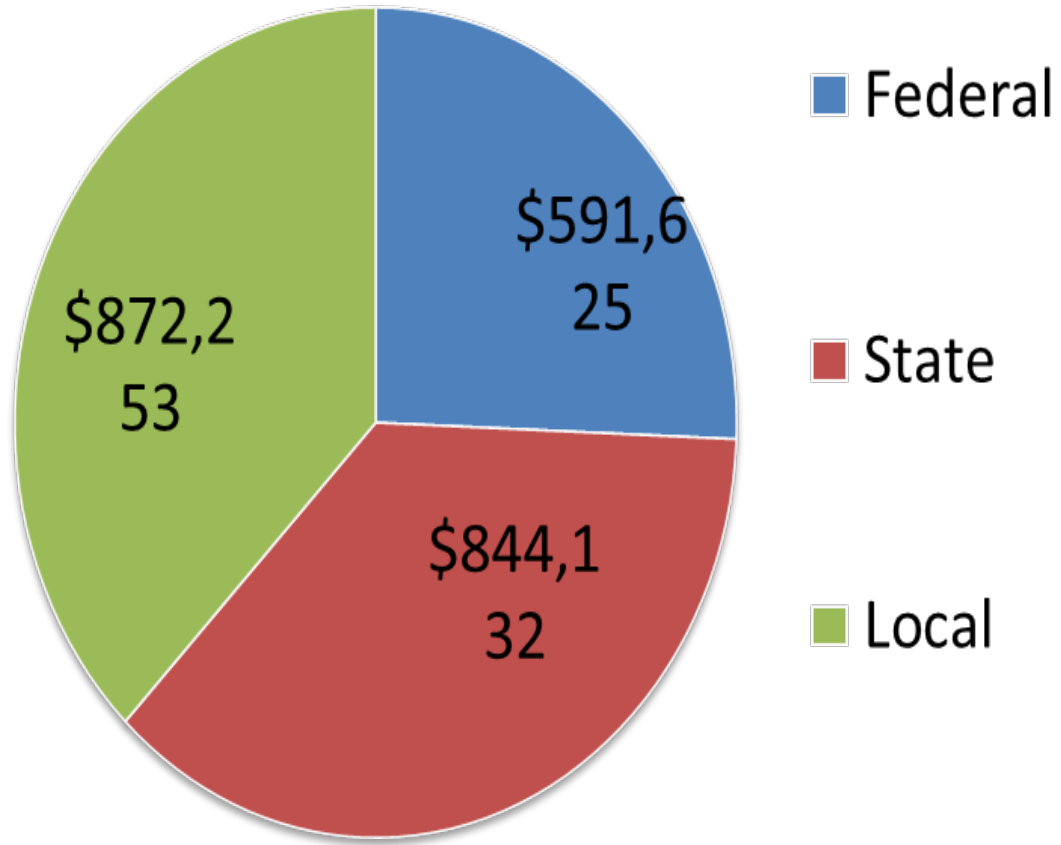
RCTA's projected resources

- ▶ COVID Recovery Funds -- projecting \$400 K /yr.
- ▶ Maximize use of Construction/ZEV grant
- ▶ TDA projected increases -- 3-5% /yr., compounded
- ▶ Pursue partnerships (colleges, casinos, businesses)
- ▶ Continue aggressively seeking grant funds
- ▶ Continue/seek small grants and mutual assistance
 - ▶ CEC, Low/No, LCTOP, Office of Emergency Svce,
 - ▶ Coordinative—DNLTC, Far North Roundtable. CalACT, Caltrans, etc.

Name	Expires	Amount
CARES 1	6/30/24	\$ 178,284
CARES-F	6/30/24	\$ 223,565
CARES-F2	6/30/25	\$ 454,912
CARES 2	6/30/25	\$ 348,036
CRRSAA	10/31/22	\$ 32,929
CRRSAA	6/30/26	\$ 475,429
ARPA Recov	6/30/28	\$ 601,000
ARPA F Rec	6/30/28	\$ 208,681
	TOTAL	2,088,058.00

Indicates Received Funds

Where does the money come from?



Here is a typical year for RCTA

HOMESCHOOL
ASSIGNMENT: Think
strategically:

What can we suggest
to cut costs,
increase revenue OR
BOOST EFFICIENCY?



CUT COSTS



INCREASE
REVENUE



UP EFFICIENCY



CTSA Status Report

Consolidated Transportation Services Agency (CTSA)

Redwood Coast Transit CTSA White Paper

▶ Introduction

- ▶ 1. What is a CTSA?
- ▶ 2. What CTSA services are currently provided by RCT?
- ▶ 3. What are services RCT could add to their CTSA?
- ▶ 4. What is a timeline for this plan?



What is a CTSA?

- ▶ California Legislation passed AB 120 in 1979 to support social service transportation to supplement public transit
- ▶ Up to 5% of Transportation Development Act (TDA) could be used for transportation for seniors, people with disabilities, veterans, and low-income residents
- ▶ CTSA's also provide information about all transportation options to social service agencies to improve access to their services
- ▶ CTSA's support social service agency transportation through assistance with vehicle maintenance, driver training, alcohol and drug testing service, vehicle acquisition, and preparation for CHP inspections.



