AGREEMENT FOR PROFESSIONAL SERVICES BY INDEPENDENT CONTRACTOR

THIS AGREEMENT FOR PROFESSIONAL SERVICES BY INDEPENDENT CONTRACTOR is made and effective as of the 2nd day of September 2025, by and between the CITY OF BEAUMONT ("CITY") whose address is 550 E. 6th St, Beaumont, California 92223, and TRANSPORTATION MANAGEMENT & DESIGN, INC., whose address is 2701 Loker Ave. W., Suite 110, Carlsbad, CA 92010 ("CONTRACTOR").

RECITALS

This Agreement is entered into on the basis of the following facts, understandings and intentions of the parties to this Agreement:

A. CITY desires to engage CONTRACTOR to provide consulting services for a Comprehensive Operational Analysis for project T25-03 *Comprehensive Operational Analysis*; and

B. CONTRACTOR has made a proposal ("Proposal") to the CITY to provide such professional services, which Proposal is attached hereto as Exhibit "A" and incorporated herein by this reference; and

C. CONTRACTOR agrees to provide such services pursuant to, and in accordance with, the terms and conditions of this Agreement, and represents and warrants to CITY that CONTRACTOR possesses the necessary skills, licenses, certifications, qualifications, personnel and equipment to provide such services.

AGREEMENT

NOW, THEREFORE, in consideration of the foregoing Recitals and mutual covenants contained herein, CITY and CONTRACTOR agree as follows:

1. Term of Agreement. This Agreement is effective as of the date first above written and shall continue until terminated as provided for herein. Notwithstanding anything in this Agreement to the contrary, this Agreement shall automatically terminate after sixteen (16) months unless extended by the parties with the approval of the City Council of the CITY.

2. Services to be Performed. CONTRACTOR agrees to provide the services ("Services") per Exhibit "A". All Services shall be performed in the manner and according to the timeframe set forth in the Proposal. CONTRACTOR designates China Langer as CONTRACTOR'S professional(s) responsible for overseeing the Services provided by CONTRACTOR.

3. Associates and Subcontractors. CONTRACTOR may, at CONTRACTOR's sole cost and expense, employ such competent and qualified independent associates, subcontractors and consultants as CONTRACTOR deems necessary to perform the Services; provided, however, that CONTRACTOR shall not subcontract any of the Services without the written consent of CITY.

4. Compensation.

4.01 CONTRACTOR shall be paid at the rates set forth in the Proposal and shall not increase any rate without the prior written consent of the CITY. Notwithstanding anything in this Agreement to the contrary, total fees and charges paid by CITY to CONTRACTOR under this Agreement shall not exceed three hundred ninety-nine thousand, six hundred fifty-three dollars and thirty-six cents ($399,653.36).

4.02 CONTRACTOR shall not be compensated for any Services rendered nor reimbursed for any expenses incurred in excess of those authorized unless approved in advance by the CITY, in writing.

4.03 CONTRACTOR shall submit to CITY, on or before the fifteenth (15^{th}) of each month, itemized invoices for the Services rendered in the previous month. The CITY shall not be obligated to pay any invoice that is submitted more than sixty (60) days after the due date of such invoice. CITY shall have the right to review and audit all invoices prior to or after payment to CONTRACTOR. This review and audit may include, but not be limited to CITY's:

a. Determination that any hourly fee charged is consistent with this Agreement's approved hourly rate schedule;

b. Determination that the multiplication of the hours billed times the approved rate schedule dollars is correct;

c. Determination that each item charged is the usual, customary, and reasonable charge for the particular item. If CITY determines an item charged is greater than usual, customary, or reasonable, or is duplicative, ambiguous, excessive, or inappropriate, CITY shall either return the bill to CONTRACTOR with a request for explanation or adjust the payment accordingly, and give notice to CONTRACTOR of the adjustment.

4.04 CONTRACTOR shall receive payment by the CITY for the services provided as specified in Exhibit "A".

a. CONTRACTOR shall submit all invoices to the City of Beaumont's Accounts Payable at the email address listed below.

b. CONTRACTOR will send the original invoices to:
City of Beaumont
Attn: Finance Department-Accounts Payable
at
ap@beaumontca.gov

c. Each invoice shall contain a minimum of the following information: invoice number and date; PO number (once issued by the CITY), remittance address; bill-to and ship-to addresses of ordering department/division; Agreement number (24-118), quantities; item descriptions, unit prices, extensions, sales/use tax if applicable, an invoice total, and any other

information requested by the City.

4.04 If the work is satisfactorily completed, CITY shall pay such invoice within thirty (30) days of its receipt. Should CITY dispute any portion of any invoice, CITY shall pay the undisputed portion within the time stated above, and at the same time advise CONTRACTOR in writing of the disputed portion.

5. Obligations of CONTRACTOR.

5.01 CONTRACTOR agrees to perform all Services in accordance with the terms and conditions of this Agreement and the Proposal. In the event that the terms of the Proposal shall conflict with the terms of this Agreement or contain additional terms that purport to bind the CITY other than the Services to be rendered and the price for the Services, the terms of this Agreement shall govern and said additional or conflicting terms shall be of no force or effect.

5.02 Except as otherwise agreed by the parties, CONTRACTOR will supply all personnel, materials and equipment required to perform the Services. CONTRACTOR shall provide its own offices, telephones, vehicles and computers and set its own work hours. CONTRACTOR will determine the method, details, and means of performing the Services under this Agreement.

5.03 CONTRACTOR shall keep CITY informed as to the progress of the Services by means of regular and frequent consultations. Additionally, when requested by CITY, CONTRACTOR shall prepare written status reports.

5.04 CONTRACTOR is responsible for paying, when due, all income and other taxes, fees and withholding, including withholding state and federal taxes, social security, unemployment and worker's compensation, incurred as a result of the compensation paid under this Agreement. CONTRACTOR agrees to indemnify, defend and hold harmless CITY for any claims, costs, losses, fees, penalties, interest, or damages suffered by CITY resulting from CONTRACTOR's failure to comply with this provision.

5.05 In the event CONTRACTOR is required to prepare plans, drawings, specifications and/or estimates, the same shall be furnished in conformance with local, state and federal laws, rules and regulations.

5.06 CONTRACTOR represents that it possesses all required licenses necessary or applicable to the performance of Services under this Agreement and the Proposal and shall obtain and keep in full force and effect all permits and approvals required to perform the Services herein. In the event CITY is required to obtain an approval or permit from another governmental entity, CONTRACTOR shall provide all necessary supporting documents to be filed with such entity.

5.07 CONTRACTOR shall be solely responsible for obtaining Employment Eligibility Verification information from CONTRACTOR's employees, in compliance with the Immigration Reform and Control Act of 1986, Pub. L. 99-603 (8 U.S.C. 1324a), and shall ensure that CONTRACTOR's employees are eligible to work in the United

States.

5.08 In the event that CONTRACTOR employs, contracts with, or otherwise utilizes any CalPERS retirees in completing any of the Services performed hereunder, such instances shall be disclosed in advance to the CITY and shall be subject to the CITY's advance written approval.

5.09 Drug-free Workplace Certification. By signing this Agreement, the CONTRACTOR hereby certifies under penalty of perjury under the laws of the State of California that the CONTRACTOR will comply with the requirements of the Drug-Free Workplace Act of 1990 (Government Code, Section 8350 et seq.) and will provide a drug-free workplace.

5.10 CONTRACTOR shall comply with all applicable local, state and federal laws, rules, regulations, entitlements and/or permits applicable to, or governing the Services authorized hereunder including, but not limited to California Department of Industrial Relations (Cal/OSHA) regulations; and the U.S. Department of Transportation Omnibus Transportation Employee Testing Act, related to their scope of work and operations. In case of conflict in regulations, the most stringent shall apply.

6. Insurance. CONTRACTOR hereby agrees to be solely responsible for the health and safety of its employees and agents in performing the Services under this Agreement and shall comply with all laws applicable to worker safety including but not limited to Cal-OSHA. Therefore, throughout the duration of this Agreement, CONTRACTOR hereby covenants and agrees to maintain insurance in conformance with the requirements set forth below. Attached hereto as **Exhibit "B"** are copies of Certificates of Insurance and endorsements as required by Section 7.02. If existing coverage does not meet the requirements set forth herein, CONTRACTOR agrees to amend, supplement or endorse the existing coverage to do so. CONTRACTOR shall provide the following types and amounts of insurance:

6.01 Commercial general liability insurance in an amount of not less than $1,000,000 per occurrence and $2,000,000 in the aggregate; CONTRACTOR agrees to have its insurer endorse the general liability coverage required herein to include as additional insured's CITY, its officials, employees and agents. CONTRACTOR also agrees to require all contractors and subcontractors to provide the same coverage required under this Section 6.

6.02 Business Auto Coverage in an amount no less than $1 million per accident. If CONTRACTOR or CONTRACTOR's employees will use personal autos in performance of the Services hereunder, CONTRACTOR shall provide evidence of personal auto liability coverage for each such person.

6.03 Workers' Compensation coverage for any of CONTRACTOR's employees that will be providing any Services hereunder. CONTRACTOR will have a state-approved policy form providing statutory benefits as required by California law. The provisions of any workers' compensation will not limit the obligations of CONTRACTOR under this

Agreement. CONTRACTOR expressly agrees not to use any statutory immunity defenses under such laws with respect to CITY, its employees, officials and agents. . Sole proprietors with no employees, LLCs, or partnerships using the services of members or partners who do not carry workers' compensation acknowledge that they are not subject to the Workers' Compensation Act of the State of California and agree to complete a signed workers compensation exemption form.

6.04 Optional Insurance Coverage. Choose and check one: Required X /Not Required __; Errors and omissions insurance in a minimum amount of $2 million per occurrence to cover any negligent acts or omissions committed by CONTRACTOR, its employees and/or agents in the performance of any Services for CITY.

6.05. Cyber Liability Insurance REQUIRED IF CHECKED HERE ONLY [X] (Technology Professional Liability – Errors and Omissions), with limits not less than $2,000,000 per occurrence or claim, and $2,000,000 aggregate or the full per occurrence limits of the policies available, whichever is greater. Coverage shall be sufficiently broad to respond to the duties and obligations as is undertaken by CONTRACTOR in this Agreement and shall include, but not be limited to, claims involving infringement of intellectual property, including but not limited to infringement of copyright, trademark, trade dress, invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, alteration of electronic information, extortion and network security. The policy shall provide coverage for breach response costs as well as regulatory fines and penalties as well as credit monitoring expenses with limits sufficient to respond to these obligations. CONTRACTOR will file with DISTRICT, before beginning professional services, certificates of insurance (Acord Form 25 or equivalent) satisfactory to DISTRICT evidencing.

6.06. If Claims Made Policies (applies only to professional liability and cyber liability policies):

1. The Retroactive Date must be shown and must be before the date of the contract or the beginning of contract work.

2. Insurance must be maintained, and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.

3. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, the CONTRACTOR must purchase "extended reporting" coverage for a minimum of five (5) years after completion of contract work.

7. General Conditions pertaining to Insurance Coverage

7.01 No liability insurance coverage provided shall prohibit CONTRACTOR from waiving the right of subrogation prior to a loss. CONTRACTOR waives all rights of subrogation against CITY regardless of the applicability of insurance proceeds and shall require all contractors and subcontractors to do likewise.

7.02. Prior to beginning the Services under this Agreement, CONTRACTOR shall furnish CITY with certificates of insurance, endorsements, and upon request, complete copies of all policies, including complete copies of all endorsements. All copies of policies and endorsements shall show the signature of a person authorized by that insurer to bind coverage on its behalf.

7.03. All required policies shall be issued by a highly rated insurer with a minimum A.M. Best rating of "A:VII"). The insurer(s) shall be admitted and licensed to do business in California. The certificates of insurance hereunder shall state that coverage shall not be suspended, voided, canceled by either party, or reduced in coverage or in limits, except after thirty (30) days' prior written notice has been given to CITY.

7.04 Self-insurance does not comply with these insurance specifications. CONTRACTOR acknowledges and agrees that that all insurance coverage required to be provided by CONTRACTOR or any subcontractor, shall apply first and on a primary, non-contributing basis in relation to any other insurance, indemnity or self-insurance available to CITY.

7.05 All coverage types and limits required are subject to approval, modification and additional requirements by CITY, as the need arises. CONTRACTOR shall not make any reductions in scope of coverage (e.g. elimination of contractual liability or reduction of discovery period) that may affect CITY's protection without CITY's prior written consent.

7.06 CONTRACTOR agrees to provide immediate notice to CITY of any claim or loss against CONTRACTOR or arising out of the Services performed under this Agreement. CITY assumes no obligation or liability by such notice, but has the right (but not the duty) to monitor the handling of any such claim or claims if they are likely to involve CITY.

8. Indemnification.

8.01 CONTRACTOR and CITY agree that CITY, its employees, agents and officials should, to the extent permitted by law, be fully protected from any loss, injury, damage, claim, lawsuit, cost, expense, attorneys' fees, litigation costs, defense costs, court costs or any other costs arising out of or in any way related to the performance of this Agreement by CONTRACTOR or any subcontractor or agent of either as set forth herein. Accordingly, the provisions of this indemnity are intended by the parties to be interpreted and construed to provide the fullest protection possible under the law to CITY. CONTRACTOR acknowledges that CITY would not enter into this Agreement in the absence of the commitment of CONTRACTOR to indemnify and protect CITY as set forth herein.

a. To the fullest extent permitted by law, CONTRACTOR shall defend, indemnify and hold harmless CITY, its employees, agents and officials, from any liability, claims, suits, actions, arbitration proceedings, administrative proceedings, regulatory proceedings, losses, expenses, damages or costs of any

kind, whether actual, alleged or threatened, actual attorneys' fees incurred by CITY, court costs, interest, defense costs, including expert witness fees and any other costs or expenses of any kind whatsoever without restriction or limitation incurred in relation to, as a consequence of or arising out of, or in any way attributable actually, allegedly or impliedly, in whole or in part to the performance of this Agreement. CONTRACTOR's obligation to defend, indemnify and hold harmless shall include any and all claims, suits and proceedings in which CONTRACTOR (and/or CONTRACTOR's agents and/or employees) is alleged to be an employee of CITY. All obligations under this provision are to be paid by CONTRACTOR as they are incurred by CITY.

b. Without affecting the rights of CITY under any provision of this Agreement or this Section, CONTRACTOR shall not be required to indemnify and hold harmless CITY as set forth above for liability attributable solely to the fault of CITY, provided such fault is determined by agreement between the parties or the findings of a court of competent jurisdiction.

8A. Indemnification Design Professionals.

8A.01 In the event that CONTRACTOR is a design professional under California Civil Code Section 2782.8 this Section 8A shall apply instead of Section 8. To the fullest extent permitted by California law and in accordance with California Civil Code section 2782.8, CONTRACTOR shall indemnify, and hold harmless the City, its officers, employees, trustees and members ("Indemnified Parties") from any and all actions, assessments, counts, citations, claims, costs, damages, demands, judgments, liabilities (legal, administrative or otherwise), losses, notices, expenses, fines, penalties, proceedings, responsibilities, violations, attorney's and consultants' fees and causes of action including, but not limited to those for, injury to property or persons, including personal injury and/or death ("Claim(s)"), to the extent that the Claim(s) arises out of, pertains to, or relates to the negligence, recklessness, or willful misconduct of CONTRACTOR, its directors, officials, officers, employees and consultants arising out of, connected with, or resulting from the performance of the Services, the Project, or this Agreement. This indemnity excludes liability caused by the negligence or willful misconduct of any of the Indemnified Parties. The cost to indemnify, hold harmless, and defend charged to CONTRACTOR shall not exceed CONTRACTOR'S proportionate percentage of fault.

9. Additional Services, Changes and Deletions.

9.01 In the event CONTRACTOR performs additional or different services than those described herein without the prior written approval of the City Manager and/or City Council of CITY, CONTRACTOR shall not be compensated for such services. CONTRACTOR expressly waives any right to be compensated for services and materials not covered by the scope of this Agreement or authorized by the CITY in writing.

9.02 CONTRACTOR shall promptly advise the City Manager and Finance Director of CITY as soon as reasonably practicable upon gaining knowledge of a condition, event or accumulation of events which may affect the scope and/or cost of Services. All proposed changes, modifications, deletions and/or requests for additional services shall be reduced to writing for review and approval by the CITY and/or City Council.

10. Termination of Agreement.

10.01 Notwithstanding any other provision of this Agreement, CITY, at its sole option, may terminate this Agreement with or without cause, or for no cause, at any time by giving twenty (20) days' written notice to CONTRACTOR.

10.02 In the event of termination, the payment of monies due CONTRACTOR for undisputed Services performed prior to the effective date of such termination shall be paid within thirty (30) business days after receipt of an invoice as provided in this Agreement. Immediately upon termination, CONTRACTOR agrees to promptly provide and deliver to CITY all original documents, reports, studies, plans, specifications and the like which are in the possession or control of CONTRACTOR and pertain to CITY.

11. Status of CONTRACTOR.

11.01 CONTRACTOR shall perform the Services in CONTRACTOR's own way as an independent contractor, and in pursuit of CONTRACTOR's independent calling, and not as an employee of CITY. However, CONTRACTOR shall regularly confer with CITY's City Manager as provided for in this Agreement.

11.02 CONTRACTOR agrees that it is not entitled to the rights and benefits afforded to CITY's employees, including disability or unemployment insurance, workers' compensation, retirement, CalPERS, medical insurance, sick leave, or any other employment benefit. CONTRACTOR is responsible for providing, at its own expense, disability, unemployment, workers' compensation and other insurance, training, permits, and licenses for itself and its employees and subcontractors.

11.03 CONTRACTOR hereby specifically represents and warrants to CITY that it possesses the qualifications and skills necessary to perform the Services under this Agreement in a competent, professional manner, without the advice or direction of CITY and that the Services to be rendered pursuant to this Agreement shall be performed in accordance with the standards customarily applicable to an experienced and competent professional rendering the same or similar services in the same geographic area where the CITY is located. Further, CONTRACTOR represents and warrants that the individual signing this Agreement on behalf of CONTRACTOR has the full authority to bind CONTRACTOR to this Agreement.

12. Ownership of Documents; Audit.

12.01 All draft and final reports, plans, drawings, studies, maps, photographs, specifications, data, notes, manuals, warranties and all other documents of any kind or nature prepared, developed or obtained by CONTRACTOR in connection with the performance of Services performed for the CITY shall become the sole property of CITY, and CONTRACTOR shall promptly deliver all such materials to CITY upon request. At the CITY's sole discretion, CONTRACTOR may be permitted to retain original documents, and furnish reproductions to CITY upon request, at no cost to CITY.

12.02 Subject to applicable federal and state laws, rules and regulations, CITY shall hold all intellectual property rights to any materials developed pursuant to this Agreement. CONTRACTOR shall not such use data or documents for purposes other than the performance of this Agreement, nor shall CONTRACTOR release, reproduce, distribute, publish, adapt for future use or any other purposes, or otherwise use, any data or other materials first produced in the performance of this Agreement, nor authorize others to do so, without the prior written consent of CITY.

12.03 CONTRACTOR shall retain and maintain, for a period not less than four years following termination of this Agreement, all-time records, accounting records and vouchers and all other records with respect to all matters concerning Services performed, compensation paid and expenses reimbursed. At any time during normal business hours and as often as CITY may deem necessary, CONTRACTOR shall make available to CITY's agents for examination all of such records and shall permit CITY's agents to audit, examine and reproduce such records.

13. Miscellaneous Provisions.

13.01 This Agreement, which includes all attached exhibits, supersedes any and all previous agreements, either oral or written, between the parties hereto with respect to the rendering of Services by CONTRACTOR for CITY and contains all of the covenants and agreements between the parties with respect to the rendering of such Services in any manner whatsoever. Any modification of this Agreement will be effective only if it is in writing signed by both parties.

13.02 CONTRACTOR shall not assign or otherwise transfer any rights or interest in this Agreement without the prior written consent of CITY. Unless specifically stated to the contrary in any written consent to an assignment, no assignment will release or discharge the assignor from any duty or responsibility under this Agreement.

13.03 CONTRACTOR shall timely file FPPC Form 700 Conflict of Interest Statements with CITY if required by California law and/or the CITY's conflict of interest policy.

13.04 If any legal action or proceeding, including an action for declaratory relief, is brought to enforce or interpret the provisions of this Agreement, the prevailing party will be entitled to reasonable attorneys' fees and costs, in addition to any other relief to which that party may be entitled.

13.05 This Agreement is made, entered into and shall be performed in the County of Riverside in the State of California and shall in all respects be interpreted, enforced and governed under the laws of the State of California. The parties agree that venue in any litigation between them shall be in Riverside County, California.

13.06 CONTRACTOR covenants that neither it nor any officer or principal of its firm has any interest, nor shall they acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of their Services hereunder. CONTRACTOR further covenants that in the performance of this Agreement, no person

having such interest shall be employed by it as an officer, employee, agent, or subcontractor.

13.07 CONTRACTOR has read and is aware of the provisions of Section 1090 et seq. and Section 87100 et seq. of the Government Code relating to conflicts of interest of public officers and employees. CONTRACTOR agrees that they are unaware of any financial or economic interest of any public officer or employee of the CITY relating to this Agreement. It is further understood and agreed that if such a financial interest does exist at the inception of this Agreement, the CITY may immediately terminate this Agreement by giving notice thereof. CONTRACTOR shall comply with the requirements of Government Code section 87100 et seq. and section 1090 in the performance of and during the term of this Agreement.

13.08 Improper Consideration. CONTRACTOR shall not offer (either directly or through an intermediary) any improper consideration such as, but not limited to, cash, discounts, services, the provision of travel or entertainment, or any items of value to any officer, employee or agent of the CITY in an attempt to secure favorable treatment regarding this Agreement or any contract awarded by CITY. The CITY, by notice, may immediately terminate this Agreement if it determines that any improper consideration as described in the preceding sentence was offered to any officer, employee or agent of the CITY with respect to the proposal and award process of this Agreement or any CITY contract. This prohibition shall apply to any amendment, extension or evaluation process once this Agreement or any CITY contract has been awarded. CONTRACTOR shall immediately report any attempt by any CITY officer, employee or agent to solicit (either directly or through an intermediary) improper consideration from CONTRACTOR.

13.09 Severability. If any portion of this Agreement is declared invalid, illegal or otherwise unenforceable by a court of competent jurisdiction, the entire balance of this Agreement not so affected shall remain in full force and effect.

13.10 Prevailing Wages. If the Services include work performed during the design, site assessment, feasibility study, and other preconstruction phases of construction, including, but not limited to, inspection and land surveying work, regardless of whether any further construction work is conducted, and work performed during the post-construction phases of construction, CONTRACTOR shall be responsible to comply with applicable prevailing wages laws. As a condition of payment, CONTRACTOR shall show proof of payment of wages under applicable state and federal laws and regulations relating to prevailing wages in accordance with the "General Wage Determination Made By the Director of Industrial Relations Pursuant To California Labor Code, Part 7, Chapter 1, Article 2, Sections 1770, 1773 and 1773.1", for Riverside County and/or 40 U.S.C. Section 276a, et. seq. Such wage rates shall conform with those posted at DISTRICT offices and the project site. In the event that the CONTRACTOR fails to pay the prevailing wages, the CONTRACTOR shall be solely liable for penalties and for the shortfall in wages and shall indemnify, defend and hold harmless DISTRICT under Section 8.01 against any of the same. The following Labor Code sections are hereby referenced and made a part of this Agreement:

1. Section 1775 - Penalty for Failure to Comply with Prevailing Wage Rates.
2. Section 1777.4 - Apprenticeship Requirements.
3. Section 1777.5 - Apprenticeship Requirements.
4. Section 1813 - Penalty for Failure to Pay Overtime.
5. Sections 1810 and 1811 - Working Hour Restrictions.
6. Section 1775 - Payroll Records.
7. Section 1773.8 - Travel and Subsistence Pay.

[signatures on following page]

IN WITNESS WHEREOF, the parties hereby have made and executed this Agreement to be effective as of the day and year first above written.

CITY:

CITY OF BEAUMONT

By:_____
Mike Lara, Mayor

CONTRACTOR:

By:_____

Print Name: China Langer

Title: President

EXHIBIT "A"

PROPOSAL

(insert behind this page)

Technical Proposal

RFP-25-024

City of Beaumont

Transit Comprehensive Operational Analysis



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SUBMITTED BY:

TMD
VISION. PLAN. IMPLEMENT.

IN ASSOCIATION WITH:

KEARNS WEST

ETC INSTITUTE

TMD
TRANSPORTATION MANAGEMENT & DESIGN, INC.

2701 Loker Ave. West,
Suite 110
Carlsbad, CA 92010

(760) 476-9600
tmdinc.net

July 25, 2025

Raveena Chara
Procurement Contract Specialist
City of Beaumont
550 East 6th Street
Beaumont, CA 92223

Subject: RFP-25-024 City of Beaumont Transit Comprehensive Operational Analysis

Dear Ms. Chara and Members of the City's Evaluation Committee:

Transportation Management & Design, Inc. (TMD) is pleased to submit our proposal to provide consulting services to the City of Beaumont for their transit Comprehensive Operational Analysis (COA). Our practice reflects a broad range of multi-modal transit industry experience in service evaluation, planning and design; capital and financial planning; operations; transit management; scheduling; and marketing and public outreach. **We are particularly interested in helping the City of Beaumont undertake this COA because we are passionate about transit and we see opportunities to help Beaumont Transit increase transit ridership, improve efficiency, and provide more benefits to the community. Our experience with small transit systems has resulted in more user friendly services that have improved access to opportunity for entire communities similar to Beaumont.** As requested in the RFP, TMD is providing all required forms along with our qualifications. We acknowledge receipt of Addenda 1 through 4, dated June 18, 2025, July 7, 2025, and July 16, 2025, respectively, and have incorporated their content within our response.

TMD is a women-owned transit-planning firm headquartered in Carlsbad, California, with about 25 professional team members specializing in productive, innovative, and sustainable transit networks and services. Our team—including proposed **Project Manager Ron Kilcoyne**—brings real-world transit planning and operations experience from numerous years within public transit agencies, developing expertise in fixed-route bus, demand response, and paratransit service design, management, and operations. Throughout over 37 years in business, TMD has directed successful COAs and transit planning projects for both large and small systems, working closely with clients to understand their existing and future markets, enhance service effectiveness and operational efficiency, ensure financial sustainability, and engage productively with stakeholders to build broad public support for transit investments and services while creating customized solutions that optimize market targets and improve operational effectiveness.

To address Beaumont's needs as comprehensively as possible, we have assembled a team that brings a balanced set of experience and expertise. Assisting TMD on this project will be **Kearns & West (KW)**, a collaboration and strategic communications firm with extensive experience in providing engagement for transit and transportation projects, and **ETC Institute (ETC)**, a nation-wide leader in conducting rider and community non-rider surveys. TMD has worked with key staff from both KW and ETC on other similar projects. We feel that our team is best positioned to complete this work for the following reasons:

- **We understand a COA is not about just changing the route alignments or adjusting frequency/ span.** Our COA efforts go beyond the traditional approach, examining all aspects of service delivery to identify solutions that improve the overall customer experience and day-to-day operations for agency staff and operators, understanding that a redesigned network will not be successful if it cannot be delivered consistently and reliably while providing a high-quality experience for riders.
- **Our plans grow ridership while reducing costs.** Improving network design to better align with community needs is at the core of what we do. Our approach focuses on improving the customer experience while simultaneously increasing the efficiency and effectiveness of service

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delivery. Tailoring service delivery to market demand and optimizing use of resources allows us to make substantial network-wide service improvements within existing cost constraints.

- **We have comprehensive experience with bus stop infrastructure analysis and policy development**. TMD has conducted detailed bus stop inventories for multiple agencies including RTA, Sun Tran, and Corona, providing thorough assessments of existing infrastructure conditions, accessibility compliance, and passenger amenities. Our team has also developed comprehensive and strategic bus stop amenity policies, including our work with VIA and RTA, creating frameworks that guide strategic investments in passenger facilities and ensure consistent service standards across transit networks.
- **We excel at developing market-tailored solutions and integrating innovative microtransit services.** Our approach recognizes that effective transit requires diverse service models to meet varying community needs. A prime example of this expertise is TMD's successful planning and implementation of RTA GoMicro in Hemet, where we designed and launched a microtransit service that seamlessly connects with the fixed-route network, providing first-mile/last-mile solutions that have significantly improved transit accessibility and ridership in the service area.
- **We integrate state-of-the-art technology tools into our planning process.** Our planning toolkit includes Remix Transit and On-Demand to visualize and test different route concepts; Replica to better understand travel patterns such as origin-destination; ArcGIS to visualize market and service conditions; PowerBI to evaluate service performance and passenger survey results; our Excel-based financial model to project our revenues and expenses to ensure our plans are sustainable; Excel to conduct Title VI analysis; and the Adobe Creative Suite to translate our findings and recommendations into compelling visual messages.
- **We like to collaborate!** We believe that effective collaboration between the consulting team and staff is critical to developing a plan that meets the needs of the community and is implemented successfully. For example, TMD under the direction of our proposed project manager with the support of Kearns and West, has engaged in close collaboration with the transit providers and cities of Yolo County to develop service recommendations for Yolobus and Unitrans that include a mixture of fixed route and microtransit services. We will work closely with the City of Beaumont's project team in developing draft alternatives and the final service plan, ensuring that the team "owns" the final COA recommendations.

TMD's team hereby agrees to accept the City's Professional Services Agreement and will adhere to all specified terms and conditions. Upon selection, TMD will obtain a City of Beaumont business license as required in the Professional Services Agreement. TMD maintains all required insurance coverage and confirms that all required insurance policies will be in full force and effect at the time of contract execution, as specified in the RFP requirements. By submitting this proposal, TMD certifies that it complies with all State and Federal nondiscrimination requirements. China Langer, President of TMD, is authorized to contractually bind, negotiate, and represent the firm in all matters regarding this proposal. She can be contacted at 2701 Loker Ave. W., Suite 110, Carlsbad, CA 92010, by telephone at (760) 476-9600, or via email at clanger@tmdinc.net. All project work will be completed from TMD headquarters in Carlsbad, CA. This proposal shall remain valid for no longer than one hundred and twenty (120) days. We look forward to the opportunity of working with the City of Beaumont on this important project.

Respectfully yours,
Transportation Management & Design, Inc.



China Langer
President

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FIRM PROFILES

TMD FIRM PROFILE • SUBCONSULTANT PARTNERS' FIRM PROFILES

Firm Profiles

For the past 37 years, **Transportation Management & Design, Inc. (TMD)** has been dedicated to supporting a **Vision. Plan. Implement.** approach to improving transit systems, enabling agencies to optimize their resources to operate more efficiently and grow ridership strategically and sustainably. Our projects have encompassed everything from 1) "blank slate" reimagining of transit networks and services, to 2) "tweak and tune," to 3) phased service refinements that respond strategically to future developments, market demands, and financial realities. As an industry leader in transit planning, TMD specializes in the data analysis, service evaluation, market analysis, community engagement, and customer-focused network planning needed to complete Beaumont Transit's Comprehensive Operational Analysis (COA).

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

Experienced Staff Committed to Success

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

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

TMD
VISION. PLAN. IMPLEMENT.

Firm Registration Information

Transportation Management & Design, Inc.
DUNS: 809587769 • SAM: MKN9ZNG5M264
NAICS Codes: 541320, 541611, 541614
FEIN: 33-0825432 • DIR: PW-LR-1000513430

Legal Structure

TMD is a privately-owned California C-corp founded in 1988 and established in 1998. TMD has been in business 37 years.

Location

Our office is headquartered in Carlsbad, CA at 2701 Loker Ave. W., Suite 110, Carlsbad, CA 92010, with regional support in the San Francisco Bay Area, New York, Phoenix, British Columbia, and Melbourne (AU).

Our Staff

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

Certifications

We are a women-owned business, certified as a Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE) across the U.S. TMD's California DBE and SBE certification number for the CA Unified Certification Program is 49228.

Project Team

TMD, Prime
Kearns & West, Public Outreach Subconsultant
ETC Institute, Survey Subconsultant

Point of Contact

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

Transportation Management & Design, Inc.
2701 Loker Ave. W., Suite 110, Carlsbad, CA 92010
www.tmdinc.net • (760) 476-9600

Continuous Innovation

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

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

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

Responsiveness and Flexibility

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

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

What Sets Us Apart

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

Project Role: TMD will serve as the Prime Contractor leading the day-to-day management of the contract, serving as the primary point of contact for the City, determining team resources for tasks and monitoring our team's performance.

Teaming Approach

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

- Demonstrate a record of success and longevity in the industry, and are recognized as experts in their respective subject matter areas.
- Complement and extend TMD's own strengths, providing Beaumont with a complete portfolio of expertise and experience upon which to draw.
- Brings local experience and understanding of regional mobility issues.
- Have previously worked with TMD effectively in the course of our industry-leading practice.

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

KEARNS & WEST

Since January 1984, **Kearns & West (K&W)** has led high-stakes projects at the local, state, regional, and national levels across diverse sectors, including transportation, regional planning, renewable energy, land use, climate change, and technology. With a team of more than 100 professionals, Kearns & West specializes in outreach and public engagement for some of California's most complex high-capacity transit planning and investment projects, such as Bay Area Link21 and Northern California High-Speed Rail. Kearns & West has had team members based in the Inland Empire since 2017, and soon after the Kearns & West office in downtown Riverside was opened. **Christian Mendez, Senior Director, is our senior team member for the Riverside office, bringing both his experiences from growing up in the Coachella area and his many years of professional expertise. The Riverside team includes Bushra Bangee, Senior Associate, who grew up and lives in the Inland Empire, and Juan Cabrera, Project Coordinator, who also lives there.** The Kearns & West staff in Southern California functions as an integrated team, and all of our team members have experience both working in and supporting projects in the Riverside and San Bernardino region. Their team blends technical expertise with inclusive engagement, ensuring all audiences can contribute to discussions on improving and expanding services to meet evolving mobility needs.

Kearns & West's public involvement approach incorporates a comprehensive suite of in-person and virtual engagement techniques, visual communications, social media tools, and facilitated conflict resolution services. Equitable and inclusive engagement is central to their work, with bilingual staff and culturally responsive strategies designed to effectively reach and empower diverse, underserved, and vulnerable communities. Their outreach experts bring extensive experience in transportation planning, active transportation, renewable energy, urban planning, community building, environmental justice, and transportation policy. Kearns & West leverages its technical expertise, deep understanding of local issues, past experience on transportation projects, strong relationships with local partners, and environmental justice expertise to support meaningful outreach to diverse communities.

Project Role: Kearns & West will be leading the public outreach and stakeholder engagement for this project.

ETC INSTITUTE

ETC Institute (ETC), located in Olathe, KS, is uniquely suited to ensuring that the City of Beaumont receives a high-quality data set collected according to Federal Transit Administration (FTA)'s standard best practices. ETC is a nation-wide leader in performing On-Board and Opinion Surveys for transit agencies and has worked directly with the FTA and modeling, planning, marketing staff from transit agencies across the U.S. to establish guidelines for both onboard rider and community value surveying methodologies.

Founded in August 1982, ETC brings more than 40 years of experience in the design and administration of transportation-related market research for state departments of transportation, transit agencies, and metropolitan planning organizations. The firm currently has 48 staff members and has administered more than 300,000 onboard customer experience transit rider surveys, and more than 200 transportation related research studies on a wide range of topics including: public transit (non-rider, former rider, employee/operator, paratransit, rideshare, micro), travel behavior, major investment studies, corridor studies, employee, congestion management systems, commuter rail, light rail, park-and-ride, pedestrian/bicycle paths/lanes and many other topics.

ETC Institute has collected more than 1,000,000 onboard Origin Destination (OD) surveys for transit agencies in 41 U.S. states and Puerto Rico. The majority of the surveys have been collected using a tablet-based methodology. ETC also continues to set the standard in traditional data collection methods including paper, CATI, and web-based methods. In addition to on-board surveys, ETC Institute has also conducted many other types of surveys/counts including Title VI surveys, Boarding/Alighting counts by stop (including rider loads and on-time performance), On-to-Off rider flows (location of individual rider's boarding-and-alighting location), Park-and-Ride counts (both car counts and vehicle/person counts), customer satisfaction and importance, user/non-user surveys, and other collection efforts supporting transit.

Project Role: ETC will be leading the on-board and community surveys for this project.

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PHOTO: @BEAUMONTTRANSIT | FACEBOOK

FIRM EXPERIENCE AND QUALIFICATIONS

TMD'S QUALIFICATIONS • EXPERIENCE WORKING AS A TEAM • LOCAL AND REGIONAL EXPERIENCE • RELEVANT PROJECT MATRIX • TMD'S RELEVANT PROJECT EXPERIENCE • SUBCONSULTANT'S RELEVANT PROJECT EXPERIENCE

Firm Experience and Qualifications

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

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

Notable among our clients' experiences is a consistent pattern of sustainable ridership growth driven by our firm's rigorous data-driven analytical approach, application of industry best practices, innovative and achievable recommendations, and collaborative stakeholder engagement. The graphic below **(Figure 1)** details results from a few of our past clients, proving that our plans are implementable and yield positive results.

Experience Working as a Team

TMD has extensive experience working with each of our proposed project partners on COAs or other similar efforts:

- TMD and **Kearns & West** are currently working together on the YoloTD Short Range Transit Plan and the City of Davis Unitrans Short Range Transit Plan. TMD and Kearns & West are also both subconsultants for the MTC Transit 2050+. In all three projects, Kearns & West is responsible for leading the stakeholder and public outreach efforts.
- TMD recently partnered with **ETC** to conduct on-board and community-wide surveys for the Victor Valley COA and an on-board survey for the City of Santa Clarita Transit TDP. ETC was also a partner on TMD's On-Call Planning Contract with DART Des Moines, where ETC led DART's customer satisfaction survey every two years. ETC is currently working with TMD on Riverside Transit Agency's COA and Tulare County RTA's Short Range Transit Plan.

Committed to Client Success:

TMD DEVELOPS PLANS THAT ARE IMPLEMENTABLE AND DELIVER RESULTS

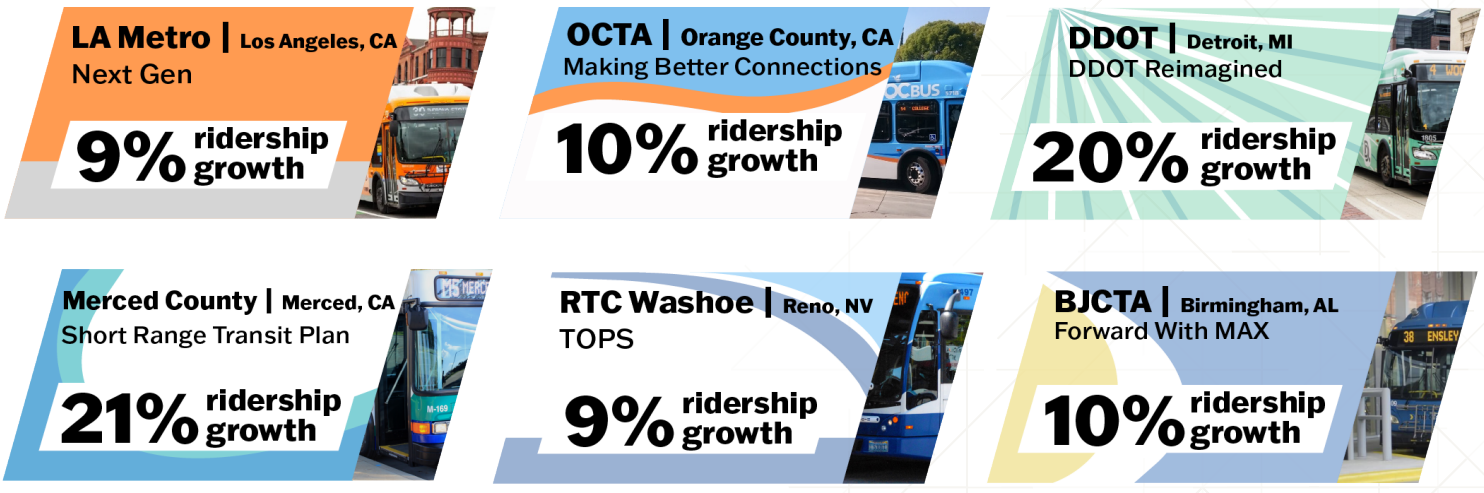


FIGURE 1: RESULTS AFTER IMPLEMENTATION OF RECOMMENDATIONS FROM SOME OF TMD'S RECENT COA CLIENTS

Local and Regional Experience

Since nearly all of our clients are public agencies operating within larger regional, county, and city jurisdictions, we understand the shared accountability and collaboration required to meet public transit goals, as well as the importance of stakeholder and public engagement. **TMD has an in-depth understanding of the City of Beaumont's service area and transit network, having conducted the City's first Comprehensive Operational Analysis (COA) in 2014.** Over the past decade, we have also worked closely with Riverside Transit Agency on a wide range of planning, operations, scheduling, and facilities projects. Additionally, our work with SunLine, Corona Cruiser, and the City of Banning has further deepened our knowledge of Beaumont's services and the operating environment. Through these efforts, we have also developed strong relationships with many of the area's key stakeholders and engaged directly with community members.

Our subconsultant partners, ETC and Kearns & West, also bring local and regional project experience. **ETC** has extensive public transit data collection project experience in CA and in the region in general for some of the largest and smallest agencies. In southern CA, ETC has conducted surveys for large agencies including MTS and NCTD (San Diego County), OCTA (Orange County), RTA (Riverside County) and Los Angeles County MTA. Smaller agencies in the area include LA MetroLink, Victor Valley, Santa Clarita, and others. **Kearns & West** has conducted community engagement / public outreach for Riverside County's Off-Highway Vehicle Feasibility Study, the City of Eastvale's Civic Core Master Plan, the City of Indian Wells' General Plan Update and the City of Oxnard's Sustainable Transportation Plan. Together, our team brings a deep understanding of the regional transit landscape and established stakeholder network that positions our team to immediately understand Beaumont's unique transit challenges and opportunities within the broader Riverside County..

To further demonstrate our teams qualifications to successfully undertake the development of this study, we have included a table **(Figure 3)** on the following page that summarizes TMD's recent projects that included techniques and analyses similar to those proposed in our team's work plan for Beaumont's COA. Following the relevant project experience table, we've included detailed project descriptions for the projects most relevant to Beaumont's proposed project. These projects are indicated by a check mark in the Relevant Project Experience Table. Beginning on page 9, we have also included detailed relevant project summaries for our subconsultant partners.