RCT's Current CTSA Services

- ▶ Mobility Training for RCT fixed route services
- ▶ Eligibility Screening for ADA Paratransit
- ▶ Call Center phone service to share all transportation options
- ▶ Community meeting to look for ways to improve coordinated social service transportation
- ▶ Reduced fares for veterans
- ▶ Demand response service for seniors, veterans, riders with disabilities

Additional CTSA Services for RCT

- ▶ Develop a guide to all transportation services in Del Norte County
- ▶ Develop resources for driver training, vehicle maintenance, drug test programs, vehicle acquisition, and CHP Terminal Inspections
- ▶ Brand a RCT Senior Shuttle with door-to-door service for residents 60 years and older with a reduced rate.
- ▶ Promote coordination of transportation between social service agencies, private operators, and tribal transportation services
- ▶ Add CTSA page to the RCT Website

CTSA Improvement Timeline

- ▶ Develop a Senior Shuttle fare as part of the fare study and initiate free rides for seniors on the fixed route system (June 2024)
- ▶ Add CTSA page to the RCT website (July 2024)
- ▶ Develop resources for agencies on driver training, vehicle maintenance, drug testing, and CHP terminal inspection. Host online forums to work with social service agencies. Attend local social service agency meeting to share transportation information (September 2024)
- ▶ Publish Transportation Guide for social service agencies (November 2024)

CTSA Road Forward

- ▶ Work to expand the mobility training by holding classes out in the community
- ▶ Encourage social service agencies to share their transportation resources for rides that cannot be provided by public transportation
- ▶ Support senior and veteran transportation with lower fares on demand response service and free rides on the fixed route
- ▶ Provide educational resources to improve social service agency services
- ▶ Review the CTSA progress each year and establish new goals



Questions?

- ▶ Mark T. Shaffer
- ▶ shafmt@aol.com
- ▶ (805) 441-0851



Fare Increase

TDA Law Requires Transit Agencies to Recoup 10% of Operating Costs from fares

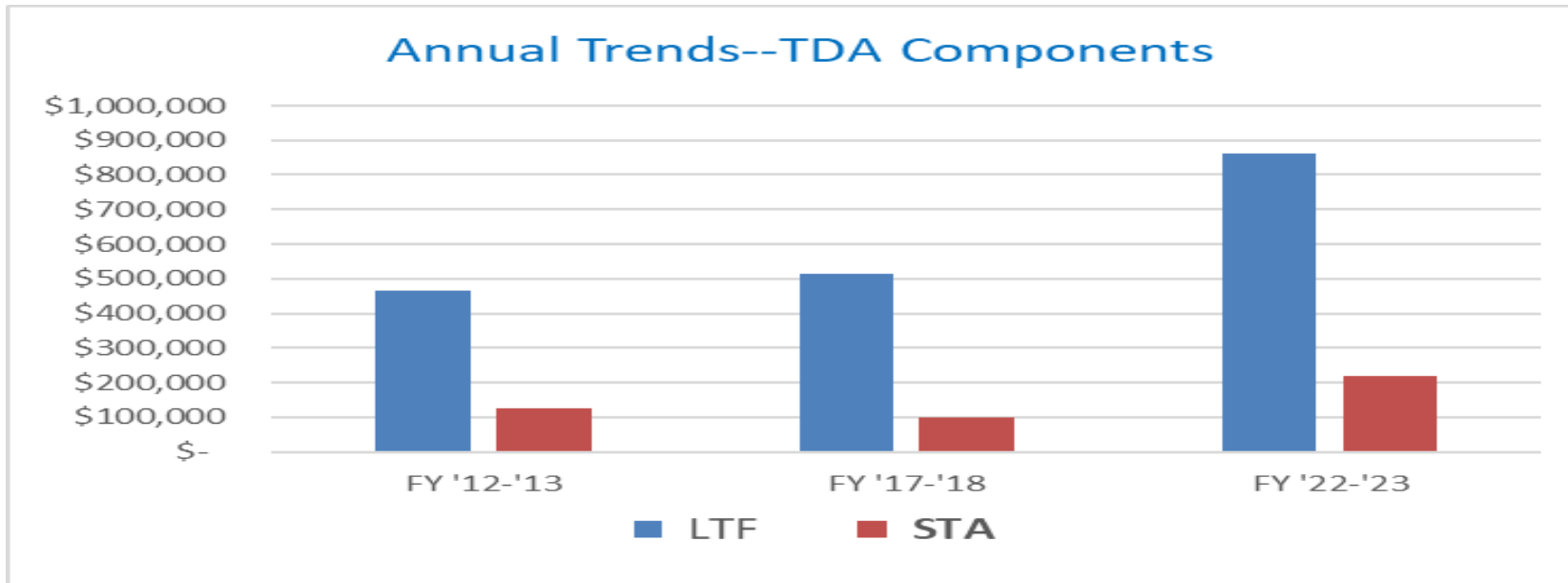
RCTA's Historically Exceeded 10% Farebox Recovery Ratio - until COVID



Why Does RCTA Have to Collect at least 10% of its operating costs from fares?

- ▶ TDA (Transportation Development Act) of 1971 enacted a $\frac{1}{4}$ cent sales tax on all durable goods statewide, returned to counties on a primarily population-based formula.
- ▶ TDA Funds include LTF (Local Transportation Fund) and STA (State Transit Assistance) elements, LTF is allocated purely on population, STA is population plus fares generated by the local transit agency(ies).
- ▶ Farebox Recovery Ratio standards were inserted into the TDA by opposition legislators along with language to enable local counties to spend the money on roads rather than transit if desired. 20% for urban areas, 10% for rural areas.

Annual Trends--TDA Components



- TDA funds have grown in recent years, due to SB1 (2017) then a strong economy with better collection of sales tax on e-commerce in recent years.

TDA is crucial to RCTA as it provides at least 50% of RCTA's operating budget in any given fiscal year, for example 58% in FY 2023-24.

Per TDA law, DNLTC has the right to reduce RCTA's TDA funding by whatever \$ that RCTA fails to reach 10% farebox. For example, if RCTA were to miss its 10% recovery number (for example, if 10% FBR is \$200k, and RCTA collects \$150k) in the second year after the miss, DNLTC could withhold \$50k/year from RCTA LTF.

RCTA collected 6.5% farebox in FY 2022-23, as ridership grew but operations cost grew at a faster rate - such has been the case since pandemic

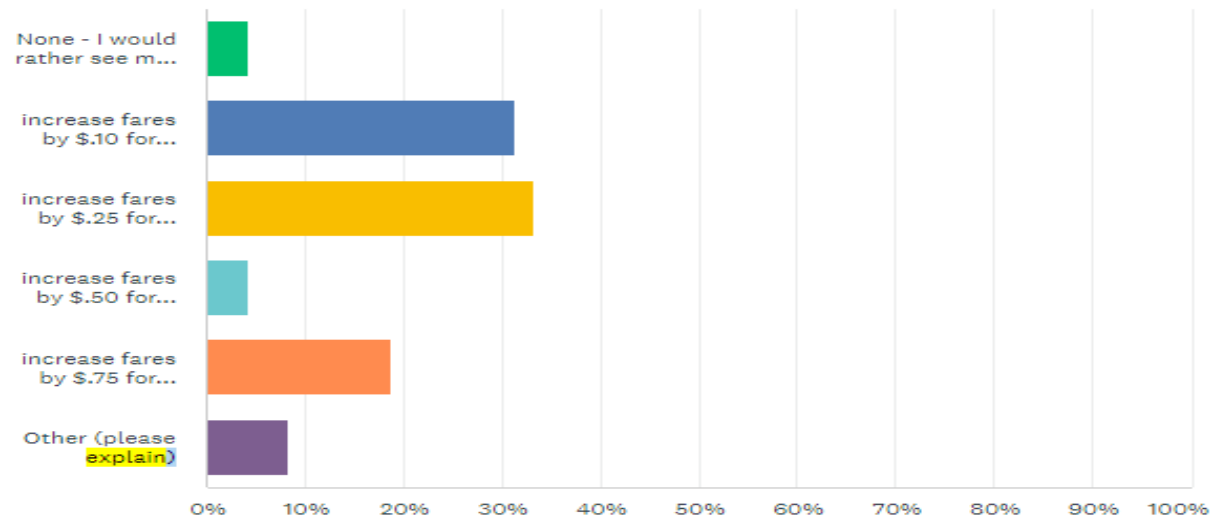


RCTA 2024 Fare Increase Outreach Efforts

- ▶ RCTA Board approved staff recommendation to explore a modest fare increase in February 2024
- ▶ A Fare Increase Workshop was held on Monday, February 26th at Cultural Center but nobody attended. Event advertised with on-board car cards, website but ineffective.
- ▶ Online survey launched in early March and sent out via DNLTC and RCTA contacts, posted on front page of RCTA website, and boosted with paid facebook ads in April
- ▶ Direct outreach to Social Service (RCTA pass purchasers) agencies will begin in late April, although many should have already seen and taken the survey (through DNLTC contacts, SSTAC meeting, etc.)
- ▶ If Board agrees, staff will continue outreach and set public hearing for Board action on May 28th.
- ▶ Survey indicates tolerance for either a \$.10 or \$.25 fare increase on local routes, \$.25 or \$.50 increase per zone

To prevent service cuts caused by reductions in RCTA's TDA funding (failing to recoup the mandated 10%), I would support (select only one):

Answered: 48 Skipped: 0



- Unsurprisingly, 60% of respondents were unaware that RCTA must collect at least 10% of its operating costs from sale of fares and passes.

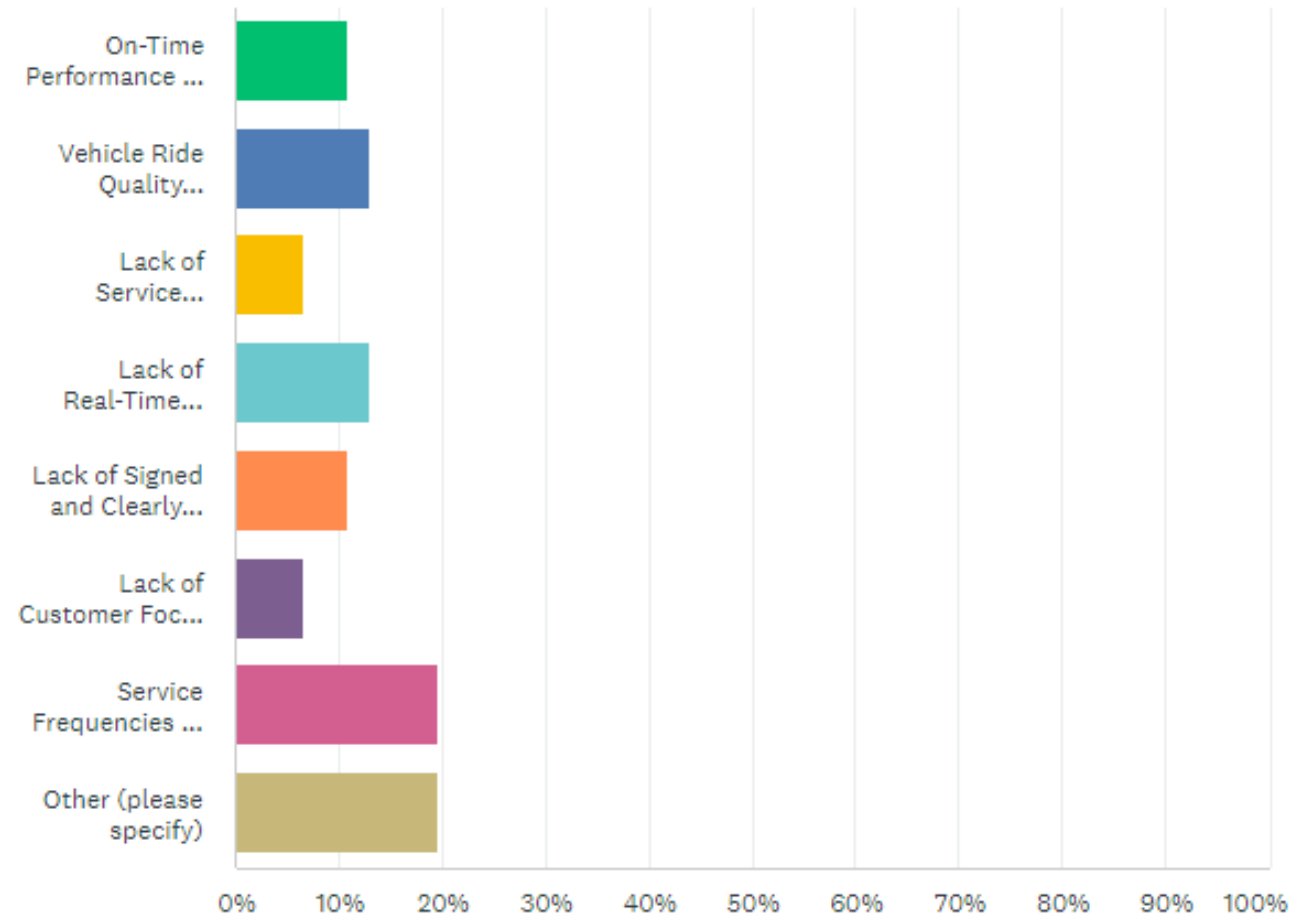
In ranking options that impact operating costs & fares, respondents scored keeping RCTA wages ahead of minimum wage as the top priority, followed by implementing electric buses and then rider convenience technologies. The lowest scoring option was to cut service to avoid any fare increase.