FIGURE 2: TMD'S TRANSIT NETWORK PLANNING CLIENTS

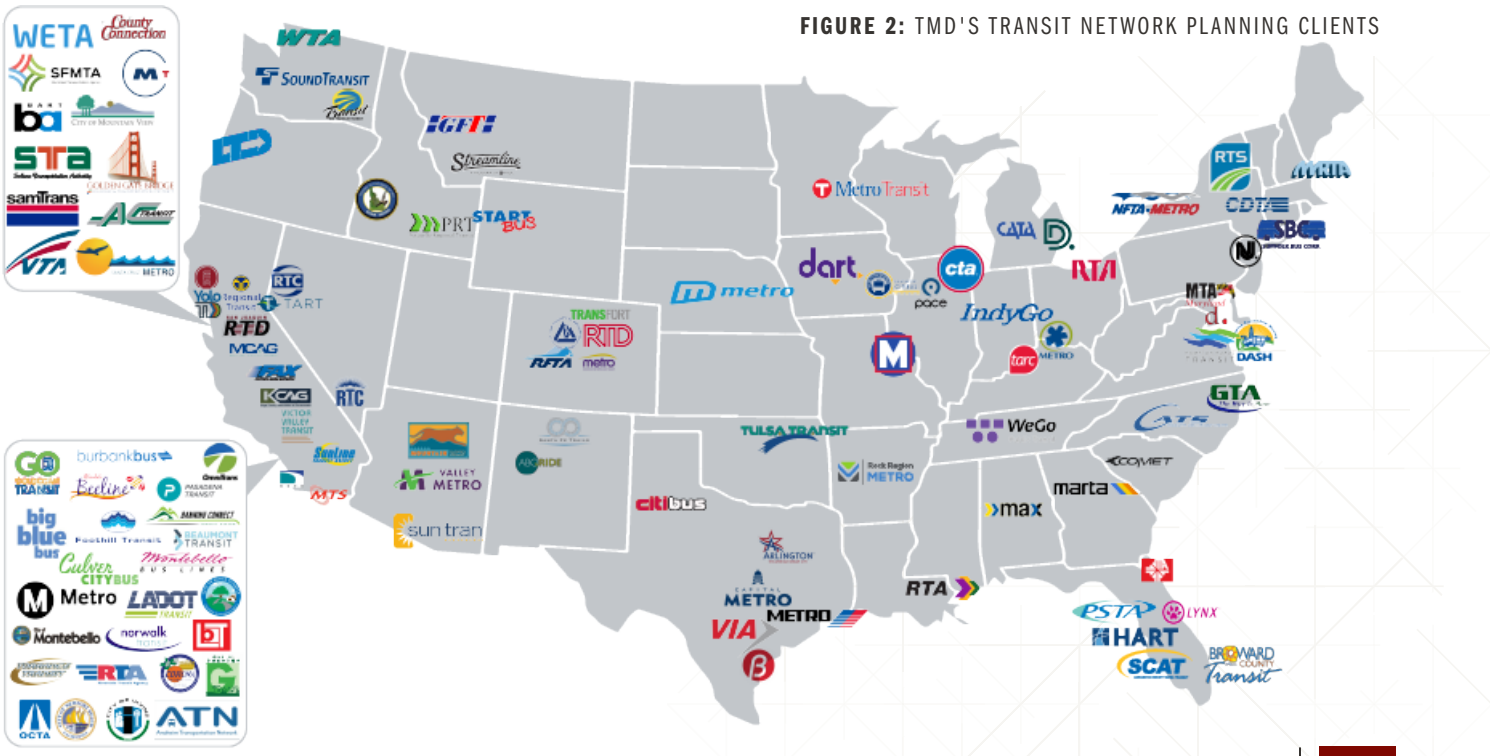


FIGURE 3: TMD'S RECENT RELEVANT PROJCETS

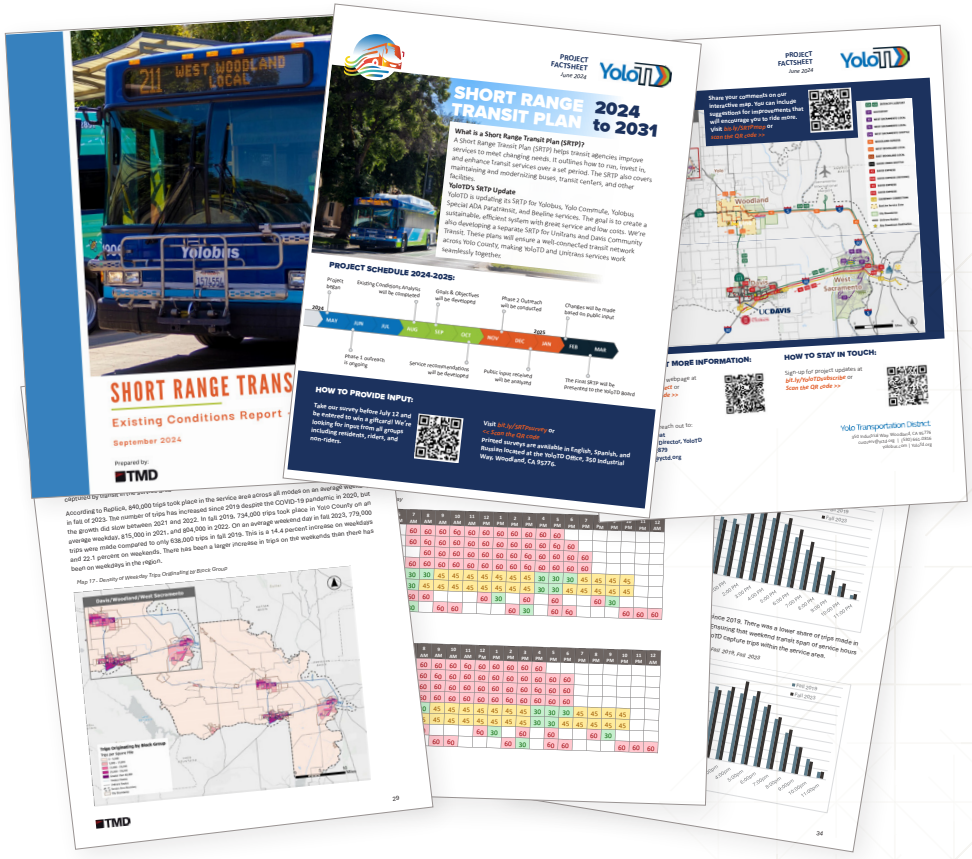
Firm	Project Dates	Client, Project, & Location	Project Details	More Details Included
TMD K&W	2024 Present	Yolo Transit District Short Range Transit Plan (Woodland, CA)	Existing Service and Market Conditions Evaluation • Near Term Service Recommendations • Public Engagement •Capital Improvement Plan	✓
TMD	2020; 2024-Present	Human Resources Development Council - "Streamline 2020" Transit Development Plan & 2024 TDP Update (Bozeman, MT)	Existing Service and Market Conditions Evaluation • Service Strategies Recommendations • Public Outreach • Implementation Guidance • Large Student Population • Funding Scenarios	✓
TMD K&W	2024 Present	City of Davis Unitrans Short Range Transit Plan (Davis, CA)	Existing Service and Market Conditions Evaluation • Strategies to better serve University Demand • Short and Long Term Recommendations • Public Outreach • Capital Program	
TMD	2023 2024	Santa Monica Big Blue Bus "Brighter Blue" Comprehensive Operational Analysis (Santa Monica, CA)	Line-by-Line Analysis • On-Board Rider Survey • Public Engagement • Analysis of Existing Conditions • Regional Integration Strategies • Five Year Service Plan	
TMD	2023 2024	AC "Transit Realign" Comprehensive Operational Analysis (Oakland, CA)	Analysis of Existing Conditions and Service Performance • Develop Multiple Service Alternatives • Support Public Engagement • Developed Network for Implementation • Developed Visionary Plan for funding measure	
TMD	2023 2024	Great Falls Transit District Transit Development Plan (Great Falls, MT)	Existing Service (including DAR) and Market Conditions • Comprehensive Public & Stakeholder Engagement including rider and community surveys • Evaluation of Unmet Transit Needs • Near Term Service Recommendations	
TMD	2023 2024	Gold Coast Transit District Short Range Transit Plan (Ventura, CA)	Existing Service and Market Conditions • Evaluation of Unmet Transit Needs • Near Term Service Recommendations • Public Engagement • Regional Integration Strategies • Microtransit strategies	
TMD ETC	2023 2024	Santa Clarita Transit Development Plan (Santa Clarita, CA)	Market Assessment • Existing System Evaluation • Goals and Objectives • Community and Customer Survey • Public Involvement • Unmet Transit Needs • Short and Long Term Recommendations	✓
TMD ETC	2023 2024	Victor Valley Transit Authority Comprehensive Operational Analysis (Victorville, CA)	Existing System Overview & Evaluation • Near Term Service Recommendations • Microtransit Strategies • Regional Integration Strategies • Public Engagement • Customer Survey	✓
TMD	2022 2024	Sun Tran & Sun Van Comprehensive Operational Analysis (Tucson, AZ)	Existing Service and Market Conditions Evaluation • Equity Analysis • Short and Long Term Recommendations • Public Outreach •Bus Stop Inventory • Large Student Population • Microtransit Strategies	✓
TMD K&W	2023 Present	Metropolitan Transportation Commission Plan Bay Area 2050+, Transit 2050+ (Bay Area, CA)	Costing • Financial Modeling • Digital Engagement • Public Survey • Stakeholder Engagement • Pop-up Workshops	✓
TMD	2023 2024	Whatcom Transportation Authority Cross County Paratransit Feasibility Study (Bellingham, WA)	Existing Service and Market Conditions Evaluation • Identification of Potential Zones • Zone Selection • Public Engagement	
TMD	2022 2023	Orange County Transportation Authority - "Making Better Connections Study" (Orange County, CA)	Existing System Evaluation • Service Expansion Plan to Pre-COVID Levels • Implementation Guidance • Title VI Analysis	
TMD	2022 2023	Riverside Transit Agency Sustainable Services Strategic Plan (Riverside, CA)	Existing Service and Market Conditions Evaluation • Near Term Service Recommendations • Public Engagement •On-board and Community Survey • Service Standards Update	✓
TMD	2022	RTD Systemwide Fare Equity Analyses incl. Zero Fare for Better Air Analysis (Denver, CO)	Comparative Ridership and Onboard Load Analysis • On-Time Performance Analysis • Operating Incidents Analysis • Service and Operating Recommendations for Future Free-Fare Pilots or Fare Policy Changes	
TMD	2021 2024	Detroit Department of Transportation On-Call Planning Support (Detroit, MI)	COA • Market Assessment with LBS data • Existing System Evaluation • Immediate Service Plan to address driver shortages • Scheduling Support • Public Involvement • ZEB/BEB Fleet Plan • Operations SOPs	
TMD	2021 2023	City of Corona Cruiser Comprehensive Operational Analysis (Corona, CA)	COA • Market Assessment • Existing System Evaluation • Service Strategies Recommendations • On Board Survey • Public Involvement • Capital Improvement Plan • Financial Plan	✓
TMD	2021 2022	Regional Transportation Commission of Washoe County Transit Optimization Plan Strategies (Reno, NV)	Market Assessment • Existing System Evaluation • Short and Long Term Service Plan • Public Involvement •Strategies to Improve Customer Experience • Evaluation of Current Fare Structure	
TMD	2020 2021	Riverside Transit Agency COVID-19 Systemwide Service Reduction Recommendations and Implementation Support (Riverside, CA)	Existing System Evaluation • Short Term Service Plan to address operator shortages and right size service • Implementation Guidance • Title VI Analysis • Microtransit implementation plan	✓

YOLO COUNTY TRANSPORTATION DISTRICT



YOLOTD SHORT RANGE TRANSIT PLAN (04/2024 - ESTIMATED COMPLETION 11/2025)

TMD partnered with Yolo County Transportation District (YoloTD) to develop their comprehensive Short Range Transit Plan (SRTP) for 2024-2031. Our team conducted a rigorous analysis of YoloTD's multimodal services, including fixed-route, microtransit, and paratransit operations, leveraging Replica Data to evaluate existing travel patterns. The community engagement strategy included creating and administering passenger surveys and facilitating multiple public outreach events to gather essential stakeholder input. Operating within a regional planning context, TMD is in the process of developing draft recommendations that are aligned with concurrent efforts in the region in order to maximize service coordination and operational efficiencies. Our team is developing four distinctive service scenarios, providing the agency with flexible implementation options responsive to varying financial forecasts. This strategic approach will ensure that YoloTD could advance service improvements while maintaining fiscal responsibility regardless of funding outcomes. The draft recommendation scenarios, will be presented to the public in late Summer 2025 for feedback. The final SRTP will be refined based on public input and will be submitted to the YoloTD Board of Directors for final review and approval in Fall 2025.



TIME FRAME
April 2024 to Present
Est. Completion: 11/2025

BUDGET
$439,952

CLIENT
Yolo County Transportation District
350 Industrial Way
Woodland, CA 95776

CONTACT
Lola Torney
Senior Planner
(530) 402-2822
ltorney@yctd.org

FIRM INVOLVEMENT
TMD - Prime Contractor
Kearns & West - Public Outreach
GHD - Demand Modeling and Capital Planning

PROJECT DIRECTOR
Russ Chisholm

PROJECT MANAGER
Ron Kilcoyne

ADDITIONAL KEY PERSONNEL
Daniel Peña - Deputy PM
Britney Tran - GIS Specialist
Obadiah Valdez - Associate Planner
Bobbi Jo Duley - Graphic Designer

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RIVERSIDE TRANSIT AGENCY



SUSTAINABLE SERVICE PLAN (09/2022 - 03/2024)

Beginning in Fall 2022, TMD worked with RTA to complete a comprehensive operations analysis on a tight timeline. TMD conducted an in-depth analysis of existing service performance and travel patterns using Replica Data, with special emphasis on how these have changed since the COVID-19 pandemic. TMD also executed two surveys (community survey and on-board rider survey) and a comprehensive public and stakeholder outreach process, which included engaging with staff and students from UC Riverside, Riverside City College, and Mt. San Jacinto College. Using this data, combined with the results of extensive public outreach, TMD produced a service plan that rebalanced existing resources to better meet the needs of RTA's riders and the community. In addition, TMD proposed future expansion of service, as ridership returns to the system, or as additional funding becomes available. Following the completion of the plan, TMD conducted a Title VI analysis to ensure that the service changes did not cause disproportionate impacts on minority or low-income populations.

The plan was approved by the RTA Board of Directors in March 2023. Following the adoption of the plan, TMD worked with RTA to revise and update RTA's service standards and warrants to better reflect the current operating environment.

SYSTEMWIDE SERVICE REDUCTION RECOMMENDATIONS & IMPLEMENTATION SUPPORT (10/2020 - 07/2021)

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

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

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

RTA Riverside Transit Agency

TIME FRAME
2024, 2022-2024, 2020-2021, 2015

BUDGET
$490,726 (SSP)
$56,772/ $92,986 (24/15 Bus Stop Policy Update)
$67,350 (2020 Service Reduction)

CLIENT
Riverside Transit Agency
1825 Third Street
Riverside, CA 92517

CONTACT
Jennifer Nguyen
Director of Planning
(951) 565-5132
jnguyen@riversidetransit.com

FIRM INVOLVEMENT
Sustainable Services Plan:
TMD - Prime Contractor
MBI Media - Public Outreach
NDS - Rider Survey

All Other Projects:
TMD - Prime Contractor

PRINCIPAL-IN-CHARGE
China Langer

PROJECT MANAGER
Melissa Sather

ADDITIONAL KEY PERSONNEL
Gary Hewitt - Subject Matter Expert
Anna Joos - Lead Planner
Britney Tran - GIS Specialist
Russ Chisholm - Senior Principal
Bobbi Jo Duley - Graphic Designer

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RIVERSIDE TRANSIT AGENCY CONT.

RIVERSIDE TRANSIT AGENCY BUS STOP AMENITIES POLICY (01/2015 - 06/2015, 02/2024 - 09/2024)

For Riverside Transit Agency (RTA), TMD completed an accurate and complete bus stop inventory of all 2,800 RTA bus stops amenities to validate and update RTA's bus stop lists. TMD collected bus stop location (including accurate latitude and longitude coordinates), physical condition, available amenities, and compliance with ADA accessibility requirements. During the data collection process, multiple photographs of each bus stop was also taken. TMD compiled the collected data into an excel database and worked with RTA staff to import the final database into HASTUS™ and created ArcGIS shapefiles and geodatabase to manage RTA's bus stops.

TMD also helped RTA develop a Bus Stop Amenities Strategic Policy that established clear standards, guidelines, and a warrants policy for prioritizing the allocation and deployment of future use-stop enhancements and amenities. The project included a peer review, multiple meetings with RTA staff and stakeholders, and several Board presentations. The Policy was adopted in 2015.

In 2024, TMD worked with RTA to update and refine this policy. The updated policy outlines how bus shelters should be allocated across RTA's diverse service area, balancing high ridership stops and geographic equity across the 17 member jurisdictions. The policy also clarified maintenance responsibilities and advertising options for shelters placed within and outside of RTA's policy. The updated policy was approved by the RTA Board of Directors in September 2024.

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HUMAN RESOURCE DEVELOPMENT COUNCIL OF BOZEMAN, MT



"REDESIGN STREAMLINE 2020" TRANSIT DEVELOPMENT PLAN

The Streamline Transit Development Plan involved creating a short term plan within existing resources, and a long-term plan to be presented to voters to obtain a dedicated funding source and to meet future needs of the community. The main goals of this project included assessing the transportation needs within the Bozeman community, assessing the regional commuter needs of Four Corners, Belgrade, and Livingston, examining potential fixed-route expansions within Belgrade, and potential commuter service expansions to Manhattan and Three Forks, and to create a comprehensive Transit Development Plan that takes into account the transit needs identified in HRDC's needs assessment, as well as the strategic plan, and any other transit needs identified by community members via public meetings, open houses, and focus groups.

The local transit service in Bozeman was established in 2006 and has not been substantially changed over time, despite growth in both residential population and student enrollment at Montana State University. Furthermore, the 2020 Census anticipated Bozeman becoming a small metropolitan area, resulting in FTA 5311 funding being replaced with FTA 5307 funds. HRDC, as a nonprofit, is no longer an eligible recipient of funds, therefore requiring the creation of a transit district. The plan was developed to address both changing demands and strategies to transition from a rural to urban designation. The draft plan was submitted to HRDC in November 2020 and adopted in April 2021.

Following the adoption of the plan, TMD supported HRDC with implementation of the plan. TMD developed route schedules in Optibus and public-facing route and system maps. The recommendations were implemented in August 2021 and were well-received by the community.

TMD was recently hired by HRDC to undertake an update of the TDP to reflect changes planned in the next three to five years, and ensure HRDC's transit services are meeting the growing and evolving needs of the Gallatin Valley. The updated TDP will be completed in early 2026.

Following implementation of Redesign Streamline 2020 plan, the FTA recognized Streamline as one of six Outstanding Rural Transit Agencies that have gone above and beyond for their communities amid the pandemic. Streamline was a recipient of the "Connecting Rural Communities" Award for their exemplary work during the pandemic to provide transportation to essential workers and improve the quality of life in their communities. The Redesign Streamline 2020 study was also voted #1 Best Use of Taxpayer Dollars in Bozeman's Choice Awards.

HRDC
BUILDING A BETTER COMMUNITY

TIME FRAME
October 2019 to August 2021

BUDGET
$177,652

CLIENT
Human Resource
Development Council
32 South Tracy
Bozeman, MT 59715

CONTACT
Sunshine Ross
Transportation Director
(406) 587-2434
sross@thehrdc.org

FIRM INVOLVEMENT
TMD - Prime Contractor

PRINCIPAL-IN-CHARGE
Russ Chisholm

PROJECT MANAGER
Ron Kilcoyne

ADDITIONAL KEY PERSONNEL
China Langer, QA/QC Manager
Anna Joos, Lead Planner
Bobbi Jo Duley, Graphic Designer
Britney Tran, GIS Specialist

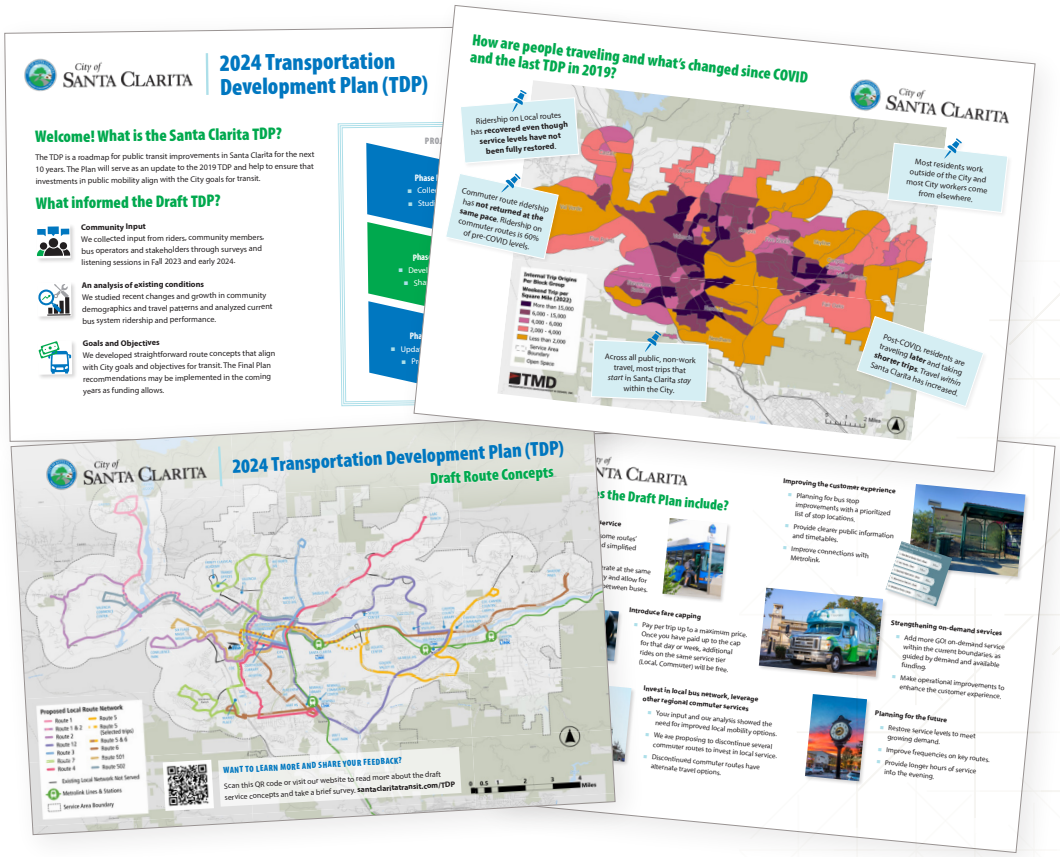
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CITY OF SANTA CLARITA



SANTA CLARITA TRANSIT DEVELOPMENT PLAN (07/2023 - 12/2024)

TMD recently worked with the City of Santa Clarita Transit to develop the city's latest Transportation Development Plan (TDP). Santa Clarita is one of the fastest growing cities in California (and the country), with many new and changing neighborhoods. Balancing investment in public mobility options (local bus, commuter bus, and on-demand services) with available resources and projected growth requires thoughtful consideration of community mobility needs, travel demand and equity concerns. TMD utilized a data-driven approach along with a robust public input process to understand current ridership patterns, the local demand for transit, and transit's role in broader regional travel patterns within Los Angeles County. The TDP will guide the city's investment in bus transit and other public mobility services over the coming years. Key objectives included ensuring appropriate service levels to new and changing communities, equitably serving the residents of the Santa Clarita Valley, and finding ways to strengthen Santa Clarita Transit's role and position within the community. The final TDP was completed in late 2024.



City of Santa Clarita Transit

TIME FRAME
July 2023 to December 2024

BUDGET
$299,856

CLIENT
City of Santa Clarita
23920 Valencia Blvd. Ste. 295
Santa Clarita, CA 91355

CONTACT
Adrian Aguilar
Transit Manager
(661) 295-6305
aaguilar@santa-clarita.com

FIRM INVOLVEMENT
TMD - Prime Contractor
ETC Institute - On Board and Community Survey

PRINCIPAL-IN-CHARGE
Ron Kilcoyne

PROJECT MANAGER
James Gerken

ADDITIONAL KEY PERSONNEL
China Langer - QA/QC Manager
Daniel Peña - Senior Planner
Britney Tran - GIS Specialist
Bobbi Jo Duley - Graphic Designer

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CITY OF CORONA



CORONA TRANSIT COMPREHENSIVE OPERATIONAL ANALYSIS FOR FIXED ROUTE AND DEMAND RESPONSE/ PARATRANSIT SERVICE (01/2022-08/2023)

TMD led the City of Corona's Comprehensive Operational Analysis (COA), which set out to reimagine the City's transit service to make it more reliable and useful for residents, workers, and visitors. The City of Corona operates both fixed route and dial-a-ride services, including its Corona Cruiser Blue and Red Lines. The COA included a detailed on-board and community surveys to learn what current riders, former riders, and non-riders wanted to see improved about the services, schedules, and the areas where service is provided. These values informed the development of three scenarios which combined fixed route and microtransit options to better serve destinations in Corona more directly, with more reliable travel times and attractive mobility options that connect passengers to shopping, housing, education, employment centers, libraries, parks, and trailheads. The scenarios also improve connections to regional transit operators like RTA buses and Metrolink trains on key corridors and at transfer points in Corona. The COA was approved by the City Council in August of 2023.



TIME FRAME
January 2022- August 2023

BUDGET
$104,885

CLIENT
City of Corona
400 S. Vicentia Ave.
Suite 225
Corona, CA 92882

CONTACT
Sudesh Paul
Transit Program Manager,
Community Services Development
(951) 279-3763
Sudesh.Paul@CoronaCa.gov

FIRM INVOLVEMENT
TMD - Prime Contractor

PRINCIPAL-IN-CHARGE
China Langer

PROJECT MANAGER
Ron Kilcoyne

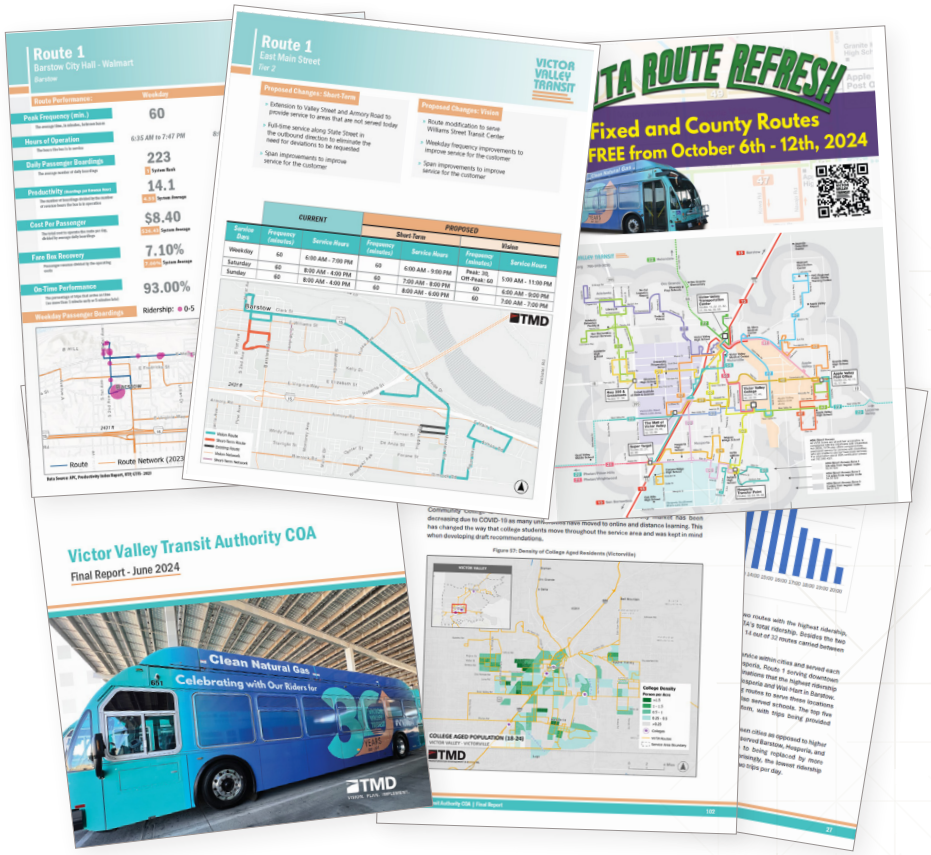
ADDITIONAL KEY PERSONNEL
Bobbi Jo Duley - Graphic Designer

VICTOR VALLEY TRANSIT AUTHORITY



VVTA COMPREHENSIVE OPERATIONAL ANALYSIS (07/2023-03/2025)

It is a time of transition for Victor Valley Transit (VVTA). Many of the issues and changes facing VVTA are similar to those experienced by transit agencies throughout the country, while others are specific to the Victor Valley and the High Desert area. VVTA's latest COA reexamined all services in light of ridership reductions and changing travel patterns since the COVID-19 pandemic. The aim of the project was to create a customer focused transit system that focused on improving mobility throughout the High Desert. The project was completed in a three-phases: Phase I assessed the existing mobility environment of Victor Valley and the North Desert and evaluated the existing service conditions covering the range of transit services operated by VVTA. During Phase I, ETC assisted TMD by completing a comprehensive rider and non-rider survey which helped inform unmet mobility needs in the region. Phase II developed draft alternatives for future transit service were shared with the public. As part of Phase II TMD also analyzed and recommended different fare scenarios to encourage ridership and increase equity within the system. Phase III updated the draft plan based on staff and public input. The final plan created a five-year blueprint to improve VVTA and was adopted by VVTA's board of directors in June of 2024. VVTA began implementation of the COA in October 2024 and ridership is up 15% year over year.



TIME FRAME
2023-2025

BUDGET
$499,914

CLIENT
Victor Valley Transit Authority
17150 Smoke Tree Street
Hesperia, CA 92345

CONTACT
Nancie Goff
Chief Executive Officer, VVTA
(760) 995-3495
ngoff@vvta.org

FIRM INVOLVEMENT
TMD - Prime Contractor
AECOM - Community Engagement and Facility Planning
ETC Institute - Rider Survey

QA/QC MANAGER
Melissa Sather

PROJECT MANAGER
Stuart Geltman

ADDITIONAL KEY PERSONNEL
Daniel Peña - Deputy PM
Ankit Singh - Senior Planner
Bobbi Jo Duley - Graphic Designer
China Langer - Senior Advisor

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CITY OF TUCSON



SUN TRAN COMPREHENSIVE OPERATIONAL ANALYSIS (09/2022-06/2024)

TMD completed a COA for the Sun Tran, Sun Link, Sun Express, and Sun Shuttle systems in Greater Tucson. The goal of the COA was to identify cost-neutral service improvements that would better align service delivery with customer priorities. One of the main themes heard during the public outreach phase was a desire for more weekend and evening service. The plan prioritizes expanding service later on weekends and adding frequency, doubling service on many routes from 60 to 30 minutes. Sun Tran operates a hybrid system that largely operates as a grid but also has heavy reliance on transfers at transit centers. Many of the recommendations involved consolidating routes through transit centers to minimize transfers and route duplication. The draft COA plan was shared with the community in the summer of 2023. The draft recommendations were updated based on community feedback and incorporated into the final plan which was presented to the City of Tucson mayor and city council in June 2024. Sun Tran began implementation of the plan in the Spring of 2025.

SUN VAN COMPREHENSIVE OPERATIONAL ANALYSIS (03/2024 - ESTIMATED COMPLETION 08/2025)

Building off the success of the Sun Tran COA, TMD is currently working with Sun Tran to complete a COA of Sun Tran's paratransit service, Sun Van. The project began with a peer review, which compared Sun Van's service performance with peer systems. TMD then conducted a comprehensive evaluation of Sun Van's service, examining current policies, procedures, service coverage, and performance metrics, including trip patterns, ridership data, subscription services, operational efficiency metrics, and cost performance, to identify areas for improvement.

TMD facilitated two rounds of public engagement to gather customer input and share the proposed improvements. TMD is currently finalizing recommendations based on community input. The recommendations are focused on enhancing operational efficiency, such as better scheduling, call handling, as well as improving the customer experience of Sun Van's service. The recommendations have also explored the use of new technologies, alternative service models like Transportation Network Companies, and cost-control strategies for their fare-free environment. TMD will be preparing a final report that summarizes the findings and prioritizes the recommendations.

> *We are very pleased with the support and partnership TMD has provided throughout the Comprehensive Operational Analysis process. China, Melissa, and Anna have demonstrated exceptional dedication and expertise in the analysis, responsiveness to community concerns, and creativity in formulating final recommendations. Their innovative and thoughtful approach has exceeded our expectations. The team's professionalism and strategic insights have been instrumental in guiding improvements to our transit operations, and we look forward to future opportunities for collaboration.*
>
> – **James Castañeda, Project Manager | City of Tucson**

TIME FRAME
2024-Present, 2022-2024

BUDGET
$84,351 (SunVan)
$561,166 (Sun Tran)

CLIENT
City of Tucson
255W Alameda St.
Tucson, AZ 85701

CONTACT
James Castañeda
Project Manager, Special Projects
CIty Manager's Office
(520) 837-6646
James.Castaneda@tucsonaz.gov

FIRM INVOLVEMENT
Sun Tran COA:
TMD - Prime Contractor
HDR - Public Outreach

Sun Van COA:
TMD - Prime Contractor

PRINCIPAL-IN-CHARGE
China Langer

PROJECT MANAGER
Melissa Sather (Sun Tran COA)
Gary Hewitt (Sun Van COA)

ADDITIONAL KEY PERSONNEL
Anna Joos - Lead Planner
Bobbi Jo Duley - Graphic Designer
Jacob Fritz - Operations SME

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Subconsultant's Relevant Project Experience

KEARNS & WEST

The Kearns & West (K&W) relevant project experience includes:

MTC PLAN BAY AREA 2050+, TRANSIT 2050+ | K&W BUDGET: $300,000

Dates: 08/2023 - Present, Anticipated End Date: 03/2026
Firm Involvement: Kearns and West led the Outreach and Community Engagement for this project. TMD led the Costing and Modeling for the recommendations. Fehr & Peers was the prime contractor for this project.
Key Personnel: Joey Goldman, Project Manager • Vidya Bhamidi, Outreach Lead

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

Kearns & West's work is focused on developing the Draft Blueprint to move the Bay Area's vision for transportation, housing, the economy and the environment forward. Kearns & West is supporting 15 pop-up workshops throughout the Bay Area, leading a public online survey that will also be distributed by CBO partners, and planning digital workshops with key stakeholders. As part of the effort, Kearns & West developed the training guide and facilitation plan for workshops, led a training session for staff, and developed handouts and other collateral material. Kearns & West is currently supporting digital engagement and planning for 2024 outreach.

Leslie Lara-Enriquez, Assistant Director, Public Engagement
Metropolitan Transportation Commission
375 Beale St., Suite 800, San Francisco, CA 94105
(415) 778-5258 | llara-enriquez@bayareametro.gov

COUNTY OF RIVERSIDE OFF-HIGHWAY VEHICLE FEASIBILITY STUDY | K&W BUDGET: $155,965

Dates: Phase 1: 03/2020 - 01/2022 • Phase 2: 12/2022 - Ongoing, Anticipated End Date: 12/2026
Firm Involvement: Kearns and West led the community outreach and engagement as subconsultant to the prime consultant, KUTA.
Key Personnel: Joan Issacson, Principal-in-Charge • Christian Mendez, Phase 1 Director and Project Manager • Danielle Berger, Phase 2 Director and Project Manager

The Regional Parks and Open Space District of the County of Riverside in partnership with the State of California, Off-Highway Motor Vehicle Recreation Division, have re-engaged a feasibility study to develop site selection choices and conceptual design for a future public OHV Park. The project's first phase began in 2020 and was paused during the pandemic. The feasibility study restarted in 2024. The feasibility analysis will account for land ownership, sensitive lands, concerns of noise, dust, cultural resources, and environmental protection, and private rights when considering potential future OHV Park Sites. The off-highway vehicle (OHV) park will ideally be situated in an area that is easily accessible to the OHV riding community and will serve multiple purposes by providing varied riding experiences for different OHV types and utilizing buffer space within the site for environmental conservation and education

Stakeholder and community input will be integrated into the planning effort. Kearns & West is coordinating and facilitating in-person and virtual meetings and web-based outreach strategies supporting the study. All outreach materials and activities are bilingual (English and Spanish) to ensure equitable opportunities for participation.

Lynda Ramos, Senior Park Planner | Planning
County of Riverside Regional Park and Open Space District
4600 Crestmore Road, Jurupa Valley, CA 92509
(951) 955-1396 | lramos@rlvco.org

CITY OF EASTVALE CIVIC CORE MASTER PLAN | BUDGET: $155,000

Dates: 03/2022 - 11/2023
Firm Involvement: Kearns & West was the prime community and outreach and engagement contractor.
Key Personnel: Jenna Tourjé-Maldonado, Principal • Christian Mendez, Director and Project Manager • Bushra Bangee, Associate and Outreach Task Lead • Taylor Funderburk, Associate and Outreach Task Lead

The City of Eastvale, CA engaged Kearns & West to design and implement the public engagement process supporting the development of the Civic Core Master Plan in this young city. Kearns & West facilitated a dynamic and inclusive planning process to capture the vision and the energy of the residents through four engagement phases — Planning, Visioning, Alternatives, and Implementation. Key milestones included listening sessions with stakeholders and the establishment of a community advisory committee to support engagement efforts. Kearns & West developed and rolled out a comprehensive community engagement and outreach strategy, incorporating workshops and digital engagement approaches. As a result, the project created an historic planning process that honored the city's history while embracing its growth and future potential, achieving meaningful community participation and input.

Gustavo N. Gonzalez AICP, Interim Community Development Director
City of East Vale
12363 Limonite Avenue, Suite 910, Eastvale, CA 91752
(951) 703-4499 | ggonzalez@eastvaleca.gov







FIGURE 4: KEARNS & WEST HOSTING A POPUP EVENT AND STAKEHOLDER MEETING FOR THE CITY OF EASTVALE

ETC's relevant project experience includes:

BI STATE DEVELOPMENT AGENCY - ST. LOUIS METRO TRANSIT SURVEY | BUDGET: $499,884

Dates: 01/2025 - Ongoing, Anticipated End Date: 08/2025
Firm Involvement: ETC is the prime contractor for this project.
Key Personnel: Chris Tatham, Principal • Fred Gsell, Project Manager

ETC Institute is the prime contractor for this survey which will conduct a system-wide survey for Metro Transit onboard to at least 8,000 riders across all bus and rail routes on weekdays. For this effort ETC is combining elements or Origin Destination (OD) and Customer Satisfaction (CS) into a single bimodal survey. The OD portion of the survey is an onboard tablet-based intercept interview where local interviewers board the system and interview riders. The CS portion of the survey is a follow-up survey to the OD survey that is completed as an electronic self-administered survey subsequent to the OD collection. Additionally, other riders who do not participate in the OD survey will also have the ability to complete the online version of the survey. The survey is being translated into multiple foreign languages. All data will be fully processed, expanded, and reported using data visualization tools.

Bernadette Marion, Director of Research & Development
Bi-State Development Agency
211 N Broadway #700, St. Louis, MO 63102
(314) 289-5230 | bmmarion@metrostlouis.org

CITY OF TUCSON REGIONWIDE TRANSIT SURVEY | BUDGET: $576,709

Dates: 01/2025 - Ongoing, Anticipated End Date: 08/2025
Firm Involvement: ETC is the prime contractor for this project.
Key Personnel: Chris Tatham, Principal • Fred Gsell, Project Manager

ETC Institute is the prime contractor for this survey which will conduct a region-wide survey for the City of Tucson onboard to at least 10,000 riders across all bus and rail routes over weekdays and weekends. For this effort ETC is combining an onboard survey and a non-rider (NR) survey in separate efforts. The onboard portion of the survey is an onboard survey conducted with tablets, pen and paper self-administered, online, and phone options. The NR portion of the survey is a mail, online, and phone survey conducted for at least 400 non-riders in the Tucson area. Additionally, on-to-off flow counts were captured on selected routes. The surveys are being translated into multiple foreign languages. All data will be fully processed, expanded, and reported using data visualization tools.

Davita Mueller, Director of Service Planning & Development
City of Tucson
3920 N. Sun Tran Blvd Tucson, AZ 85705
(520) 206-8825 | davita.mueller@tucsonaz.gov

DENVER REGIONAL TRANSPORTATION DISTRICT (RTD) ONBOARD TRANSIT SURVEYS | BUDGET: $1,049,499

Dates: 06/2024 - Ongoing, Anticipated End Date: 08/2025
Firm Involvement: ETC is the prime contractor for this project.
Key Personnel: Chris Tatham, Principal • Fred Gsell, Project Manager

ETC Institute is the prime contractor for these surveys which were conducted system-wide survey for RTD Denver for the purposes of Customer Satisfaction / Experience, Origin Destination, and On-to-Off flow counts for tens of thousands of riders weekdays and weekends. For these efforts ETC is combining onboard surveys both as self-administered questionnaires and tablet-based retrieval for the onboard portion of the surveys. Additionally, on-to-off flow counts were captured on selected routes. The surveys were translated into multiple foreign languages. All data will be fully processed, expanded, and reported using data visualization tools.

Lee Cryer, Planning Project Manager
Regional Transportation District
1560 Broadway, Suite 700 Denver, CO 80202
(303) 299-2410 | Lee.Cryer@RTD-Denver.com

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PHOTO: @BEAUMONTTRANSIT | FACEBOOK

TERMINATED CONTRACTS

Terminated Contracts

TMD, along with our subconsultant partners Kearns & West and ETC Institute, confirms that none of our firms have had any contracts terminated—either partially or completely—by clients for convenience or default within the past five (5) years.

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PHOTO: @BEAUMONTTRANSIT | FACEBOOK

TEAM SUMMARY AND OFFICE LOCATION

Team Summary and Office Locations

Our proposed team brings together highly experienced staff with the necessary qualifications to successfully address the requirements outlined in the RFP. Moreover, the majority of the team brings a long history of providing support to cities and transit agencies across southern California, and bring a deep understanding of Beaumont Transit's services and operations. That foundation and experience will contribute to a technically sound and good working relationship for this COA.

TMD will be completing about 73.7% of the project. Of that percentage, about 82% of TMD's allocated work for this project will take place at TMD's corporate headquarters and sole physical office located in Carlsbad, California. Kearns & West will be completing approximately 12% of the total work. ETC Institute will be completing approximately 15% of the total work. As requested in the RFP, the graphic below summarizes each firm's role in the project, office location, and contact information

PROJECT ROLE & NAICS CODES	OFFICE PROVIDING SERVICES & CONTACT INFORMATION	FIRM TYPE, DATE FOUNDED, SIZE, WEBSITE
TRANSPORTATION MANAGEMENT & DESIGN, INC. (SBE • DBE)		TMD
Prime Contractor- Coordinating all Project Work. **NAICS:** 541611, 541614, 541320	**2701 Loker Ave. W.** **Suite 110** **Carlsbad, CA 92010** **Contact:** China Langer clanger@tmdinc.net (760) 476-9600, ext. 107	**C**-Corporation Incorporated in **CA** Founded in **1988,** incorporated in **1998.** **20** Employees **https://tmdinc.net**
KEARNS & WEST (SB)		KEARNS & WEST
Subcontractor – leading the public outreach and stakeholder engagement for this project. **NAICS:** 541611, 541820, 541690, 541613, 541620	**3750 University Ave.** **Suite 225** **Riverside, CA 92501** **Contact:** Jenna Tourjé-Maldonando jtourje@kearnswest.com (760) 261-3079	**C**-Corporation Incorporated in **MA** Established in **1984** **100** Employees **https://kearnswest.com**
ETC INSTITUTE		ETC INSTITUTE
Subcontractor – leading the on-board and community surveys for this project. **NAICS:** 541910	**725 W Frontier Lane** **Olathe, KS 66061** **Contact:** Fred Gsell Fred.gsell@etcinstitute.com (512) 653-5551	**S**-Corporation Incorporated in **KS** Founded in **1982** **50** Employees **https://etcinstitute.com**

FIGURE 5: TEAM SUMMARY AND CONTACT DETAILS

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PHOTO: @BEAUMONTTRANSIT | FACEBOOK

PROPOSED TEAM

PROPOSED PERSONNEL BIOS • RESUMES

Proposed Key Personnel

TMD approached the staffing for this effort with a clear understanding of Beaumont's goal to develop a implementable COA. Our proposed team reflects all critical areas of expertise and experience needed to perform the tasks described in the proposed Scope of Work. Our project personnel bring a balance of broad experience with industry best practices and knowledge of mobility and transit issues in the City of Beaumont. With our firsthand industry knowledge, strong track record, and familiarity with greater Riverside County, our team is well positioned and prepared to deliver an effective evaluation and final plan that meets or exceeds the City's expectations. Below we have included bios for the proposed key personnel, summarizing each staff member's qualifications and project role. Detailed resumes for each staff member are included following the bios, beginning on page 31.