When asked how much of a fare increase is appropriate, respondents were split between 33% in favor of \$.25 on locals/\$.50 per zone on regional and 31% for a \$.10 locals/\$.25 per zone on the regional routes.

While RCTA had the opportunity, we asked about areas RCTA should improve?

What is RCTA's biggest weakness? choose only ONE.

Answered: 46 Skipped: 2





RCTA Weaknesses Responses a Bit Surprising

- ▶ Top response to RCTA's perceived weaknesses is Frequency of Regional Routes. While not surprising, this is concerning in that it might be the most expensive issue to address. This may be referencing the reduced winter frequencies on Routes 20 and 199, which do increase by 50% in the summer months?
- ▶ Other was selected the second most, an array of comments came in - most interesting was complaints about RCTA not having enough low-floor buses (staff agrees, and until an electric low-floor cutaway bus exists, we are stuck), how the current SW Point schedule doesn't work for Del Norte folks (forces an overnight stay in OR), and publication of svc info
- ▶ When told about the two upcoming capital projects and fleet electrification, respondents were generally supportive, but voice a need for viable scheduled service to Medford, more trips to Eureka (the Eureka extension has been popular), and expressed concern about building a transit center with such a homelessness problem raging in the community.
- ▶ Respondents were critical of lack of real time service information, which is disturbing considering we do have that on the front page of the RCTA website - begs for a marketing campaign and hard wired signs at the new transit center?

Policy ramifications of expanding the Free Rides Program to include Seniors/Disabled

- ▶ What started with College Students has been expanded over the years to include all youth, College Students, and veterans
- ▶ Taking the next step to add Seniors (65+) and Certified Disabled makes sense and expands the fare subsidy program to cover most RCTA patrons.
- ▶ The uncovered group (non-disabled adults) gets a significant percentage of their passes purchased for them from social service agencies, so even this group will mostly be immune to the fare increase.
- ▶ Social Service agencies that provide passes to their clients will be the most impacted - about \$5 per pass purchased under assumed modest increase scenario.

Options Today:

- ▶ Set the public hearing for the next RCTA Board Meeting (May 28, 2024) for approval and implementation this summer
- ▶ Direct Staff to further advertise the fare increase public hearing
- ▶ Defer the fare increase and farebox recovery shortfall and hope for legislative relief which could occur, but no guarantee
- ▶ Select a preferred fare increase amount to use in the public outreach campaign?
 - ▶ Staff recommend the Modest fare increase, will show good faith effort but not drive away many riders
 - ▶ By adding Seniors and the Certified Disabled to the Free Rides Program, many riders will not feel the increase
 - ▶ Youth (18 & under), Seniors (65+), Veterans, and the Disabled will ride “free” and get backfilled at this higher fare rate via the LCTOP grant

Name	Fare Impacts	Revenue Impacts
Token	+\$.10 locals +\$.25/zone +\$5/mo Adult +\$3/mo S/D	+\$10,000
Modest	+\$.25 locals +\$.50/zone +\$5/mo Adult +\$5/mo S/D	+\$25,000
Aggressive	+\$.50 locals +\$.75/zone +\$10/mo Adult +\$8/mo S/D	+\$60,000
	Farebox Shortfall Today?	~\$70,000

What can be done to reach 10% farebox recovery - recap of situation

CUT COSTS

- wages already under pressure again - \$20/hr fastfood wage
- reduced staffing would increase risk, already very lean

INCREASE REVENUE

- Implement a fare increase, gets RCTA closer to 10%
- Good faith effort
- If no legislative relief, as costs rise, will need another increase soon, analyze in SRTP?