TMD

The TMD key project team members include:



Ron Kilcoyne | TMD

Project Role: Project Manager, COA Lead

Ron is an accomplished transit management professional with over 45 years of experience in the public transportation industry as both a system general manager and planning consultant. As a member of TMD's senior management team, he brings firsthand industry experience with a range of transit systems across the country, where he built a strong track record of growing ridership and achieving cost efficiencies through operational improvements, sound fiscal management, and effective labor negotiations. He has planned and implemented complex projects involving service redesign, fare restructuring, new facilities construction and operations, and advanced technology system improvements.

As Project Manager, Ron will serve as the direct liaison and primary point of contact with Beaumont staff, and will be responsible for managing the project's performance, schedule, budget, and staff resources. He will work closely with the Principal and any task leaders to ensure all deliverables meet TMD and Beaumont's standards. Ron will also lead the COA Funding and Cost Analysis along with the Service Recommendations.

RELEVANT PROJECT EXPERIENCE INCLUDES:

- Corona Cruiser COA (Corona, CA)
- YoloTD Short Range Transit Plan (Yolo County, CA)
- HRDC Transit Development Plan (Bozeman, MT)

Value Added:

Ron was the project manager for the HRDC's Transit Development Plan for Bozeman, MT branded as "Redesign Streamline 2020". The plan was implemented in August 2021 and the changes were well-received by the community. Following implementation of Redesign Streamline 2020 plan, the FTA recognized Streamline as one of six Outstanding Rural Transit Agencies that have gone above and beyond for their communities amid the pandemic. Streamline was a recipient of the "Connecting Rural Communities" Award for their exemplary work during the pandemic to provide transportation to essential workers and improve the quality of life in their communities. The Redesign Streamline 2020 study was also voted #1 Best Use of Taxpayer Dollars in Bozeman's Choice Awards.



FIGURE 6: RON PARTICIPATING IN A POP-UP OUTREACH EVENT IN SOLANO COUNTY

China Langer | TMD



Project Role: Principal - QA/QC Manager

Over the past nineteen years, China, TMD's President, has managed a broad spectrum of transit service planning projects for TMD, from extensive system-wide Comprehensive Operations Analyses (COAs) to more narrowly focused corridor service restructuring and support activities, such as ridership data collection, on-board passenger surveys, and Title VI and Environmental Justice analyses. Most recently, she has served as QA/QC manager for several post-COVID network redesigns including OCTA Making Better Connections Project, RTA Sustainable Services Plan, and Sun Tran COA. **As Principal - QA/QC Manager, China will review all task work, ensuring application of best practices and all deliverables meet TMD's corporate QA/QC standards.**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- RTA COVID-19 Recovery Plan & Microtransit Pilot, Sustainable Services Plan, 2019 & 2022 Title VI Program Updates, and Bus Stop Strategic Policy Update (Riverside, CA)
- OCTA Making Better Connections Study (Orange Co., CA)
- Sun Tran COA (Tuscon, AZ)

Daniel Peña | TMD



Project Role: Deputy Project Manager

Daniel brings diverse experience working on a variety of transit planning, performance evaluation, and policy related projects. Daniel has rejoined TMD after working as a Senior Transit Planner for the Metropolitan Council in the Twin Cities, Minnesota. Daniel's work with the Metropolitan Council included evaluating transit service performance, developing long range transit plans, developing regional transit policy, peer research, evaluating grant proposals, and working with stakeholders on regional projects. During his previous experience with TMD, Daniel worked on Short Range Transit Plans and COAs throughout the US including Los Angeles, Buffalo, Austin, and San Antonio. He is also fluent in Spanish. **Daniel will provide support throughout the project and will lead the COA Data Collection and the Service Analysis of Beaumont's existing fixed-route service. He will also lead Task 2 in the Bus Stop Improvement Plan.**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- VVTA Comprehensive Operational Analysis (Victorville, CA)
- Santa Monica Big Blue Bus COA (Santa Monica, CA)
- YoloTD Short Range Transit Plan (Yolo County, CA)

Anna Joos | TMD



Project Role: Senior Planner, Bus Stop Improvement Plan Lead

Anna graduated from the University of Wisconsin – Madison, where she majored in Economics and Environmental Studies. Her coursework focused on sustainable development as well as climate change and its impact on vulnerable populations. Since joining TMD, Anna has primarily focused on transit system reimagining projects, using her creativity to design solutions that improve the customer experience within existing funding constraints. Anna is adept at using Power BI to build dashboards to visually display relevant project data as well as Remix to capture network scenario alternatives and present maps of proposed changes. Anna brings recent experience working with RTA. She played a critical role in the data analysis, service design process, and community engagement effort for the RTA Sustainable Services Plan. Anna also played a key role in the update of RTA's Bus Stop Strategic Policy. In addition, Anna was the Lead Associate for the Sun Tran COA where she helped develop their bus stop amenity program. **Anna will lead the Bus Stop Improvement Plan.**

ANNA'S RELEVANT PROJECT EXPERIENCE INCLUDES:

- RTA Sustainable Services Plan and Bus Stop Strategic Policy Update (Riverside, CA)
- Sun Tran COA (Tucson, AZ)
- VVTA Comprehensive Operational Analysis (Victorville, CA)



FIGURE 7: TMD **SENIOR PLANNER, DANIEL PEÑA, CONDUCTING OUTREACH FOR THE VVTA COA**

Gary Hewitt | TMD



Project Role: Microtransit Task Lead, Innovative Mobility SME

Gary Hewitt brings nearly 30 years of transit planning and operations experience. Prior to joining TMD, he worked for several small municipal and large regional transit agencies in Southern California, including OCTA, City of Irvine, LA Metro, and City of Glendale. Through this experience he has developed transit service recommendations for fixed-route and microtransit services, provided planning and implementation support for agency innovation projects, managed short and long-range transit studies, and collaborated with Board members and stakeholders. He holds a Bachelors of Science in Urban & Regional Planning from California State Polytechnic University, Pomona. **Gary will provide support throughout the project. He will lead the set up of TMD's PowerBI SAS and will lead the development of non-fixed route alternatives. He will also provide his expertise in the Microtransit Feasibility Assessment.**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- SunVan COA (Tuscon, AZ)
- RTA Microtransit Pilot (Riverside, CA)
- RTC Washoe Transit Optimization Plan (Reno, NV)

Stuart Geltman | TMD



Project Role: Fare Structure Analysis Lead

Stuart brings over 25 years of experience serving public transportation providers throughout the country. He has worked on fare policy and analysis for transit agencies throughout country. Stuart has conducted analyses of current fare policies with modifications based on changing service paradigms. He has developed multiple scenarios for fare increases and modifications, including introductions of new pass type instruments. Stuart is keenly aware of the delicate balance that needs to be made between maximizing ridership and fare revenues, including meeting farebox recovery targets. **Stuart will lead the evaluation of Beaumont's fare structure and identification of the microtransit fare.**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- VVTA Comprehensive Operational Analysis and Fare Study (Victorville, CA)
- Imperial County Fare Study (Imperial County, CA)
- Massachusetts RTA Transit Plan, Fare Study (Statewide)

Bobbi Jo Duley | TMD



Project Role: Graphic Designer

Bobbi Jo Duley is a professional graphic and web designer with over 24 years of experience providing custom design and marketing services for a broad range of customers and projects. As TMD's in-house graphic designer, she works closely with our clients to plan and produce online and print media, build custom project websites, and produce other collateral, such as surveys, brochures, posters, maps, etc., to inform and engage project stakeholders. Her custom graphics and strategic infographics also help make TMD's technical planning work and deliverables more accessible to diverse audiences. **Bobbi will be responsible for translating our findings and recommendations into dynamic and compelling visual messages. She will also lead the layout of the Route Profiles and Final Report.**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- RTA Sustainable Service Plan (Riverside, CA)
- HRDC Transit Development Plan (Bozeman, MT)
- VVTA Comprehensive Operational Analysis (Victorville, CA)

Britney Tran | TMD



Project Role: GIS Specialist

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

RELEVANT PROJECT EXPERIENCE INCLUDES:

- RTA Sustainable Services Plan (Riverside, CA)
- YoloTD Short Range Transit Plan (Yolo Co., CA)
- VVTA Comprehensive Operational Analysis (Victorville, CA)

Associate Planners | TMD

Project Role: Technical Support

In addition to the aforementioned key project staff, TMD's in-house team of associate planners will remain available to provide additional technical support to ensure a successful outcome for Beaumont. With experience in many diverse communities similar to those in Beaumont and Western Riverside County, TMD's planning team offers a comprehensive set of data analysis and research skills to support this proposed effort. From assessing existing market and service conditions to supporting the development of recommendations, our planning staff brings a rigorous, professional approach and a strong commitment to sustainable transportation planning to all of TMD's projects. **TMD's Associate Planners will support all technical analyses throughout the project.**

KEARNS & WEST

The Kearns & West (K&W) project team members include:

Jenna Tourjé-Maldonado, AICP | K&W



Project Role: Outreach Principal

Jenna Tourjé-Maldonado is a Principal and Lead Facilitator at Kearns & West with over 17 years of experience in stakeholder facilitation, community engagement, and urban and environmental planning. She specializes in designing and implementing inclusive outreach strategies for transportation, mobility, land use, climate resilience, and infrastructure projects across Southern California. Jenna is certified by the International Association of Public Participation (IAP2) and holds an AICP credential. She has deep experience leading engagement with Tribes, rural communities, and priority populations and is known for creating multi-pronged approaches that align outreach with technical planning milestones. Her facilitation expertise spans in-person and virtual formats, including pop-up events, working groups, and community visioning sessions. Jenna co-leads Kearns & West's Tribal Relations practice and advises on equitable engagement strategies firmwide. **Jenna will oversee Kearns & West's scope of work throughout the project lifecycle and serve as the lead facilitator at public events hosted for this project.**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- City of Oxnard, CA Sustainable Transportation Plan
- City of Indian Wells, CA General Plan Update Outreach
- City of Santa Ana, CA Zoning Code Update

Christian Mendez | K&W



Project Role: Outreach Project Manager

Christian Mendez is a Senior Director and Bilingual Facilitator at Kearns & West with over ten years of experience in community engagement, with a strong focus on transportation planning. He holds a Master of Urban and Regional Planning from UCLA with a concentration in community engagement design and development and is a founding leader of Kearns & West's Equitable and Inclusive Engagement practice team. Christian's work is grounded in community organizing and includes experience in participatory planning, resident capacity building, and partnerships with community-based organizations. He began his career supporting mobility and public space planning in unincorporated rural communities in the Eastern Coachella Valley, using culturally sensitive tools such as mobile research beacons to engage residents. He currently leads outreach and engagement strategies for transportation projects across Southern California, bringing expertise in bilingual facilitation, creative engagement, and inclusive stakeholder processes. **Christian will lead the implementation of outreach and engagement activities and serve as Spanish facilitator as needed..**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- City of Oxnard, CA Sustainable Transportation Plan
- City of Colorado Springs, CO ConnectCOS
- City of Eastvale, CA Civic Center & Downtown



FIGURE 8: KEARNS & WEST'S CHRISTIAN MENDEZ PARTICIPATING IN AN OUTREACH EVENT

Juan Cabrera | K&W



Project Role: Outreach Deputy Project Manager

Juan Cabrera is a Project Coordinator at Kearns & West with over five years of experience in communications, community organizing and engagement. He holds bachelor's degrees in communications and political science from the University of California, Los Angeles (UCLA) and is skilled in community stakeholder engagement, community-based relationship building, and outreach planning. Juan has supported bilingual outreach in community-led initiatives, transportation planning, clean energy efforts, and local and statewide sustainability programs. In his previous roles, he has worked with non-profit organizations around Los Angeles County on projects related to transportation electrification, public health, renewable energy, and open spaces. He is currently a core member of Kearns & West's Equitable and Inclusive Engagement practice team, bringing experience in creative engagement planning, bilingual facilitation and material creation, and broad stakeholder engagement. **Juan will manage day-to-day public engagement strategy and implementation to support the development of the COA.**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- San Mateo County (CA) Transportation Authority Regional Transit Connections
- City of Lancaster, CA Transit Neighborhood Plan Update
- Los Angeles Department of Transportation (CA) Bus Electrification (EV Fleet)

Joey Goldman | K&W



Project Role: COA Engagement Strategy Development Lead

Joey Goldman, Principal at Kearns & West, leads the firm's Transportation Practice and brings 30 years of experience in public transit planning, collaborative planning processes, and stakeholder facilitation. His national and Bay Area portfolio includes work with agencies such as BART, VTA, Alameda CTC, CCTA, High-Speed Rail, SFMTA, SamTrans, and LAVTA. Joey excels at designing and leading equitable engagement strategies, including for older adults, people with disabilities, and low-income communities, and has led numerous ADA and Title VI plans. His expertise spans focus groups, surveys, workshops, and advisory committees, with a particular strength in transit system integration and accessible mobility planning.

Joey has served on the Transportation Research Board's Special Committee on Diversity, Equity, and Inclusion and was previously Chair of its Committee on Accessible Transportation and Mobility. **Joey will provide leadership and guidance for the overall outreach effort and public facing materials development**.

RELEVANT PROJECT EXPERIENCE INCLUDES:

- Reimagining CityBus COA (Santa Rosa, CA)
- COA for AVTA, Omnitrans, Basin Transit, and Mountain Transit (San Bernardino, CA)
- Plan Bay Area 2050+ and Transit 2050+ (Bay Area, CA)

Vidya Bhamidi | K&W



Project Role: COA Engagement Strategy Implementation Lead

Vidya Bhamidi is a Director at Kearns & West with a decade of experience spanning urban planning, transportation, infrastructure, and policy. Her expertise lies in managing complex public engagement processes for land use and transportation projects across California. She specializes in aligning technical work with community needs and agency goals, with a focus on equity, climate resilience, and strategic decision-making. At Kearns & West, she has led outreach for high-profile regional projects, designed multilingual and multi-format engagement strategies, and built strong relationships with agency staff, community-based organizations, and the public. **Vidya will lead the coordination and materials development for outreach and engagement activities.**

RELEVANT PROJECT EXPERIENCE INCLUDES:

- California High-Speed Rail Northern California Project Section Environmental Outreach
- Metropolitan Transportation Commission Plan Bay Area 2050+/Transit 2050+ (Bay Area, CA)
- City of Davis, CA Short Range Transit Plan (SRTP)

ETC

ETC's project team members include:

Chris Tatham | ETC



Project Role: Survey Principal

Christopher E. Tatham (Chris) with an MBA from Kansas State University and a magna cum laude degree in Political Science and Economics from Princeton University, has spent over 30 years designing, administering, and analyzing data for more than 2,000 statistically valid surveys across four continents, engaging over three million people. As an internationally recognized expert in survey research and data analytics, he has influenced nearly $500 billion in public investments. In 2001, Chris developed the DirectionFinder® Survey, used by over 500 local governments worldwide to prioritize investments and assess performance against national and regional benchmarks.

Chris has led over 800 quantitative survey projects for U.S. city and county governments, including 37 of the 50 largest cities and 12 of the 20 largest counties. His pioneering tablet-based intercept methodology for on-board transit surveys, adopted by the Federal Transit Administration, has been applied in more than 40 metropolitan areas and engaged over 800,000 participants. His work has extended internationally, with transit agencies in Japan, Ethiopia, and Australia seeking his expertise. As ETC Institute's lead statistician for two decades, he established the protocols for all quantitative surveys, advising numerous government agencies, universities, and transportation modelers. During the COVID-19 pandemic, he launched a national survey that provided benchmarking data for over 60,000 U.S. residents, helping local governments track and compare their results.

Chris will oversee ETC Institute's role in the surveys and will work directly with the ETC project manager.

RELEVANT PROJECT EXPERIENCE INCLUDES:

- Phoenix (Valley Metro) Onboard Transit Survey, Project manager
- Oakland (AC Transit) Onboard Transit Survey
- San Jose (VTA) Onboard Transit Survey
- San Francisco (Muni) Onboard Transit Survey
- Bay Area Rapid Transit (BART) Onboard Transit Survey
- North Central TX COG (NCTOG) Onboard Transit Survey

Fred Gsell | ETC



Project Role: Survey Project Manager

Fred Gsell earned a M.S. in Biostatistics from Louisiana State University Medical Center in New Orleans and a B.S. Degree in Quantitative Business Analysis from Louisiana State University in Baton Rouge. As a Project Manager at ETC Institute, he brings 24 years of expertise in public transit research. These studies play a crucial role in updating travel demand models, ensuring Title VI compliance, supporting New and Small Starts projects, customer satisfaction, and other purposes. With an extensive portfolio, Fred is recognized as a leading authority in transit surveys, having overseen more studies in this field than most professionals nationwide. Fred has led numerous transit research initiatives, including customer satisfaction assessments, market research, origin destination, and user/non-user studies across various transit modes such as buses, light rail, subways, commuter rail, and ferries. His expertise spans all aspects of project execution, from methodology and survey design to data collection, processing, and reporting. Before joining ETC Institute in 2013, Fred played key roles in transit management, business development, and led the Statistical Services Department at NuStats in Austin, TX.

Fred will be the project manager for ETC Institute and will be the primary liaison between ETC, TMD and the City.

RELEVANT PROJECT EXPERIENCE INCLUDES:

- Denver Regional Transit District (RTD) Onboard Transit Survey
- City of Tucson Regional Transit Survey
- St. Louis Metro Onboard Transit Survey
- Victor Valley, CA Onboard Transit Survey
- Santa Clarita, CA Onboard Transit Survey
- Southeast Michigan COG (SEMCOG)I Onboard Transit Survey
- Atlanta Regional Commission (ARC) Onboard Transit Survey
- Los Angeles DOT, CA Onboard Transit Survey
- Fresno, CA Onboard Transit Survey
- Seattle, WA Onboard Transit Survey
- San Diego, CA Onboard Transit Survey
- Broward County Transit, FL Onboard Transit Survey

Professional Resume

Ronald Kilcoyne, *Senior Manager*



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Overview

Ron Kilcoyne, Senior Manager, is an accomplished transit management professional with over 45 years of experience in the public transportation industry. Ron is a former General Manager of three different transit systems across the country, he has navigated distinct markets and organizational challenges, grown ridership, and achieved significant cost efficiencies through sound fiscal management and effective labor negotiations. In addition, he has successfully planned and implemented complex projects involving service redesign, fare restructuring, new facilities construction and operations, and advanced technology system improvements. His past executive management roles include General Manager, Lane Transit District (Eugene, OR); CEO/General Manager, Greater Bridgeport Transit Authority (Connecticut); and Transportation Manager, City of Santa Clarita.

In addition to his firsthand industry experience, Ron has conducted a broad range of service planning and scheduling projects as a consultant, working closely with a variety of systems seeking to increase ridership and enhance their internal capacity and operations. His projects have largely focused on service restructuring including simplifying routes and other strategies for growing ridership, identifying operational efficiencies, developing conceptual schedules, estimating short and long term operating and capital costs, recommending fare policy changes, ZEB transition and developing staff training.

Relevant Experience

Yolo Transportation District Short Range Transit Plan, Woodland, CA, Project Manager (2024-Present)

— Ron is managing the YoloTD SRTP. He oversaw the preparation of the Existing Conditions and Market Assessment and the first round of community outreach. He is currently leading the development of recommendations for Yolobus fixed route service and Beeline microtransit, ADA paratransit service. He will be supporting the development of the YoloTD's BEB transition plan, the development of the SRTP capital plan including identification of technology needs.

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

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

HRDC Redesign Streamline Transit Development Plan, Bozeman, MT, Project Manager (2019-2021; 2024-Present)

— Ron led Streamline's first TDP which included an evaluation of existing service performance, developed a service plan to address future needs, developed governance and funding strategies to address growth and likely change from a rural system to a small urban system.

— Ron is currently leading the 2024/25 TDP update. He managed the evaluation of existing service performance and marking conditions as well as the first round of public engagement. He is working on the TDP recommendations which will focus on determining how to serve the rapid growth occurring in the community, meeting the regional goals of addressing climate change, and improving service to disadvantaged communities. The final TDP will lay the foundation for an anticipated ballot measure to increase funding for Streamline service.

EDUCATION

BS, Business Administration, University of San Francisco, San Francisco, CA

Advanced Scheduling Seminar, Regional Transit Training Center, University of Southern California, Los Angeles, CA

Bay Area Urban Transit Institute

Transit Management Effectiveness Program, University of California, Irvine

International Transit Study Program, ENO Foundation

EXPERIENCE

Transportation Management & Design, Inc.

North County Transit District

Nelson/Nygaard Consulting Associates

Lane Transit District

Greater Bridgeport Transit Authority

Korve Engineering

City of Santa Clarita

AC Transit

Years of experience: 45

City of Santa Clarita Transit Development Plan (TDP), Santa Clarita, CA, Project Principal (2023-2024)

— Ron served as Project Principal, overseeing all aspects of the plan. SCT is an all contract operation providing local, commuter express, microtransit and ADA paratransit service to a rapidly growling outer suburban area of Los Angeles County. The TDP took a holistic examination of all aspects of the transit system and will make recommendations for service design, operating practices, funding and capital investment.

City of Davis UniTrans Short Range Transit Plan, Davis, CA, Project Manager (2024-Present)

— Ron is managing the City of Davis SRTP. He oversaw the preparation of the Existing Conditions and Market Assessment and the first round of community outreach. He is currently leading the development of recommendations for the restructure of the Unitrans fixed route service, the Davis Community Transit ADA paratransit service and fare policy.

San Diego Metropolitan Transit System (MTS) Operations Insourcing Feasibility Study, San Diego, CA, Task Lead (2024-Present)

— Ron is currently leading tasks related to Human Resources and management for a study of potentially insourcing MTS' current contractor-operated fixed route bus and paratransit services. The study involves a) analysis of current MTS and contractor practices, staffing, and performance; b) development of concepts for all or partial insourcing of service delivery; c) preparation of transition and implementation strategies; and d) detailed costing and impact analysis.

Central Contra Costa Transit Authority (County Connection) On-Call Planning Services, Project Manager, Contra Costa Co., CA, (2023-Present)

— Ron is the contract lead for providing on-call planning services to County Connection. Ron has lead the task orders issued thus far, which includes an on board survey, developing recommendations for bus stop spacing and a major corridor plan.

Great Falls Transit (GFT) Transit Development Plan, Great Falls, MT, Project Manager (2023-2024)

— Ron led the GET TDP which included fixed route recommendations, a comprehensive review of all aspects of ADA paratransit including the certification process and provision of service, a BEB transition plan, staffing needs, capital planning, technology needs, and fare policy.

AC Transit "AC Realign" Network Redesign, Alameda County, CA, Deputy Project Manager (2023-2024)

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

Gold Coast Transit District Short Range Transit Plan, Oxnard, CA, Task Lead (2023-2024)

— Ron was the task lead for the development of high quality transit corridor feasibility analysis.He also assisted with the development of system improvements, financial plan and final plan.

Prince George County DPWT 2024-2029 Transit Vision Plan and Transit Service & Operations Plan, Largo, MD, Transit Planner (2023-2024)

— Ron worked with the county, WMATA, and WMATA's consultant team in developing the Better Bus Network plan within Prince George County. This effort includes ensuring that the new network provides the connections that Prince George County residents need to travel within and county and the entire region, adequate service coverage is maintained, and efficient schedules are developed.

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

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

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

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

Professional Resume

China Langer, *President*



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Overview

China Langer has been instrumental over the past 19 years in helping TMD transition to the 21st century. She leads and manages a broad spectrum of transit-service planning projects for TMD, from extensive system-wide Comprehensive Operations Analyses (COAs) to more narrowly focused corridor service restructuring and support activities, such as ridership data collection, on-board passenger surveys, and Title VI and Environmental Justice analyses. She brings detailed technical expertise and experience in market assessment, consumer research, service evaluation (fixed-route and paratransit), strategic visioning, service plan development, and inclusive stakeholder outreach and in-reach. As well, she has expertise in data collection, comprehensive multivariate market, service, and operations synthesis, and GIS mapping.

Relevant Experience

City of Beaumont, Pass Transit COA, Beaumont, CA, Project Manager (2013-2014)

— China managed the City of Beaumont's first COA, which included an extensive data collection effort (on-board passenger counts and O-D survey), an assessment of existing and future market conditions, a detailed evaluation of individual route performance, and the development of constrained and unconstrained recommendations. Recommendations focused reducing travel times, increasing frequencies, and enhancing transfer connections to improve passenger experience and grow system ridership. The final network plan increased the effectiveness of the network by realigning services to reduce service duplicity and increase service to areas with higher demand potential.

Riverside Transit Agency (RTA) Sustainable Services Plan, Riverside, CA, Project Principal (2022-2023)

— China served as the Project Principal for the RTA SSP, which is a sustainable three-year plan for transit service improvements to improve service spans, frequencies, and realignment of routes to more directly serve major destinations. She also led the Title VI Analysis of the recommended network.

Riverside Transit Agency (RTA) Bus Stop Amenities Data Collection and Policy Development, Riverside, CA, Project Advisor (2015, 2024)

— China served as Project Advisor for the development of RTA's Strategic Bus Stop Policy. She prepared the Board materials and presented to RTA's Board of Directors.

Sun Systems Comprehensive Operations Analysis, Tucson, AZ, Project Principal (2022-2024)

— China served as Project Principal for the Sun System COA which evaluated the service operated by Sun Tran, Sun Express, Sun Link, and Sun Shuttle in Greater Tucson. China was responsible for the review and QA/QC of all project deliverables including the analysis of existing conditions and materials for the draft network plan. China also lead the development of Sun Tran's Bus Stop Amenity Policy.

Orange County Transportation Authority Making Better Connections Project, Orange County, CA, Project Principal (2021-2024)

— China served as the Project Principal on the Making Better Connections Study and was involved in all aspects of the project including the review of all project deliverables.

EDUCATION

BA, Urban Studies & Planning, Communications Minor, University of California (UCSD), San Diego, CA

EXPERIENCE

Transportation Management & Design, Inc.

University of California at San Diego, Physical Planning Department

Years of experience: 19

Sound Transit Service Planning Support, Seattle, WA, Contract Manager (2022-Present)

— China is managing TMD's on-call planning support contract with Sound Transit. She has managed tasks ranging from service costing and financial forecasting, developing performance monitoring tools and dashboards, reviewing and editing reports, and creating service planning maps.

Riverside Transit Agency COVID-19 Service Reduction Plan, Riverside, CA, Senior Advisor (2020-2021)

— China served as a Project Advisor to support the identification of service reduction strategies to save costs in the face of declining revenue due to the COVID-19 pandemic.

NJ TRANSIT NewBus Newark Bus Network Redesign, Newark, NJ, Co-Project Manager (2020-2021)

— China managed the day-to-day task work at TMD, and with other team members, worked with NJ TRANSIT staff to gather data, organized an extensive virtual stakeholder and outreach program given the COVID-19 pandemic, and supported the project's market assessment and service evaluation tasks. She also led the Title VI Analysis of the recommended network.

Birmingham-Jefferson County Transit Authority (BJCTA) Comprehensive Operations Analysis, Birmingham, AL, Project Manager (2020-2021)

— China served as Project Manager for a first in a generation rethinking of the transit network in Alabama's largest city. She oversaw the day-to-day management of the project and communication with the client, along with the existing conditions and service design tasks and supported the public outreach and engagement process.

Los Angeles County Metropolitan Transportation Authority LA Metro NextGen Bus Study, Project Advisor (2017-2020)

— China supported the NextGen project by leading the evaluation of existing services and serving as an advisor during the development of the network plan.

Nashville WeGo (formerly MTA) Better Bus Network Restructuring, Project Coordinator (2017-2020)

— China managed the day-to-day project work for the Better Bus Network Study and worked closely with both TMD and WeGo staff to ensure all task work was completed on time and that it exceeded WeGo staff's expectations.

VIA Metropolitan Transit, San Antonio, TX, Professional Services, Planning Lead (2014-2019), General Planning Consultant (2015-2020), General Services Planning & Scheduling Consultant Services (2022- Present), Contract Manager

— China has worked closely with VIA, often serving as an extension to staff. Key tasks include the South/West Corridor project, 2040 LRTP, Rapid Transit Network, Scheduling and Planning Support, Downtown Operating Plan, managing a Comprehensive Operations Analysis (branded Better Bus), supporting VIA with refinements to the Better Bus Plan, planning and developing ridership estimates for MOD, assisting with COVID recovery planning, and conducting a peer review of Bus Stop Amenity Policies.

HOCTS Oneida County Transit Analysis, Oneida Co, NY, Project Manager (2019-2020)

— China served as an advisor for the Oneida County Transit Analysis project, reviewed the analysis of existing service, and lead the development of service alternatives for the cities of Rome and Utica.

Rochester-Genesee Regional Transportation Authority (RGRTA) Reimagine RTS - Transit System Redesign Project, Rochester, NY, Project Coordinator (2017-2018)

— China served as the primary point of contact for RGRTA coordinating all task work, managing the bi-weekly conference calls, and reviewing all project deliverables, as well as playing an active role in shaping the public and stakeholder involvement plan to ensure an equitable process.

Bi-State Development Agency/St. Louis Metro Reimagined Comprehensive Operational Analysis, Project Coordinator (2017-2018)

— China served as the primary point of contact for Metro, and played an active role in shaping the public involvement plan and in the development of interactive tools to engage the community, as well as participated in the evaluation of existing Metro services and development of service alternatives.

Professional Resume

Daniel Peña, *Senior Planner*



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Overview

Daniel Peña has extensive experience in transit planning, performance evaluation, and policy development. Over the past two years at TMD, Daniel has led and contributed to Comprehensive Operations Analyses in Victor Valley, Yolo County and the City of Davis. Additionally, he has been actively involved in service planning for Sound Transit as TMD's lead on-call planner for the agency and has conducted station capacity analyses for California High Speed Rail.

Before rejoining TMD, Daniel spent six years as a transit planner at the Metropolitan Council in the Twin Cities, where he evaluated transit service performance, developed long-range transit plans, shaped regional transit policy, conducted peer research, assessed grant proposals, and collaborated with diverse stakeholders on major transit initiatives. His prior work with TMD included COAs in Buffalo, Los Angeles, Austin, and San Antonio.

Relevant Experience

City of Davis UniTrans Short Range Transit Plan, Davis, CA, Deputy Project Manager (2024-Present)

- Daniel is serving as the deputy project manager of the City of Davis COA, leading the analysis of existing conditions, analysis of transit performance and shaping the public outreach effort.
- Daniel lead the effort to develop a survey that engaged with university students, non-student riders and paratransit riders.

Yolo Transportation District Short Range Transit Plan, Woodland, CA, Deputy Project Manager (2024-Present)

- Daniel is serving as the deputy project manager of the Yolo County COA, leading the analysis of existing conditions, analysis of transit performance and shaping the public outreach effort.
- Daniel is leading the effort to update YoloBus Goals, Objectives, and Performance Measures. Daniel lead workshops with the client to understand what their needs for the COA were and how new goals and objectives could reflect those

City of Santa Monica "Brighter Blue" Big Blue Bus Comprehensive Operational Analysis, Santa Monica, CA, Senior Planner (2023-2024)

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

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

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

EDUCATION

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

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

BA, Anthropology, University Of California, Los Angeles

BA, Portuguese, University Of California, Los Angeles

EXPERIENCE

Transportation Management & Design, Inc.

Metropolitan Council (Saint Paul, MN)

San Francisco Municipal Transportation Agency

Marin Transit

San Luis Obispo Regional Transit Authority

Years of experience: 10

Victor Valley Transit Authority Comprehensive Operational Analysis, Hesperia, CA, Senior Planner (2023-2024)

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

Great Falls Transit District Transit Development Plan, Great Falls, MT, Senior Planner (2023-2024)

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

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

— Daniel managed the Title VI analysis of multiple fare policy scenarios for Houston METRO. The scenarios analyzed included alternate fare media, fare-capping schemes, and changes to points of sale for fare media including elimination of the back of bus reloaders and cashless operating systems at park & ride lots.

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

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

— Served as project manager on several regional transportation projects, including developing scopes of work, developing project schedules, budgets and evaluating proposals

— Led technical analysis projects, including regular evaluations of regional transit performance

— Worked on projects that translated regional policy into implementation measures, including developing criteria for and selecting projects to receive Federal transportation funding

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

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

— Evaluated existing bus service

— Analyzed and recommended changes to paratransit service

— Recommended changes to both community circulator and commuter services

— Engaged with the public through pop up informational stands and field interviews in both English and Spanish

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

— Conducted fieldwork to evaluate current transit operations

— Analyzed and recommended potential alignments for BRT service In downtown San Antonio

— Evaluated existing service design and performance evaluation standards

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

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

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

— Evaluated existing transit service at the regional and sub regional level

— Analyzed and recommended changes to bus operations in downtown Buffalo

— Developed and recommended service changes on a by route basis for all NFTA service

— Developed cost projections for recommended service changes

Professional Resume

Anna Joos, *Senior Planner*



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Overview

Anna holds a degree in Economics and Environmental Studies from the University of Wisconsin-Madison, where she specialized in sustainable development and climate change impacts on vulnerable populations. She previously worked for the United Nation Environmental Program where she analyzed the relationship between a Estonia's reliance on clean fuels in relation to their ambient air pollution. At TMD, she has supported numerous transit initiatives across the United States, including comprehensive operational analyses, transit development plans, and paratransit studies. In each project, she consistently supports the delivery of innovative solutions through her detailed market assessments, comprehensive data analysis, and rider and stakeholder engagement. As Lead Planner on multiple TMD projects, including the RTA Sustainable Service Plan and Sun Tran COA, she actively supported the projects' community engagement, data analysis, development of service recommendations, as well as the day-to-day management of taskwork.

Relevant Experience

Riverside Transit Agency (RTA) Bus Stop Amenity Policy Update, Riverside, CA, Senior Planner, Task Leader (2024)

— Anna worked with RTA on an update to their bus stop amenity policy, determining how shelters should be allocated among the 18 member jurisdictions.

Riverside Transit Agency (RTA) Sustainable Services Plan, Riverside, CA, Associate Planner, Task Leader (2022-2023)

— Anna was a key member of the RTA Sustainable Services Plan project team. She led the evaluation of RTA's current service, analyzed survey data from two rounds of public outreach, and supported the development of service alternatives. The final service recommendations and service standards were approved by the board in March 2023.

Sun Tran COA, Tucson, AZ, Associate Planner, Task Leader (2022-2024)

— Anna has served as the Lead Associate on the Sun Tran COA. She led the Market Assessment and Service Evaluation which took a comprehensive look at SunTran's existing service performance and Tucson's demographics. She participated in two rounds of public meetings, speaking directly with riders about their service needs. She also played a key role in the development of service alternatives in the final COA plan. Finally, she led the development of a bus stop amenity program and comprehensive service standards.

Sun Van Comprehensive Operations Analysis, Tucson, AZ, Associate Planner (2024)

— Anna participated in a comprehensive review of Sun Van paratransit service in the Greater Tucson area. She helped develop a survey instrument and analyze the results in Power BI.

Victor Valley Transportation Authority (VVTA) Comprehensive Operations Analysis, Victorville, CA, Associate Planner (2024)

— Anna completed a Market Assessment for the VVTA COA, analyzing demographic data, travel patterns, and survey results to identify unmet market demand for transit service in Victor Valley.

EDUCATION

BA, Environmental Studies
University of Wisconsin Madison

BA, Economics
University of Wisconsin Madison

EXPERIENCE

Transportation Management & Design, Inc.

United Nations Environmental Programme

U.S. House Natural Resources Committee

Years of experience: 4

Yolo Transportation District Short Range Transit Plan, Woodland, CA, Associate Planner (2024-Present)

— Anna helped lead the development of the YoloTD Community Survey and held pop up events across Yolo County to engage with the public. Findings from outreach, paired with analysis from the Market Assessment were used to build the Goals, Objectives, and Standards that will shape the final plan.

City of Davis UniTrans Short Range Transit Plan, Davis, CA, Associate Planner (2024-Present)

— As the lead associate on the City of Davis SRTP, Anna has guided and directed the development of the Market Assessment in the Existing Conditions report. Anna also synthesized this information with the comments received during public outreach, to help develop a plan for the City of Davis which would improve transit accessibility for UC Davis students and the entire community.

HRDC Bozeman Transit Development Plan Update, Bozeman, MT, Associate Planner, Community Engagement Lead (2024-Present)

— Anna is leading the Community Engagement efforts for the Bozeman TDP update. Her work included developing a Public and Stakeholder plan, an online community and customer survey, and materials for the outreach events.

City of Pasadena Short Range Transit Plan, Pasadena, CA, Senior Planner (2023-2025)

— Anna was the Lead Planner on the Pasadena project, supporting all aspects of the project. She led the execution and in depth analysis of the On-Board Rider Survey and created easily understandable dashboard in Power BI. She developed the outreach plan and all supporting materials for the first round of outreach including posters, presentations and interactive games for community member engagement.

Great Falls Transit (GFT) Transit Development Plan, Great Falls, MT, Associate Planner (2023-2025)

— As the lead associate for this TDP. Anna guided the development of the Existing Conditions Report, including the market assessment and service evaluation, as well as completed a survey analysis of responses from community members and transit riders alike. She also developed service alternatives based on her findings from these first tasks.

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

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

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

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

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

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

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

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

Professional Resume

Gary Hewitt, *Project Manager*



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Overview

Gary Hewitt brings over 30 years of experience in transit planning and operations. He has delivered diverse transit planning projects, including Title VI Equity Analyses, short-range transit plans, project feasibility studies, and long-term transit visions. His experience managing the day-to-day operations of bus and paratransit services gives him a unique perspective that helps him develop implementable solutions and understand FTA policy. Gary has also supported implementing customer-facing technology initiatives during his career, including real-time passenger information, innovative fare payment, and app-based service delivery. Prior to joining TMD, he worked for several small municipal and large regional transit agencies in Southern California, including OCTA, the City of Irvine, LA Metro, and the City of Glendale.

Relevant Experience

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

— Gary developed and RFI for a new microtransit service and assisted staff in reviewing the proposal and developing an operating plan for RTA's GoMicro service in Hemet.

Whatcom Transportation Authority, Microtransit Feasibility Study, Bellingham, WA, Project Manager (2023-2024)

— Gary worked with WTA to determine the feasibility of introducing microtransit. The study evaluated the potential performance of microtransit service in different areas within WTA's service boundaries and identified various operating models and recommend technology features.

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

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

Sun Van Comprehensive Operations Analysis, Tucson, AZ, Project Manager (2024-Present)

— Gary is currently leading a comprehensive evaluation of Sun Van's ADA service, including Sun Van's policies and procedures, service area boundary, service performance, and eligibility process. The project is also looking at the co-mingling of ADA with SunTran's Sun On-Demand service.

City of Pasadena Short Range Transit Plan, Pasadena, CA, Project Manager (2023-2025)

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

EDUCATION

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

Transit Mid-Manager Seminar | Eno Center for Transportation

Project Management Course | American Management Association

AWARDS

Past Chair of SCAG Regional Transit Technical Advisory Committee

2016 Administrative Employee of the Year | OCTA

2012 City Manager Performance Award | City of Irvine

EXPERIENCE

Transportation Management & Design, Inc.

OCTA

City of Irvine

LACMTA

City of Glendale

Years of experience: 30

Gold Coast Transit District Short Range Transit Plan, Oxnard, CA, Project Manager (2023-2025)

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

City of Santa Monica Big Blue Bus "Brighter Blue" Comprehensive Operational Analysis, Santa Monica, CA, Task Lead (2023-2024)

— Gary lead the data collection and data analysis tasks. This included developing interactive dashboards comparing the existing and pre-pandemic service performance.

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

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

Greater Richmond Transit Company Paratransit Operational Analysis, Richmond, VA, Project Advisor (2025-Present)

— Gary is supporting GRTC Paratransit Operational Ananlysis by lending his expertise in paratransit eligibility and operating models.

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

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

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

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

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

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

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

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

DART Paratransit Consulting Services, Des Moines, IA, Subject Matter Expert (2021-2023)

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

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

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

Professional Resume

Stuart Geltman, *Project Manager*



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Overview

Stuart is a project manager with experience in urban transportation systems and transit planning. He has assisted in preparation of comprehensive neighborhood transportation plans, special project plans, bus route development plans, transit construction mitigation plans, and terminal studies, in various parts of the country. Stuart's responsibilities have involved the preparation of transportation and development plans for state, county, city, and neighborhood governments and civic groups. He is an expert on transit operations and bus facilities. He has studied bus stops needs for a number transit property, including the placement, removal, insertion, and consolidation of bus stop locations. Stuart has worked on fare policy and analysis for transit agencies throughout the country over the past 25 years. He has conducted analyses of fare policies with modifications based on changing service paradigms. He has developed multiple scenarios for fare increases and modifications, including introductions of new pass type instruments. Stuart is keenly aware of the delicate balance that needs to be made between maximizing ridership and fare revenues, including meeting farebox recovery targets.

Relevant Experience

Victor Valley Transit Authority Comprehensive Operational Analysis, Victorville, CA Project Manager (2023-2024)

— Stuart served as project manager for the Victor Valley Transit Comprehensive Operational Analysis. This COA redesigned Victor Valley Transit's network to support ridership growth in the post-COVID environment, presenting multiple network growth scenarios. As part of the COA, Stuart developed a short-term and long-term service, financial, and capital plan that will be used as a five-year blueprint for VVTA's growth. Final recommendations were presented to the Board of Directors in July 2024. Stuart also served as project manager for a previous COA VVTA conducted in 2016-2017.

AC Transit "AC Realign" Network Redesign, Alameda County, CA, Task Leader (2023-2024)

— Stuart led the development of performance standards for AC Transit. This included a best practices review, a review of current metrics, and the development of metrics and benchmarks for all of AC Transit's services. Also included in this development of standards was the use of performance standards, evaluation of services based on the performance standards and potential corrective actions to improve route and system performance.

Caltrans District 4 Bay Area Transit Plan, San Francisco, CA, Best Practices and Investment Prioritization Lead (2023-2024)

— Stuart led the literature review of best practices and local planning context, development of performance measures, and the identification and ranking of priority investment areas for District 4.