UP EFFICIENCY

- electric vehicles may save fuel costs, time will tell
- RCTA already as lean as any agency, very few areas to cut or streamline w/o hurting riders



Marketing Plan for RCTA

Enhancing Rural Transportation by Connecting Communities

RCTA's Branding

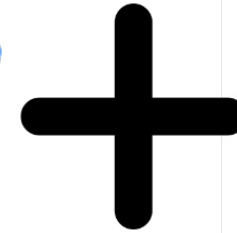
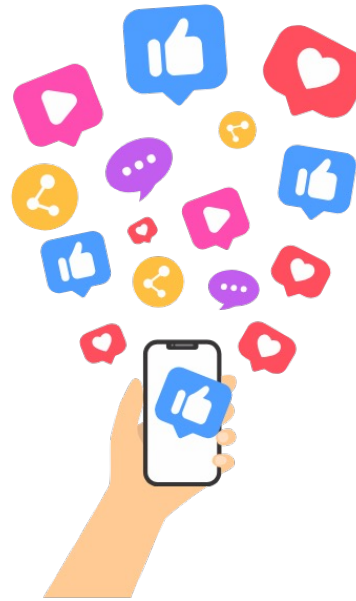
*From Redwoods to
Waves, We're Your
Coastal Transit!*

Colors: red, green and blue.



Promotion Channels

- ▶ Local radio channel
- ▶ Social media channels
 - ▶ Facebook
 - ▶ Twitter
 - ▶ Instagram
- ▶ Future:
 - ▶ billboard ads
 - ▶ digital marketing (google ads and social media paid ads)
 - ▶ increase radio ad space



Promotional Deals

- ▶ Special fares for seniors, elementary students, and College students, Veterans
- ▶ Monthly passes provide reduced fares
- ▶ Special rates when utilizing mobile pay
- ▶ Special rates on TokenTransit
- ▶ Future: Pilot program of free rides to Parks during the summer



Partnerships



- ▶ Working with Medical Facilities, social service providers, detention center, and Del Norte Airport to facilitate transportation.
- ▶ Working on partnering up with State Parks to cross-promote for 2024.
- ▶ Currently working with other transportation agencies to provide a more seamless connection.

Stronger Together: Partnerships Enriching Transit Experiences

Customer Service

- ▶ Dispatch trained to help provide all transportation options, not just RCTA.
- ▶ Website has been updated to provide easy and accessible method of communicating with administration regarding questions or concerns.
- ▶ Future: Regular Surveys from riders to evaluate customer satisfaction.



Your Ride Starts with Us! Call us for your affordable options!

707-308-7433 (RIDE)

redwoodcoasttransit.org

Conclusion

- ▶ Consistent Branding (colors, look, new bus stop blades).
- ▶ Increase exposure by utilizing Social Media, Public Radio.
- ▶ Special Discount Rates allow for accessibility to vulnerable groups.
- ▶ Partnership opportunities to reach more customers.
- ▶ Customer Service goes beyond RCTA information.

Embrace the journey towards enhanced rural mobility; let's collaborate to connect communities and bridge distances.



RCTA Williams Drive Facility Needs

Short Term Needs—Pre-EV Charging Project

Mid to Long-Range Needs - Elements of the EV Charging Project

RCTA's Primary Facility - RCTA Owned Buildings on Ground Lease 1.25 Acre Williams Drive Fairgrounds Property

- ▶ Built in 2004 with goal of creating a “base” for RCTA Operations and Maintenance Activities - allows RCTA to contract out with the cost savings of NOT having RCTA Operations Contractor having to find and lease a facility.
- ▶ Ground Lease: 20-year base with (at least) one 20-year option at market rate with escalation formula embedded. RCTA just executed its option to extend 20 more years in early 2024. Current annual lease costs ~\$27k/year
- ▶ Initial design is still functional in general, if not optimal
- ▶ RCTA has made repair/upgrade investments in recent years to fencing, gates, electrical, shop doors, shop heaters, car & bus parking gravel using PTMISEA
- ▶ In general, finding funding to invest in M&O facilities is very difficult
- ▶ RCTA fortunate to apply for and receive \$3.48M TIRCP grant to install EV Charging Infrastructure and do upgrades to the RCTA facility
- ▶ Primarily the TIRCP funds will be spent on the grounds and exterior of bldg

TIRCP-Funded Williams Drive Bus Charging Infrastructure Project Timeline

- ▶ This will be the first of two major capital projects that RCTA will deliver with (100%) TIRCP funding.
- ▶ RCTA just received its initial PA&ED allocation of \$37k for the Project Approvals Environmental Document. RFP scheduled to be awarded at today's Workshop
- ▶ Current project schedule (best case scenario) has this project going into construction in FY 2025-26.
- ▶ **CHALLENGE:** there are some issues with the building and grounds that cannot wait until 2026 to be addressed

Project	#	Phase	FY 23-24	FY 24-25	FY 25-26	FY 26-27
Charging Stations	CP116C	PA&ED	\$ 37,000			
		PS&E		\$ 161,000		
		CONST			\$ 3,288,000	

Several urgent issues based on recent security breaches require attention:

- ▶ Repeated (4) burglaries accessing the property by cutting or climbing the fence - minor damages so far
- ▶ Intruder entered the yard by climbing fence, broke into the building and went to sleep (early 2024)
- ▶ Lighting is inadequate, available lighting is mounted on building but there are dark areas, east side
- ▶ RCTA added a closed-circuit television camera system onto the building about 10 years ago, but there are blind spots, especially east side of the building/yard.
- ▶ Only funding available at this time to make immediate investments would be paying 100% out of reserve funds
- ▶ Staff can seek small OES grants to help with:
 - ▶ Upgrading or at least adding additional cameras (cover the east side) to the existing Closed Circuit Video System
 - ▶ Adding some additional lights to the building in existing “dark areas” including the east end of the building
 - ▶ Replacing old manual gate off Williams Drive, destroyed by car accident