Prince Georges County DPWT 2024-2029 Transit Vision Plan and Transit Service & Operations Plan, Largo, MD, Lead Transit Planner (2023-2024)

— Stuart served as the lead transit planner for the transit vision and operations plan. In this role he has worked with the county, WMATA, and WMATA's consultant team in developing the Better Bus Network plan within Prince Georges County.

EDUCATION

BA, Urban Studies, University of Minnesota
MS, Transportation Management, Polytechnic Institute of New York (Now NYU Tandon School of Engineering)

EXPERIENCE

Transportation Management & Design, Inc.

AECOM

Years of experience: 25

Detroit Department of Transportation (DDOT) On-Call Planning and Scheduling Services, Detroit, MI, Senior Advisor (2021-2024)

— TMD has a contract with DDOT to provide on-going planning, scheduling, and operations consulting services. Stuart supported DDOT by leading the development of the capital program for DDOT.

Los Angeles Metro G-Line BRT Improvements Project, Los Angeles, CA, Task Lead (2022-2024)

— Stuart led the development of the Concept of Operations for improvements to the G Line with the implementation of grade separations and railroad grade crossing gates at intersections.

AECOM, SENIOR TRANSIT PLANNER (1999-2022)

Massachusetts RTA Regional Transit Plan, Statewide, MA, Senior Transit Planner (2020)

— Stuart led the fare analysis and policy chapters for the recent Statewide Regional Transit Plans. This was based on the memorandum of understanding between MASSDOT and all of the RTAs to ensure that a fare policy was developed that codified fare structure and fare increase schedules. Stuart worked with each RTA, as needed, to help craft this fare policy.

Imperial County Fare Study, El Centro, CA, Senior Transit Planner (2019-2020)

— Stuart served as the primary investigator developing fare policy and levels for all of the services ICTC operates In this study Stuart identified which services should have the same fare level in an effort to streamline fares. He developed a scheduled for fare modifications with the goal to maximize both ridership and revenue.

SORTA Implementation Study, Cincinnati, OH, Service Plan and Cost Modeling Lead (2017-2022)

— Stuart was the service plan and cost modeling lead for the SORTA implementation study. This study supported SORTA as they pursue a ballot initiative for the election in 2018. Stuart has provided a cost model and service plans to demonstrate the impacts of various sales tax levels.

Nantucket Regional Transit Authority (NRTA) Year Round Service Feasibility Study, Nantucket, MA, Senior Planner (2017)

— Stuart served as a senior planner for this feasibility study of extending transit services to operate year-round on this small island off the coast of Massachusetts. His role was to support the second phase of the study was a fare analysis, a review of available fare technologies, and a review of innovative funding strategies to help in implementing year-round service.

RGRTA Regional Service Efficiency Study, Rochester, NY, Senior Transit Planner (2016)

— Stuart led the fare policy review of each of the rural RTS systems that are a part of RGRTA. Stuart developed fare alternatives designed to create a unified fare policy throughout the RTS system and compatible with the RTS Monroe fare policy system.

SORTA Service Evaluation, Development, and Management Study, Cincinnati, OH, Senior Transit Planner (2015-2017)

— Stuart was the senior transit planner that conducted a service evaluation and system redesign for the Metro bus system operated by SORTA in Cincinnati, OH. Stuart helped to develop the operating and maintenance cost model to support the expanded system that incorporated elements of operations, maintenance, administration, and increased driver training. The redesign included expansion of suburban and crosstown services to provide better connections throughout the region, new BRT services, new flexible services, and expanded services on local and express bus routes. Remix Transit Planning software was used to develop and cost the service plan. Along with the operating plan, Stuart prepared a ten year capital plan to support implementation of this service redesign.

Professional Resume

Bobbi Jo Duley, *Graphic Designer*



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Overview

Bobbi brings 24 years of experience providing custom design services for a broad range of customers and projects. As TMD's graphic designer, she works closely with clients to create content to inform and engage project stakeholders and help make TMD's technical planning work and deliverables more accessible to diverse audiences. Her work in both online and print media includes custom WordPress websites, StoryMaps, custom graphics and icons, professional layout of presentations and reports, posters, maps, and more. With a background in Fine Arts and a proficiency in a full range of design and publishing applications (Adobe Creative Suite, WordPress, HTML, CSS, etc.), Bobbi brings a comprehensive creative approach to all of her design work.

Relevant Experience

Victor Valley Transit Authority (VVTA) Comprehensive Operations Analysis, Victorville, CA, Graphic Designer (2023-2024)

- Bobbi designed a custom template for the route profile sheets, as well as the route recommendations.
- She developed custom graphics to be used in a survey memo and designed the layout for the final report.

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

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

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

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

Los Angeles Metro Professional and Technical Services for Operations SDSA Department, Special Event Service Planning Support, Los Angeles, CA, Graphic Designer (2024- Present)

- Bobbi has worked to develop custom layouts for the LA28 venue profiles.

HRDC Bozeman Transit Development Plan Update, Bozeman, MT, Graphic Designer (2024-Present)

- Bobbi led the design and layout of outreach materials, including a community survey and outreach boards, as well as a custom template for the StoryMap.

City and County of Broomfield Transit Needs Assessment, Broomfield, CO, Graphic Designer (2024)

- Bobbi led the design of custom project logo and travel flow graphic. She also led the design of the outreach poster and postcard.

City of Santa Monica Big Blue Bus "Brighter Blue" Comprehensive Operational Analysis, Santa Monica, CA, Graphic Designer (2023-2024)

- Bobbi developed a rider profile graphic and the layout for a printed rider survey.
- She created a custom template for the route recommendations.
- She also led the design and layout of the final report and a custom graphic.

EDUCATION

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

APPLICATIONS

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

WordPress, HTML, CSS

Microsoft Office Suite

EXPERIENCE

Transportation Management & Design, Inc.

gaiacreative

delphine

Years of experience: 24

City of Santa Clarita Transit Transportation Development Plan, Santa Clarita, CA, Graphic Designer (2023-2024)

- Bobbi led the design and layout of the Market Assessment and Service Evaluation.
- She developed a custom template for the route profile sheets as well as the Draft Route Concepts.
- She also led the design of outreach materials, including outreach boards and a custom template for the StoryMap.

Great Falls Transit (GFT) Transit Development Plan, Great Falls, MT, Graphic Designer (2023-2024)

- Bobbi developed a rider profile graphic, and led the design and layout for the onboard and community surveys.
- She helped in the development of outreach materials, including a custom template for the StoryMap.

City of Pasadena Short Range Transit Plan, Pasadena, CA, Graphic Designer (2023-Present)

- Bobbi led the development of outreach materials, including a survey poster, onboard survey and Dial-A-Ride survey.
- She developed custom templates for the route profile sheets and route recommendations.

AC Transit "Transit Realign" Network Redesign, Alameda County, CA, Graphic Designer (2023-2024)

- Bobbi developed custom templates to be used for the 2019 and 2022 PI reports.
- She also developed templates for the draft and final route recommendations that were then translated into three different languages.

Gold Coast Transit District Short Range Transit Plan, Oxnard, CA, Graphic Designer (2023-2024)

- Bobbi developed custom templates for use in the route profile sheets and route recommendations, and generated each in both English and Spanish.
- She led the design and layout of the Transit Opportunity Corridor Options and the Final Report.

Sound Transit Service Planning Support, Seattle, WA, Graphic Designer (2022-Present)

- Bobbi has led the design and development of a number of visual elements for the presentation of service changes, including detailed maps illustrating Link and ST Express, as well as a full network map.

Kings County Association of Governments (KCAG) KART Fixed-Route Schedule Study, Hanford,CA, Graphic Designer (2021-2022)

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

Detroit Department of Transportation (DDOT) On-Call Planning and Scheduling Services, Detroit, MI, Graphic Design (2021-2024)

- Bobbi led the design and layout of the Market Assessment, Service Evaluation and Final Report, including custom infographics and charts.
- She designed a custom template to be used for the route recommendations.
- As well, she developed multiple custom graphics for use in the SOPs.

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

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

Orange County Transportation Authority (OCTA) Fixed-Route Restructuring Study, Orange County, CA, Graphic Design (2021-2024)

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

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

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

Professional Resume

Britney Tran, *GIS Specialist*



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Overview

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

Since joining TMD, Britney has served as the lead GIS personnel on a variety of projects and contributed her geospatial expertise in evaluating existing conditions, performing transit propensities, and conducting site suitability analyses for bus facilities. Additionally, Britney has demonstrated her multifaceted technical skills as an associate planner. She has assisted in the data analysis, brain storming, and research for a range of transportation plans and transit needs assessments.

Relevant Experience

Victor Valley Transit Authority Comprehensive Operational Analysis, Hesperia, CA, GIS Specialist (2023-2024)

- Britney lead the geospatial analysis for the Conducted ridership analyses for the fixed route and paratransit network. Additionally, she supported the final route recommendations for short-term and long-term service for the five-year blueprint that was presented to the Board of Directors.

Yolo Transportation District Short Range Transit Plan, Woodland, CA, GIS Specialist (2024-Present)

- As part of Yolo's Short Range Transit Plan (SRTP), Britney is serving as the GIS Specialist for the preparations of maps for the existing conditions, market assessment, and the community outreach effort.
- Britney is overseeing any additional mapping efforts for the route recommendations for the restructure of the YoloBus fixed-route service and Beeline microtransit.

Riverside Transit Agency Sustainable Services Plan, Riverside, CA, GIS Specialist (2023)

- As part of the RTA sustainable three-year plan for transit service improvements, Britney assisted in the GIS efforts to map improved service spans, frequencies, and realignment of route.
- Britney utilized ArcGIS Pro to map RTA's bus stops and performed an analysis to identify the percent of RTA stops with amenities in minority and low-income communities.

HRDC Bozeman Transit Development Plan Update, Bozeman, MT, GIS Specialist (2024-Present)

- For the update of the previous HRDC Streamline Transit Development Plan, Britney is leading the geospatial efforts for existing conditions. As part of plans to determine the best way to serve the rapid growth within the community, Britney is assisting in any geotechnical analysis regarding improving transit service for disadvantaged communities.

EDUCATION

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

EXPERIENCE

Transportation Management & Design, Inc.

Years of experience: 2

City of Davis UniTrans Short Range Transit Plan, Davis, CA, GIS Specialist (2024-Present)

- Britney is serving as the lead GIS personnel for the City of Davis UniTrans' Short Range Transit Plan (SRTP). She is conducting geospatial analyses for the community demographics and travel patterns as part of the Existing Conditions and Market Assessment.
- Britney also assists in any geospatial analysis regarding the evaluation and development of recommendations for the restructure of the Unitrans fixed-route service, the Davis Community Transit ADA paratransit service, and fare policy.

City and County of Broomfield, Transit Needs Assessment, Broomfield, CO, GIS Specialist (2024)

- Britney is currently serving as the GIS Specialist for the Broomfield Transit Study for the City and County of Broomfield, Colorado. As part of the data-driven analysis, Britney is assisting in the geospatial analysis on the community makeup, travel patterns, and current transit behaviors.

Bay Area Rapid Transit District (BART) Clipper Bay Pass Title VI Analysis Technical Support, San Francisco, CA, Associate Planner (2024)

- As part of BART's Clipper BayPass and No-Cost & Reduced-Cost Transfer, Britney served as the associate planner on the Title VI Fare Equity Analysis Report and Public Participation Report. Britney oversaw the methodology of the equity analysis and worked on brainstorming mitigation measures.

Denver RTD Facilities & Fleet Optimization Plan, Denver, CO, GIS Specialist (2024)

- Britney served as the GIS Specialist for the Bus Facility Siting Analysis task. She conducted a multiphase facility siting analysis to screen potential parcels based on established site selection criteria. Britney consolidated a shortlist of feasible parcels by utilizing vacancy attributes, polygon acreage, and demographic analyses as part of the geoprocessing selection.

Great Falls Transit (GFT) Transportation Development Plan, Great Falls, MT, GIS Specialist (2023-2025)

- As part of Great Falls Transit's Transportation Development Plan (TDP), Britney served as the lead GIS Specialist. She created an ArcGIS Storymap with an embedded rider survey to communicate key findings from an existing conditions analysis. Additionally, Britney produced demographic and key destination maps to illustrate community characteristics and travel patterns.

City of Santa Clarita Transit Transportation Development Plan GIS Specialist (2023-2024)

- Britney led the GIS efforts for the City of Santa Clarita's Transportation Development Plan (TDP) in Los Angeles County. As part of the GIS analysis, she provided technical support for the existing market and service conditions by creating maps for demographic densities, community profiles, and origin-destination travel patterns.
- As part of the proposed route recommendations, Britney developed an ArcGIS Storymap which included sliders for viewers to compare the existing and proposed transit networks, as well as an interactive map of pop-up event locations.

City of Pasadena Short Range Transit Plan, Pasadena, CA, GIS Specialist (2023-2025)

- Britney served as the GIS Specialist for the City of Pasadena Short Range Transit Plan update. She focused on visualizing demographic maps for the density analysis as part of the market assessment, as well as route alignment maps for the City's fixed route and paratransit services. Additionally, Britney assisted in mapping the service recommendations and other geospatial elements for the public outreach.

Santa Monica Big Blue Bus "Brighter Blue" COA, Santa Monica, CA, GIS Specialist (2023-2024)

- Britney assisted in creating maps displaying stop-level ridership changes comparing pre- and post-COVID trends. In addition, she conducted a comprehensive analysis on origin-destination data from the on-board survey to identify major rider travel patterns. By utilizing GIS tools, Britney developed maps for route profiles comparing existing and proposed route alignments, highlighting new and discontinued sections.

Gold Coast Transit District Short Range Transit Plan, Oxnard, CA, GIS Specialist (2023-2024)

- Leading the GIS efforts, Britney conducted the geospatial analyses and developed maps to support the demographic analysis for the existing conditions report. Additionally, she conducted a transit propensity analysis to identify areas of opportunity to increase ridership. Britney generated maps showcasing recommend route alignments and visualized corridor maps as part of the high quality feasibility analysis.

JENNA TOURJÉ-MALDONADO, AICP
PRINCIPAL & LEAD FACILITATOR

KEARNS & WEST



- Orange County, CA
- JTourje@kearnswest.com
- 760.296.9355

EXPERTISE

- Public Involvement
- Stakeholder Facilitation
- Urban and Environmental Planning

EDUCATION & CERTIFICATIONS

MURP, Urban and Regional Planning
University of California, Irvine

BA, International Development
University of California, Irvine

American Institute of Certified Planners (AICP)
American Planning Association

Certificate, Public Participation
International Association of Public Participation (IAP2)

MEMBERSHIPS

American Planning Association, Orange County Chapter (OC-APA)

International Association of Public Participation (IAP2)

SUMMARY OF QUALIFICATIONS

Jenna Tourjé-Maldonado is a Principal at Kearns & West with over 17 years of experience in community involvement, stakeholder facilitation, and planning. She has designed and facilitated complex stakeholder processes for tribal governments and local, state, and federal agencies regarding transit, active transportation, mobility, and community planning. Jenna designs collaborative projects with multi-pronged techniques and scales engagement to engage even the hardest-to-reach community members. She is passionate about partnering with communities on the path to creating healthy and whole places where people love where they live and have a voice and a stake in the future. Her work deeply engages community members from all walks of life, and she has experience designing outreach strategies for rural and suburban communities where people see their fingerprints throughout a project.

Jenna is certified by the International Association of Public Participation (IAP2) and co-instructs the Graduate Planning Practicum for the Masters of Urban Planning and Public Policy department at UC Irvine focused on healthy communities, active transportation, and mobility. Jenna co-leads Kearns & West's Tribal Relations practice and is an advisor to the Equitable and Inclusive Engagement team.

EXAMPLES OF RECENT EXPERIENCE

City of Oxnard Sustainable Transportation Plan
Community Engagement Project Manager
The City of Oxnard prepared a Sustainable Transportation Plan (STP), which paired prior multi-modal transportation planning efforts with extensive community engagement to form an implementation plan towards a sustainable mobility future for Oxnard. As part of the project, the STP engaged with people who live, work, and spend time in Oxnard to identify places where sustainable transportation improvements can be implemented. Kearns & West supported outreach activities and the facilitation of working groups as part of this effort. Jenna facilitated the advisory committee and managed the project alongside Kearns & West team. This project built on Kearns & West's track record of successful engagement with community-based groups and priority communities in Oxnard.

City of Laguna Beach — Enhanced Mobility and Complete Streets Transition Plan*
Facilitator & Planner
Jenna developed final plan and deliverables for the Enhancement Mobility and Complete Streets Transition Plan. The plan is designed to provide the policy framework for the city to implement physical and operational changes to the roadway network to improve conditions for all users including bicycles, pedestrians, transit, and motor vehicles. Extensive community outreach, including an online survey, walk audit, and bike audit, resulted in community identification of issues and opportunities. The project included an extensive analysis of the existing facilities in Laguna Beach that support or hinder mobility, including sidewalk locations, street grades, and speed limits. The final plan included recommendations to improve mobility citywide.

Palm Desert, CA — Bureau of Land Management (BLM) California Desert Renewable Energy Conservation Plan Programmatic Agreement (DRECP PA)
Project Manager & Lead Facilitator
Jenna facilitates the continued DRECP PA process, which includes developing the Compensatory Mitigation Fee for Cumulative Effects for all approved renewable energy projects within the Land Use Plan Area to address cumulative and some indirect adverse effects to historic properties. The committee includes Tribes from across the Coachella Valley. She has built deep relationships with Tribal entities throughout the Mojave desert and within the Coachella Valley, and is a trusted resource with Tribes, State, and local partners.

City of Indian Wells — General Plan Update Outreach
Project Manager & Lead Facilitator
Jenna led the Kearns & West team in the outreach process for the Indian Wells General Plan Update. Outreach for the project included a digital engagement strategy and visioning and health workshops. The update occurred during Covid, and Jenna's team creatively designed engagement for a population with less familiarity with digital tools while not meeting in person. Jenna was brought back for additional engagement to facilitate meetings on the housing element. Her familiarity with the community helped facilitate a smooth and engaged process.

California High Speed Rail (HSR) — Environmental Justice Engagement Strategy
Lead Facilitator
Jenna helped lead the Environmental Justice (EJ) outreach team in strategic engagement with disadvantaged communities in San Francisco to Merced, California to ensure that information about the Project is appropriately and equitably disseminated. The team engages in grassroots conversations with community service providers, community leaders and members, working groups on potential and disproportionately high and adverse impacts and benefits of the Project on their communities to inform the environmental review process under CEQA/NEPA, as well as a robust and high financial investment community benefits effort.

CSU San Bernardino, Palm Desert — CalNAGPRA Policy Development
Jenna is working with the California State University (CSU) Chancellor's Office to facilitate listening sessions at CSUs across the State to develop the CalNAGPRA policy, including at CSU San Bernardino.

City of Burbank — Citywide Complete Streets Plan
Community Involvement Specialist | 2019-2020
The City of Burbank is recently adopted a Complete Streets Master Plan, with the goal of ensuring accessible, safe, and enjoyable city streets for all users. Jenna played a key role in setting strategy and conducting day-to-day project management efforts for the Community Engagement portion of the project. A community-driven process is important for the City of Burbank, and this project represents a new level of engagement in the Community.

County of San Bernardino — Community Plans Continuum Project
Lead Facilitator & Project Manager
As Group Project Manager, Jenna managed six community plans in San Bernardino County as part of the larger planning effort, helping lead development of plans for 26 unincorporated communities ranging from the San Bernardino Mountains to the Mojave Desert. The project included weeks where multiple facilitation teams were immersed in conducting collaborative public workshops to engage communities in helping develop goals, objectives, and action plans to address the issues and needs of each community.

San Bernardino Association of Governments — Rim of the World Active Transportation Plan
Lead Facilitator
As public involvement manager on the project, Jenna's responsibilities included direction and coordination of outreach and engagement activities throughout the planning process. Specific outreach programs and activities included interactive online surveys, pop-up workshops, stakeholder tours, asset mapping, and community workshops.

San Bernardino Association of Governments — Rim of the World Active Transportation Plan*
Lead Facilitator
As public involvement manager on the project, Jenna's responsibilities included direction and coordination of outreach and engagement activities throughout the planning process. Specific outreach programs and activities included interactive online surveys, pop-up workshops, stakeholder tours, asset mapping, and community workshops.

CHRISTIAN MENDEZ

SENIOR DIRECTOR - INCLUSIVE ENGAGEMENT

KEARNS & WEST



Riverside, CA

CMendez@kearnswest.com

760.699.3160

EXPERTISE

- Facilitation
- Public Involvement
- Stakeholder Engagement
- Participatory Process Design
- Urban and Regional Planning
- Community Engagement
- Graphic Design
- Spanish Public Speaking

EDUCATION & CERTIFICATIONS

MURP, Urban and Regional Planning
University of California Los Angeles | Los Angeles, CA

BSW, Social Work
La Sierra University | Riverside, CA

Luskin Design and Development Certificate
University of California Los Angeles

MEMBERSHIPS

American Planning Association – Inland Empire Chapter

SUMMARY OF QUALIFICATIONS

Christian Mendez, Senior Director and Bilingual Facilitator at Kearns & West, has ten years of experience in community engagement. He holds a Master of Urban and Regional Planning from the University of California, Los Angeles, with a focus on community engagement design and development. Christian's insights and practical ideas for achieving inclusive engagement of historically marginalized communities make him a valuable team member. He is one of the founding leaders of Kearns & West's Equitable and Inclusive Engagement practice team. His upbringing and involvement in community organizing efforts have provided him firsthand experience in community planning, resident organizing, community-based organization partnerships, participatory planning processes, and resident capacity building.

Christian began his planning and engagement career working on the development of productive public spaces in unincorporated rural communities in the Eastern Coachella Valley, developing culturally sensitive engagement tools such as mobile research beacons to work alongside residents in creative and meaningful ways. His current assignments include transportation, housing, and climate resiliency across Southern California. Additionally, he brings accomplished graphic design skills, experience working with community-based organizations, and bilingual facilitation expertise.

RELEVANT EXPERIENCE

City of Oxnard Sustainable Transportation Plan
Community Engagement Project Manager | 2021 - Present
City of Oxnard is preparing a Sustainable Transportation Plan (STP), which will pair prior multi-modal transportation planning efforts with extensive community engagement to form an implementation plan towards a sustainable mobility future for Oxnard. As part of the project, the STP engaged with people who live, work, and spend time in Oxnard to identify places where sustainable transportation improvements can be implemented. The project team worked with the community to identify needs, neighborhood locations and main corridors and develop a project list, conceptual designs, and potential funding sources. This will help the City to apply for grant opportunities that can help fund improvements that are included in the STP. Kearns & West supported outreach activities and the facilitation of working groups as part of this effort. Christian provided strategy for the overall community engagement process, building on Kearns & West's track record of successful engagement in Oxnard with community-based groups and priority communities.

City of Colorado Springs — ConnectCOS
Project Engagement Specialist | 2020 to Present
The City of Colorado Springs launched a citywide visionary transportation study, ConnectCOS, to help create a transportation plan that reflects the evolving needs of our community. ConnectCOS is a year-long study that will involve a significant technical analysis, and robust community engagement effort, to identify and prioritize short and long-term transportation projects to ensure that people who live, work and play in Colorado Springs have an opportunity to participate in the study. Christian's role includes the design and implementation of community engagement activities associated with the project.

City of Burbank Citywide Complete Streets Plan
Project Engagement Specialist | 2019 to 2020
Christian provided support in the project process and engagement of residents in the City of Burbank. His role included the design and activation of planning activities associated with engagement events. Kearns & West team supported the launch of a series of outreach events at community events that focused on identifying community priorities and design preferences. Christian's role also included facilitation, outreach documentation, logistic coordination, and graphic design.

City of Eastvale — Civic Center & Downtown
Project Lead | 2023
The City of Eastvale, located in Riverside County, has launched a visioning plan to guide the future development of its Civic Center and Downtown Area. Kearns & West supported this effort by facilitating a series of working group meetings, creating branding for the Civic Center, and designing a citywide survey to gather community input. As a longtime Eastvale resident, Bushra brought valuable local insight to her role as Deputy Project Manager. She coordinated internal meetings with the Kearns & West team, drafted community engagement materials, supported stakeholder identification for the working group, and assisted with in-person facilitation during the working group meetings.

City of Santa Ana — Zoning Code Update
Project Advisor | 2024 to Present
The City of Santa Ana is updating its Zoning Code following the General Plan Update. The Kearns & West team is conducting community-based organization engagement and stakeholder interviews, developing a Public Involvement Plan, and hosting a series of community workshops across the city's various zones. Christian is currently supporting the implementation of a Community Planning Collaborative, an initiative to engage residents in technical topics and build their capacity to participate in planning processes.

U.S. Environmental Protection Agency (EPA) — Desert View Power (DVP) Community Meetings
Project Manager and Facilitator | 2023 to Present
DVP is a biomass-burning facility on the Cabazon Band of Mission Indians Reservation. It generates electricity by burning woody biomass, which is monitored by the EPA and SCAQMD for compliance. Kearns & West supported EPA Region 9 by coordinating the meeting logistics and facilitation and ensuring meeting accessibility in Spanish and English with the goal of providing information to the community about EPA's activities and the recent Notice of Violation and hear/gather community feedback about the DVP operations there. Christian's role focuses on working with the EPA team to identify communication and engagement tools to work alongside community members as the EPA addresses a notice of violation with the site, including facilitating public meetings, coordinating outreach, and supporting the EPA team with engagement strategies.

City of Los Angeles Department of Transportation (LADOT) Vision Zero Dignity Infused Community Engagement
Project Fellow | 2018 to 2019
Christian supported the launch of the Vision Zero 2019 Dignity-Infused Engagement Project, the latest phase of LADOT's Vision Zero engagement efforts that helped analyze the sustainability of infrastructure safety improvements throughout Los Angeles. As a fellow, he supported the roll-out of the engagement plan developed to ensure the engagement of residents along the high-injury network. Other tasks included researching and analyzing data to support the prioritization of project corridors and conducting social climate analysis to understand the relationship between physical and social conditions along project corridors.

Southern California Association of Government — Go Human
Project Associate | 2014 - 2015
Christian supported implementing a series of Go Human Campaigns to promote safe and active transportation throughout Southern California. His role included the prototyping of engagement tools, implementation of events, and facilitation of activities at events focused on preferred transportation improvements. The pop-up events demonstrated imaginative temporary complete street improvements, garnering community input, and support for permanent initiatives.

City of Colorado Springs — Platte Avenue Corridor Study
Community Engagement Specialist | 2022 to Present
Platte Avenue is a ConnectCOS community corridor, providing connection to I-25 as a major east/west thoroughfare, identified as a priority for further analysis. Kearns & West is facilitating the study's strategic communications plan and stakeholder engagement process. Christian's role includes the design and implementation of community engagement activities associated with project.

JUAN CABRERA
PROJECT COORDINATOR

KEARNS & WEST



Los Angeles, California

JCabrera@kearnswest.com

909.837.0940

EXPERTISE

- Public Involvement
- Stakeholder Engagement
- Graphic Design
- Community Engagement
- Digital Communications
- Fluent in Spanish

EDUCATION & CERTIFICATIONS

BA, Communications & Political Science
University of California Los Angeles (UCLA) | Los Angeles, California

SUMMARY OF QUALIFICATIONS

Juan Cabrera is a Project Coordinator at Kearns and West in Los Angeles and brings experience in communications, community organizing and engagement. He holds Bachelor of Arts degrees in Communications and Political Science from the University of California Los Angeles.

Juan is skilled in community and stakeholder engagement, community-based relationship building, and outreach planning. He has experience in supporting clean energy initiatives, offshore wind projects, and local and statewide sustainability programs. In his previous roles, he has worked with non-profit organizations around Los Angeles County on projects related to transportation, housing rights, public health, renewable energy, and environmental justice. During his time at Pacomia Beautiful, an environmental justice organization in Los Angeles, he led bilingual engagement efforts for the California's Transformative Climate Communities program, advocating for community-led transformation and sustainability.

RELEVANT EXPERIENCE

City of Lancaster — Transit Neighborhood Plan Update
Project Coordinator | 2025 to Present
The City of Lancaster is updating plans and development regulations for areas in the vicinity of the Metrolink station in Downtown Lancaster. Juans supports the planning and development of overall community focused engagement through open houses, community events and online activities. As a bilingual, Spanish speaker, he plays a key role in ensuring an inclusive and broad participation in the Transit Neighborhood Plan Update.

City of Newport Beach – General Plan Update
Project Coordinator | 2024 to Present
The City of Newport Beach is updating its Comprehensive General Plan. Juan supports planning and development of the overall community engagement strategy. He is involved in engaging stakeholders and community members through the General Plan Advisory Council, pop-up events and community workshops.

City of Santa Ana – Comprehensive Zoning Code Update
Project Coordinator | 2024 to Present
The City of Santa Ana has adopted a comprehensive General Plan to accommodate growth in five focus areas. Juan supports stakeholder and community engagement efforts through programs, activities, and workshops that target underserved communities. As a bilingual speaker, Juan uses his experience to ensure broad participation and language access in the zoning code update process.

Environmental Protection Agency (EPA) — Desert View Power Community Meetings
Project Coordinator | 2024 to Present
Juan assists in the EPA's engagement efforts with the City of Mecca regarding the Greenleaf Desert View Power Plant. He supports the active involvement of the Spanish speaking community in Mecca, assisting with the management of hybrid meetings, discussion activities and notetaking.

City of Oxnard — Comprehensive Local Coastal Program Update
Project Coordinator | 2024 to Present
The City of Oxnard has launched a comprehensive update of the Local Coastal Program (LCP). Juan supports the active involvement of community and stakeholders via community events and program engagement activities. As a highly Spanish-speaking community, Juan's experience and Spanish fluency is key to ensure access to participation in the LCP Update process.

National Renewable Energy Lab— Communities LEAP, EMPOWER
Project Coordinator | February 2024 to Present
The EMPOWER Coalition and Communities LEAP/NREL are working toward helping Alachua County access clean, reliable, and affordable energy. As Project Coordinator, Juan supports the preparation of the engagement toolkit, project branding and the implementation of engagement strategies.

San Mateo County Transportation Authority — Regional Transit Connections Plan
Project Coordinator | January 2024 to November 2024
The San Mateo County Transportation Authority's developed the Regional Transit Connections Plan, a grant program that will fund transit improvements in San Mateo County and neighboring Counties. Juan played a role in the active involvement of regional stakeholders via virtual workshops and informational meetings to gather input on the grant's funding and distribution. He also led the facilitation of virtual Spanish engagement meetings for community members.

City of Alhambra — Community Environmental Sustainability Plan
Project Coordinator | 2024 to 2025
Juan assists with the City of Alhambra's Comprehensive Environmental Sustainability Plan, which will provide a clear roadmap for the development of sustainable approaches. He plays a role in the active involvement of community and stakeholders via community events and program engagement activities.

Pacoima Beautiful — Los Angeles Department of Transportation (LADOT) EV Fleet*
Communications Associate | 2022 to 2023
As part of the Transformative Climate Communities grant, Pacoima Beautiful and the Los Angeles Department of Transportation, partnered to electrify the DASH bus fleet in Pacoima and Sun Valley with 14 electric buses. As the Communications Associate, Juan led the planning and development of the program's engagement strategy, and the creation and distribution of communication material.

Pacoima Beautiful — Electro-Bici Project*
Communications Associate | 2022 to 2023
Collaborating with Mobility Justice and the Los Angeles Department of Water and Power, the Electro-Bici project, an electric bike library, brought electric mobility and economic development to frontline communities like the Northeast San Fernando Valley. Juan was key in engaging community members and assisting with the development of the program's communication strategy.

Pacoima Beautiful — Transformative Climate Communities Projects*
Communications Associate | 2021 to 2023
As a Communications Associate with Pacoima Beautiful, Juan collaborated with eight different stakeholders under the Transformative Climate Communities grant. He led the day-to-day digital engagement, outreach development, and communication strategy. He facilitated community engagement meetings for Pacoima residents related to green infrastructure, transportation, work development, and renewable energy projects happening there.

*Prior to Kearns & West

JOEY M. GOLDMAN
PRINCIPAL

KEARNS & WEST



San Francisco, CA

jgoldman@kearnswest.com

415.780.7051

EXPERTISE

- Project Management
- Facilitation and Consensus Building
- ADA/Title VI/Environmental Justice
- Public and Stakeholder Engagement
- Marketing, Branding, and Design
- Qualitative Research
- Strategic Planning
- Transportation Planning
- Accessible Transportation and Mobility

EDUCATION

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

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

PROFESSIONAL AFFILIATIONS

- Transportation Research Board
  - Past Co-Chair, Committee on Accessible Transportation and Mobility
  - Member, Committee on Diversity, Equity, and Inclusion
- SPUR
- ACT
- American Marketing Association

SUMMARY OF QUALIFICATIONS

Joey is a Principal at Kearns & West and leads the Transportation Practice for the firm. He has 30 years of experience working on public transportation planning projects, with an emphasis on collaborative planning processes, public participation, conflict resolution, stakeholder facilitation, communications, design, market research, and service planning. His experience includes local economic development projects and strategic plans as well as transit system plans, last-mile studies, freeway and bridge construction projects, transit needs analyses, and rural transportation plans. He has extensive experience working on projects in large geographic areas, as well as leading negotiations to integrate transportation agencies. His qualifications include public engagement for disenfranchised populations, including older adults and people with disabilities, and he has worked on numerous Title VI and ADA transportation plans.

No stranger to Riverside County, Joey supported previous projects in Beaumont and neighboring Banning when he was at Nelson\Nygaard, and also worked on several transit planning projects for RTA and SunLine. He has served as a project manager or planner on numerous COAs, including those for nearby Basin Transit and Mountain Transit, AVTA, and Omnitrans, as well as COAs nationwide for Intercity Transit (WA), The BUS in Honolulu (HI), Port Authority in Pittsburgh (PA), Spokane Transit (WA), and others. With expertise in regional service coordination, Joey was the lead author for TCRP Report 173, the Transit Integration Manual — a bold and graphic publication designed as an easy-to-use reference for a diversity of audiences.

RELEVANT EXPERIENCE

Northern California High-Speed Rail Project
Outreach Manager | 2019 to Present
The California High-Speed Rail Authority is responsible for planning, designing, building, and operating the first high-speed rail line in the nation. Kearns & West leads stakeholder engagement and outreach efforts to support environmental review for the High-Speed Rail Project in Northern California (between San Francisco and Merced) as part of a large, multi-firm team. Joey is managing the team at Kearns & West that designs and implements a variety of engagement activities including public workshops and open houses, community and technical working groups meetings, targeted outreach to low-income and limited English-proficient communities, coordination with landowners, and development of outreach and information materials.

Plan Bay Area 2050+, Metropolitan Transportation Commission
Outreach Lead | 2023 to Present
Kearns & West supports MTC/ABAG in the engagement effort for the regional plan update, Plan Bay Area 2050+. Joey oversees the team working on planning and supporting pop-up workshops, training staff to facilitate stakeholder workshops, planning stakeholder workshop activities using online tools and facilitating discussions, and creating the public survey and reporting on outcomes. Joey has also identified tribal representatives, CBOs, and stakeholders from various organizations to participate in the engagement activities and listening sessions and supports the MTC planning team by integrating findings from the engagement process into summaries and reports that are used to develop the plan.

Student Transit Pass Programming and Implementation Effort, Alameda County Transportation Commission

Project Manager | 2016-2018

Joey led the consulting team effort for the development and administration of the countywide Student Transit Pass Pilot Program to distribute transit passes to students going to middle or high school, afterschool activities and jobs. Close coordination with AC Transit, Union City Transit, LAVTA and BART and numerous school districts and school staff was required to develop the approach, manage private information, and use the regional transit debit card, Clipper. The implementation included user tools and pass sales collateral, as well as travel training at all participating middle schools. The successful pilot program led to a Commission-approved expansion.

Reimagining CityBus COA, Santa Rosa, CA

Project Manager | 2015-2016

The City of Santa Rosa completed a comprehensive redesign of its CityBus system. Joey led this effort, overseeing the technical analysis and working with bus drivers, community groups, and elected officials to design a system that would better serve market demand in the city, as well as support links to the new SMART train line. Joey oversaw a planning game process that provided an opportunity for members of the community to try their hand at allocating resources toward transit investments and also created an online tool allowing community residents to prioritize service changes and provide feedback on restructured routes. Santa Rosa successfully implemented the service, which included new high-frequency bidirectional bus service on key corridors.

National Center for Applied Transit Technology (N-CATT) Virtual Engagement Guidebook

Project Manager | 2020-2021

Joey led the research, development, and design of the Virtual Engagement Guidebook that serves as a tool for transportation agencies across the US. The guidebook highlights industry practices that transportation providers have employed to address their engagement objectives, as well as the approaches and tools available to a wide range of organizations.

Santa Cruz METRO Short Range Transit Plan

Project Manager | 2013-2014

Joey led the Short Range Transit Plan for Santa Cruz METRO, which included an update of the service design for fixed-route and ParaCruz services, a financial plan, and marketing plan. Joey interviewed elected officials and an array of other stakeholders in Santa Cruz, including representatives from UC Santa Cruz and surrounding cities, led working group meetings and facilitated five public open houses throughout the METRO service area.

Information Campaign for San Francisco Paratransit New Technologies

Project Manager | 2018 to Present

San Francisco Paratransit, the Muni fixed-route complement that provides more than 800,000 annual trips for people with disabilities and older adults, is implementing a variety of new online tools and apps to allow users to schedule trips, add value to fare debit cards, replace lost fares, and e-hail a taxi, among other tools. Joey is advising staff on user experience revisions to the tools and is leading the development of public information – guides, brochures, and videos – to introduce the launch of these services. He is also updating the paratransit user information guides, leading the design effort and coordinating translations and printing.

Minnesota Statewide Transit Plan, Minnesota DOT

Project Manager | 2016-2018

Joey led this comprehensive regional study for Greater Minnesota, including detailed planning and financial analyses of the state's transit systems, and the development of performance measures. The robust stakeholder effort included in-depth interviews and working groups with multiple transportation providers, employers and advocacy organizations. It also included focus groups, public open houses and on-line employer surveys.

Sunline Transit Agency (CA) Public Participation Program

Project Manager | 2011-2012

Joey developed the public participation program for Sunline Transit, a leader in alternative fuels technology. The effort brought together community stakeholders for a standing advisory group on how the agency could build support for clean fuel technologies and service expansions.

MOVE Central Arkansas Transit System COA

Project Manager | 2015-2016

Joey led the plan to design and implement of a new set of transit services, create a new brand for the system (including its buses and rail cars), and develop a funding strategy to ensure ongoing dedicated revenues for the operation and expansion of transit services in the Little Rock Region. As part of the effort, Joey led a robust stakeholder effort including focus groups and working groups. He also facilitated Blue Ribbon Commission meetings with regional leaders. The new transit system name and brand, Rock Region METRO, has been embraced by business and political leaders in the region.

VIDYA BHAMIDI
DIRECTOR

KEARNS & WEST



Berkeley, California

Vbhamidi@kearnswest.com

415.738.7956

EXPERTISE

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

EDUCATION & CERTIFICATIONS

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

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

SUMMARY OF QUALIFICATIONS

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

RELEVANT EXPERIENCE

Alameda Department of Public Works — Strategic Planning
Project Manager | 2025
Kearns & West is preparing a Strategic Plan for the Alameda Public Works Department. Vidya is leading a four-person Kearns & West team to work with staff and leadership on bringing any underlying operational and inter-departmental challenges to the surface. Over the next 4 months, Vidya will coordinate regular online meetings, conduct key stakeholder interviews, lead in-person staff workshops, and multiple drafts and review cycles.

Housing Authority of the County of Butte (HACB) — Strategic Planning
Project Manager | 2025
Kearns & West prepared a Strategic Plan for HACB. Vidya led the two-person Kearns & West team to work with the HACB staff and Board on developing their next Strategic Plan. Over 4 months, Vidya coordinated regular online meetings, conducted multiple key stakeholder interviews, led two in-person staff and Board workshops, and multiple drafts and review cycles.

Metropolitan Transportation Commission — MASCOTS Outreach (Marin-Sonoma Coordinated Transit Service Plan)
Outreach Lead | 2025
Kearns & West is supporting MTC and transit agency partners in gathering public input on proposed changes to bus and rail service across Marin and Sonoma counties. Over the next 5 months, Vidya will lead the outreach team in designing and delivering multilingual engagement materials, developing a bilingual survey to test community preferences and tradeoffs, coordinating with agency staff to launch a project website, and hosting three community pop-ups. She will also support the development of location-specific factsheets and outreach templates for transit partners, with an emphasis on reaching equity-priority communities.

California High-Speed Rail Authority — Northern California Outreach
Stakeholder Outreach Lead | 2021 to Present
During environmental review phases, Vidya managed the development of materials and overall preparation for working group meetings, open houses, and community outreach. She coordinated with the Authority, consultant team, jurisdictional and community leaders, and members of the public to design and conduct multilingual meetings, webinars, and social media outreach. Post this phase, Vidya has led the team to successfully host 4 in-person open houses in Summer/Fall 2024. Currently, they are planning an event in April 2025.

Plan Bay Area 2050+, Transit 2050+ Metropolitan Transportation Commission
Outreach Lead | 2023 to Present
Kearns & West supports MTC/ABAG in the engagement effort for the regional plan update, Plan Bay Area 2050+ and regional transit investment plan, Transit 2050+ across the nine-county region. Vidya leads the team in working on planning and supporting pop-up workshops, training staff to facilitate stakeholder workshops, planning stakeholder workshop activities using online tools and facilitating discussions and creating a multilingual public survey and reporting on outcomes. The Plan was then approved by the Commission and the ABAG Executive Board.

Northern California Short Range Transit Plan (SRTP) Projects
Project Manager | 2024
Vidya leads outreach for the SRTPs under development in Yolo County and in the City of Davis. SRTPs help transit agencies improve services to meet changing needs by outlining how to run, invest in, and enhance transit services over a set period. They also cover maintaining and modernizing buses, transit centers, and other facilities. Vidya regularly facilitates planning meetings, conducts key stakeholder interviews, and leads the development and distribution of surveys as well as hosting pop-up events.

Central Valley Environmental Review Projects
CEQA/NEPA Outreach Specialist | 2022 to Present
Vidya leads outreach on two rail station projects for the San Joaquin Joint Powers Authority – the Merced Intermodal Track Connection (MITC) Project and Madera Full-Build Phase 3. She coordinates with the technical partners on planning, implementation and facilitation of public input periods including proper noticing, surveys, walking tours and open houses. She ensures that the process is inclusive and transparent, and the public is informed about project updates.

Oregon Department of Land Conservation and Development (DLCD) — Climate Friendly and Equitable Communities (CFEC) Rulemaking Advisory Committee (RAC) Facilitation
Core Facilitation Team | 2023
In 2023, Vidya was part of the K&W team facilitating meetings of this RAC charged with amending Oregon Administrative Rules to implement climate change goals related to a Governor's Executive Order. The effort aims to advance reductions in climate pollution through planning for land use, housing, and transportation and focusing on equity. The 40-member RAC was composed of diverse members including representatives of environmental groups, cities and counties, environmental justice advocates, industry representatives, and individuals bringing diverse lived experience. Vidya worked closely with DLCD staff on development of the agenda and staffing the RAC meetings.

BART and Capitol Corridor — Link21
Public Outreach Support | 2021 to 2024
Link21 aims to transform the passenger rail network serving the 21-county Northern California Megaregion. Vidya has led multiple rounds of logistics for megaregional engagement – including co-creation workshops, in-person open houses, virtual community meetings and office hours. She has collaborated with multiple teams conducting engagement and outreach to key stakeholders and the general public to solicit feedback on program design.

Complete Streets Projects in the SF Bay Area
Project Urban Designer | 2019 to 2020
Vidya was part of a team developing multimodal improvement concepts for 40th Street in Emeryville, CA and a community-driven multimodal safety and streetscape improvements plan for the Senter Road corridor in San Jose, CA. In both projects, Vidya was responsible for developing the design, illustrations and 10% drawings, as well as helping draft a report that included an implementation strategy to be submitted for approval.

Multimodal Corridor Projects in the SF Bay Area
Project Urban Designer | 2019 to 2021
Vidya has been part of teams assessing urban design and streetscape related baseline conditions — including the mapping of local jurisdictions' planned land use context, bicycle network, land ownership, and other relevant conditions — and evaluating opportunities for future improvements. Along San Pablo Avenue in Alameda and Contra Costa Counties, Vidya's work also involved illustrating design alternatives for corridor segments and assisting with 35% construction documents related to pedestrian and transit amenity, streetscape, and wayfinding along the 12-mile corridor. Along East 14th Street/Mission and Fremont Boulevard in Alameda County, her work also involved coordinating the GIS mapping of improvements along the corridor and developed 3D graphics to conceptualize mobility hubs centered around BART stations along the corridor.

Fred Gsell

Vice President of Field Operations



Education:
Master of Science - Biometry
Louisiana State University Medical Center, New Orleans

Bachelor of Science Quantitative Business Analysis
Louisiana State University, Baton Rouge

Years of Experience: 20+

Registrations:
Transportation Research Board

Areas of Expertise:
- Transit Survey Design
- Collection Methodology
- Sample Design
- Questionnaire Design
- Ancillary Collection Design
- Business Development
- Staff Management

Fred Gsell serves as a Project Manager and Director of Field Operations for ETC Institute. Over the last 15 plus years his primary focus has been on public transit research, specifically Origin – Destination Studies that were either targeting updates to local travel demand models (including Activity-based Modeling), transit planning, Title VI, Before and After Survey, and New and Small Starts projects. In addition, he also has led significant efforts in other areas of transit research, including customer satisfaction, market research, and user/non-user studies. These studies supported many different transit modes, including all forms of public bus, light rail, subway, commuter rail, and ferries. For these studies he has managed all elements involved including methodological design, questionnaire and sample design, data collection management, processing and expanding data, and report writing. In addition to transit studies, he has also been involved in high-speed rail feasibility studies, household travel studies, and other types of social science research.

Prior to joining ETC in January of 2013, he was a leader in transit management and research, business development, and managed the Statistical Services Department for NuStats in Austin, TX.

Relevant Project Management Experience since 2022

- Denver, CO Onboard Survey, project manager
- Culver City, CA Onboard Survey, project manager
- Buffalo, NY Onboard Survey, project manager
- Seattle, WA Onboard Survey, project manager
- Los Angeles, CA Onboard Survey, project manager
- Charleston, SC Onboard Survey, project manager
- Fresno, CA Onboard Survey, project manager
- Anchorage, AK Onboard Survey, project manager
- Cincinnati, OH Onboard Survey, project manager
- Salt Lake City, UT Onboard Survey, project manager
- San Diego, CA Onboard Survey, project manager
- Hampton Roads Transit, VA Onboard Survey, project manager
- Broward County Transit, FL Onboard Survey, project manager
- Victor Valley, CA Onboard Survey, project manager
- Santa Clarita, CA Onboard Survey, project manager
- Columbus, OH Onboard Survey, project manager
- Reno, NV Onboard Survey, project manager
- Austin, TX Onboard Survey, project manager
- Las Vegas, NV Onboard Survey, project manager
- Minneapolis – St Paul, MN Onboard Survey, project manager
- San Antonio, TX Onboard Survey, project manager
- Charlotte, NC Onboard Survey, project manager
- Indianapolis, IN Onboard Survey, project manager
- Williamsburg, VA Onboard Survey, project manager
- Houston, TX Onboard Survey, project manager
- Albuquerque, NM Onboard Survey, project manager
- Tucson, AZ Onboard Survey, project manager

Chris Tatham

Project Principal, CEO



Education:

M.B.A. Kansas State University, Management, graduated first in class

B.A. Princeton University, N.J. Economics/Political-Science, *magna cum laude*

Years of Experience: 30+

Registrations: Certificate of Proficiency in Latin American Studies

Mr. Tatham has extensive experience with the design and administration of onboard transit surveys, external origin-destination surveys, household travel surveys, and other transportation related market research. During the past ten years, he has designed and supervised the administration of surveys in more than a dozen states. He specializes in the management of large data collection projects related to transportation and urban transit planning. Having been certified as a combat logistician by the U.S. Army Logistical Management College in Fort Lee, Virginia, Chris has superior skills for planning and coordinating complex tasks that are required for the successful administration of large on-site data collection efforts.

Relevant Project Experience (transit and other transportation)

- Nashville (WeGo Transit) On-board Transit Survey, project manager
- Phoenix (Valley Metro) On-board Transit Survey, project manager
- Oakland (AC Transit), Onboard Transit Survey, project manager
- San Jose (VTA), Onboard Transit Survey, project manager
- San Francisco (Muni), Onboard Transit Survey, project manager
- Bay Area (BART) Onboard Transit Survey, project manager
- Phoenix Onboard Transit Survey, project manager
- Dallas Metroplex (NCTCOG) Onboard Transit Survey, project manager
- Hampton Roads Onboard Transit Survey, project manager
- Cleveland Area Regional Onboard Transit Survey, project manager
- St Louis (EWGCOG) Regional Onboard Transit Survey, project manager
- Charlotte Onboard Transit Survey, project manager
- Columbus Onboard Transit Survey, project manager
- Atlanta 20-County Regional Onboard transit survey, project manager
- Phoenix (Valley Metro) Onboard Transit survey, project manager
- Honolulu Onboard Transit Survey, project manager
- Tyler-Longview Workplace Survey
- San Antonio Comm Vehicle Survey
- Waco Household Travel Survey
- Waco Commercial Vehicle Survey
- Waco Workplace Survey
- Killeen-Temple HTS
- Killeen-Temple Comm Vehicle Survey
- Killeen-Temple Workplace Survey
- Detroit (SEMCOG) Commercial Vehicle Survey
- Ohio DOT Statewide Customer Assessment Survey
- Maricopa Association of Governments Establishment Survey
- Denver (DRCOG) Commercial Vehicle Survey
- Kansas DOT Statewide Customer Satisfaction Survey
- Tennessee DOT Statewide Customer Satisfaction Survey
- San Antonio Area Transportation Needs Assessment Surveys
- DirectionFinder National City Services Survey
- National COVID-19 Health Assessment Survey

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REFERENCES

TMD References

We are proud of the results we have achieved in cities where we've conducted planning projects similar to Beaumont's proposed COA. As requested in the RFP, each of the projects highlighted in Section 2 occurred within the past five years and includes project dates, contract amounts, services provided, firms involved, and key personnel.

Three of these projects are also presented in the reference tables below, which include links to recent work products as well as client contact information and addresses. Additional work samples from each team firm can be accessed at: https://drive.google.com/drive/folders/1fmlQCTT_-FDKHVw6SkiHtrebqC9hLwIs?usp=share_link

1 RTA Sustainable Services Plan

Dates
September 2022 - March 2024

Firm Involvement
- TMD - Prime Contractor
- MBI Media - Public Outreach
- NDS - Rider Surveys

Budget
$490,726

Client
Riverside Transit Agency
1825 Third Street
Riverside, CA 92517

Reference
Jennifer Nguyen
Director of Planning
(951) 565-5132
jnguyen@riversidetransit.com

Key Personnel and Project Role
- China Langer, Principal-in-Charge
- Anna Joos, Lead Planner
- Gary Hewitt, Innovative Mobility Subject Matter Expert
- Britney Tran, GIS Specialist
- Bobbi Jo Duley, Graphic Designer

Work Sample:
RTA Sustainable Service Plan Virtual Event Room
https://virtualeventroom.com/rta/ssp/

2 HRDC Bozeman Redesign Streamline 2020 Transit Development Plan

Dates
October 2019 - August 2021

Firm Involvement
TMD - Prime Contractor

Budget
$177,652

Client
Human Resources Development Council
32 South Tracy
Bozeman, MT 59715

Reference
Sunshine Ross
Transportation Director
(406) 587-2434
sross@thehrdc.org

Key Personnel and Project Role
- Ron Kilcoyne, Project Manager
- China Langer, QA/QC Manager
- Anna Joos, Lead Planner
- Bobbi Jo Duley, Graphic Designer
- Britney Tran, GIS Specialist

Work Sample:
HRDC Redesign Streamline 2020 Project Website
https://streamlinebus.com/redesign-streamline-2020/

3 Santa Clarita Transit Transportation Development Plan

Dates
July 2023 - December 2024

Firm Involvement
- TMD - Prime Contractor
- ETC Institute - On Board and Community Survey

Budget
$299,856

Client
City of Santa Clarita
23920 Valencia Blvd. Ste 295
Santa Clarita, CA 91355

Reference
Adrian Aguilar
Transit Manager
(661) 295-6305
aaguilar@santa-clarita.com

Key Personnel and Project Role
- Ron Kilcoyne, Project Principal
- China Langer, QA/QC Manager
- Daniel Peña, Senior Planner
- Britney Tran, GIS Specialist
- Bobbi Jo Duley, Graphic Designer

Work Sample:
Santa Clarita Transit 2024 Draft Transportation Development Plan StoryMap
https://storymaps.arcgis.com/stories/d2a913ca01b04222afb268658691998a

Subconsultant References

Kearns & West References

Riverside County Regional Park and Open-Space District

1 County of Riverside Off-Highway Feasibility Study

Dates
Phase 1: March 2020 - January 2022
Phase 2: December 2024 -Ongoing
Estimated Completion: December 2026

Firm Involvement
- KUTA - Prime Contractor
- Kearns & West - Community Outreach and Engagement Lead

K&W Budget
$155,965

Client
County of Riverside Regional Park and Open Space District
4600 Crestmore Road
Jurupa Valley, CA 92509

Reference
Lynda Ramos
Senior Park Planner | Planning
(951) 955-1396
lramos@rivco.org

Key Personnel and Project Role
- Joan Issacson, Principal in Charge
- Christian Mendez, Director and Project Manager on Phase 1
- Danielle Berger, Director and Project Manager on Phase 2

Work Sample:
Riverside County OHV Park Feasibility Study Website
https://www.rivcoparksohv.org/

City of Eastvale

2 City of Eastvale Civic Core Master Plan

Dates
March 2022 to November 2023

Firm Involvement
Kearns & West - Prime Community Outreach and Engagement Contractor

Budget
$155,000

Client
City of East Vale
12363 Limonite Avenue, Suite 910, Eastvale, CA 91752

Reference
Gustavo N. Gonzalez, AICP
Interim Community Development Director
(951) 703-4499
ggonzalez@eastvaleca.gov

Key Personnel and Project Role
- Jenna Tourjé-Maldonado, Principal and Facilitator
- Christian Mendez, Director and Project Manager
- Bushra Bangee, Associate and Outreach Task Lead
- Taylor Funderburk, Associate and Outreach Task Lead

Work Sample:
Project Website:
https://www.eastvaleca.gov/business/downtown-and-civic-center

METROPOLITAN TRANSPORTATION COMMISSION

3 MTC Plan Bay Area 2050+, Transit 2050 +

Dates
August 2023 - Ongoing
Estimated Completion: March 2026

Firm Involvement
- Fehr & Peers - Prime Contractor
- Kearns & West - Community Outreach and Engagement Lead
- TMD - Costing and Financial Modeling Lead

K&W Budget
$ 300,000

Client
Metropolitan Transportation Commission
375 Beale St., Suite 800
San Francisco, CA 94105

Reference
Leslie Lara-Enriquez
Assistant Director, Public Engagement
(415) 778-5258
llaraenriquez@bayareametro.gov

Key Personnel and Project Role
- Joey Goldman, Project Manager
- Vidya Bhamidi, Outreach Lead

Work Sample:
Overview of activities and events K&W planned and supported:
https://planbayarea.org/news/news-story/join-upcoming-community-pop-workshop-plan-bay-area-2050

ETC's References

1 Bi State Development - St. Lous Metro Transit Survey

Dates
January 2025 - Ongoing
Estimated Completion: August 2025

Firm Involvement
ETC Institute - Prime Contractor

Budget
$499,884

Client
Bi-State Development Agency
211 N Broadway #700
St. Louis, MO 63102

Reference
Bernadette Marion
Director of Research & Development
(314) 289-5230
bmmarion@metrostlouis.org

Key Personnel and Project Role
- Chris Tatham, Principal
- Fred Gsell, Project Manager

Work Sample:
St. Louis Metro Transit 2025 On-Board Survey OD Questionnaire:
https://drive.google.com/file/d/12n0m5nLzb-91Gg6Q8qP2P7wnDrdo8_oy/view?usp=share_link

2 City of Tucson Regionwide Transit Survey

Dates
January 2025 - Ongoing
Estimated Completion: August 2025

Firm Involvement
ETC Institute - Prime Contractor

Budget
$576,708

Client
City of Tucson
3920 N. Sun Tran Blvd.
Tucson, AZ 85705

Reference
Davita Mueller
Director of Service Planning & Development
(520) 206-8825
davita.mueller@tucsonaz.gov

Key Personnel and Project Role
- Chris Tatham, Principal
- Fred Gsell, Project Manager

Work Sample:
Tucson Weekday Survey Results by Route
https://drive.google.com/file/d/1rinmC871R0fPKYfcGyNdxVEQa83MoZF2/view?usp=share_link

3 Denver RTD Onboard Transit Surveys

Dates
June 2024 - Ongoing
Estimated Completion: August 2025

Firm Involvement
ETC Institute - Prime Contractor

Budget
$1,049,499

Client
Denver Regional Transportation District
1560 Broadway St., Suite 700
Denver, CO 80202

Reference
Lee Cryer
Planning Project Manager
(303) 299-2410
lee.cryer@rtd-denver.com

Key Personnel and Project Role
- Chris Tatham, Principal
- Fred Gsell, Project Manager

Work Sample:
Project Website:
https://www.rtd-denver.com/2025survey

RTD Questionnaire:
https://drive.google.com/file/d/1T1R8KjGzaCyHWgiDLue0rYwCQ07Wh83R/view?usp=share_link

7



PHOTO: @BEAUMONTTRANSIT | FACEBOOK

SCOPE OF SERVICES

PROJECT UNDERSTANDING • SCOPE OF WORK PROGRAM

Project Understanding

TMD understands that the City of Beaumont is seeking consultant support to undertake a Comprehensive Operational Analysis (COA) of its local transit services, Beaumont Transit, a Microtransit Feasibility Study, and Bus Stop Improvement Plan, aimed at optimizing transit operation and improving the customer experience.

Beaumont Transit currently operates eight bus routes plus a weekend-only combined service, serving a diverse mix of travel needs. Two routes provide commuter-oriented highway express services to other cities, while one multi-purpose express connects Beaumont to the San Bernardino Transit Center, connecting residents to jobs, education, and medical destination in San Bernardino County Five are local routes serving the city of Beaumont. Of these five routes, three provide peak-only tripper service oriented around Beaumont High School and are predominantly used by students, while two routes provide all-day service meeting multiple access needs in addition to also serving Beaumont High School. Beaumont does not provide service after 6 PM or on Sunday. **Figure 9** summarizes Beaumont Transit's current services.

Key considerations Beaumont Transit will need to consider:

Reclassification from Rural to Urban

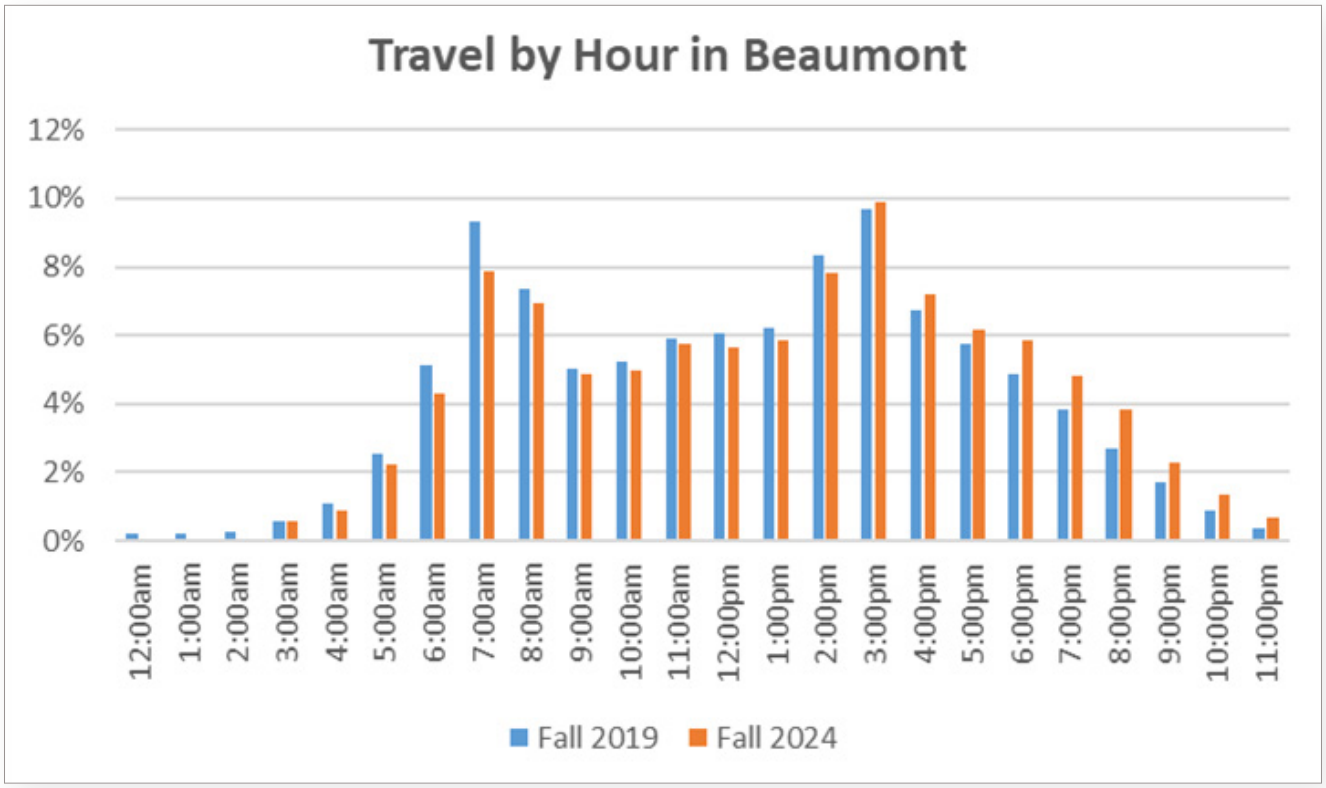
Beaumont Transit currently faces a critical transition as it adapts to its new classification as an urbanized area following the 2020 Census. In California, this reclassification requires Beaumont Transit to achieve a 20 percent farebox recovery ratio by fiscal year 2028, fundamentally changing the operational and financial landscape for the transit system. TMD understands this challenge presents both immediate operational pressures and long-term opportunities to create a more efficient, rider-focused transit network.

Our approach recognizes that Beaumont's transit system must simultaneously address compliance requirements while positioning itself for sustainable growth and improved community service. We will develop an actionable plan for that strives to meet the farebox recovery requirements.

FIGURE 9: BEAUMONT TRANSIT'S CURRENT SERVICES

Route	Purpose	Span
Casino Express	This route connects Downtown and Walmart (at the center of the route) to two Amazon warehouses on its western end and the Casino Morongo on its eastern end.	6:30 AM - 6:00 PM with lunch break. Weekdays only.
Commuter Link 120	This route is a multipurpose highway express providing non-stop service from Downtown and Walmart to the San Bernardino Transit Center, connecting to Metrolink. On Saturdays, Route 120 extends to Casino Morongo, covering the Casino Express route.	6:00 AM - 6:00 PM with a Lunch break on Weekdays. 2 morning and 2 afternoon trips on Saturdays.
Commuter Link 125	This route provides limited express service from downtown and Walmart to Crafton Hills College, Downtown Redlands, and Loma Linda.	4 round trips. Weekdays only.
Route 3	This route connects Beaumont High School to Walmart via the northeastern neighborhoods. While centered around Beaumont High School, this route serves a multipurpose coverage function and operates during the midday hours.	6:00 AM - 4:00 PM continuously. Weekdays only.
Route 4	This route connects the northern neighborhoods to Walmart via Downtown. In the morning, Beaumont High School and Three Rings Ranch Park are served via a once-daily deviation; this route serves a multipurpose coverage function and operates midday. (The Three Rings Ranch Park deviation is also served on request.)	7:00 AM - 6:00 PM continuously. Weekdays only.
Route 3/4	This route operates on Saturdays only, departing from Beaumont High School to Walmart, serving downtown while covering some of the northeastern neighborhoods typically served by Route 3 on weekdays.	8:30 AM - 4:30 PM with a 3-hour midday gap. Saturday.
Route 7-1	This route is a peak-only tripper route connecting the western neighborhoods to Beaumont High School.	2 morning and 2 afternoon trips. Weekdays only.
Route 7-2	This route is a peak-only tripper route connecting the western neighborhoods and downtown to Beaumont High School.	2 morning and 2 afternoon trips. Weekdays only.
Route 9	This route is a peak-only tripper route connecting the southern neighborhoods and Pennsylvania Avenue to Beaumont High School.	2 morning and 2 afternoon trips. Weekdays only.

FIGURE 10: REPLICA DATA SHOWING THE PERCENTAGE OF DAILY TRIPS PER HOUR IN BEAUMONT PRE AND POST PANDEMIC



New Travel Patterns and Service Opportunities

The COVID-19 pandemic changed regional travel behaviors, and it is important that Beaumont Transit's services reflect these changes. TMD has conducted several post-pandemic COAs for agencies both locally in Southern California and across the country and have seen a consistent change in daily travel with a decreased emphasis on the morning peak, and trip-making shifting to later in the day. As shown in the chart above generated from **Replica** travel demand data, this trends applies to Beaumont as well. While transit has historically focused on providing more service during peak commute times, there is now a widening disconnect between when service is offered and when people are traveling. This COA will consider both short and long-term impacts as the pandemic and its associated mobility environment continue to evolve. To assist in this effort, the TMD team will be leveraging Replica, to help identify areas and times where resources may be reallocated to generate new ridership.

Comprehensive Community Engagement

Along with a data-driven operations analysis and service optimization, Beaumont is seeking to gain a better understanding of current and future transit needs based on market conditions and consumer demand to provide a more useful and competitive service. Our team, led by Kearns and West, will conduct comprehensive and targeted engagement activities that supplement and fill in gaps of other current or recent outreach efforts, as well as generate an understanding of current travel needs. Our recent outreach efforts that have focused on both virtual and in-person workshops, online and mobile surveys, and transit intercepts at strategic locations and have seen high levels of involvement from the public, stakeholders and agency or city staff. Our team will work closely with City staff to ensure that engagement is conducted representatively throughout Beaumont and accommodates speakers of the languages most commonly spoken in the community.

Integrating New Microtransit Technology

The ability to integrate on-demand ride requests into a public transit platform has been transformational in introducing cost-effective alternatives to traditional fixed-route transit in harder-to-serve areas. This project will explore the feasibility of microtransit service for the City of Beaumont. Our analysis will examine ridership potential, operational requirements, technology needs, and integration opportunities with fixed-route services. We will provide specific recommendations for service design, geographic coverage, operating parameters, and implementation strategies.

TMD has provided microtransit service planning an implementation support to agencies and communities of all sizes, including RTA's GoMicro service covering Hemet and San Jacinto.

Making Service more Usable and Accessible

Another key element of the project will be to develop a comprehensive Bus Stop Improvement Plan aimed at enhancing the City of Beaumont's bus stop usability, accessibility, and safety for riders. This Plan will prioritize improvements based on ridership levels, accessibility requirements, safety concerns, and community input. It will determine optimum bus stop locations that balance good pedestrian access with impact on bus operations and the surrounding land use. Our recommendations will address physical infrastructure, wayfinding, lighting, seating, weather protection, and accessibility compliance while considering maintenance requirements and long-term sustainability.

Using a Proven Approach

TMD has undertaken well over 100 COA projects for systems of all sizes around the country. While each area and project are unique, we design plans geared for implementation that consistently engage decision-makers and riders, utilize efficient and effective network design, and increase ridership and farebox recovery. Starting with a customer-focused approach, our process blends market driven planning (rethinking service around market demand and consumer expectations) with sound operational knowledge (effective service design, efficient schedules, reliable daily delivery), always optimizing service based on riders' needs and available resources. Our operational knowledge extends beyond design and scheduling to include other aspects impacting the delivery of service. This combination of our planning, scheduling, and operational expertise allows us to deliver plans that are ready to be implemented.



FIGURE 11: A POPUP EVENT TMD HOSTED IN BEAUMONT FOR THE RTA SUSTAINABLE SERVICES PLAN

Scope of Work Program

Comprehensive Operational Analysis

Task 1 – Public Engagement

Task 1.A. Community and Internal Engagement

CONDUCT INITIAL "KICKOFF" MEETING

The TMD Team will kick off the project with an on-site meeting with the City of Beaumont staff and transit stakeholders. This will provide an opportunity to discuss several topics, including:

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

At the meeting, TMD will conduct a SWOC (strengths, weaknesses, opportunities, and challenges) exercise to gain a better understanding of existing conditions, solicit input on the long-term vision for transit in the Beaumont Transit service area and identify any potential issues that may affect the process and outcome of the project. The team will work with the City and transit staff to ensure that the City's goals for the project are understood and incorporated into the final work plan.

Following the kick-off meeting, key TMD team members will conduct fieldwork to understand Beaumont Transit's services, ridership, and operations through bus rides, route drives, and staff meetings. This field time will help the team assess route alignments, service delivery, operator performance, customer relations, and facility conditions. The team will also observe local geography, street networks, transit markets, and operating conditions to inform subsequent work.

ON-GOING ENGAGEMENT

Our team views the stakeholder and public engagement process as a critical element to the successful implementation of the COA's recommendations – how the plan is developed and how it supports the overall vision for Beaumont Transit will be of strategic importance in fostering support for recommended changes. To ensure success, the TMD team, led by **Kearns & West**, will facilitate a comprehensive engagement process that will utilize a variety of forums to involve the community in a phased approach that encourages vital community input, builds ownership, and results in strong advocacy for the plan's recommendations. We propose an inclusive, collaborative process that involves stakeholders, staff, and members of the public throughout the study. Our approach to successfully execute an engaging and inclusive community engagement process is outlined below.

Develop a Community Engagement Plan

Following the Kick-off meeting, our outreach subconsultant, Kearns & West, will develop a comprehensive Community Engagement Plan to ensure the COA reflects the shared needs, priorities, and values of all segments of the communities served by Beaumont Transit. This document will outline all planned outreach and engagement methods, providing details on each activity, its schedule, priority groups, purpose, and public participation goals. Additionally, the plan will include a stakeholder analysis, a communications plan, programs and activities, roles and responsibilities, community-specific engagement strategies, and a project schedule. The plan will be developed in consultation with Beaumont staff to align with established engagement and communication protocols. Coordination will also occur with Beaumont staff to consider other existing outreach programs underway.

The Kearns & West team will build the plan using proven outreach best practices to engage community members, community partners, and stakeholders throughout the planning process. The plan will be rooted in an equitable and inclusive framework, ensuring responsiveness to societal inequities, barriers to effective engagement, and the unique characteristics of the community. The plan will prioritize language inclusion with Spanish translation and interpretation, convenience by scheduling events for working families, culturally grounded engagement through interactive, relevant formats, and local partnerships with trusted community organizations and businesses.

The Community and Stakeholder Outreach Plan will follow a two-phase process that seeks to integrate engagement in meaningful ways at two key project milestones. The phased approach will include outreach strategies to assess the transit network's existing operations, determining alternatives, and ascertaining public feedback for preferred alternatives. The first phase will occur at the onset of the COA effort in order to gather public input about their overall mobility needs, travel demands, and perspectives on/awareness of the existing Beaumont Transit network. The second phase will occur during Task 5, focusing on the solicitation of feedback about the draft recommendations. Each round will have an outreach objective that integrates all proposed activities. The plan will include a section detailing the process of documenting input and integrating individual meeting summaries into a comprehensive public input summary.

Engagement Strategies

Our team possess a number of innovative approaches to engage the community. Based on our current understanding of the project, the following tool, strategies, activities, and materials that may be used to engage the community and promote project awareness.

Project Webpage and Digital Engagement

While Beaumont staff will manage the project webpage, our team will develop content, images, and project information that details milestones, opportunities for involvement, and ways to get more information. Our team will work with Beaumont staff to update the page throughout the course of the project with new relevant information, ultimately sharing the draft plan. The site can also be a tool used to "close the loop" and demonstrate how the feedback collected from the public through the "Pop Ups," public meetings, and online meetings informed the development of the draft plan. The webpage may also include a form for people to be added to a stakeholder database. The outreach plan will confirm roles and responsibilities for updating and maintaining this project webpage over the course of the project.

Social Media

While Beaumont staff will manage social media, our team will advise on the timing and content of sharing newsworthy, time-sensitive and culturally appropriate information about the project. The outreach plan will include a social media plan for the course of the project.

Maintenance of a Project Stakeholder Database

Our team will collaborate with Beaumont staff to establish and compile a database of stakeholder organizations (including local partners in Beaumont and regional partners who will be interested in the effort), individuals, and members of the public that have interest in the outcomes of the project. This includes contacts for major employment centers, businesses, residential developments, community-based organizations, medical destinations, programs serving youth and older adults, and nonprofit organizations. This database will also serve as the distribution list for project updates and will be further populated and updated as the project advances. The outreach plan will confirm roles and responsibilities for updating and maintaining this database over the course of the project.

Targeted "Pop Up" Sessions

Because attendance at general public meetings can be sparse, our team proposes to set up "Pop Up" sessions at significant ridership or key community locations. Pop-up outreach provides the project team with an opportunity to interact with the public where they are, letting them know about the project and any open surveys, as well as promoting attendance at upcoming public open houses or workshops. These sessions help to extend the "reach" of the project, as they do not require special meetings and are not limited to specific groups of people. These pre-scheduled and advertised "go to them" sessions are especially useful at the beginning of the project, when the focus is on assessing the transit needs and goals of the community and "getting the word out" for the project. Our team will collaborate with Beaumont staff to host six (6) pop-up events – three in each round. We will coordinate with Beaumont Staff to ensure that these pop-ups bring information to places where people naturally gather, providing Beaumont transit riders with quick and meaningful opportunities to share their feedback while also reaching community members who might not otherwise participate in scheduled project events or know about the project. Our team will prepare materials for and staff these pop-up outreach events, which would include displays, visualization tools, handouts, prioritization exercises, and an opportunity for people to talk one-on-one with project representatives. An example of an interactive exercise that our team could help develope is the "TMD Bus Bucks" game (either online or in-person), where participants are given a specific number of dollars and choose how to allocate those dollars among potential service improvements.

Citywide Public Event (Open House or Workshop)

Traditional in-person meetings provide great opportunities for riders, members of the public, community groups, and advocates to learn about the project and interact directly with the project team, but it is often difficult for people to take time out of their busy schedules to participate. TMD proposes to take the in-person meeting process as close to the community as possible, focusing on issues of local concern as well as larger regional goals. These meetings could utilize an open house, come-and-go type format which allows people to drop by any time during the meeting, view project information, participate in surveys or other interactive engagement tools, and speak to project team staff on a one-on-one basis. To maximize attendance, these meetings should be scheduled at locations and times that are accessible by transit and ensure that a mix of participants can attend. **We will host two (2) public events (workshop/open house) – one in each phase**. We will also develop a notification plan using traditional and digital methods. Information would be provided at a minimum in English and Spanish.

Virtual Meetings

To expand the reach of the public engagement efforts, TMD can conduct one virtual public meeting to coincide with the timing of the other community meetings in each round. A presentation would be developed that highlights key concepts and findings (based on the timing of the meeting within the project schedule) and would allow for interaction between the project team and participants to discuss issues and ideas, similar to what would occur during the in-person event. For those unable to attend the meeting, TMD will create a video recording of the presentation for each round that can be posted to the project website.

Operator Engagement

The front line staff provide valuable insight into customer needs and operational challenges. The bus operator is often the only point of contact with customers, and will hear their requests and concerns. Vehicle operators along with dispatchers and road supervisors have firsthand knowledge as to what is occurring daily. Therefore regular engagement with frontline staff will occur throughout the development of the COA We will work with the City project team to lay out a specific schedule and approach for interacting with front line staff to seek input at the beginning of the process as well as providing feedback to recommendations.

City Council Meetings

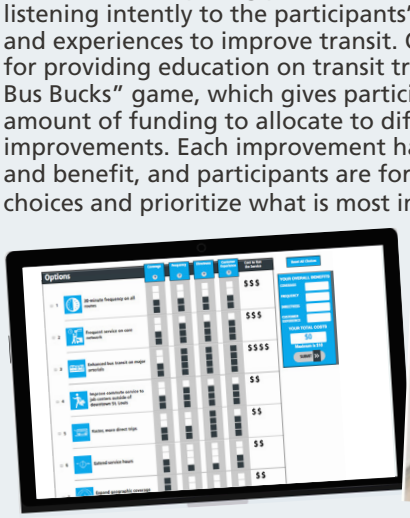
Our team will make up to three presentations to the Beaumont City Council, to ensure staff are informed on the project progress and the draft and final COA recommendations.

Task 1.A Deliverables:

- One project kick off meeting.
- Community and Stakeholder Outreach Plan.
- Promote, set-up, and attend up to 6 pop-up events, 2 public open-house meetings, 2 virtual meeting.
- Attend and present at up to 3 City Council Meetings.
- Summary report of all community engagement activities and how the feedback received informed the COA.

Value Add: Unique Tools to Engage the Community

We work hard to educate stakeholders, operators, and members of the public on the transit network design choices and competing priorities while at the same time listening intently to the participants' ideas, suggestions, and experiences to improve transit. One tool we have for providing education on transit trade-offs is the "TMD Bus Bucks" game, which gives participants a limited amount of funding to allocate to different types of service improvements. Each improvement has an associated cost and benefit, and participants are forced to make difficult choices and prioritize what is most important to them.







Task 1.B. Rider & Community Survey

Our team is proposing to conduct both an on-board rider survey and general community survey. Both surveys will be led by **ETC Institute**.

RIDER SURVEY

Upon the execution of a contract, Fred Gsell (senior manager from ETC Institute) will meet with the project team. Topics that will be addressed during this meeting will include questionnaire design (including translations), sampling plan (including plan to achieve representation/coverage), data collection methodology, operational issues, staffing plans (using ETC staff to collect the data), and schedule of proposed project activities. ETC understands that the Beaumont Transit plans to be an active partner in the design of the survey and the project as a whole. Beaumont Transit will provide ridership data for each route and the universe of runs prior to survey collection beginning in order for ETC to develop an appropriately weighted schedule.

Questionnaire and Sample Management

ETC will design a survey instrument that will allow Beaumont Transit to maintain trend comparisons while allowing for comparative data with previous surveys conducted and collect additional items as needed. ETC will ensure that non-English speaking respondents have access to the survey in their own language. ETC will address LEP concerns through a combination of survey translation and deploying bilingual interviewers to the appropriate routes. ETC plans to print the questions in English on the back of all translated surveys.

ETC will make recommendations for proper sampling to ensure statistical validity for key services and rider subgroupings. At a minimum, ETC Institute will develop a sample management plan that has specific goals for each route/line by direction and time of day (this will ensure peak vs non-peak analysis). This ensures adequate representation of each route by direction and time of day. If there is a desire to have statistically valid results at the route level that achieves a minimum margin of error, ETC institute can increase/reallocate samples to meet Beaumont Transit data needs. Beyond randomly selecting bus runs/duty, ETC recommends tracking surveys in proportion to average ridership figures for each route/line. In addition to creating separate sample management plans for weekday vs Saturday.

Data Collection

ETC will work with Beaumont Transit to define the survey timeframes and will use ridership data provided by the client to create a sample management plan that ensures proper representation by route/line and time of day. ETC will develop these quotas for each of the time groupings to ensure a representative sample by time of day. The survey will be administered by ETC staff.

To support this effort, ETC is scoped and budgeted to collect surveys over all day types at least 400 rider surveys.

INFORMATION GATHERED THROUGH ON-BOARD SURVEYS INCLUDES:

Passenger Demographics:

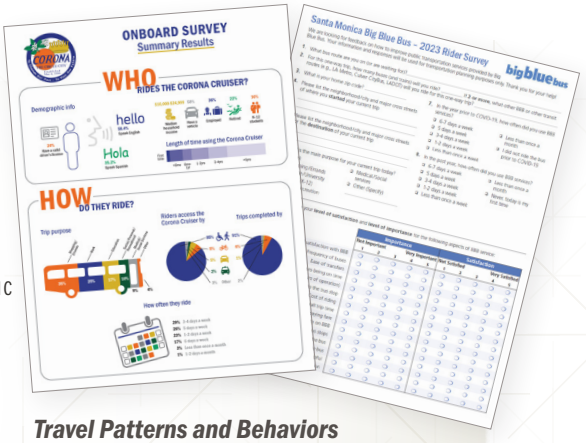
- Age
- Gender
- Household income & household size
- Employment status
- Disability/mobility limitations
- Access to a vehicle
- Home location (Zip code)
- Primary language spoken at home

Service Satisfaction and Perceptions

- On-time performance
- Travel times
- Safety
- Cleanliness
- Accessibility
- Affordability
- Driver interactions

Key Improvement and Priorities

- Ranking of priorities including:
  - Frequency
  - Extended hours
  - Stop amenities
  - Safety
  - Cleanliness
  - Affordability
- Open ended feedback on needed changes and suggestions



SAMPLE SURVEY & SUMMARY INFOGRAPHIC

Travel Patterns and Behaviors

- Trip purpose
- Frequency
- Time of use
- Mode of access to transit
- Alternative transportation modes when transit is unavailable

Quality Assurance/Quality Control (QA/QC)

Completed paper surveys will be shipped back shipped back to ETC for data entry and the results will be monitored throughout the data collection phase of the project. As part of data processing, ETC Institute will also develop an internal plan to guide all data collection and handling activities. As the surveys are administered, the survey data will be reviewed and if any of the required information is missing or incomplete, the survey will not be counted toward the goal. ETC will collect surveys until enough fully usable surveys are captured to meet the goals and objectives of the survey.

Survey Analysis Summary

Our team will analyze the results of both on-board and online surveys and develop a survey summary that includes an overview of the survey data collection process and the results of both surveys.

COMMUNITY SURVEY

In addition from collecting input from riders, it will be important to collect data from former Beaumont Transit Riders and Non-Riders. This survey will focus on identifying factors that would encourage them to ride Beaumont Transit.

Survey Design

ETC Institute will work with Beaumont Transit Staff to design the survey instrument. ETC Institute will assist and guide Beaumont Transit Staff with developing objective questions and maintain existent question structure to previously asked questions and intends to mostly replicate the previous survey. Due to the diversity of the area, ETC Institute will format the survey instrument in both English and Spanish. ETC Institute will accommodate households that speak other languages to ensure they have opportunity to participate in the survey. ETC Institute will provide a sentence on the cover letter to direct households in need of translation services to call a toll-free number and take a survey with a translator.

Community Survey Sampling Plan

Recent changes in technology have required significant changes in public opinion survey methods, particularly how sample is drawn. Our design is based on the use of address-based sampling (ABS), which is now state-of-the-practice as it has been found to yield a more representative sample than the old telephone-based samples. Most sample vendors offer enhanced sample that attaches telephone numbers and email addresses where known. These enhancements allow us to reach residents in diverse ways, and more importantly, to offer residents the choice of how to participate in the survey effort (maximizing participation rates). ABS samples have the added benefit of ensuring that all completed surveys are within the study area, and since we are drawing the sample from one frame, we do not face duplication issues that may arise when dual frames are used.

ETC Institute will design the sampling plan to account for 400 surveys collected in a manner that guarantees the completion of a statistically valid sample from a random sample of households residing within study area boundaries.

ETC Institute is able to target residents in the City that is statistically accurate at the geographic level and breakdown data based on geographic quadrants and neighborhoods. In addition to a statistically valid sample of non-riders, ETC will also provide Beaumont Transit with a statistically valid sample of former Beaumont Transit users.

Administer the Community Survey

ETC Institute recommends using a hybrid methodology consisting of mail, online surveys (text and email), and phone follow up. Given the negative impact Caller ID has had on phone survey response rates and the need to ensure diverse populations are well represented; we offer the hybrid mail/online methodology to maximize the overall level of response. Even if residents do not respond by mail, those who receive the mailed version of the survey are significantly more likely to respond to the survey online because they know the survey is legitimate. The mailed survey will include a cover letter that will explain the importance and purpose of the survey, encourage participation, and include a link to the online survey for residents who prefer that option. If needed, phone calls will be made to collect responses from demographic groups that did not have a robust enough response to our mail/online contact attempts. ETC Institute will administer the survey in English and Spanish through a combination of mail, text messaging, and online, all with in-house staff.

- ETC Institute will initially select a random sample of households to receive the survey. The sample will be address-based, which means all households in the City will have an equal probability of being selected.

- ETC Institute will mail the survey and a cover letter (on Beaumont Transit letterhead) to all households that are selected for the survey. Residents who receive the survey by mail will have the option of completing it in one of the following three ways:
  - By mail using a postage-paid return envelope, which will be included with the survey
  - By going online to a website, which will be printed on the survey. Residents who respond online will be required to provide their home address so ETC Institute can verify that the respondent is part of the random sample. If someone responds online that is not part of the sample or does not provide their address, ETC Institute will process these surveys separately from the random sample.
  - By calling a toll-free number, which will be printed on the survey; ETC Institute will have interviewers to answer inbound calls from residents who prefer to complete the survey by phone in Spanish (and/or another language).
- To encourage and maximize participation in the survey, ETC Institute will conduct follow-ups, Beaumont Transit email and text messaging, with residents once the surveys have reached households.
- By sending reminder emails and texts to households, for whom email addresses and text numbers can be obtained, has provided other methods to reach under-represented and under-sampled population.

To maximize the number of residents who complete the survey, ETC Institute's survey administration fees include one $100 Visa gift card. This gift card will be used as an incentive to encourage residents to complete the survey. The Visa gift card will be awarded by randomly selecting one person from all respondents to the survey.

Community Survey Internet Option

ETC Institute will include a web address on the survey cover letter where households, who were randomly selected to complete the survey, can complete the online version of the survey. When completing the online survey, residents are required to enter their home address at the end of the survey to validate their response. This is how ETC Institute can track and only include responses from households who were randomly selected for the survey.