Nature of Area Changing - Homeless Shelter going in directly east of RCTA yard, anticipated impacts:

- ▶ Increased pedestrian activity as shelter clients will mostly access the shelter via Williams Drive from US 101, including via RCTA bus stops on US 101
- ▶ Possible increases in automobile traffic as shelter employees, security guards, and visitors access the site via Williams Drive from US 101
- ▶ Shelter project could help improve the lighting or fencing along the shared east property lines via lighting upgrades on their side of prop line?
- ▶ RCTA possibly less likely to be trespassed upon trying to access expensive equipment (recent intrusions) in adjacent property, but maybe more likely the target of trespassers seeking farebox monies, electronic equipment inside buses, fuel, and the building
- ▶ Could lead to more RCTA ridership at nearby stops, especially with RCTA providing travel training
- ▶ Unclear if its too late to influence conditions of approval of the shelter project

Potential Near-Term Upgrades

Title of Upgrade and Ballpark Price Guesstimate

▶ Replace existing Closed Circuit Camera System	\$xx,xxx
▶ Upgrade existing Closed Circuit Camera System-Add cameras	\$xx,xxx
▶ Upgrade Fence with Smaller Openings Thicker Gauge	\$41,720/\$42,041
▶ Add Lighting on-Building to Cover East Side	\$xx,xxx
▶ Replace manual vehicle gate on Williams Drive entry	\$6,000?
▶ Blink or similar self-contained camera, install on east end	\$1000/year
▶ TOTALS	\$xxx,xxx

- ▶ Recommendation: Spend a modest amount of money to improve security in the near term, preferably improvements that will be able to perform for several years
 - ▶ Upgrade existing Closed Circuit Camera System - add cameras on East Side
 - ▶ Upgrade lighting on building to cover dark areas on eastside
 - ▶ Request that Shelter include exterior lighting on our shared prop line in their project
 - ▶ Add a Blink or similar motion activated camera and lighting kits onto east side of bldg
- ▶ Include facility security improvements as a major component of Bus Charging Infrastructure design elements and install major upgrades in 2026 during construction.

FY 2024-25 RCTA Budget - Draft April 28, 2024

	FY 23-24 Amend #1 Budget	FY 23-24 Year to Date Actual 3/24	FY 24-25 Draft Budget	Notes
REVENUE				
<i>Local Transportation Revenues</i>				
Passenger Fares	\$75,000	\$46,440	\$120,000	1 assume 10% ridership increase plus \$.20 per rider cash fare increases
5311(f) Route 20 Passenger Fares	\$25,000	\$15,480	\$40,000	assume 10% ridership increase plus \$.20 per rider cash fare increases
Auxiliary Transportation (Advertising) Revenue	\$17,431	\$ 17,431	\$17,431	2
<i>Local Cash Grants & Reimbursements</i>				
TDA Article 4 Local Transportation Fund	\$873,828	\$582,843	\$741,396	3 down significantly from last year
TDA Article 4.5 LTF CTSA (see Fund 691)	\$0	\$0	\$0	4
<i>State Cash Grants & Reimbursements</i>				
State Transit Assistance	\$401,756	\$267,971	\$508,196	5 up from last year - due to prior year spillover (real came in higher than projected)
Proposition 1B PTMISEA (carryover balance)	\$243,000	\$ 243,000	\$75,000	6 estimate balance after paying \$182k local match on (2) ARBOCs April 2024
SB-1 State of Good Repair (bus stops fund balance)	\$83,028	\$ 114,506	\$86,000	7
SB-1 State of Good Repair (bus replace fund balance)	\$90,081	\$ -	\$136,595	7 includes rollover bus replacement funds plus all of FY 24-25 SGR allocation (\$46,514)
Low Carbon Transit Operations Program (LCTOP)	\$80,000	\$43,452	\$119,066	8 includes rollover free rides bal, plus all 23-24 allocation (\$74,158)
LCTOP (Capital - Electric Bus)	\$114,792	\$0	\$185,056	9 include rollover EV construction bal plus all of 22-23 allocation, could use to order long lead time equip?
VW Settlement Fund Capital (electric bus purchase)	\$160,000	\$0	\$160,000	10 Endera EV bus on order, will arrive in 24-25
Caltrans Sustainable Communities (SRTP Planning)	\$28,248	\$28,248	\$134,000	\$177k in grant funds, project assumes \$25k spent in FY 23-24, then \$18k in FY 25-26, \$134k in FY 24-25
TIRCP Funding - Transit Intercity Rail Cap Projects	\$37,000	\$37,506	\$194,000	\$161k in design funds for Williams Drive Charging, \$33k in PA/ED for Downtown Transit Center
<i>Federal Cash Grants and Reimbursements</i>				
Section 5311 -Operating	\$233,780	\$0	\$254,998	up a bit from last year
Section 5311 - CARES Act/CRSSA COVID Operating	\$383,175	\$0	\$400,000	11 estimate per year
Section 5311-F Operating	\$220,000	\$0	\$300,000	12 up to max route allocation with Caltrans supported extension to Eureka
<i>Federal FTA Capital Funds</i>				
Section 5339 Capital (formula + discretionary)	\$426,000	\$0	\$800,000	13 assumes 80% of (3) more ARBOC LF, and (2) more diesel fords - reimbursed only on buses that arrive
Section 5310 Capital (discretionary)	\$111,845	\$0	\$0	14 last of 5310 grant expended late in FY 23-24 on local match for (1) ARBOC LF
TDA Reserves Allocation to Operating	\$0	\$0	\$0	
TOTAL REVENUE	\$3,603,964	\$1,359,372	\$4,271,738	
TOTAL OPERATIONS REVENUE	\$2,338,218	\$973,618	\$2,501,087	24 includes \$400k in CARES pandemic funds, real ops revenues about \$2.1M
TOTAL CAPITAL REVENUE	\$1,265,746	\$385,756	\$1,636,651	
OPERATING EXPENSE				
20120 Communications (SIM cards, AVL/CAD fees, support)	\$48,000	\$49,972	\$52,000	15 technology annual fees, support, cloud
20170 Maintenance - Buses and Shelters	\$37,492	\$0	\$37,492	
20200 Memberships & Dues	\$1,030	\$ 94	\$1,100	
20221 Printing	\$206	\$ 56	\$206	
20229 Short Range Transit Plan Expenses	\$28,248	\$334	\$150,000	SRTP costs - this is exempt from TDA operations cost calcs - pull out at end of year
20231 Misc Dept Services (website, GTFs, Alarm Svcs)	\$8,240	\$3,239	\$8,500	
20233 Management Contract	\$93,000	\$37,289	\$82,000	more admin team hours will be charged to other projects - SRTP, TIRCP, ad rev, CTSA
20235 Accounting Services and Audits	\$18,540	\$0	\$19,000	
20236 Legal Services	\$13,000	\$7,359	\$17,000	need help with several procurements for capital projects
20237 Marketing & Planning Expenses	\$17,000	\$8,113	\$17,000	
20242 O&M Contract - Local Fixed Route	\$790,686	\$510,000	\$690,000	16 coming in a bit low, about \$57k/month
20243 O&M Contract - Smith River/ Arcata Intercity Route	\$627,560	\$540,000	\$720,000	17 coming in a bit hot, about \$60k/month
20245 O&M Contract - Dial A Ride	\$0	\$140,000	\$188,000	18 first year of breaking these costs out
20244 Advertising, Brochures, Printing	\$20,000	\$10,246	\$20,000	
20280 Special Dept Expenses (CalACT Coop Purchase Fees)	\$5,000	\$ 16	\$18,000	could receive up to 6 new buses in FY 24-25, CalACT fee about \$3k per bus
20297 Fuel	\$130,000	\$63,256	\$120,000	coming in a bit under budget in FY 23-24 due to lower fuel prices
20297 Fuel - Smith River/Arcata Intercity Route	\$130,000	\$63,256	\$120,000	
30410 Lease Expense	\$38,192	\$20,216	\$38,192	coming in a bit light in FY 23-24, but it escalates annually
TOTAL OPERATING EXPENSE	\$ 2,006,194	\$ 1,453,446	\$ 2,298,490	24 includes one-time SRTP funds, real ops expenditures about \$2.15M
CAPITAL EXPENSES - Fund 645 (Reimbursement Based - Only happens if project happens)				
TIRCP Electric Bus Charging (PA&ED, Design)	\$37,000	\$0	\$161,000	assumes all enviro/PA&ED done with FY 23-24 Funds, this is all TIRCP design costs in FY 24-25
FTA 5339 Replace 6 Buses - (5339 & Local Funds)	\$300,000	\$9,593	\$1,125,000	20 assumes 6 buses at \$200k each, most likely not all 6 will arrive in FY 24-25 (1 EV, 3 LF, 2 Diesel)
TIRCP Transit Hub (planning, PE, surveying)	\$ 50,000	\$0	\$ 40,000	22 includes \$33k TIRCP plus \$7k local funds for Transit Center PA&ED late in FY 24-25
CAPITAL EXPENSES - Fund 645 RCTA General Fund (Reserves)				
40621 Security Improvements	\$ -	\$0	\$ 50,000	essential security upgrades to get us by until main TIRCP Electric Bus Charging project
40620-418 Radio System On Board Comms	\$ 15,000	\$225	\$ 15,000	21 includes annual fee for Orion/Vontas tab-driven voice comms system
40610-200 Facility Improvements (generator install, misc)	\$ 60,000	\$5,579	\$ 60,000	rollover funds to install backup building generator on new pad
CAPITAL EXPENSES - RCTA Special Funds				
697-SGR Bus Stop Shelters and Signage (SB-1 SGR)	\$ 21,000	\$450	\$ 60,000	includes funds to install some of 2022 Simmes, plus another order of 40 Simmes
696-PTMISEA Replace 6 Buses - (Local Match to 5339)	\$ 168,000	\$0	\$ 75,000	local match for (2) new ARBOC buses arrived April 24, in 24-25, local match for 1st Endera EV bus
695-LCTOP Electric Bus Charging (PA&ED, Design, Equip)	\$0	\$41,704	\$150,000	19 assumes \$150k in LCTOP for long lead time equipment order, no construction
TOTAL CAPITAL EXPENSE	\$ 651,000	\$329,549	\$ 1,736,000	
TOTAL EXPENDITURES	\$ 2,657,194	\$1,523,116	\$ 4,034,490	
Increase (decrease) for TDA Reserves	\$ 946,770	\$ -	\$ 237,248	23, 24

Budget Notes

All projections based on end of February 2024 actuals and known upcoming funds

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Pandemic ridership losses slowly recovering, aggressive assumption that another 10% rider increase plus impacts of \$.25 per rider fare increase

Typically \$17-18k/year since inception, major advertiser already paid for FY 23-24. Could increase if two major advertisers renew and pay in same year

notable drop from FY 22-23 due to smaller carryover funds this year and slowing economy

CTSA now has its own annual budget, see Fund 691

STA fund has rebounded to all time high, due to SB-1 and a spillover allocation from year before, likely drop in 25-26

this assumes spending nearly \$170k for local match on (2) ARBOCs in April 2024, leaving carryover balance of \$70k. Will be spent on local match for incoming buses expected in FY 24-25. Will spend last of the allocation, partially replaced by SB-1 State of Good Repair.