Ensuring Representation for Non-English Speaking Populations

ETC Institute has designed and administered surveys in some of the nation's most diverse communities including San Bernardino County (CA), Arlington County (VA), Miami-Dade County (FL), Cameron County (TX), Yuma County (AZ), and Long Beach (CA). More than one-third of the residents in several of these communities were foreign-born. We will guarantee that the results of the survey are statistically representative of the community.

To ensure that the non-English speaking residents of a community are well represented, ETC Institute is able to do the following:

- The cover letter that is sent with the mailed version of the survey will contain information that is translated into Spanish and other languages (if needed).
- A Spanish version of the online survey will be available, as well as a Spanish version of the mailed survey for any resident in the random sample who requests it.
- If desired, a demographic question may be included in the survey that asks which languages other than English are spoken in the home. This will allow us to ensure that non-English speaking populations are well represented in the sample.

Community Survey Data Management & Quality Control

ETC Institute has an ongoing quality control and quality assurance program in place. This program has been developed and refined through our experience with hundreds of studies that involved the design and administration of surveys, focus groups, and other data collection services. Our quality assurance program is directly monitored by the company CEO, Christopher Tatham. The program is designed to give clients error-free results, and all employees at ETC Institute are directly involved in the program.

Community Survey Data Analytics and Reporting

ETC Institute will analyze the data using the following analytical tools:

- **Former-Rider Profile:** Using the information compiled from the survey, ETC Institute will breakdown the profile of non-riders in the City. This information will help the agency better understand their customer or those who are not their customers.

- **GIS Mapping:** ETC Institute will prepare maps showing the results of specific questions on the survey by census block group (or other geographic characteristics decided upon by the City). ETC Institute will geocode the home address of survey participants to the block latitude and longitude coordinates, this ensures the exact location of a participant's household is not revealed. This will allow our team to generate maps that visually show how well Beaumont Transit is delivering its services to various parts of the City. GIS maps continue to be an effective tool for communicating the results of the survey to executives, boards, and the general public.
- **Crosstabular Data:** ETC Institute will create cross-tabulations of questions on the survey with key demographic variables (i.e., age, gender, income, number of years lived in the City, geographic characteristics, and others). ETC Institute will work with Beaumont Transit Staff to understand the significant differences found in the cross-tabulations among the key demographic groups. ETC will lead the collection of the on-board rider survey. ETC proposes the use of the best onboard practice standards regarding the quality and usability of onboard transit survey research data. ETC is the nation-wide leader in conducting rider and community non rider surveys (including focus groups, mystery riding, and employee surveys) and has worked directly with FTA and modeling, planning, marketing staff from transit agencies across the U.S. to establish guidelines for both onboard rider and community value surveying methodologies. These standards have been honed over the past five years by conducting large-scale onboard surveys using an intercept approach as the primary method of data collection. If our team is selected, you can be certain the final product will be of the very highest quality. In addition to achieving overall targets, ETC will monitor field dashboards during collection to ensure proper route/line, time of day and directional coverage.

ETC's approach to rider survey data collection begins with an unparalleled commitment to the highest level of oversight. Quality Assurance and Control Protocols (QA/QC) include random daily data checks, demographic comparisons to observed counts, regular internal "secret shopping" and periodic interviewer debriefing sessions. As a part of ETC QA/QC process, ETC can capture observed demographics for all customers boarding select bus routes upon which surveys are also being collected. Demographic observations are collected by an interviewer who is not currently participating in the paper survey collection process using a specifically designed tablet-based program. ETC will conduct these field QAQC counts on an appropriate percentage of duties to monitor how well limited English proficiency (LEP) customers are able to respond to the survey and if targeted action is required to ensure such passengers are provided a representative opportunity to participate.

FINAL FINDINGS REPORT FOR BOTH THE RIDER AND COMMUNITY SURVEYS

ETC Institute will submit a final report to Beaumont Transit Staff. At a minimum, this report will include the following items:

- **Formal report** that includes an executive summary of survey methodology, a description of major findings, and charts that show the overall results of the survey
- **Trend analysis** that evaluates these results with previous surveys conducted for the Beaumont Transit (if available)
- **Crosstabulations** that show the results for different areas of the City's population (by age, race, gender, income, etc.) or by route or service type for the rider results.
- **Benchmarking analysis** that shows how the results for Beaumont Transit compare to national averages and the average of other transit agencies
- **GIS maps** that show geocoded survey results for selected questions on the survey (by Council Block Group or other boundaries at RTA's request)
- **Importance-Satisfaction Analysis and Net Promoter Scorer**
- **A copy of the survey instrument**
- **An electric copy of the final report and survey data in Excel**

ETC Institute will deliver these results in the format preferred by Beaumont Transit (Word, PDF, etc.).

Task 1.B. Deliverable: A report summarizing the rider and community survey methodology and the results.

Task 2 – Data Collection

2. A. Data Collection and Compilation

TMD recognizes that comprehensive, reliable information and data is the foundation of any COA. With decades of experience, our team is highly knowledgeable of the data needed to successfully conduct a COA. TMD will prepare a Data Collection Plan and will work with City of Beaumont staff to collect and acquire all data items listed in the RFP. All data collected will be saved to the project Teams site. A data dictionary will be included, so it will be easy to identify how each data source was used in the COA process.

Task 2.A. Deliverable: Documentation of all data collected and how it will be used in the COA. All data used for the study will remain the domain and property of the City upon completion of the project and may be used in the future at the City's discretion.

2.B. Transit Market Analysis

In order to understand the underlying regional demand for transit services, TMD proposes to undertake a Transit Market Analysis centered around the **"Four Ds"** that impact transit's ability to be successful: density, destinations, design, and demand.

Density: The density analysis will summarize existing population, employment, and demographic characteristics of Beaumont Transit's service area, all of which influence the local demand for transit use. TMD will use ArcGIS and available data from the 2020 US Census and the most recent American Community Survey estimates to map population and employment densities, with individual maps for seniors, youth, college-aged residents, persons with disabilities, zero-vehicle households, low-income households, and minority households. These demographics will also be compiled into a "Transit Demand Potential" map that incorporates all the demographic factors into one index. The existing Beaumont Transit routes will also be mapped to identify underlying market conditions, opportunities for increased transit service, and any unmet mobility needs.

Destinations: The destinations analysis will examine the diversity of destinations riders seek to access through transit. TMD will identify major activity generators throughout Riverside County including essential services, education centers, supermarkets, healthcare facilities, and cultural destinations. TMD will also review responses from recent survey efforts or responses collected during the first round of engagement to identify locations people which to access through transit. TMD will also review current development plans to better understand where transit may be needed to support future development.

Design: The design of the built environment directly influences people's ability to conveniently use transit. An assessment of street patterns can help identify ideal conditions for transit operation. Using the National Walkability Index from the Environmental Protection Agency, TMD will map street intersection density to measure walkability within Beaumont Transit's service area. The design analysis will also identify any physical constraints to operating public transit such as bridge heights, railroad crossings, and street width. Knowing the locations of these barriers will help ensure that proposed route alignments are implementable.

Demand: The demand analysis will examine how people travel throughout Beaumont Transit's service area, and how those travel patterns compare to travel on transit. TMD has a partnership with **Replica**, a location-based data platform specifically designed to guide urban planning decisions by summarizing local travel demand data. TMD will use Replica data to gain insight into how people travel throughout Riverside County, understanding movement by time of day, trip lengths, trip purpose, and major origin-destination patterns. TMD will also utilize the results from the on-board survey to examine the characteristics and service preferences of current riders to identify opportunities for improvement in the current system.

The analysis of the "Four Ds" will be summarized into a technical memorandum.

Task 2.B. Deliverable: A technical memorandum summarizing population and employment trends, local and regional development and future growth, and travel patterns, including maps and graphics that illustrate key findings.

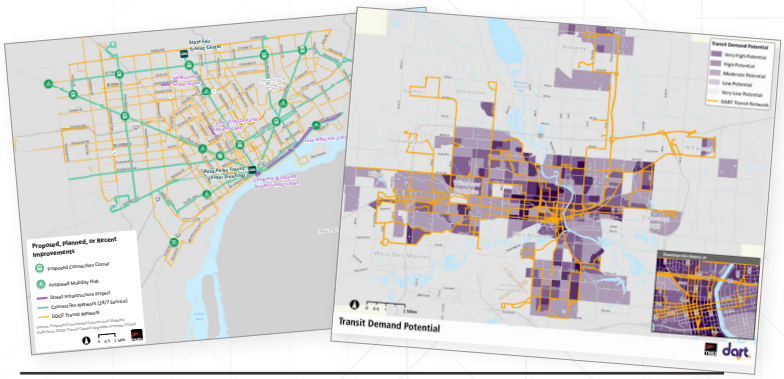


FIGURE 12: SAMPLE MARKET ASSESSMENT MAPS

Task 3 – Current and Projected Funding Levels Analysis

Task 3.A. Funding and Cost Analysis

EVALUATION OF FUNDING SOURCES

Transit funding in California represents a complex landscape of local, state, and federal sources that require strategic coordination and optimization. Currently, Beaumont Transit relies primarily upon Transportation Development Act (TDA) funding, including both Local Transportation Fund (LTF) and State Transit Assistance (STA) allocations, as the financial foundation for transit operations. TMD will conduct a comprehensive review of historic funding received by Beaumont Transit over the past decade to identify trends in growth, seasonal variations, and potential future availability from these established sources.

Working closely with the City and Riverside County Transportation Commission (RCTC), we will identify and evaluate all potential funding sources available over the next 10 years. Our analysis will extend beyond traditional funding mechanisms to explore innovative revenue strategies including advertising partnerships, naming rights, and other commercial opportunities that can supplement core operating revenue. This will be essential to assure ridership growth in a sustainable and equitable manner since all sources of revenue that are not Federal or State can contribute to meeting the 20% farebox recovery target. We will assess how this requirement impacts funding potential, examining both the constraints it creates and the opportunities it may unlock for additional state and federal funding eligibility.

Our funding assessment will specifically explore new funding opportunities including formula federal grants such as Section 5307 urbanized area formula funds (newly available due to Beaumont's reclassification), Section 5339 bus and bus facilities grants, and competitive programs like the discretionary components of Section 5339 which include the Low or No Emissions Bus Discretionary Program. We will also evaluate public-private partnership opportunities and assess innovative financing mechanisms that could support both operational improvements and capital investments, particularly for zero-emission fleet transitions.

OPERATIONAL COST ANALYSIS

TMD will conduct a thorough evaluation of current operational costs compared against existing funding levels, providing detailed analysis of where service reductions may be necessary under constrained funding scenarios. Our cost analysis will examine all operational expenses including vehicle operations, maintenance, fuel, insurance, administrative costs, and technology expenses to identify efficiency opportunities and cost reduction strategies. We will evaluate how different funding levels affect service continuity, particularly under farebox recovery constraints, examining the relationship between service levels, ridership, and fare revenue generation. Our analysis will identify the minimum service levels required to maintain system viability while meeting farebox recovery requirements, as well as the optimal service levels that maximize ridership and revenue potential.

Task 3.A. Deliverable: Technical memorandum summarizing current and potential funding sources and operational cost analysis.

Task 3.B. Fare Analysis

DETAILED FARE STRUCTURE REVIEW

TMD will conduct a review of Beaumont Transit's Fare Policy to optimize revenue generation, ensure social equity, and enhance the customer experience. This initial phase includes analyzing ridership patterns, fare payment data, and the historical impact of fare changes on system usage.

Our detailed examination will thoroughly document the current fare structure, including full adult fares, discounted fare categories, and all special fare programs such as student discounts, senior discounts, military/veteran discounts, and any transfer policies. A critical component of this review will be assessing the equity of the current fare structure across multiple dimensions. We will leverage the rider survey to evaluate fare usage by different user groups, examining how current fare policies affect low-income riders, students, seniors, and military/veteran passengers.

COMPARATIVE ANALYSIS

TMD will conduct a comprehensive benchmarking analysis comparing Beaumont Transit's fare structure against peer agencies of similar size, service area characteristics, and demographic profiles. This analysis will examine not only fare levels but also fare policy approaches, discount structures, and payment systems to understand the competitiveness and fairness of Beaumont's current fare levels within the regional transit landscape. Our comparative analysis will specifically examine the fare

structures of connecting transit systems including RTA, Omnitrans, SunLine, and other regional providers to identify opportunities for regional fare integration and simplification. We will evaluate how fare differentials between systems affect ridership patterns and assess the potential benefits of coordinated fare policies that could enhance regional mobility while supporting individual system goals. We will evaluate the balance between farebox recovery requirements and affordability, analyzing how peer agencies have successfully achieved farebox recovery targets while maintaining accessible service. Our assessment will examine fare structures implemented by comparable agencies, including flat fare systems, distance-based pricing, zone-based fares, and time-based fare capping programs.

REVENUE IMPACT ASSESSMENT

Our revenue impact assessment will employ fare elasticity modeling to predict how various fare changes could impact ridership and revenue under different scenarios. We will model multiple fare adjustment scenarios including fare increases, decreases, and complete restructuring options such as distance-based fares, flat fares, free transit zones, and fare capping programs.

RECOMMENDATIONS FOR FARE ADJUSTMENTS

TMD will develop actionable, phased recommendations for potential changes to fare categories, pricing structures, and new programs designed to increase ridership or revenues while ensuring equity. Our recommendations will be grounded in the analytical findings from our fare structure review, comparative analysis, and revenue impact assessment.

We will propose specific fare adjustment strategies that address will identified equity concerns while supporting revenue goals. This may include restructuring discount programs, implementing new fare categories, adjusting fare levels, or introducing innovative payment options that enhance affordability and convenience.

Each recommendation will be evaluated against multiple criteria including revenue impact, equity effects, operational feasibility, and customer experience enhancement.

The final deliverable will provide Beaumont with clear guidance on the expected outcomes of each recommended change, including projected ridership impacts, revenue effects, and equity impacts.

Task 3.B. Deliverable: Technical memorandum summarizing recommended fare changes.

Task 4 – Fixed Route, Commuter Link and Paratransit Service Analysis

Using data collected and organized in Task 2, TMD will develop Route Profiles and undertake a comprehensive evaluation of Beaumont's fixed routes, Commuter Link, and Paratransit service. *The development of service strategies and recommendations will occur in Task 5.*

4.A. Route Profiles

TMD proposes to develop comprehensive ridership profiles for each of the City's current fixed and commuter routes based on the data from the ridership and performance data provided by the City of Beaumont. The profiles will provide a complete overview of each route, with service descriptions, operating information, and ridership analysis. Profiles will include the key descriptors outlined in the RFP, including:

- Ridership by day type and overall system rank
- Productivity by day type and overall system rank
- Service performance metrics such as cost per passenger trip, and subsidy per passenger trip.
- Service span and frequency by day type
- Map illustrating route alignment and service utilization
- Customer profile indicating the demographic breakdown of users of the route
- Demographic group accessibility to service

TMD will provide the City with a PDF profile for each route Beaumont Transit Operates.

Task 4.A. Deliverable: PDF route profiles for each fixed route and commuter express route.

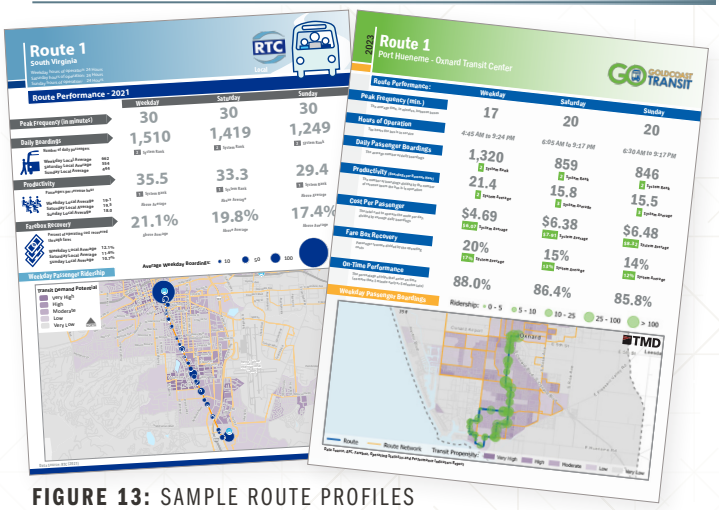


FIGURE 13: SAMPLE ROUTE PROFILES

Task 4.B. Service Analysis

FIXED ROUTE EVALUATION

Using data collected in Task 2 and our knowledge of industry best practices, our team will undertake a comprehensive evaluation of Beaumont Transit's existing services. The Evaluation of Service Report will seek to answer the following:

- **Service Ridership:** What are the key routes that attract the majority of the system's ridership? Which stops generate the most passenger activity? How does ridership vary by day of week?
- **Service Efficiency and Effectiveness:** Which routes have the highest productivity and farebox recovery ratios and lowest subsidies per passenger boarding? What is the return on investment from today's resources?
- **Service Quality:** Is the service easy for potential customers to understand? Are there any load or overcrowding issues on certain trips? Is the service on-time? How well does the current service meet customer expectations?
- **Service Availability:** Does service frequency meet today's market needs? Will expansion of service hours, days, and frequency create a more attractive network that better meets the needs of residents and visitors?
- **Network Connectivity/Transfers:** How does the service structure and frequency affect the way passengers navigate the system? What bus stops are major transfer points? Are these in ideal locations? Are there public and/or private first or last-mile connectivity issues or timed-transfer opportunities?
- **Service Access:** Does bus stop spacing optimize speed and access? What first/last mile connections are available, including pedestrian and bicycle connections?
- **Service Design:** What is the impact of route deviations on ridership and running time? Is there excess layover or deadheading? Are there tuns or roadways that create safety concerns or delays?
- **Policies & Procedures:** Are current services meeting service standards and performance measures? Are there any existing policies or procedures limiting how passengers are able to use Beaumont Transit's services?

The report will include all findings and all applicable GIS maps and graphics. Key findings from this task will be communicated with the public and stakeholders through the public involvement process, and will be used to highlight Beaumont Transit's strengths, weaknesses, and opportunities for improvement. This detailed information, along with public and stakeholder input on how the system should be improved, will be used to inform the development of the service recommendations in Task 5.

PARATRANSIT SERVICE EVALUATION

The Beaumont Transit Dial-A-Ride program provides accessible, demand response mobility to individuals within the Beaumont/Cherry Valley area who are certified as disabled (ADA). TMD will conduct a comprehensive review of the Beaumont Transit Dial-a-ride program. Areas reviewed and evaluated will include:

- **Policies**. Existing policies related to the service will be reviewed, including no shows, late cancellations, denials, advanced reservation policies, and fare/scrip program. The resulting work will provide the team with a better understanding of what guides the delivery of and customer experience for the current Dial-A-Ride program.
- **Service and coverage evaluation.** The team will conduct a review of the current Dial-A-Ride service area, identifying key activity center locations both inside and outside the City and targeted demographic populations.
- **Customer evaluation**. TMD will identify the number of registered clients and thoroughly review existing data related to trip patterns and trip frequency. Data collected in this step includes trip reservation data for a representative time period sample, which will provide the team with specific origin-destination data, as well as information related to trip frequency and recurring trips (i.e. subscription trips) for Dial-A-Ride travel.
- **Performance analysis**. Additional data will be collected to conduct a thorough performance analysis of Dial-A-Ride. Key pieces of information include percent subscription trips, no shows, late cancellations and denials; cost per passenger-trip; subsidy per passenger; passengers per hour; and the number of late pick-ups and drop-offs. TMD will conduct a trend comparison of these metrics in order to fully evaluate the COVID-19 pandemic's effect on the Dial-A-Ride program.

TMD will develop a Dial-A-Ride Program Evaluation Report that details the evaluation findings and identifies areas for improvement.

Task 4.B. Deliverables: Reports summarizing evaluation of Beaumont Transit's fixed route and paratransit services. Each report will include all findings and all applicable GIS maps and graphics.

Task 5 – Service Recommendations

Building off the findings from earlier tasks as well as input from the first round of community engagement in Task 1, TMD will work with Beaumont staff to develop a "reimagined" Beaumont Transit service recommendations. TMD welcomes as much participation from City staff in the brainstorming of service alternatives as possible, as we have found that our transit development plans are stronger when they incorporate the institutional knowledge of agency or city staff.

Our scope for Task 5 has been structure around developing a base set of service alternatives that can then be phased in the short-, mid-, and long-term.

Defining the Mobility Toolkit

A key strategy TMD utilizes when developing service is to identify a suite of potential transit products and then matches them to the different market typologies and opportunities throughout the region. Establishing different service tiers allows solutions to be "right-sized," whether that means traditional fixed-route transit or alternative new mobility options, such as on-demand service, shared-ride services, or car/vanpools. This "Mobility Toolkit" is developed in tandem with the service recommendations and is designed to create an integrated, effective network that minimizes duplication and maximizes the efficient use of limited resources. Over the past decade, new mobility options have emerged that provide more flexible and cost-effective alternatives to fixed-route transit. Our team has significant experience integrating TNCs, microtransit, and other innovative solutions into every step of the planning process. While developing service design recommendations, TMD will consider innovative solutions that can be integrated with fixed-route service. Based on the effectiveness of each of these tools and the potential feasibility of their implementation in targeted portions of the service area, TMD will incorporate a range of solutions that will maximize systemwide effectiveness and overall transit usability.

Identifying Service Alternatives

To develop service alternatives, TMD uses a two-step process: "top-down" (region and network) and "bottom-up" (individual route). Top-down analysis provides a big-picture, holistic look at the network. The bottom-up analysis allows TMD to understand the details of the system's design and recommend changes to improve efficiency. Both processes combine to create a plan that works well for the City and the Beaumont community.

In developing the service alternatives, TMD will explore addressing issues such as inadequate or excessive headway, duplicative route alignments and/or services, usability and access barriers, and traffic congestion and infrastructure-related challenges. The TMD team will develop initial service alternatives/recommendations in **Remix.** The recommendations will include:

- An integrated network that includes a range of mobility products (e.g. local, express, microtransit, etc.) tailored to market demand
- Fixed-route alignment changes that improve service efficiency and effectiveness
- Tailored service frequency and span by route and day type
- Opportunities to better coordinate service with RTA, Omnitrans, and SunLine
- Service expansion to address community growth

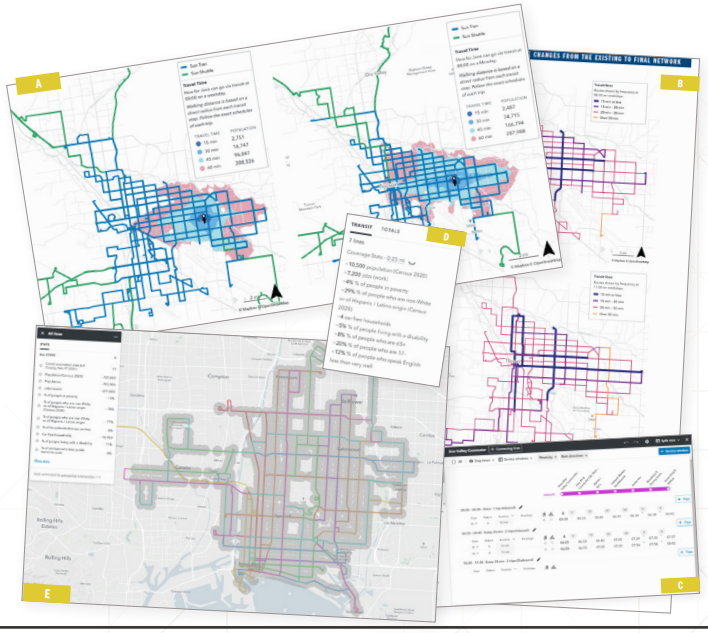


FIGURE 14: EXAMPLES OF HOW TMD CAN LEVERAGE REMIX FOR THIS PROJECT (CLOCKWISE): **(A)** USE THE JANE TOOL TO COMPARE TRAVEL TIMES, **(B)** TO ILLUSTRATE BEFORE AND AFTER FREQUENCY IMPROVEMENTS, **(C)** USE AS A TOOL TO DEVELOP PRELIMINARY SCHEDULES, **(D)** TO IDENTIFY BEFORE AND AFTER COVERAGE ACCESS ACROSS A VARIETY OF DEMOGRAPHICS, **(E)** TO VISUALIZE SERVICE ACCESS.

Service efficiencies (efficient round-trip cycle times) will be considered at the design stage (efficiency built-in) and not an afterthought left for the schedulers

For each proposed service alternative, TMD will include the following information:

- **Routing and Service Level by Route** – Service parameters will be developed for each route or service by day of the week, including:
  - Service type and attributes
  - Proposed route alignments
  - Proposed service frequencies and spans
  - Estimated revenue miles and revenue hours
  - Estimated vehicle requirements by type
  - Transfer opportunities
- **Route and Network Maps** illustrating proposed alignments and frequencies
- **Effects on Transit Access** – Analysis of the number of riders, by population type or demographic/socio-economic indicator, impacted by the proposed system changes, including assessment of population percentages within 0.25 and 0.5 miles of fixed-route access, population percentages served by alternative mobility solutions such as microtransit, and overall equity effects.
- **Impacts on transit and paratransit riders** including the loss or expansion of the service area coverage.

Public Outreach About Proposed Changes to Service

After the service alternatives have been reviewed and vetted by the City of Beaumont staff, the TMD team will implement Round 2 of public outreach to engage and inform the community about the proposed changes. This initiative will encompass a series of interactive and accessible communication methods to ensure widespread community involvement and feedback. Additionally, our team will leverage connections made during the initial phase of outreach, to further disseminate information and seek input from these stakeholders.

One strategy that has worked well in the past is to embed the proposed network map from Remix directly into online engagement materials. Viewers can zoom in and out of the map and leave comments at specific locations, allowing for more effective communication of proposed changes and more specific feedback from customers.

Phasing the Plan

Following final outreach efforts, TMD will refine draft service recommendations for the Final Plan based on feedback received from stakeholders and the public. Any proposed changes will be developed in collaboration with City staff. The final plan will be phased over three time periods:

- Short-Term Service Recommendations (1-3 years)
- Mid-Term Service Recommendations (4-7 years)
- Long-Term Service Recommendations (8-10 years

PHASES OF THE PLAN

Short-Term Service Recommendations (1-3 years)

The Short-Term plan will focus on improvements that address immediate operational inefficiencies and maximize the level of ridership that can be achieved in a constrained environment that meets farebox recovery requirements and maintains financial sustainability requirements.

Mid-Term Service Recommendations (4-7 years)

The Mid-Term Plan will build off the Short-Term Plan, but may include expansion of service span, frequency, coverage, or introduction of new services or partnerships with bike-share programs or ride-hailing services.

Long-Term Service Recommendations (8-10 years)

The Long-Term Plan will include recommendations to grow transit mode split taking into account anticipated population growth, urban development, and technology integration.

The key to a successful phasing plan is to tactically group and sequence the improvements to ensure there are no spatial or temporal gaps in network coverage. In addition, starting with sure wins can help garner support for the plan while generating additional fare revenue and ridership that can be reinvested into additional improvements. The phased changes will also pay close attention to funding availability, as well as fleet requirements for each service type. For each phase, TMD will provide the City with service statistics (revenue miles and revenue hours) and vehicle and other capital requirements would be documented, as well as anticipated financial impacts (costs, revenues).

Ensuring the Plan is Financially Sustainable

TMD will use our proprietary Microsoft Excel-based costing sheets to develop a baseline model of Beaumont Transit's service that will model revenue hours, revenue miles, and peak vehicles within one percent accuracy of actual service delivery. Service recommendations will be entered into the model for a direct side-by-side comparison of the plans to baseline service.

TMD has found Remix to be a powerful tool in helping to develop route recommendations, allowing planners to see the impacts of different alignments decisions in real time. However, through our use of the tool, we have found that it often undercounts layover time, resulting in unrealistic revenue hour calculations. **Our best practice is to use Remix for the mapping and route design but to cross-check resource calculations with our costing sheets so there are no surprises in implementation.**

These costing sheets will feed into our Excel-based financial model with individual tabs for items, including daily service characteristics, operating costs, and capital revenue sources, which link together to calculate and summarize all information. The model is built so that it can be updated as needed to consider proposed service improvement, both during the project and after the project is completed. The City will be able to use the financial plan each year to plan more accurately for its future. The model includes detailed information for items including, but not limited to, the following:

- Service characteristics by route and day type for each year of the plan
- Ridership and fare revenue projections associated with service expansion (high-level estimates based on frequency elasticity factors and productivity comps)
- Allocated unit costs per revenue hour and per revenue mile and anticipated annual increases
- Operating and capital revenues by source with projected growth rates
- Capital costs including vehicle replacement/expansion and facility improvements
- Annual summary for each year showing total capital and operating costs and revenues

TMD will work with the City to establish operating and capital cost inflation factors, planned or potential fare increases, and future external funding levels over the plan timeline. TMD's financial model typically covers a 10-year period.

Final Report

TMD team will develop a comprehensive COA Report that details recommendations and associated considerations and includes relevant maps, tables, and graphics that further define the Plan and how it relates to Beaumont Transit's goals of addressing pandemic-related ridership effects, evolving regional development and travel demand trends, and financial sustainability, with a focus on increasing farebox recovery. Specifically, the TMD team will develop a draft version of the report, and will provide the draft to Beaumont Transit for review and comment. Based on feedback provided, the TMD team will incorporate updates and provide a refined, finalized version of the report ready for adoption by City Council.

Deliverables:

- A comprehensive service plan that covers short-, mid-, and long-term recommendations.
- The final report will include the rationale behind these recommendations, potential impacts, cost implications, and key performance indicators (KPIs) for monitoring success.
- A financial plan outlining funding requirements, potential revenue sources, and cost management strategies to support the service recommendations.

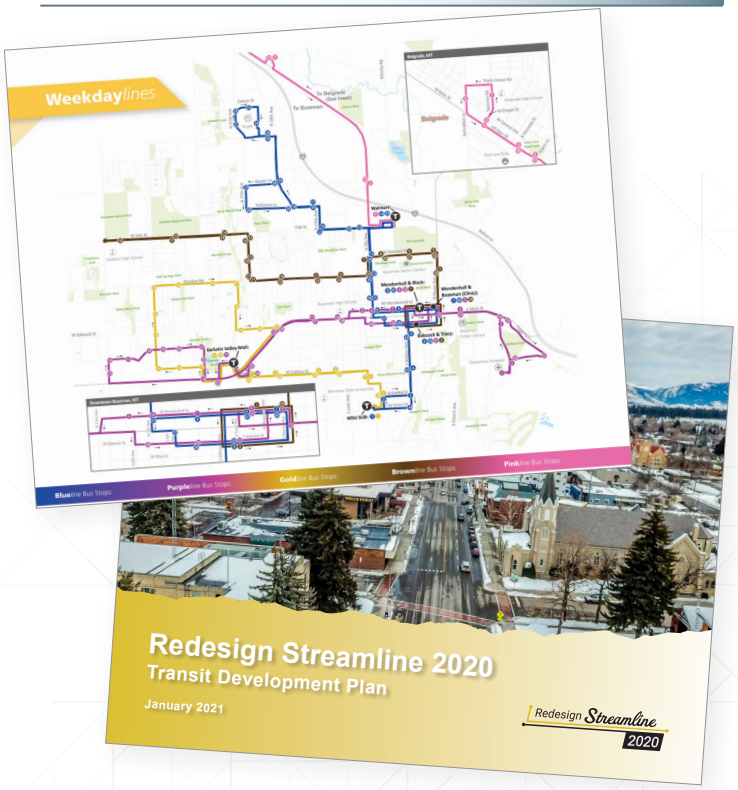


FIGURE 15: SAMPLE FINAL PLAN & SYSTEM MAP

Microtransit Feasibility Assessment

Task 1 – Analysis of Current Services and Existing Microtransit Models

Task 1.A. Review of Current Transit Services

Leveraging the analysis of existing Beaumont Transit's fixed route and paratransit Dial-A-Ride service in COA Task 4, TMD will identify if there are any routes that could be replaced with microtransit service and/or geographic areas not currently served that could be served by Microtransit.

Task 1.B. Examination of Other Microtransit Models

TMD will review up to five (5) microtransit services in other cities, to identify innovative solutions, operating models used, best practices, challenges, and lessons learned that could be applicable to the City of Beaumont. TMD will use iNTD and work with the City of Beaumont to identify appropriate peers for the peer benchmarking analysis.

Task 2 – Identification of Service Gaps and Development of Microtransit Zones

Task 2.A. Identification of Service Gaps and Key Destinations

Leveraging the Market analysis in COA Task 2, TMD will identify areas within the City's service area that are underserved or lack sufficient transit options. TMD will also pinpoint key destinations and priority areas for potential microtransit service, considering community needs and transit demand.

Task 2.B. Development of Potential Microtransit Zones

TMD will work with City staff to develop a process to identify potential microtransit zones. This work will occur at the same time as COA Task 5 to ensure a cohesive network is developed.

To identify the zone, TMD will using a screening process that will incorporate data analyzed in the COA, including existing Beaumont Transit ridership, housing, employment, socio-economic characteristics, and Replica travel demand data.

TMD will use **Remix On-Demand** to create a map of multiple potential zones for the implementation of microtransit services.

Each zone will evaluated based on ridership potential, cost efficiency, geographic coverage, equity, and environmental benefits and integration with existing transit services. These metrics can also be turned into performance metrics which can then be used to monitor the zones after implementation.

Task 3 – Financial and Operational Feasibility Analysis

Task 3.A. Ridership Forecast, Fare Structure Development

RIDERSHIP FORECAST

TMD will use a spreadsheet model to estimate ridership and resource requirements for the zones identified in Task 2. TMD has successfully used this spreadsheet for other clients, including VIA in San Antonio and WTA in Whatcom, and found it to be more refined than the simulators provided by the microtransit companies. The model uses Replica travel demand data to estimate hourly trip demand and average trip length. Other variables of the model include vehicle size and productivity. For this project, TMD will also develop a wait-time metric which will be responsive to the number of vehicles provided. TMD will run the zones through **Remix On-Demand** to check the results of our model.

FARE STRUCTURE

TMD will leverage the work completed in COA Task 3 to develop a sustainable fare schedule and pricing strategy for the proposed microtransit service. The recommended fare structure will balance affordability, ridership growth, and revenue generation.

Note: Addendum 3 and 4 included an additional Task to Task 3.A focused on Capital Costs. Since the Capital Costs will be informed based on the Operating Model selected by the City of Beaumont, TMD has incorporated this into Task 3.B.

Task 3.B. Cost-Benefit Analysis of Service Models

SERVICE OPERATING MODELS

Leveraging the peer review in Task 1.B., TMD will identify potential service models for operating the microtransit service. These will include everything from an outsourced turnkey to City of Beaumont in-house operations. TMD will work with the City to determine the operating model that best suits City of Beaumont's needs.

OPERATING & CAPITAL COST ESTIMATES

Based on preferred service model, TMD will identify the anticipated operating capital investments needed to successfully implement microtransit service. TMD will prepare itemized cost estimates for implementation, including vehicle procurement, technology investment, staffing requirements, other capital/facility needs, and ongoing operational costs for each proposed zone. The operating a costs will be integrated into the overall financial model developed in COA Task 5.

Each capital investments will be evaluated based on how it may impact Beaumont Transit's overall financial sustainability and implementation feasibility of the service. TMD will align capital needs with potential funding sources.

Task 4 – Microtransit Recommendation and Implementation Plan

Task 4.A. Recommendation for Microtransit Implementation

Based on the analysis in previous tasks and discussions with City Staff, TMD will make a final recommendation on whether the City should pursue implementing microtransit service. If it is determined that, yes, the City should pursue microtransit, TMD will provide the city with:

- Map of the propose microtransit zone(s)
- Description of the propose zone boundaries
- Service span, estimated wait times, and days of operation
- Estimated operating hours
- Capital requirements

TMD will ensure that the final microtransit recommendations are included in the final COA plan for a cohesive network.

Task 4.B. Implementation Plan and Funding Strategy

Coinciding with COA Task 5, TMD will phase the microtransit over the short-, mid-, and long-term phases. For each phase TMD will develop a detailed implementation plan detailing resource requirements, potential funding sources, as well as public-private partnerships and grant opportunities potentially available to support the implementation and operation of microtransit services.

Deliverable: Microtransit feasibility report, that will include:

- Peer review of microtransit models.
- Identification of existing service that could be replaced by microtransit and service gaps.
- Identification of recommended microtransit zone(s).
- Financial analysis that encompasses ridership forecasts, fare schedule options, cost estimates, and a cost-benefit analysis of different service models.
- A phased implementation plan and funding strategy, identifying potential partnerships and grants to support the initiative.

Value Added: Proven Microtransit Implementation Experience in Riverside County

TMD recently helped Riverside Transit Agency (RTA) plan, procure, and implement their new GoMicro service. TMD supported RTA in developing a Request for Information to identify potential software and operations vendors based on the proposed GoMicro service area. TMD then collaborated with RTA staff to develop a Scope of Work for the service based on the vendor responses, staff interviews, and best practices for microtransit service design to include in a Request for Proposals. **RTA's GoMicro launched in December 2022 and is averaging 200 passengers a day.**



FIGURE 16: RTA'S GOMICRO SERVICE

Bus Stop Improvement Plan

Task 1 – Analysis of Existing Bus Stops and Bus Stop Infrastructure

Task 1.A. Comprehensive Bus Stop Inventory and Condition Assessment

To get started, TMD will need to collect any existing bus stop information the City can provide as well as input on the information that needs to be collected during the inventory. TMD will leverage boarding and alighting activity at each stop collected and analyzed in COA Task 4, to build an understanding existing rider usage of different stop locations. From this, TMD will develop a survey instrument that will be used at each stop to collect relevant data. TMD will get sign-off from the City of Beaumont on all survey questions before starting the inventory to ensure the relevant information is being captured.

TMD will work in pairs to perform a physical inventory of each stop within the Beaumont Transit bus network, documenting the bus stop location, physical condition, existing amenities, and compliance with ADA accessibility requirements, among other attributes.

Data will be collected and processed using an online survey platform like Survey Monkey or ArcGIS Survey 123. A standard form will be developed that surveyors will fill out at each bus stop using tablets equipped with mobile data plans. Results from each entry will be exported into an Excel file, which will become the bus-stop-inventory database. Data to be collected and/or verified in the field include the following:

- **Stop Placement and Intersection:** The results will determine whether the stop name is accurate (cross-street is labeled correctly) as well as whether the stop is near-side, far-side, or mid-block.
- **Roadway and Bus Stop Design:** The survey will include inputs for measurement of bus-stop pads, red curb, and sidewalk width as well as include a qualitative assessment of road conditions. Additionally, the survey would verify bus-stop sign presence, as well as bus-stop sign mounting mechanisms and passenger-information panels.
- **Amenities:** The survey will verify and count the available passenger amenities at each stop, including but not limited to signage, benches, shelters, lighting, and trash receptacles.
- **ADA Accessibility:** TMD will verify whether each bus stop meets the four primary criteria for ADA accessibility and list which criteria need to be met to achieve ADA compliance.
- **Photographs:** A minimum of two photographs will be collected at each bus stop. Using the tablets provided, a photograph of the bus stop will be included both in the direction of traffic flow and against the flow of traffic. If requested, additional photographs may be taken from a side view and/or of the actual bus blade and schedule holder. Pictures will be collected separately and placed in a folder to accompany the Excel database. Each picture will be labeled with the appropriate Stop ID and is proposed to be labeled while in the field directly on the tablet or correlated based on the time stamp of survey completion.
- **Latitude/Longitude:** TMD assumes that bus-stop locations are accurate based on existing AVL and Swiftly datasets and will verify GPS coordinates through the mobile tablets.

TMD staff will used the following materials to complete the data-collection process:

- **Internet-Enabled Tablet and Mobile Battery:** Each team will have one mobile-internet equipped tablet to complete the data collection effort. A mobile battery is supplied to ensure tablets last.
- **Reflective Safety Vest:** Each surveyor will have a yellow reflective safety vest to ensure safety while in the field.
- **Measuring Wheel:** Measuring wheels will be supplied to measure red curb length as well as verify ADA compliance with a 5'x8' landing pad.

The final database will include each stop and details regarding location, available transit routes, ADA compliance, amenities present at stop (with serial and model numbers if applicable), and associated photographs. In addition to this database, TMD will develop a map that examines amenities distribution throughout the service area. Along with the final database, TMD will submit a technical memorandum that summarizes the data collection methodology and key findings from the inventory. TMD will identify major safety, accessibility, and infrastructure gaps impacting rider experience.

Task 1.B. Benchmarking Against Best Practices

TMD will collect and review bus stop amenity warrants policies from three to five peer transit agencies. The peer analysis will be beneficial in assessing the latest industry best practices in order to identify opportunities for improvement as well as establish benchmarks for bus stop design and amenities.

Task 2 – Identification of Priority Areas and New Bus Stop Locations

Task 2.A. Identification of Priority Areas

Based on the establish Bus Stop Policy developed in Task 3.B., TMD will identify existing bus stops needing the most improvement. TMD will then use GIS to map the bus stop locations.

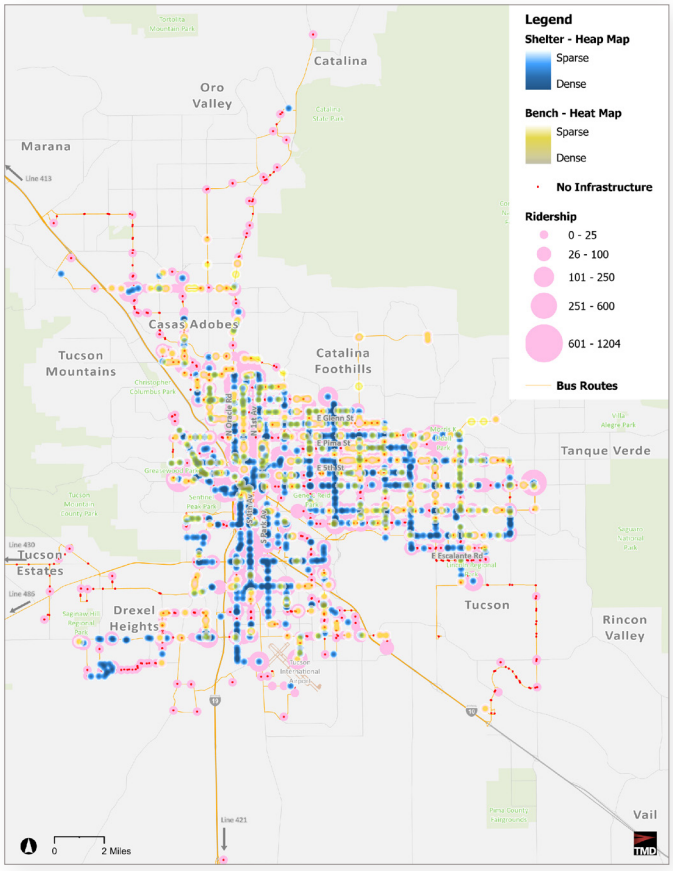


FIGURE 17: TUCSON BUS STOP INFRASTRUCTURE MAP

Task 2.B. Evaluation of Potential New Bus Stop Sites

This task will occur after the COA recommendations are finalized to ensure that any route alignment changes or new service coverage is included in the identification of new bus stop locations.