State of Good Repair (SGR) was programmed to bus stops pre-2022, balance for bus stops \$86k, balance for bus replacement \$136k.

Rollover balance for the Free Rides Program (Vets, Youth, College). This will draw down faster in FY 2024-25 and beyond due to adding Seniors & Disabled to Free Ride program, and increasing fares on all categories.

This is 3-4 year's accumulation of LCTOP funds for Electric Bus Project. Can only be used for construction or equipment. Encumbered for local match on first EV bus on order, could also be used to order long lead time equipment for EV bus charging.

One-time grant funding from the Volkswagen Settlement Fund for purchase of one electric bus. Encumbered for first EV bus on order, will require \$100k in local match.

One-time Federal FTA COVID-19 Pandemic Assistance to RCTA totals \$1.7M, of which \$1.3M remain unclaimed. Limited to overmatch on operation expenses. Will range between \$300-\$400k annually for next 3-4 fiscal years.

\$300k is the maximum allowable annual funding for any single route, and will be RCTA allocation received in FY 24-25. Allocation increased to cover extension of Route 20 into Eureka.

FTA 5339 federal funds awarded through Caltrans to fund purchase of (5) replacement buses, orders placed in FY 23-24, may not arrive in FY 24-25.

Last of older FTA 5310 federal funds spent on ARBOC bus arrived in April 2024, closes grant

RCTA transit technology ongoing fees, annual licenses, support, etc, for AVL/CAD, DAR scheduling software, GTFs and GTFs-Real-Time, Interactive Web Maps, on-board wifi and credit card validator. Includes cell service and support charges.

Operations & Maintenance for RCTA local routes from Transdev

O&M for RCTA Regional Route 20 from Transdev Contract

O&M costs for RCTA DAR from Transdev Contract

Assumes all enviro/PA&ED, project management and all design (engineering) costs in FY 24-25, plus \$52k for long lead time equip, no construction

Assumes 6 buses at \$200k each, most likely not all 6 will arrive in FY 24-25 (1 EV, 3 LF, 2 Diesel)

Line covers last of implementation fees and second year of Vontas/Orion tablet-based voice and data to transition away from 2-way radios

Library Site Transit Center Project pushed back a year to mesh with staff capacity, includes \$33k for PA&ED in late FY 24-25. Design planned for FY 25-26 and construction in FY 26-27 but timeline subject to change.

Projected amount that RCTA's reserve fund will grow (+\$237k), if all other assumptions in this budget prove accurate.

Important to note, capital projects fluctuate and are mostly reimbursed by grant funds, so in looking purely at Operations, the RCTA budget for FY 24-25 shows a slight positive impact on TDA reserves. This is misleading. \$400k in one-time pandemic relief funds are included in this calculation. The pandemic funds should provide about \$400k/year for the next 3-4 years. That is covering up a slight operating deficit (\$50k/year for FY 24-25). RCTA needs to either increase operating revenues or reduce expenditures during that time frame to avoid a structural deficit.

FY 2024-25 Draft RCTA CTSA Budget - April 22, 2024		FY 23-24	FY 23-24	FY 24-25	
		Adopted	Year to Date	Draft	
CTSA REVENUE (691-018-9xxxx)		Budget	Actuals 3/23	Budget	Notes
<i>Local Transportation Revenues</i>					
91060	Passenger Fares	\$6,240	\$1,159	\$6,240	1
<i>Local Cash Grants & Reimbursements</i>					
90621	TDA Article 4.5 Local Transportation Fund CTSA	\$45,991	\$45,301	\$39,021	2
Totals		\$52,231	\$46,460	\$45,261	
CTSA OPERATING EXPENSE (691-018-xxxxx)					
20233	Management Contract Labor (ADA Eligibility)	\$ 2,500	\$ 1,737	\$ 2,500	3
20235	Accounting Services and Audits	\$ 200	\$0	\$ 500	discuss how we will validate Disabled folks for the Free Rides, ID card? depending on how we run them in for the new ID card, might adjust 20233 or 20242?
20236	Legal Services	\$ 300	\$0	\$ 500	
20237	Planning & Marketing Expenses	\$ 1,000	\$10,139	\$ 1,000	4
20242	Operations & Maintenance Contract	\$33,000	\$3,917	\$ 27,000	5
20221	Advertising & Printing	\$ 1,000	\$ -	\$ 1,000	6
20280	Special Dept Expenses (CTSA)	\$ 5,400	\$ 108	\$ 5,600	7
20239	CTSA Fuel	\$ 8,831	\$0	\$ 7,161	8
Totals		\$52,231	\$15,901	\$45,261	
Balance Returned to DNLTC for reprogramming - no reserve		\$0	\$30,559	\$0	9

CTSA Budget Notes

- Assumes 3 riders per day, 2 days week, @ \$10 each way on South
- 1 Oregon Medical Shuttle
- 2 TDA LTF claimed at max 5% level, down with all LTF funds
ADA Eligibility Determination program hours far under
- 3 projections due to pandemic impacts on DAR
Funds for modest marketing for South Oregon Shuttle - will need to increase this line if Healthcare District lands grant for
- 4 marketing push
Lowering as RCTA does not operate the Medford Shuttle unless at least 2 paid reservation, saving lots of money, also includes Transdev portion of travel
- 5 training
- 6 Funds for modest marketing for South Oregon Shuttle
GetGoing Software License increased annually, ID card maker
- 7 supplies, digital cam
- 8 Fuel for South Oregon Medical Shuttle
- 9 Assumes no CTSA funding returned to DNLTC this year