TMD will use the Bus Stop Policy developed in Task 3.B. to identify new bus stop locations. Potential new bus stop locations will be evaluated for feasibility considering right-of-way availability, utility conflicts, environmental constraints, and traffic impacts. For each viable location, TMD will identify the specific location and required amenities (i.e. bus stop sign, shelter, trash can, etc.). Each proposed new stop will be ranked and mapped in GIS.

Task 3 – Community Engagement and Regulatory Compliance

Task 3.A. Community Engagement

Coordinating with the first round of the COA outreach, we will gather feedback from the public, riders, and other stakeholders on what (and where) bus stop improvements are needed. We will also seek feedback on new locations and will ensure that this feedback also informs the COA and microtransit recommendations.

During the second round of the COA engagement, we will share any proposed changes to the bus stop amenities and locations of new bus stops. Any feedback collected will be incorporated in the final recommendations.



FIGURE 18: TMD'S ANNA JOOS CONDUCTING PUBLIC OUTREACH

Task 3.B. Bus Stop Policy

TMD will integrate the findings from the inventory, input from the community engagement efforts, and industry best practices to develop the Bus Stop Policy document. The Policy will focus on improvements that can enhance the passenger experience and safety such as increasing amenities at high volume/high transfer stops or upgrading pedestrian infrastructure. The Plan will include recommendations in the following areas:

- How bus stops should be spaced across the service area. If there are gaps, TMD will include recommendations for where additional stops should be place.
- How bus stop amenities should be allocated and prioritized across the service area. Considerations may include:
  - What types of amenities should be deployed at different types of stops. For example, stops with heavy usage during the evenings may benefit more from additional lighting than from a shelter.
  - Title VI policies, ensuring that amenities are distributed equitably across the service area.
  - Stop-level ridership and whether a certain stop is a transfer location.
- Potential sites for any new bus stops including justification warranting building a new stop as well as high-level concepts of where the stops would be located relative to the intersection and their anticipated size.
- Policy for developers building or modifying properties that outlines steps they should take in constructing or maintaining bus stop facilities.
- Priority list for bus stop improvements in the service area, addressing issues found during the inventory.
- Cost estimates for proposed improvements including the implementation cost (amenities, new concrete, etc.) as well as on-going maintenance costs.

TMD will submit a draft Plan to City staff for review. TMD will then develop a final Plan incorporating City staff comments. The final document will include any necessary graphics, tables, and maps to clearly communicate the plan.

TMD will submit the Final Report to City of Beaumont staff and present the Plan to City Council for approval.

Task 4 – Financial Analysis and Implementation Plan

Task 4.A. Financial Analysis and Cost Estimation

TMD will develop a cost estimate for all recommended bus stop improvements and new installations identified in Task 2. TMD will assign a cost or cost range for various amenities including shelters, seating, lighting, signage, and ADA improvements.

TMD will work with the City of Beaumont to understand the financial resources available for such improvements in order to propose an implementable plan.

All cost estimates will be incorporated into the capital elements in the overall COA financial plan described in COA Task 5.

Task 4.B. Development of Implementation Plan

TMD will create a phased implementation strategy spanning 10 years, beginning with high-priority safety and ADA compliance improvements. Improvements will be phased to coincide with the overall COA recommendations.

The implementation plan will include a funding strategy that will identify federal and state grant opportunities, alternative financing options including public-private partnerships and advertising revenue sharing.

A final technical memorandum will be prepared that summaries the existing and new stops locations, amenities needed, cost to implement, funding opportunities, and implementation timeline.

Deliverable:

- Comprehensive inventory existing bus stops.
- Peer review to inform the development of the Bus Stop Policy.
- Prioritized list of bus stops for improvement, with a clear rationale for each.
- Proposed new bus stop locations and designs.
- Bus Stop Policy describing how bus stops should be spaced and what type of amenities should be deployed.
- Estimated cost estimates and a cost-benefit analysis.
- Phased implementation plan.

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PROJECT APPROACH

WORK PLAN APPROACH • PROJECT SCHEDULE • STAFFING AND COMMUNICATION PLAN • PROJECT ORGANIZATION • QA/QC • COMMUNICATIONS

Work Plan Approach

With over 500 successfully-completed transit planning projects in our portfolio, TMD fully understands the communication, collaboration, and coordination required to accomplish the tasks identified in the City of Beaumont's RFP. We approach this work with a sincere commitment to the following objectives:

- To ensure the City of Beaumont's project success through professional business management.
- To provide timely project information and maintain open communication and trust with the City staff through a collegial working relationship.
- To anticipate and identify potential problems early and devise solutions as quickly as possible.
- To provide continuous opportunities for the City staff to review, and provide input to ensure that work products meet all of the City of Beaumont's goals and expectations.

TMD is dedicated to ensuring positive and sustainable outcomes for our clients by promoting a transparent and collaborative working relationship. If selected, we would welcome the opportunity to clarify goals, tasks, schedules, communication protocols, and related issues to ensure the most efficient and productive working relationship with the City staff.

Project Schedule

As directed in the RFP, TMD has prepared a **15-month** project schedule for the City of Beaumont's proposed COA (see **Figure 19** on the following page), incorporating all items and milestones defined in the scope of services and presented in our proposal. To achieve this project schedule will require close collaboration with City staff through regular coordination meetings, timely reviews and feedback on deliverables, and active participation in key project milestones to ensure seamless progress and successful project completion.

Our team-based approach allows multiple items to be completed concurrently, making the best use of time and resources. Should the City select our team, we would review this timeline with project staff and make any adjustments needed as part of the project kickoff meeting noted in our work plan.

Schedule and Budget Control

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

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

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

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

Proposed Schedule

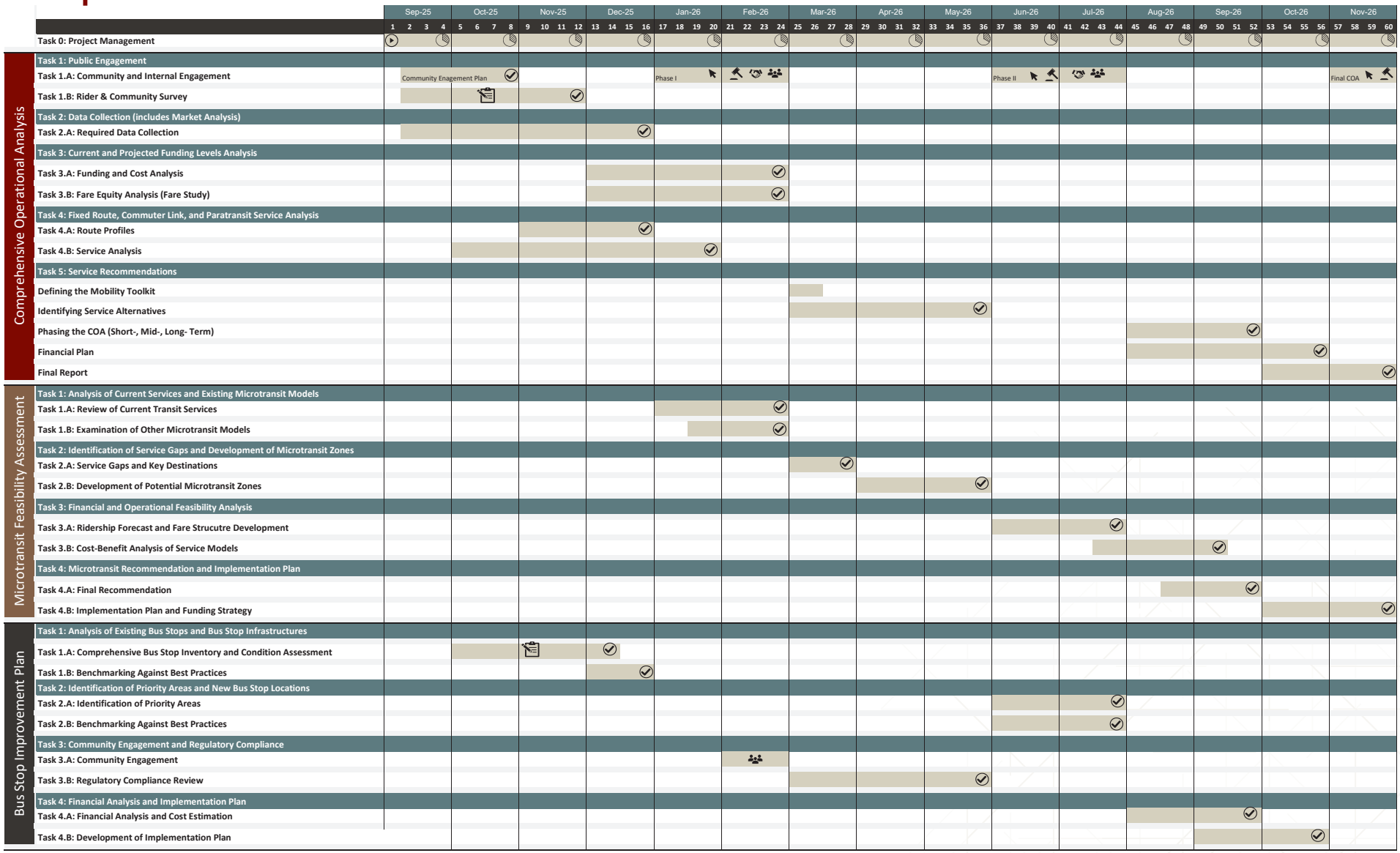


FIGURE 19: PRPOSED PROJECT TIMELINE

Staffing and Communication Plan

Project Organization

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

- **The lines of authority need to be as straightforward as possible.** This structure facilitates direct linkage between the client and the team with clear lines of communication and authority, and close collaboration. The principal point of contact is Project Manager **Ron Kilcoyne,** who will work closely with each of the task leaders, helping assemble each task deliverable, providing oversight for all project task work, including application of best practices and quality assurance for task deliverables, and participating technically in her areas of expertise.
- **Strong Project Oversight.** Ron will be supported by our Project Principal, **China Langer**. China will provide oversight for all project task work, including the application of best practices and quality assurance for task deliverables.
- **Experienced technical task and sub-task leads.** Ron will also be assisted by task leaders, including **Gary Hewitt** who will lead the Microtransit Feasibility Task and **Anna Joos** who will lead the Bus Stop Improvement Plan. They will maintain effective control over each project task, as well as coordinate task work among the members of the project task team. The task leaders will report directly to the TMD project manager and will work closely with the project manager on all task work.
- **Backup Project Leadership Support. Daniel Peña**, will serve as Deputy Project Manager to ensure project continuity if Ron is unavailable, and to help support the project coordination with our subcontractors.

This structure ensures clear management control of the project but permits flexibility and responsiveness.

As requested in the RFP, we have included a project organization chart on the next page that depicts the specific task work each team member will be performing and clearly illustrates the reporting relationship among the team.

Team Quality Control and Communications

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

- **Technical Staff** - ensure data integrity using TMD's service and ridership statistical and ArcGIS analysis tools' validation capabilities. Ensure use of best practices by following TMD standard operating procedures.
- **Task Lead** - confirmation of data integrity and best practices through use of TMD's tools and templates. Responsible for day-to-day task management and adherence to work plan.
- **Project Manager** - reviews all work and recommendations prior to final review by Project Principal. Responsible for adherence to project work plan, schedule, and budget.
- **Project Principal** – reviews all work and recommendations and approves for release to the client.

At TMD, projects have continuity of staff throughout the project to minimize any "hand-off" quality control issues and to afford maximum client value. As well, the Project Manager and Project Principal are involved in all work, including analysis, conclusions, and development of recommendations. TMD staff also reviews and approves all subconsultant work prior to delivery to the client to ensure a high-quality product.

Communications

TMD recognizes the importance of maintaining strong management controls to ensure our progress is monitored closely and tasks and deliverables are completed on time. With decades of experience as both a prime and subcontractor, we have developed a proven set of administrative and communication protocols to facilitate project management. To ensure that the City's staff are fully apprised of the status of our work at any given time, TMD will conduct frequent, informal reviews of work in-progress with staff where appropriate.

Project Organization Charts

Comprehensive Operational Analysis

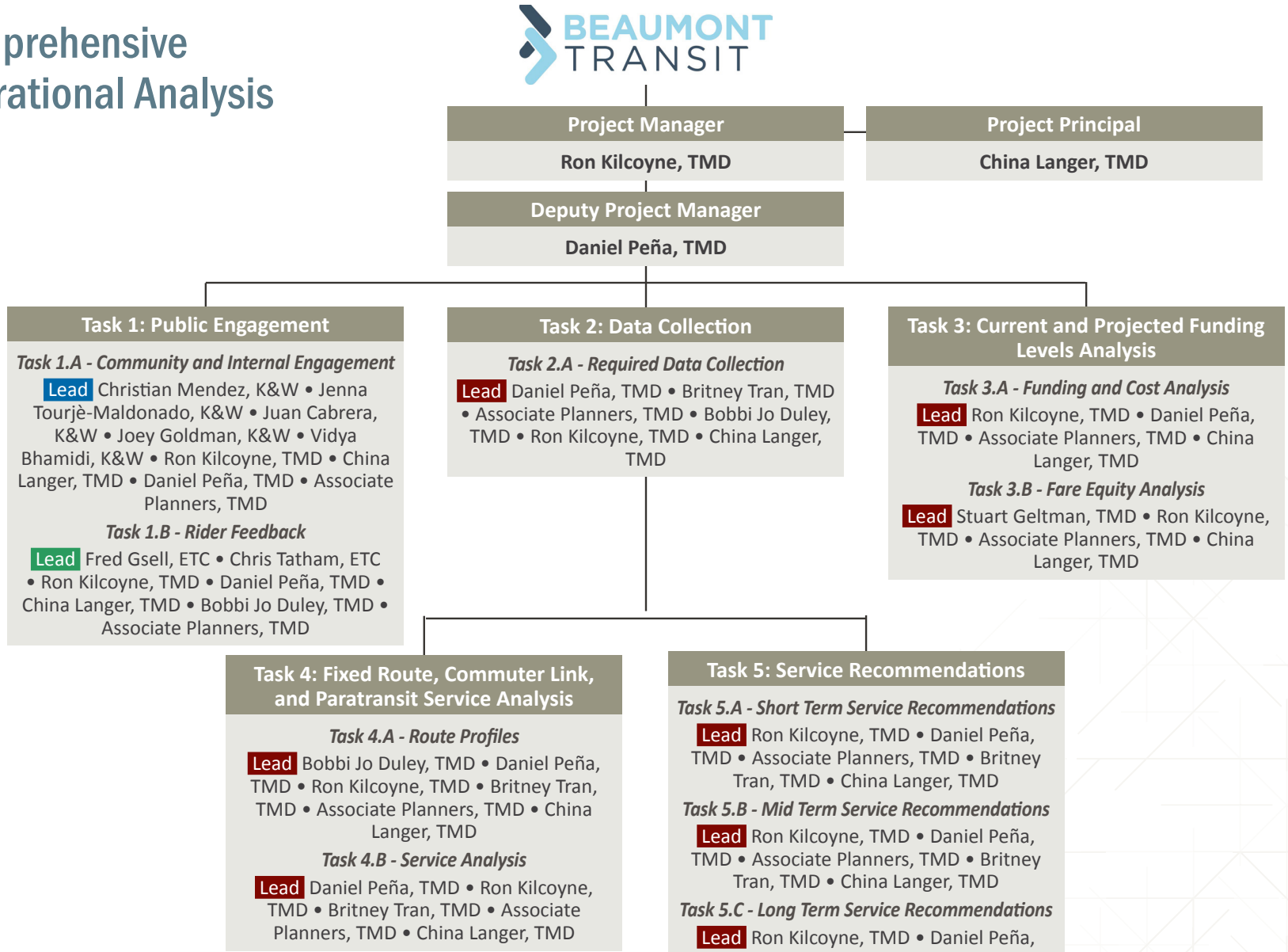


FIGURE 20: COA PROJECT ORGANIZATION CHART

Transportation Management & Design, Inc.

Project Organization

Microtransit Feasibility Analysis

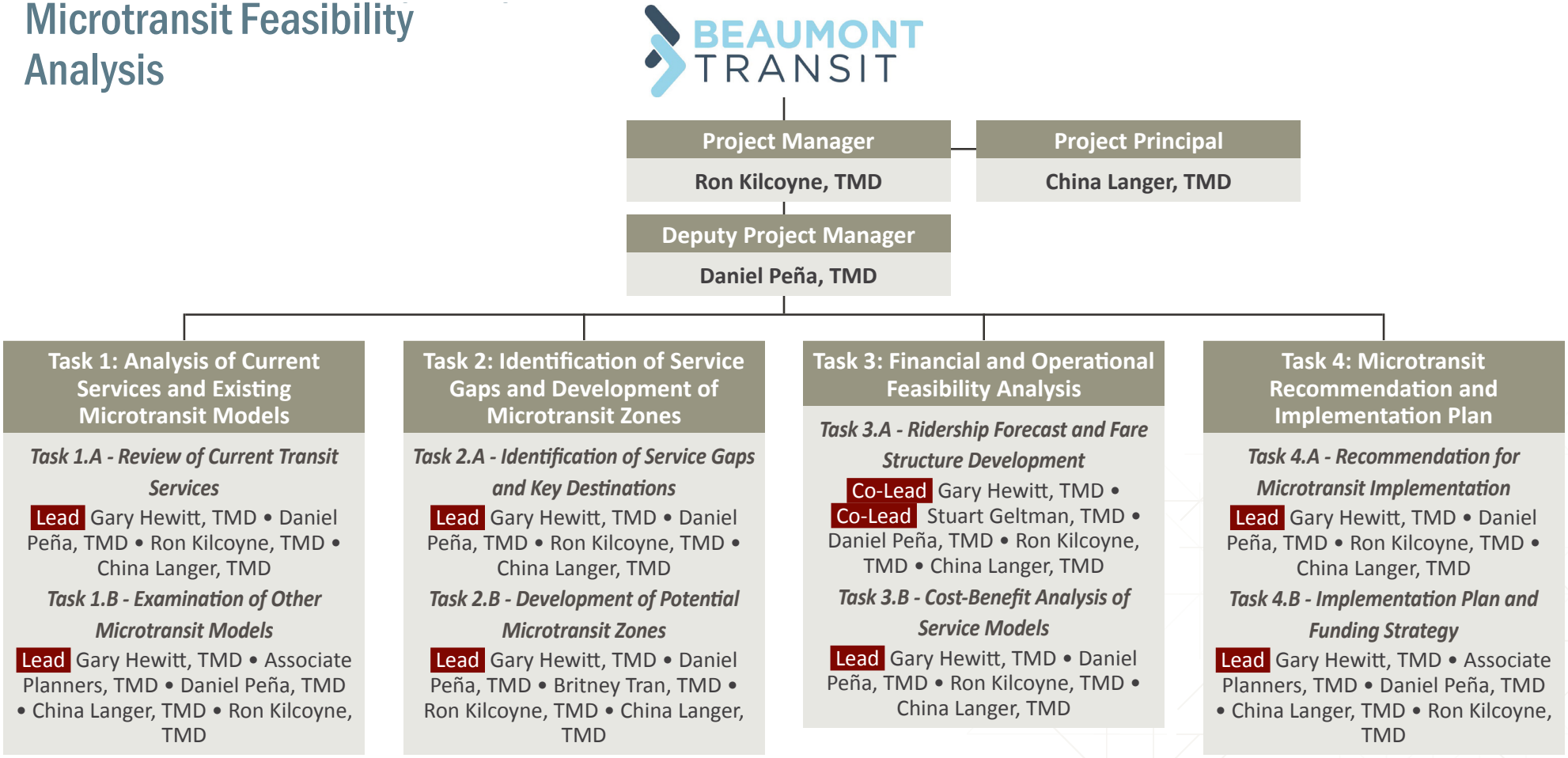


FIGURE 21: MICROTRANSIT FEASIBILITY ANALYSIS PROJECT ORGANIZATION CHART

Project Organization

Bus Stop Improvement Plan

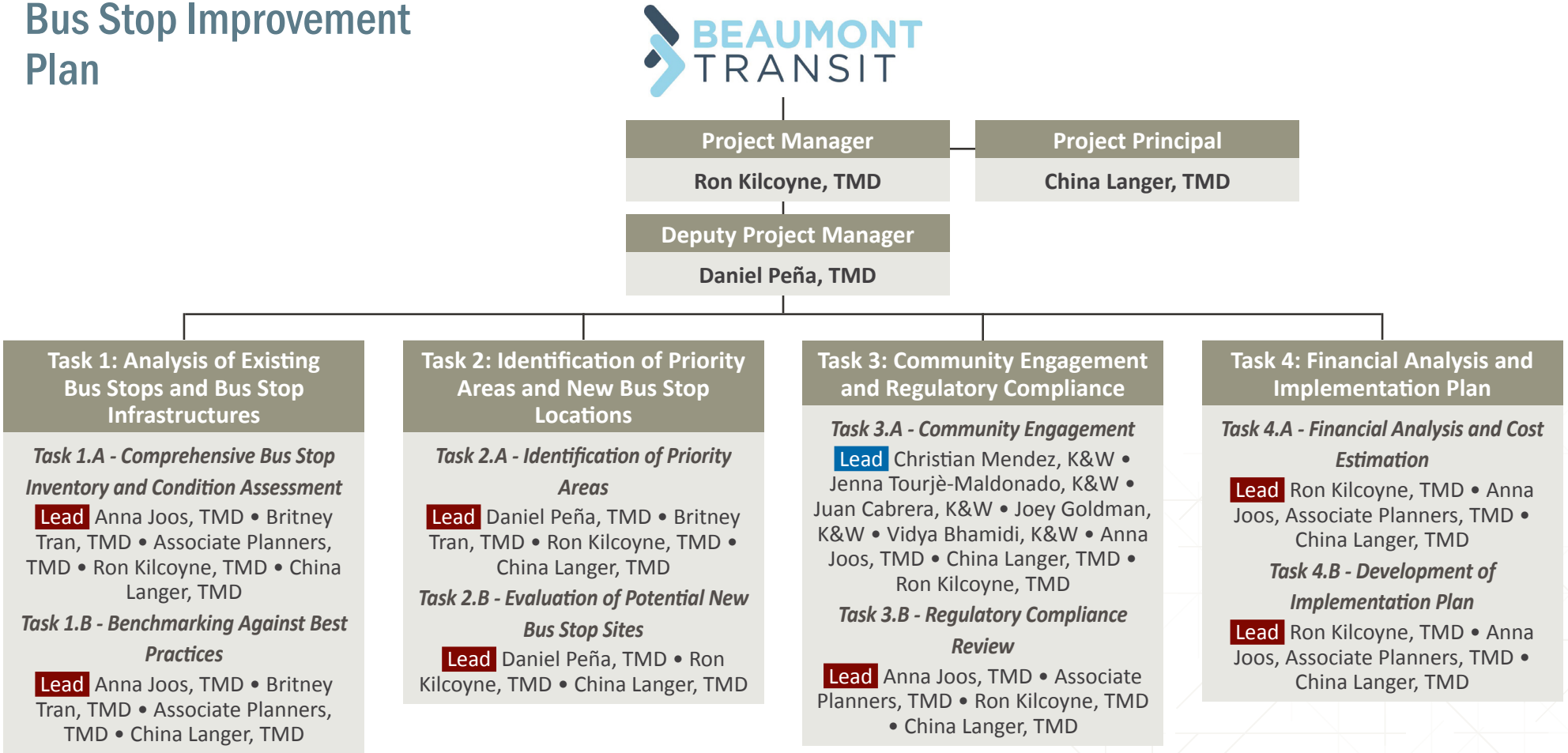


FIGURE 22: BUS STOP IMPROVEMENT PLAN PROJECT ORGANIZATION CHART

Data Practices

Data Collection, Requirements, and Policies

As part of the project kick-off meeting, TMD will provide the City of Beaumont with a data request list. The data request list may include but not limited to:

- Current and historical ridership data for all services operated by the City
- Results and survey instruments of any recent rider or community surveys
- Current fleet size, composition (vehicle length, vehicle restrictions and propulsion), year of purchase, and other relevant future fleet plans.
- Inventory of transit centers, including number and size of bus bays available.
- Current budget and financial projections
- Operating costs -both fully loaded and marginal costs (unit and fixed costs paid to contractor).
- Current revenue hours and miles systemwide and by route
- Schedules showing how vehicles are currently blocked.
- Current operating guidelines/service standards.
- Current Fare Structure and anticipated fare changes
- Relevant planning documents - including but not limited to short range transit plans, long range transit plans, ZEB transition plans, and strategic or business plans.
- Potential major developments in the region that could impact travel demand.

We will work with the City to collect all data needed to successfully conduct the study. All data will be stored on the project Microsoft Teams Sharepoint site which will be set up at the start of the project.

Data Security

TMD's data security policy establishes practical guidelines for protecting client and company information. All team members, contractors, and partners must adhere to these standards. We classify information into three simple categories: public (approved for sharing), internal (for team use only), and confidential (sensitive client and business data requiring special protection).

Access to our systems follows a need-to-know approach, with unique login credentials for each team member. We require two-factor authentication for all sensitive systems and client portals. Access rights are reviewed quarterly and immediately removed when team members depart. Client data is maintained on secure password protected servers.

We retain information only as long as required by client contracts and legal obligations. Our office has controlled access with visitor sign-in procedures. Remote work environments must maintain comparable security standards, including secure home networks and proper handling of physical documents. Our network is protected by enterprise-grade firewalls and security monitoring. All remote connections require VPN usage, and we enforce strong password policies for all wireless networks.

If security incidents occur, team members must notify leadership immediately. Our documented response plan includes client notification procedures when their data may be affected. All team members receive security training during onboarding and annual refreshers, with regular updates on emerging threats relevant to consulting practices. We conduct periodic security assessments tailored to our size and risk profile, focusing on protecting client confidentiality and proprietary methodologies.

For strategic partnerships, we establish clear security expectations in our agreements and limit access to only essential information. This policy is reviewed annually and updated to address new threats and changing business needs, ensuring we maintain our clients' trust through effective data protection practices.

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CITY STAFF INVOLVEMENT

CITY STAFF PARTICIPATION • COMMUNICATIONS

City Staff Involvement

City Staff Participation

We welcome as much participation from the City staff in the COA process as they are willing to provide. We have found that our plans are stronger when they incorporate the institutional knowledge of agency or city staff. Throughout the project, we work collaboratively with staff to ensure their feedback is incorporated into each project deliverable. We anticipate the City staff's support in the following areas:

- Review all project deliverables.
- Participate in project check-in calls.
- Assist in compilation available data.
- Help to finalize the Public Involvement Plan by confirming meeting formats.
- Post interior bus ads in all Beaumont Transit vehicles to notify riders of the public meetings.
- Participate in brainstorming sessions to support the development and finalize COA recommendations by bringing local knowledge of the Beaumont Transit's service area as well as route and network historical information.

We estimate the City staff participation for this project will amount to approximately 220 hours. Below **(Figure 23)** we have provided responsibilities and hour estimate for the City staff for each task.

	COA	Micro-tranist	Bus Stop	Total Hours
Meeting Hours	80	16	16	122
Deliverable Review Hours	60	24	20	104
Data Request Hours	24	8	12	44
Total	**164**	**48**	**48**	**260**

FIGURE 23: ESTIMATED BEAUMONT STAFF PARTICIPATION HOURS FOR THIS PROJECT

Communications

With decades of experience serving as both a prime and subcontractor, we have developed a proven set of administrative protocols to facilitate open communication with our clients. We provide our clients with frequent updates as well as formal and informal review of work in progress. We have included **Figure 24** below to summarize our proposed communication forms for this project.

Project Updates

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

FIGURE 24: PROJECT COMMUNICATION FORMS

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

- Frequent informal reviews and discussions of work in progress with the City project staff, where appropriate.
- A formal review of the draft deliverables by the City's Project Manager.
- Regular contact between TMD and the City's project staff, especially if issues and questions arise.

Should a complaint or issue arise, TMD requests that the City staff present the complaint to the PM or Project Principal, as appropriate, and TMD will address any issues or complaints within one to two business days. TMD's goals are "no surprises" and to "exceed expectations" for the City.

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CURRENT CONTRACTS

Current Contracts

When structuring our team, we looked carefully at our existing project commitments to ensure that the personnel selected will be available to proceed without delay. As requested in the RFP, **Figure 25** below summarizes TMD's current projects that will be underway or are anticipated to be in progress during the proposed timeframe of this project.

FIGURE 25: TMD'S CURRENT PROJECTS

Project	Start and Estimated End Date
Broomfield Transit Needs Assessment (Broomfield, CO)	04/2024 - 09/2025
MTS Transit Insourcing Feasibility Study (San Diego, CA)	08/2024 - 06/2026
OCTA Transit Optimization Study (Orange, CA)	10/2022 - 10/2025
Sound Transit Service Planning Support Consultant Services (Seattle, WA)	10/2022 - 09/2025
Central Contra Costa Transit Authority On-Call Planning Support (Contra Costa County, CA)	03/2023 - 03/2026
START Transit Development Plan and Fare Study (Jackson Hole, WY)	01/2025-11/2025
MTS Comprehensive Operational Analysis (San Diego, CA)	06/2025-12/2026
Valley Metro Comprehensive Operational Analysis (Phoenix, AZ)	03/2025-06/2026
RTA Comprehensive Operational Analysis (Riverside, CA)	06/2025-12/2026
Long Beach Transit Comprehensive Operational Analysis (Long Beach, CA)	06/2025-06/2026
LA Metro Special Event Planning Support	04/2024 - 12/2025
Yolo County Transportation District Short Range Transit Plan	06/2024-11/2025
City of Davis Short Range Transit Plan	06/2024-12/2025

As a small business, TMD strategically selects the projects we want to pursue and agencies we want to work for based on the amount of value we feel we can bring to the system. Being selective with the projects we undertake allows us to focus our undivided attention and resources on each of the systems we work with in order to create a plan that will be customized and actionable based on each client's unique needs. We feel that the City of Beaumont's scope of services aligns with our core practice areas and that our team's industry experience and unique and innovative tools could add real value for the City.

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ADDITIONAL SERVICES

ADDITIONAL CAPABILITIES • TECHNICAL INNOVATIONS

Additional Services

Additional Scope Tasks

Beyond the core COA scope, TMD offers comprehensive additional services to support the City of Beaumont through implementation and beyond. With our team's scheduling expertise in **Optibus™**, we can help the City develop timetables for the final COA plan recommendations. Our support can extend beyond the timetable development to also include blocking, rostering, and runcutting. In addition, our team can help develop and update public-facing materials such as route maps, schedules, and passenger information as well as conducting detailed field analysis to identify optimal bus stop locations that enhance accessibility and operational performance. TMD can also conduct comprehensive Title VI Service Equity Analysis of the final COA recommendations to ensure compliance with federal civil rights requirements and equitable service distribution across all community demographics. Additionally, our data collection capabilities through partner ETC allow us to perform independent on-board ridership and on-time performance validation studies to verify the accuracy of Beaumont's existing APC and AVL systems, providing confidence in data integrity and system performance metrics that will guide future operational decisions.

Should the City wish to pursue any of these additional services, TMD is prepared to develop customized scope and cost proposals tailored to the City of Beaumont's specific needs and priorities.

Technical Innovations

TMD leverages cutting-edge technical innovations to deliver comprehensive and data-driven network plans. Our integrated planning toolkit includes **Remix Transit and On-Demand** for dynamic route visualization and scenario testing, **Replica** location-based data for sophisticated origin-destination and travel pattern analysis, **ArcGIS** for spatial analysis of market conditions and service performance, and **PowerBI** dashboards that enable real-time evaluation of service performance and passenger survey results. We utilize **Excel** for detailed Title VI equity analyses and financial modeling, while **Adobe Creative Suite** ensures our findings are translated into compelling visual narratives that effectively communicate recommendations to stakeholders and the public. In addition, we are also one of the few firms in the country with a dedicated scheduling practice.

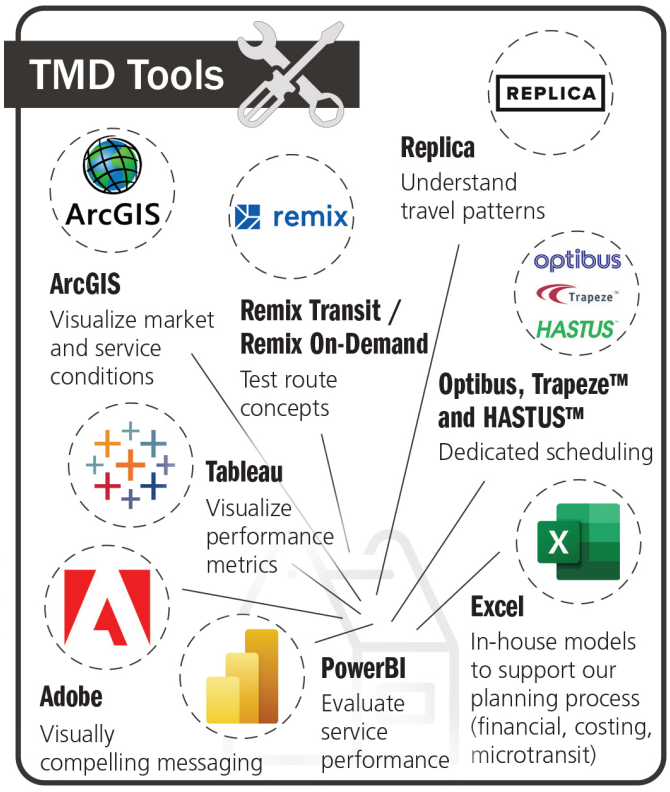


FIGURE 26: TMD'S TRANSIT TOOLKIT

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INSURANCE

Insurance

TMD affirms that our team is able to meet the insurance requirements of this project as described in the RFP. TMD also confirms that such insurance will be in force at the time of contract execution and our firm will produce the necessary insurance certificates if the City of Beaumont intends to award to our team.

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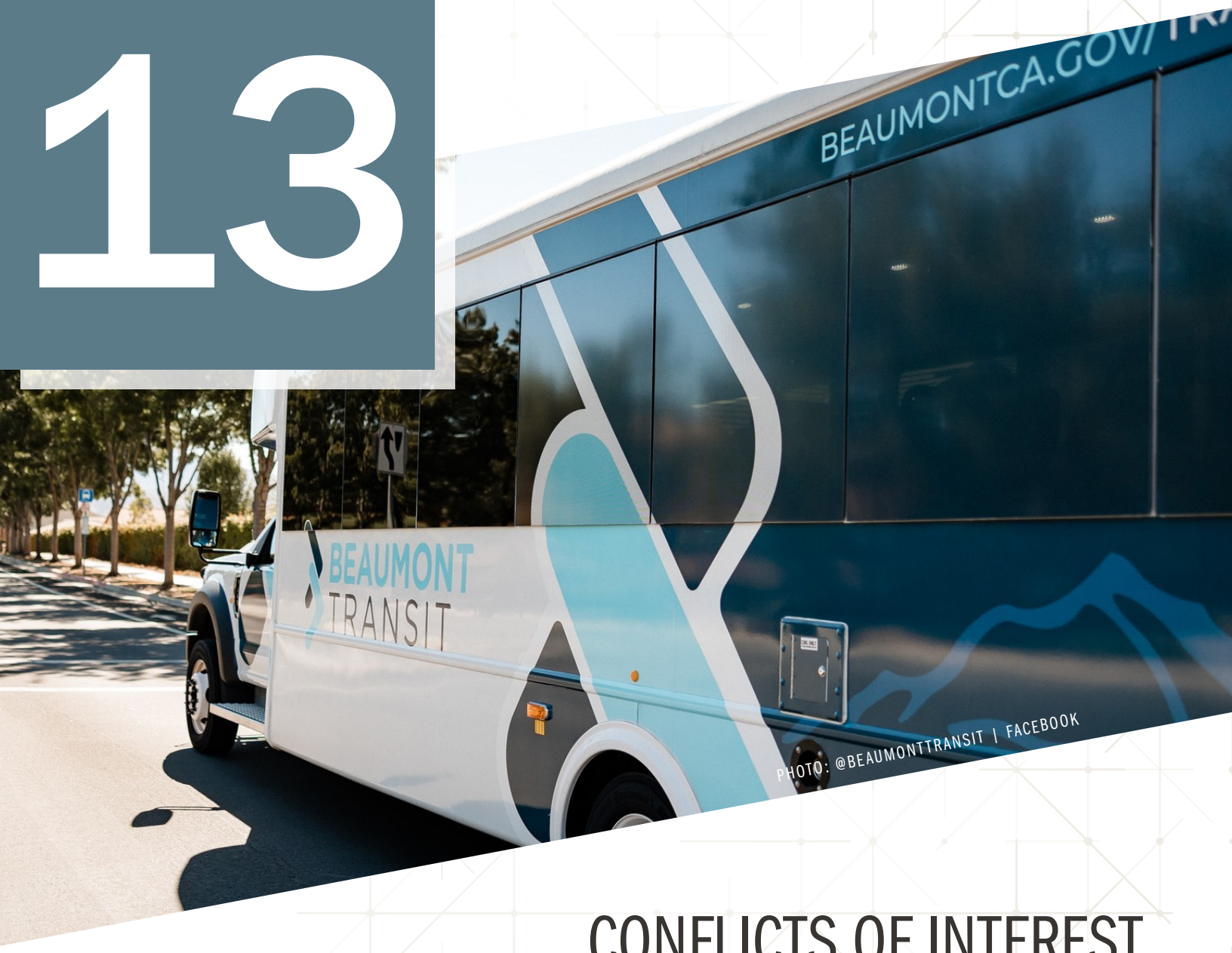


PHOTO: @BEAUMONTTRANSIT | FACEBOOK

CONFLICTS OF INTEREST

Conflict of Interest

TMD hereby warrants that no director, officer, or employee of the City of Beaumont is in any manner interested directly or indirectly in this Proposal or in the Contract which may be made under it or in any expected profits to arise therefrom. TMD also warrants and represents that the firm and its subcontractor partners presently has no interest and agrees that it will not acquire any interest that would present a conflict during the performance of services under this Agreement.

TMD recognizes the importance of maintaining objectivity and impartiality in the performance of the study. To ensure that the project is conducted in a fair and unbiased manner, TMD has taken the following steps to mitigate any potential conflicts of interest:

- TMD has implemented procedures to ensure that all data and information used in the study are accurate and objective, regardless of the source.
- TMD has established a clear scope of work and methodology for the study, and is committed to following these guidelines to ensure that the project is conducted in a consistent and transparent manner.
- TMD will disclose any potential conflicts of interest or biases that may arise during the course of the project, and will take appropriate steps to mitigate them.

By making this disclosure, TMD affirms its commitment to transparency and objectivity in the performance of this COA. At the time of this proposal submittal, TMD and our subconsultant partners have no known relationships with the City of Beaumont that would influence or impact the outcome of this project. We further affirm that none of our current clients have a financial interest in the outcome of this Comprehensive Operational Analysis (COA).

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CONTRACTUAL EXCEPTIONS REQUEST

Contractual Exceptions

TMD and our subconsultant partners do not take exception or request any modifications to the contract terms set forth in the RFP. There are no unusual conditions or events that would impede our ability to complete the project.

Cost Proposal

RFP-25-024

City of Beaumont

Transit Comprehensive Operational Analysis



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SUBMITTED BY:

TMD
VISION. PLAN. IMPLEMENT.

IN ASSOCIATION WITH:

KEARNS WEST

ETC INSTITUTE

Contents

COST PROPOSAL 1

REQUIRED FORMS AND ADDENDA 7

1



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COST PROPOSAL

Cost Proposal Summary

As directed in the RFP, TMD has prepared a detailed price proposal that includes the required Pricing Forms. Our projected total price of **$399,653.36** is inclusive of all major tasks and deliverables requested in the City of Beaumont's scope of work and represents our best estimate of the labor and fees, materials and supplies, travel, printing, and related administrative expenses required to successfully complete this project. A breakdown of the total cost by firm is listed below, along with the overall project total.

Proposed Budget by Firm

Transportation Management & Design, Inc (TMD)	$267,894.16
Kearns & West	$70,320.00
ETC Institute	$61,439.20
PROJECT TOTAL	**$399,653.36**

TMD's hourly labor rates are fully loaded and include the general overhead, administrative costs, and standard project management fee (which we include on all proposals) and reflects our accounting, legal, insurance, subconsultant oversight, and other costs of doing business. We believe our proposed budget represents the most cost-effective allocation of consultant resources to produce a Comprehensive Operational Analysis to meet the evolving mobility needs of its community.

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

Attachment B - Price Response Form
RFP TR-RFP-25-001

TASK		PERSONNEL BREAKDOWN BY HOURS										
COMPREHENSIVE OPERATIONAL ANALYSIS												
TASK 1 - Public Engagement												
Enter Job Title:		Project Manager (TMD)	Principal (TMD)	Deputy PM (TMD)	Senior Planner (TMD)	Senior Innovative Mobility Lead (TMD)	Senior Fare Analyst (TMD)	Graphic Designer (TMD)	GIS Associate (TMD)	Associate Planner (TMD)	Contract Manager (TMD)	**Total for Task 1**
A	Community & Internal Engagement	48	2	48						40	4	
B	Rider Feedback	4	2	8				8		40		
	Subtotal of Hours	52	4	56	0	0	0	8	0	80	4	
	Rate per Hour	$177.45	$308.66	$145.04	$116.89	$189.67	$175.61	$131.23	$101.23	$92.04	$200.00	
	Subtotal per Task	$9,227.40	$1,234.64	$8,122.24	$0.00	$0.00	$0.00	$1,049.84	$0.00	$7,363.20	$800.00	$27,797.32
TASK 2 - Data Collection												
Enter Job Title:		Project Manager (TMD)	Principal (TMD)	Deputy PM (TMD)	Senior Planner (TMD)	Senior Innovative Mobility Lead (TMD)	Senior Fare Analyst (TMD)	Graphic Designer (TMD)	GIS Associate (TMD)	Associate Planner (TMD)	Contract Manager (TMD)	**Total for Task 2**
A	Required Data Collection	16	2	64				24	40	80	2	
	Subtotal of Hours	16	2	64	0	0	0	24	40	80	2	
	Rate per Hour	$177.45	$308.66	$145.04	$116.89	$189.67	$175.61	$131.23	$101.23	$92.04	$200.00	
	Subtotal per Task	$2,839.20	$617.32	$9,282.56	$0.00	$0.00	$0.00	$3,149.52	$4,049.20	$7,363.20	$400.00	$27,701.00
TASK 3 - Current and Projected Funding Levels Analysis												
Enter Job Title:		Project Manager (TMD)	Principal (TMD)	Deputy PM (TMD)	Senior Planner (TMD)	Senior Innovative Mobility Lead (TMD)	Senior Fare Analyst (TMD)	Graphic Designer (TMD)	GIS Associate (TMD)	Associate Planner (TMD)	Contract Manager (TMD)	**Total for Task 3**
A	Funding and Cost Analysis	24	2	16						40	1	
B	Fare Equity Analysis	4	2	4			64			40	1	
	Subtotal of Hours	28	4	20	0	0	64	0	0	80	2	
	Rate per Hour	$177.45	$308.66	$145.04	$116.89	$189.67	$175.61	$131.23	$101.23	$92.04	$200.00	
	Subtotal per Task	$4,968.60	$1,234.64	$2,900.80	$0.00	$0.00	$11,239.04	$0.00	$0.00	$7,363.20	$400.00	$28,106.28
TASK 4 - Fixed Route, Commuter Link and Paratransit Service Analysis												
Enter Job Title:		Project Manager (TMD)	Principal (TMD)	Deputy PM (TMD)	Senior Planner (TMD)	Senior Innovative Mobility Lead (TMD)	Senior Fare Analyst (TMD)	Graphic Designer (TMD)	GIS Associate (TMD)	Associate Planner (TMD)	Contract Manager (TMD)	**Total for Task 4**
A	Route Profiles	8	2	12				24	20	24	1	
B	Service Analysis	16	2	64					40	72	1	
	Subtotal of Hours	24	4	76	0	0	0	24	60	96	2	
	Rate per Hour	$177.45	$308.66	$145.04	$116.89	$189.67	$175.61	$131.23	$101.23	$92.04	$200.00	
	Subtotal per Task	$4,258.80	$1,234.64	$11,023.04	$0.00	$0.00	$0.00	$3,149.52	$6,073.80	$8,835.84	$400.00	$34,975.64
TASK 5 - Service Reccomendations												
Enter Job Title:		Project Manager (TMD)	Principal (TMD)	Deputy PM (TMD)	Senior Planner (TMD)	Senior Innovative Mobility Lead (TMD)	Senior Fare Analyst (TMD)	Graphic Designer (TMD)	GIS Associate (TMD)	Associate Planner (TMD)	Contract Manager (TMD)	**Total for Task 5**
A	Short-Term Service Recommendations (1-3 years)	20	2	28					6	40	1	
B	Mid-Term Service Recommendations (4-7 years)	20	2	28					6	40	1	
C	Long-Term Service Recommendations (8-10 years)	20	2	28					6	40	1	
	Subtotal of Hours	60	6	84	0	0	0	0	18	120	3	
	Rate per Hour	$177.45	$308.66	$145.04	$116.89	$189.67	$175.61	$131.23	$101.23	$92.04	$200.00	
	Subtotal per Task	$10,647.00	$1,851.96	$12,183.36	$0.00	$0.00	$0.00	$0.00	$1,822.14	$11,044.80	$600.00	$38,149.26
MICROTRANSIT FEASIBILITY ASSESSMENT												
TASK 1 - Analysis of Current Services and Existing Microtransit Models												
Enter Job Title:		Project Manager (TMD)	Principal (TMD)	Deputy PM (TMD)	Senior Planner (TMD)	Senior Innovative Mobility Lead (TMD)	Senior Fare Analyst (TMD)	Graphic Designer (TMD)	GIS Associate (TMD)	Associate Planner (TMD)	Contract Manager (TMD)	**Total for Task 1**
A	Review of Current Transit Services	2	2	4		8					1	
B	Examination of Other Microtransit Models	2	2	4		16				40	1	
	Subtotal of Hours	4	4	8	0	24	0	0	0	40	2	
	Rate per Hour	$177.45	$308.66	$145.04	$116.89	$189.67	$175.61	$131.23	$101.23	$92.04	$200.00	
	Subtotal per Task	$709.80	$1,234.64	$1,160.32	$0.00	$4,552.08	$0.00	$0.00	$0.00	$3,681.60	$400.00	$11,738.44
TASK 2 - Identification of Service Gaps and Development of Microtransit Zones												
Enter Job Title:		Project Manager (TMD)	Principal (TMD)	Deputy PM (TMD)	Senior Planner (TMD)	Senior Innovative Mobility Lead (TMD)	Senior Fare Analyst (TMD)	Graphic Designer (TMD)	GIS Associate (TMD)	Associate Planner (TMD)	Contract Manager (TMD)	**Total for Task 2**
A	Identification of Service Gaps and Key Destinations	2	2	4		6					1	
B	Development of Potential Microtransit Zones	8	2	8		20			8		1	
	Subtotal of Hours	10	4	12	0	26	0	0	8	0	2	
	Rate per Hour	$177.45	$308.66	$145.04	$116.89	$189.67	$175.61	$131.23	$101.23	$92.04	$200.00	
	Subtotal per Task	$1,774.50	$1,234.64	$1,740.48	$0.00	$4,931.42	$0.00	$0.00	$809.84	$0.00	$400.00	$10,890.88
TASK 3 - Financial and Operational Feasbility Analysis												
Enter Job Title:		Project Manager (TMD)	Principal (TMD)	Deputy PM (TMD)	Senior Planner (TMD)	Senior Innovative Mobility Lead (TMD)	Senior Fare Analyst (TMD)	Graphic Designer (TMD)	GIS Associate (TMD)	Associate Planner (TMD)	Contract Manager (TMD)	**Total for Task 3**
A	Ridership Forecast and Fare Structure Development	2	2	8		16	8				1	
B	Cost-Benefit Analysis of Service Models	2	2	8		16					1	
	Subtotal of Hours	4	4	16	0	32	8	0	0	0	2	
	Rate per Hour	$177.45	$308.66	$145.04	$116.89	$189.67	$175.61	$131.23	$101.23	$92.04	$200.00	
	Subtotal per Task	$709.80	$1,234.64	$2,320.64	$0.00	$6,069.44	$1,404.88	$0.00	$0.00	$0.00	$400.00	$12,139.40
TASK 4 - Microtransit Recommendation and Implementation Plan												
Enter Job Title:		Project Manager (TMD)	Principal (TMD)	Deputy PM (TMD)	Senior Planner (TMD)	Senior Innovative Mobility Lead (TMD)	Senior Fare Analyst (TMD)	Graphic Designer (TMD)	GIS Associate (TMD)	Associate Planner (TMD)	Contract Manager (TMD)	**Total for Task 4**
A	Recommendation for Microtransit Implementation	2	2	8		20					1	
B	Implementation Plan and Funding Strategy	2	2	8		16				24	1	
	Subtotal of Hours	4	4	16	0	36	0	0	0	24	2	
	Rate per Hour	$177.45	$308.66	$145.04	$116.89	$189.67	$175.61	$131.23	$101.23	$92.04	$200.00	
	Subtotal per Task	$709.80	$1,234.64	$2,320.64	$0.00	$6,828.12	$0.00	$0.00	$0.00	$2,208.96	$400.00	$13,702.16

BUS STOP IMPROVEMENT PLAN

TASK 1 - Analysis of Exisitng Bus Stops and Bus Stop Infrastructure

	Enter Job Title:	Project Manager (TMD)	Principal (TMD)	Deputy PM (TMD)	Senior Planner (TMD)	Senior Innovative Mobility Lead (TMD)	Senior Fare Analyst (TMD)	Graphic Designer (TMD)	GIS Associate (TMD)	Associate Planner (TMD)	Contract Manager (TMD)	Total for Task 1
A	Comprehensive Bus Stop Inventory and Condition Assessment	8	1		24				8	80	1	
B	Benchmarking Against Best Practices		1		16					16	1	
	Subtotal of Hours	8	2	0	40	0	0	0	8	96	2	
	Rate per Hour	$177.45	$308.66	$145.04	$116.89	$189.67	$175.61	$131.23	$101.23	$92.04	$200.00	
	Subtotal per Task	$1,419.60	$617.32	$0.00	$4,675.60	$0.00	$0.00	$0.00	$809.84	$8,835.84	$400.00	$16,758.20

TASK 2 - Identification of Priority Areas and New Bus Stop Locations

	Enter Job Title:	Project Manager (TMD)	Principal (TMD)	Deputy PM (TMD)	Senior Planner (TMD)	Senior Innovative Mobility Lead (TMD)	Senior Fare Analyst (TMD)	Graphic Designer (TMD)	GIS Associate (TMD)	Associate Planner (TMD)	Contract Manager (TMD)	Total for Task 2
A	Identification of Priority Areas	8	2	8					8		1	
B	Evaluation of Potential New Bus Stop Sites	8	2	8							1	
	Subtotal of Hours	16	4	16	0	0	0	0	8	0	2	
	Rate per Hour	$177.45	$308.66	$145.04	$116.89	$189.67	$175.61	$131.23	$101.23	$92.04	$200.00	
	Subtotal per Task	$2,839.20	$1,234.64	$2,320.64	$0.00	$0.00	$0.00	$0.00	$809.84	$0.00	$400.00	$7,604.32

TASK 3 - Community Engagement and Regulatory Compliance

	Enter Job Title:	Project Manager (TMD)	Principal (TMD)	Deputy PM (TMD)	Senior Planner (TMD)	Senior Innovative Mobility Lead (TMD)	Senior Fare Analyst (TMD)	Graphic Designer (TMD)	GIS Associate (TMD)	Associate Planner (TMD)	Contract Manager (TMD)	Total for Task 3
A	Community Engagement	2	2		16						1	
B	Regulatory Compliance Review	16	2		80					40	1	
	Subtotal of Hours	18	4	0	96	0	0	0	0	40	2	
	Rate per Hour	$177.45	$308.66	$145.04	$116.89	$189.67	$175.61	$131.23	$101.23	$92.04	$200.00	
	Subtotal per Task	$3,194.10	$1,234.64	$0.00	$11,221.44	$0.00	$0.00	$0.00	$0.00	$3,681.60	$400.00	$19,731.78

TASK 4 - Financial Analysis and Implementation Plan

	Enter Job Title:	Project Manager (TMD)	Principal (TMD)	Deputy PM (TMD)	Senior Planner (TMD)	Senior Innovative Mobility Lead (TMD)	Senior Fare Analyst (TMD)	Graphic Designer (TMD)	GIS Associate (TMD)	Associate Planner (TMD)	Contract Manager (TMD)	Total for Task 4
A	Financial Analysis and Cost Estimation	16	2		4					20	1	
B	Development of Implementation Plan	24	2		12					20	1	
	Subtotal of Hours	40	4	0	16	0	0	0	0	40	2	
	Rate per Hour	$177.45	$308.66	$145.04	$116.89	$189.67	$175.61	$131.23	$101.23	$92.04	$200.00	
	Subtotal per Task	$7,098.00	$1,234.64	$0.00	$1,870.24	$0.00	$0.00	$0.00	$0.00	$3,681.60	$400.00	$14,284.48

Other Direct Costs

1	Travel	$1,065.00										**Total for Other Direct Costs**
2	Lodging plus per diem	$3,250.00										
3	Reproduction											
4	Communications											
5	Other (description required)											
	Subtotal Cost	$4,315.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$4,315.00

TMD GRAND TOTAL (Tasks + Other Direct Costs)	$267,894.16

(If additional information is needed, please provide an additional sheet)

All costs associated with providing the materials for TR-RFP-25-001 must be identified on the Price Response Sheet, which shall be signed by an authorized agent.

The undersigned hereby certifies that you have read and understand this Request for Proposal (RFP), and that you are authorized to submit this proposal on behalf of the Firm, and that you guarantee complete compliance with

Transportation Management & Design, Inc.
Company's Name



Authorized Signature

(760) 476-9600
Phone Number

China Langer, President
Name / title of Authorized Signature

July 25, 2025
Date

This bis is valid for 120 days
(Bid must be valid for 120 days)

Attachment B - Price Response Form
RFP TR-RFP-25-001

TASK		PERSONNEL BREAKDOWN BY HOURS					
COMPREHENSIVE OPERATIONAL ANALYSIS							
TASK 1 - Public Engagement							
Enter Job Title:		Principal (KW)	Senior Director (KW)	Director (KW)	Project Coordinator (KW)	Project Coordinator (KW)	**Total for Task 1**
A	Community & Internal Engagement	23	24	21	95	2.5	
B	Rider Feedback						
	Subtotal of Hours	23	24	21	95	2.5	
	Rate per Hour	$360.00	$260.00	$235.00	$150.00	$150.00	
	Subtotal per Task	$8,280.00	$6,240.00	$4,935.00	$14,250.00	$375.00	$34,080.00
BUS STOP IMPROVEMENT PLAN							
TASK 3 - Community Engagement and Regulatory Compliance							
Enter Job Title:		Principal (KW)	Senior Director (KW)	Director (KW)	Project Coordinator (KW)	Project Coordinator (KW)	**Total for Task 3**
A	Community Engagement	17	21	15	87	2.5	
B	Regulatory Compliance Review						
	Subtotal of Hours	17	21	15	87	2.5	
	Rate per Hour	$360.00	$260.00	$235.00	$150.00	$150.00	
	Subtotal per Task	$6,120.00	$5,460.00	$3,525.00	$13,050.00	$375.00	$28,530.00
Other Direct Costs							
1	Travel	$560.00					**Total for Other Direct Costs**
2	Lodging plus per diem						
3	Reproduction	$3,000.00					
4	Communications						
5	Other (includes translation, interpretation, and materials)	$4,150.00					
	Subtotal Cost	$7,710.00	$0.00	$0.00	$0.00	$0.00	$7,710.00
	GRAND TOTAL (Tasks + Other Direct Costs)	$70,320.00					

(If additional information is needed, please provide an additional sheet)

All costs associated with providing the materials for TR-RFP-25-001 must be identified on the Price Response Sheet, which shall be signed by an
The undersigned hereby certifies that you have read and understand this Request for Proposal (RFP), and that you are authorized to submit this

Kearns & West, Inc.
Company's Name

J Glen Smith
Authorized Signature

(415) 697-0574
Phone Number

J. Glen Smith, Vice President Business Services
Name / title of Authorized Signature

22 July 2025
Date

Valid for 120 Days
(Bid must be valid for 120 days)

Attachment B - Price Response Form
RFP TR-RFP-25-001

TASK		PERSONNEL BREAKDOWN BY HOURS										
COMPREHENSIVE OPERATIONAL ANALYSIS												
TASK 1 - Public Engagement												
Enter Job Title:		Project Advisor (ETC)	Project Manager (ETC)	GIS Manager (ETC)	Data Manager (ETC)	QAQC Manager (ETC)	Sr. Researchers (ETC)	Analyst (ETC)	Field Supervisor (ETC)	Support staff supervisors (ETC)	Support staff (ETC)	**Total for Task 1**
A	Community & Internal Engagement											
B	Rider Feedback	4	91	10	10	24	75	26	80	8	70	
	Subtotal of Hours	4	91	10	10	24	75	26	80	8	70	
	Rate per Hour	$291.98	$225.35	$252.01	$225.35	$164.93	$147.88	$102.95	$98.27	$118.40	$68.97	
	Subtotal per Task	$1,167.91	$20,506.63	$2,520.11	$2,253.48	$3,958.43	$11,091.16	$2,676.59	$7,861.55	$947.17	$4,827.69	$57,810.70
Other Direct Costs												
1	Travel								$500.00			**Total for Other Direct Costs**
2	Lodging plus per diem								$2,528.50			
3	Reproduction								$600.00			
4	Communications											
5	Other (description required)											
	Subtotal Cost	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$3,628.50	$0.00	$0.00	$3,628.50
	ETC GRAND TOTAL (Tasks + Other Direct Costs)	**$61,439.20**										

(If additional information is needed, please provide an additional sheet)

All costs associated with providing the materials for TR-RFP-25-001 must be identified on the Price Response Sheet, which shall be signed by an authorized agent.

The undersigned hereby certifies that you have read and understand this Request for Proposal (RFP), and that you are authorized to submit this proposal on behalf of the Firm, and that you guarantee complete compliance with all the terms,

ETC Institute	Greg Emas, CFO
Company's Name	Name / title of Authorized Signature
	7/8/25
Authorized Signature	Date
512-653-5551	This bid is valid for 120 days.
Phone Number	(Bid must be valid for 120 days)

2



PHOTO: @BEAUMONTTRANSIT | FACEBOOK

REQUIRED FORMS AND ADDENDA

BEAUMONT
550 E. 6th Street
Phone (951) 572-3236
BeaumontCa.gov

City of Beaumont

Addendum #1

Request for Proposal:
TRANSIT COMPREHENSIVE OPERATIONAL ANALYSIS

Please note that the Firm Experience/qualifications for this RFP have been updated, please find the revised qualifications attached.

Firm Experience/Qualifications:

A list of the (3), most recent similar projects by the proposed project team. Describe any prior projects where the primary firm and proposed subcontractors have worked together, if applicable. If no prior collaboration exists, provide a description of each subcontractor's relevant experience on projects of similar scope and complexity, including their specific roles and contributions. For each referenced project, include the following information:

- ***The name of the client and a contact person (including phone number and/or email)***
- ***The name and location of the project***
- ***The scope of the Consultant's involvement in the project***
- ***The month and year the project started, and the month and year it was completed (or the anticipated completion date)***
- ***The total value of the services provided***
- ***Key personnel involved and any subcontractors employed***

Acknowledgement of Addendum #1 (To be included with proposal)

China Langer
Signature

06/18/2025
Date

China Langer
Print Name

BEAUMONT
550 E. 6th Street
Phone (951) 572-3236
BeaumontCa.gov

City of Beaumont

➢ Addendum #2

RFP: COMPREHENSIVE OPERATIONAL ANALYSIS

Questions & Answers

1. **Please summarize the main differences in the Scope of Work between the City's latest RFP and the one issued in January 2025.**

➢ Response: The main difference is that the City refined the scope to better reflect its focus on long-term service sustainability in light of its recent UZA designation. Other elements of the scope have been adjusted for clarity, but the City will not be releasing a line-by-line comparison. Proposers should reference the current scope as published.

2. **What is the primary reason the City rebid this project for a second time?**

➢ Response: The City elected to rebid the project to refine the scope and to ensure a broader pool of competitive proposals.

3. **Did the City receive any qualified responses to its most recent procurement?**

➢ Response: The City received limited responses to the previous procurement. The reissuance includes a refined scope and also aims to promote a more competitive process.

4. **Given the relatively wide project budget included in the City's prior RFP, does this latest RFP include more budget specificity?**

➢ Response: The City will not be providing any information regarding the budget.

5. **Does the City intend to conduct interviews with top-ranked bidders with respect to this latest RFP? If so, will such interviews be conducted in-person or virtually?**

➢ Response: The City may hold interviews with top-ranked firms, tentatively scheduled for the week of August 4-8. Interviews, if held, will be conducted virtually.

6. **Page 21 of the RFP states that the proponent must provide at least three projects where all the principal team members, including subcontractors, worked together. Would the City be able to clarify whether they are referring to each member of the proposed team needing to have worked together or solely the prime and sub-consultant firms (if applicable) having prior experience in working together?**

➢ Response: This requirement has been updated. Please see Addendum #1. The City is now requesting a description of three of the most recent similar projects completed by the proposed project team. If applicable, proposers should also include a description of any projects where the principal firm and proposed subcontractors have previously worked together.

For the three most recent similar projects, the City would like to clarify that it is not necessary for all proposed team members to have worked together on the same projects. While examples of prior collaboration are encouraged and viewed favorably, the primary goal is to demonstrate relevant experience for each key team member. If prior collaboration does not apply, proposers should highlight three projects that best reflect the qualifications and experience of the proposed team members as they relate to the scope of this study.

7. **As the answer on firm experience and requirements for pre-existing relationships will have a significant effect on the ability of the possibility of partnering, would the City be able to provide a response to that question sooner or, alternatively, extend the proposal submission date to at least one month following the deadline to post the Q/A?**

- Response: This requirement has been updated. Please see Addendum #1 and the response question #6.

8. **What level of ridership data will be available to the consultant? Is the data available at the stop-level, trip-level, and/or route-level?**

- Response: Ridership data will be available at the stop-level, trip-level, and route-level for both Fixed Route and Commuter Link services. The available datasets will include boardings by fare type, alightings (note that alighting and occupancy data will be recorded during the study period using the existing digital passenger counter system, with bus operators manually entering the data as needed; historical alighting and occupancy data is not available), route name, route ID, block ID, vehicle ID, actual and scheduled times, stop ID, stop name, trip start time, trip ID, schedule adherence, and service date. Data will be available for the past two years, with the exception of alighting and occupancy data, which will only be collected during the study.
- For Dial-A-Ride (paratransit) service, the dataset will include service date, pickup and drop-off location names, trip status (e.g., rode, canceled, no-show), estimated miles, start mileage, end mileage, scheduled and actual pickup time, actual drop-off time, and vehicle ID. Rider names will not be included in the dataset, but a de-identified rider ID can be provided to identify unique riders, trip patterns and frequency of use.

9. **What tools or software (i.e. remix, swiftly, etc.) does Beaumont have that will be available to the consultant for this project?**

- Response: The consultant will be provided access to the City's Swiftly platform, which contains Fixed Route and Commuter Link trip data, including schedule adherence and ridership data at the stop-, trip- and route-level. For Dial-A-Ride service, the City uses TripMaster and will provide relevant data exports as needed. In addition, the City maintains a bus stop inventory, which includes stop ID, stop name, direction, latitude/longitude, status (active/inactive), available amenities (e.g., shelter, bench, trash can), and the routes that serve each stop.

10. Can the City please clarify which forms/certifications need to be submitted by subconsultants?

- Subconsultants should be identified in the proposal under Firm Experience/Qualifications. As noted in Addendum #1, if no prior collaboration exists between the prime consultant and a proposed subcontractor, a description of the subcontractor's relevant experience on projects of similar scope and complexity must be provided. Subconsultants are not required to submit separate forms or certifications at the time of proposal submission.

11. Can Beaumont consider answering questions as they come in, rather than releasing all the answers on 7/16, so proposers can better incorporate the new information and adjust proposal and approach accordingly?

- Yes.

12. Can the City provide platform hours by route and day type?

Beaumont Transit Platform Hours (JULY 2024 - MAY 2025)				
Route	**Weekday Hours**	**Saturday Hours**	**Sunday Hours**	**Total**
Route 3	2,673	No service	No service	2,673
Route 4	2,901	No service	No service	2,901
Route 3/4	No service	450	No service	450
Route 7	1,721	No service	No service	1,721
Route 9	867	No service	No service	867
Casino Express	2,623	No service	No service	2,623
Commuter Link 120	5,573	492	No service	6,064
Commuter Link 125	2,197	No service	No service	2,197
Dial-A-Ride	1,657	322	No Service	1,980
Total	**20,211**	**1,264**	**0**	**21,476**

13. Can you clarify what you mean by "platform hours?" Are you referring to total time from pull-out to pull-in (including layover and deadhead), or something else?

- Yes, you are correct. We are requesting the total time from pull-out to pull-in (including layover and deadhead) by route and day type.

Acknowledgement of Addendum #2 (To be included with proposal)

China Langer
Signature

07/07/2025
Date

China Langer
Print Name

BEAUMONT
550 E. 6th Street
Phone (951) 572-3236
BeaumontCa.gov

City of Beaumont

➢ Addendum #3

RFP: COMPREHENSIVE OPERATIONAL ANALYSIS

Questions & Answers

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Total	**20,211**	**1,264**	**0**	**21,476**

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- Yes, you are correct. We are requesting the total time from pull-out to pull-in (including layover and deadhead) by route and day type.

14. The RFQ states that proposals must be organized in the format provided. We'd like to combine the Scope of Services, Approach, and City Staff sections into one narrative, to show how they are inter-related and dependent on each other. Will this be acceptable for the reviewers?

- Yes, this is acceptable.

15. The RFP asks bidders to inventory "all existing bus stops, documenting their condition with respect to shelters, benches, lighting, ADA compliance, and other amenities." To better inform our cost proposal, it would be useful to understand in

more detail how in depth the City wants the project team go in the inventorying effort. ADA compliance audits can be time-intensive, but a more cursory review of boarding pad dimensions and slope could be sufficient to help the City understand whether a stop appears ADA compliant.

- The City is seeking a field-based review guided by FTA Circular 4710.1. The inventory should document whether each stop has a firm, level boarding area, a path to the sidewalk or roadway, and sufficient space for a mobility device. Visual observation of slope or grading issues is sufficient. Consultants should also note missing curb ramps, obstructions, or amenities blocking access. The goal is to identify barriers to accessibility and prioritize improvements.

16. What are the "other amenities" that the City would like to see in inventorying?

- The City's current inventory includes stop locations, shelters, trash receptacles, and seating. Consultants should update this by documenting condition and noting additional elements such as signage, lighting, bike racks, and schedule displays. Observations of ADA accessibility and pedestrian access should also be included, as well as any safety or visibility concerns.

17. Is the financial data to be provided by the City set in the National Transit Database (NTD) chart of accounts and segregated by mode, e.g. motorbus, demand-response, etc.?

- No. The City is not currently an FTA recipient and has not reported to NTD. However, the City maintains financial data organized by standard transit cost categories and separated by service type (Fixed Route, Commuter Link, Dial-A-Ride). Data will be provided in a format suitable for analysis.

18. For costs that are shared between modes, does the City currently have a cost allocation model or methodology used to split costs between modes and programs?

- Yes. For FY 2025 and prior, shared costs were allocated based on ridership. Beginning in FY 2026, the City is using a weighted model based on revenue miles (35%), revenue hours (35%), and boardings (30%).

19. Will data provided by the City also include historical revenues?

- Yes.

20. How many years of actual operating and financial data will be supplied?

- At least two full years of actual operating and financial data, separated by service type and route, including key expense and revenue categories.

21. Task 3.A appears to have an operational cost analysis subtask but not a capital cost analysis subtask. Is there a desire to include/consider the present and future capital program in the overall cost analysis?

- Yes, a capital cost analysis should be included. While Task 3.A focuses on operational costs, it also references capital funding sources and long-term needs like fleet transitions. Capital costs are also addressed elsewhere in the scope, including:

- Task 4 of the Bus Stop Improvement Plan
- Task 3 of the Microtransit Feasibility Assessment
- Task 5 Service Recommendations

To avoid ambiguity, Task 3.A. has been updated to include a dedicated capital cost analysis subtask.

Task 3.A. for this RFP has been updated to include:

C. Capital Cost Analysis:

a. Identify anticipated capital investment needs, informed by service recommendations, the Microtransit Feasibility Assessment, and the Bus Stop Improvement Plan.
b. Provide high-level cost estimates and align capital needs with potential funding sources.
c. Evaluate how capital investments may impact overall financial sustainability and implementation feasibility.

22. What is the desired cost forecast horizon for the long-range financial plan?

➢ The desired forecast horizon is 10 years.

23. What role will electrification play, or not play, in the capital and operating plan?

➢ The fleet includes two battery-electric shuttles, with plans to expand to five electric buses across Dial-A-Ride and fixed route. The City is investing in EV charging, solar, and battery storage to manage long-term operating costs. Electrification will impact both capital and operating budgets and should be reflected in the plan.

24. Does the City have any other large capital projects planned within the desired long-range financial forecast, e.g. new operating base, new transit center, etc.?

➢ Yes. The City is in the design and environmental phase for a new transit yard, which includes an operations building, maintenance facility, administrative offices, CNG fueling, hydrogen fueling, EV charging, solar PV systems, and battery energy storage. A separate consultant is developing cost estimates and a phasing plan. This project should be included in the long-range financial forecast.

Acknowledgement of Addendum #3 (To be included with proposal)

China Langer — 07/16/2025

Signature — Date

China Langer

Print Name

BEAUMONT
550 E. 6th Street
Phone (951) 572-3236
BeaumontCa.gov

City of Beaumont

Addendum #4

Request for Bid:
TRANSIT COMPREHENSIVE OPERATIONAL ANALYSIS

Please note that the following changes have been made to task 3.a on the RFP.

To avoid ambiguity, Task 3.A. has been updated to include a dedicated capital cost analysis subtask.

Task 3.A. for this RFP has been updated to include:

C. Capital Cost Analysis:

a. Identify anticipated capital investment needs, informed by service recommendations, the Microtransit Feasibility Assessment, and the Bus Stop Improvement Plan.
b. Provide high-level cost estimates and align capital needs with potential funding sources.
c. Evaluate how capital investments may impact overall financial sustainability and implementation feasibility.

Acknowledgement of Addendum #4 (To be included with proposal)

China Langer
Signature

07/16/2025
Date

China Langer
Print Name

EXHIBIT "B"

CERTIFICATES OF INSURANCE AND ENDORSEMENTS

(insert behind this page)

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 8/20/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Scott Held	
Scott Held Insurance Agency 5855 Avenida Encinas, Suite 145 Carlsbad CA 92008	PHONE (A/C, No, Ext): 858-332-2220	FAX (A/C, No):
	E-MAIL ADDRESS: scott@srhinsurance.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Continental Casualty Company	20443
INSURED	INSURER B : The Hartford	30104
Transportation Management & Design, Inc. 2701 Loker Ave. West, Suite 110 Carlsbad CA 92010-6637	INSURER C : Underwriters at Lloyd's, London	15792
	INSURER D : At-Bay Specialty Insurance Company	19607
	INSURER E : Scottsdale Insurance Company	41297
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [X] PRO-JECT [ ] LOC [ ] OTHER:	Y		B7013592549	02/08/2025	02/08/2026	EACH OCCURRENCE	$ 2,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
							MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ 2,000,000
							GENERAL AGGREGATE	$ 4,000,000
							PRODUCTS - COMP/OP AGG	$ 4,000,000
								$
A	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY	Y		B7013592549	02/08/2025	02/08/2026	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
A	[X] UMBRELLA LIAB [X] OCCUR EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [X] RETENTION $ 10,000			B7013592552	02/08/2025	02/08/2026	EACH OCCURRENCE	$ $5,000,000
							AGGREGATE	$ $5,000,000
								$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N: Y (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		72 WEC AE9JLT	02/08/2025	02/08/2026	[X] PER STATUTE [ ] OTH-ER	
							E.L. EACH ACCIDENT	$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000
C	PROFESSIONAL LIABILITY			PSN0240237253	02/15/2025	02/15/2026	Per Occurrence	$5,000,000
							Aggregate	$5,000,000
							Deductible	$10,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

The City of Beaumont, its elected and appointed officers, employees, agents and volunteers are named as additional insured as required by written contract with respect to General Liability and Auto Liability.
30 Days Notice of Cancellation to certificate holder, 10 days for non-payment of premium applies.

CERTIFICATE HOLDER

City of Beaumont
550 E. 6th Street,
Beaumont, CA 92223

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Scott Held

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AGENCY CUSTOMER ID: _____

LOC #: _____

ADDITIONAL REMARKS SCHEDULE

AGENCY		NAMED INSURED
Scott Held Insurance Agency		Transportation Management & Design, Inc.
POLICY NUMBER		2701 Loker Ave. W
See Below		Suite 110
CARRIER	NAIC CODE	Carlsbad, CA 92010
See Page 1	See Page 1	EFFECTIVE DATE:

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 **FORM TITLE:** Certificate of Liability Insurance

Insr Ltr.	Type of Insurance	Policy Number	Policy Effective & Exp.	Limits
D	Cyber Liability	AB-6607333-05	02/14/2025 - 02/14/2026	Each Incident: $3,000,000 Policy Aggregate: $3,000,000
E	Directors & Officers	EKS3553459	01/26/2025-1/26/2026	Aggregate Limit: $1,000,000

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BLANKET ADDITIONAL INSURED AND LIABILITY EXTENSION ENDORSEMENT

This endorsement modifies insurance provided under the following:

BUSINESSOWNERS LIABILITY COVERAGE FORM
BUSINESSOWNERS COMMON POLICY CONDITIONS

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1.b.	**Definition of "written contract"**
2.	**Additional Insured – Extended Coverage**
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F.	**Personal and Advertising Injury – Discrimination or Humiliation**
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I. BLANKET ADDITIONAL INSURED PROVISIONS

A. ADDITIONAL INSURED – BLANKET VENDORS

Who Is An Insured is amended to include as an additional insured any person or organization (referred to below as vendor) with whom you agreed under a "**written contract**" to provide insurance, but only with respect to "**bodily injury**" or "**property damage**" arising out of "**your products**" which are distributed or sold in the regular course of the vendor's business, subject to the following additional exclusions:

1. The insurance afforded the vendor does not apply to:

a. "**Bodily injury**" or "**property damage**" for which the vendor is obligated to pay damages by reason of the assumption of liability in a contract or agreement. This exclusion does not apply to liability for damages that the vendor would have in the absence of the contract or agreement;

b. Any express warranty unauthorized by you;

c. Any physical or chemical change in the product made intentionally by the vendor;

d. Repackaging, except when unpacked solely for the purpose of inspection, demonstration, testing, or the substitution of parts under instructions from the manufacturer, and then repackaged in the original container;

e. Any failure to make such inspections, adjustments, tests or servicing as the vendor has agreed to make or normally undertakes to make in the usual course of business, in connection with the distribution or sale of the products;

f. Demonstration, installation, servicing or repair operations, except such operations performed at the vendor's premises in connection with the sale of the product;

g. Products which, after distribution or sale by you, have been labeled or relabeled or used as a container, part or ingredient of any other thing or substance by or for the vendor; or

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h. "**Bodily injury**" or "**property damage**" arising out of the sole negligence of the vendor for its own acts or omissions or those of its employees or anyone else acting on its behalf. However, this exclusion does not apply to:

(1) The exceptions contained in Subparagraphs **d.** or **f.**; or

(2) Such inspections, adjustments, tests or servicing as the vendor has agreed to make or normally undertakes to make in the usual course of business, in connection with the distribution or sale of the products.

2. This insurance does not apply to any insured person or organization, from whom you have acquired such products, or any ingredient, part or container, entering into, accompanying or containing such products.

3. This provision **2.** does not apply to any vendor included as an insured by an endorsement issued by us and made a part of this Policy.

4. This provision **2.** does not apply if "**bodily injury**" or "**property damage**" included within the "**products-completed operations hazard**" is excluded either by the provisions of the Policy or by endorsement.

B. MISCELLANEOUS ADDITIONAL INSUREDS

1. **Who Is An Insured** is amended to include as an insured any person or organization (called additional insured) described in paragraphs **3.a.** through **3.j.** below whom you are required to add as an additional insured on this policy under a "**written contract**."

2. However, subject always to the terms and conditions of this policy, including the limits of insurance, we will not provide the additional insured with:

a. A higher limit of insurance than required by such "**written contract**;"

b. Coverage broader than required by such "**written contract**" and in no event greater than that described by the applicable paragraph a. through k. below; or

c. Coverage for "**bodily injury**" or "**property damage**" included within the "**products-completed operations hazard**." But this paragraph **c.** does not apply to the extent coverage for such liability is provided by paragraph **3.j.** below.

Any coverage granted by this endorsement shall apply only to the extent permitted by law.

3. Only the following persons or organizations can qualify as additional insureds under this endorsement:

a. Controlling Interest

Any persons or organizations with a controlling interest in you but only with respect to their liability arising out of:

(1) such person or organization's financial control of you; or

(2) Premises such person or organization owns, maintains or controls while you lease or occupy these premises;

provided that the coverage granted to such additional insureds does not apply to structural alterations, new construction or demolition operations performed by or for such additional insured.

b. Co-owner of Insured Premises

A co-owner of a premises co-owned by you and covered under this insurance but only with respect to the co-owners liability for "**bodily injury**," "**property damage**" or "**personal and advertising injury**" as co-owner of such premises.

c. Grantor of Franchise

Any person or organization that has granted a franchise to you, but only with respect to such person or organization's liability for "**bodily injury**," "**property damage**," or "**personal and advertising injury**" as grantor of a franchise to you.

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d. Lessor of Equipment

Any person or organization from whom you lease equipment, but only with respect to liability for "**bodily injury**," "**property damage**" or "**personal and advertising injury**" caused in whole or in part by your maintenance, operation or use of such equipment, provided that the "**occurrence**" giving rise to such "**bodily injury**" or "**property damage**" or the offense giving rise to such "**personal and advertising injury**" takes place prior to the termination of such lease.

e. Lessor of Land

Any person or organization from whom you lease land, but only with respect to liability for "**bodily injury**," "**property damage**" or "**personal and advertising injury**" arising out of the ownership, maintenance or use of that specific part of the land leased to you, provided that the "**occurrence**" giving rise to such "bodily injury" or "**property damage**" or the offense giving rise to such "**personal and advertising injury**," takes place prior to the termination of such lease. The insurance hereby afforded to the additional insured does not apply to structural alterations, new construction or demolition operations performed by, on behalf of or for such additional insured.

f. Lessor of Premises

An owner or lessor of premises leased to you, or such owner or lessor's real estate manager, but only with respect to liability for "**bodily injury**," "**property damage**" or "**personal and advertising injury**" arising out of the ownership, maintenance or use of such part of the premises leased to you, and provided that the "**occurrence**" giving rise to such "**bodily injury**" or "**property damage**" or the offense giving rise to such "**personal and advertising injury**," takes place prior to the termination of such lease. The insurance hereby afforded to the additional insured does not apply to structural alterations, new construction or demolition operations performed by, on behalf of or for such additional insured.

g. Mortgagee, Assignee or Receiver

A mortgagee, assignee or receiver of premises but only with respect to such mortgagee, assignee, or receiver's liability for "**bodily injury**," "**property damage**" or "**personal and advertising injury**" arising out of the ownership, maintenance, or use of a premises by you.
This insurance does not apply to structural alterations, new construction or demolition operations performed by, on behalf of or for such additional insured.

h. State or Political Subdivisions

A state or government agency or subdivision or political subdivision that has issued a permit or authorization, but only with respect to such government agency or subdivision or political subdivision's liability for "**bodily injury**," "**property damage**" or "**personal and advertising injury**" arising out of:

(1) The following hazards in connection with premises you own, rent, or control and to which this insurance applies:

(a) The existence, maintenance, repair, construction, erection, or removal of advertising signs, awnings, canopies, cellar entrances, coal holes, driveways, manholes, marquees, hoistaway openings, sidewalk vaults, street banners, or decorations and similar exposures; or

(b) The construction, erection, or removal of elevators; or

(c) The ownership, maintenance or use of any elevators covered by this insurance; or

(2) The permitted or authorized operations performed by you or on your behalf. But the coverage granted by this paragraph does not apply to:

(a) "**Bodily injury**", "**property damage**" or "**personal and advertising injury**" arising out of operations performed for the state or government agency or subdivision or political subdivision; or

(b) "**Bodily injury**" or "**property damage**" included within the "**products-completed operations hazard**."

With respect to this provision's requirement that additional insured status must be requested under a "**written contract**," we will treat as a "**written contract**" any governmental permit that requires you to add the governmental entity as an additional insured.

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i. Trade Show Event Lessor

With respect to your participation in a trade show event as an exhibitor, presenter or displayer, any person or organization whom you are required to include as an additional insured, but only with respect to such person or organization's liability for "**bodily injury**," "**property damage**," or "**personal and advertising injury**" caused by:

a. Your acts or omissions; or

b. Acts or omissions of those acting on your behalf;

in the performance of your ongoing operations at the trade show premises during the trade show event.

j. Other Person or Organization

Any person or organization who is not an additional insured under paragraphs **a.** through **i.** above. Such additional insured is an insured solely for "**bodily injury**," "**property damage**" or "**personal and advertising injury**" for which such additional insured is liable because of your acts or omissions.

The coverage granted by this paragraph does not apply to any person or organization:

(1) For "**bodily injury**," "**property damage**," or "**personal and advertising injury**" arising out of the rendering or failure to render any professional services;

(2) For "**bodily injury**" or "**property damage**" included in the "**products-completed operations hazard**." But this provision **(2)** does not apply to such "**bodily injury**" or "**property damage**" if:

(a) It is entirely due to your negligence and specifically results from your work for the additional insured which is the subject to the "**written contract**"; and

(b) The "**written contract**" requires you to make the person or organization an additional insured for such "**bodily injury**" or "**property damage**"; or

(3) Who is afforded additional insured coverage under another endorsement attached to this policy.

C. ADDITIONAL PROVISIONS PERTINENT TO ADDITIONAL INSURED COVERAGE

1. With respect only to additional insured coverage provided under paragraphs **A.** and **B.** above:

a. The **BUSINESSOWNERS COMMON POLICY CONDITIONS** are amended to add the following to the Condition entitled **Other Insurance**:

This insurance is excess of all other insurance available to an additional insured whether primary, excess, contingent or on any other basis. However, if a "**written contract**" requires that this insurance be either primary or primary and noncontributing, then this insurance will be primary and non-contributory relative solely to insurance on which the additional insured is a named insured.

b. Under **Liability and Medical Expense Definitions**, the following definition is added:

"**Written contract**" means a written contract or agreement that requires you to make a person or organization an additional insured on this policy, provided the contract or agreement:

(1) Is currently in effect or becomes effective during the term of this policy; and

(2) Was executed prior to:

(a) The "**bodily injury**" or "**property damage**;" or

(b) The offense that caused the "**personal and advertising injury**";

for which the additional insured seeks coverage.

2. With respect to any additional insured added by this endorsement or by any other endorsement attached to this Coverage Part, the section entitled **Who Is An Insured** is amended to make the following natural persons insureds.

If the additional insured is:

a. An individual, then his or her spouse is an insured;

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b. A partnership or joint venture, then its partners, members and their spouses are insureds;

c. A limited liability company, then its members and managers are insureds;

d. An organization other than a partnership, joint venture or limited liability company, then its executive officers, directors and shareholders are insureds; or

e. Any type of entity, then its employees are insureds;

but only with respect to locations and operations covered by the additional insured endorsement's provisions, and only with respect to their respective roles within their organizations. Furthermore, employees of additional insureds are not insureds with respect to liability arising out of:

(1) "**Bodily injury**" or "**personal and advertising injury**" to any fellow employee or to any natural person listed in paragraphs **a.** through **d.** above;

(2) "**Property damage**" to property owned, occupied or used by their employer or by any fellow employee; or

(3) Providing or failing to provide professional health care services.

II. LIABILITY EXTENSION COVERAGES

It is understood and agreed that this endorsement amends the **Businessowners Liability Coverage Form**. If any other endorsement attached to this policy amends any provision also amended by this endorsement, then that other endorsement controls with respect to such provision, and the changes made by this endorsement to such provision do not apply.

A. Bodily injury – Expanded Definition

Under **Liability and Medical Expenses Definitions**, the definition of "**Bodily injury**" is deleted and replaced by the following:

"**Bodily injury**" means physical injury, sickness or disease sustained by a person, including death, humiliation, shock, mental anguish or mental injury by that person at any time which results as a consequence of the physical injury, sickness or disease.

B. Broad Knowledge of Occurrence

Under Businessowners Liability Conditions, the Condition entitled Duties In The Event of Occurrence, Offense, Claim or Suit is amended to add the following:

Paragraphs **a.** and **b.** above apply to you or to any additional insured only when such "**occurrence**," offense, claim or "**suit**" is known to:

(1) You or any additional insured that is an individual;

(2) Any partner, if you or an additional insured is a partnership;

(3) Any manager, if you or an additional insured is a limited liability company;

(4) Any "**executive officer**" or insurance manager, if you or an additional insured is a corporation;

(5) Any trustee, if you or an additional insured is a trust; or

(6) Any elected or appointed official, if you or an additional insured is a political subdivision or public entity.

This paragraph applies separately to you and any additional insured.

C. Estates, Legal Representatives and Spouses

The estates, heirs, legal representatives and spouses of any natural person insured shall also be insured under this policy; provided, however, coverage is afforded to such estates, heirs, legal representatives and spouses only for claims arising solely out of their capacity as such and, in the case of a spouse, where such claim seeks damages from marital common property, jointly held property, or property transferred from such natural person insured to such spouse. No coverage is provided for any act, error or omission of an estate, heir, legal representative or spouse outside the scope of such person's capacity as such, provided however that the spouse of a natural person Named Insured and the spouses of members or partners of joint venture or partnership Named Insureds are insureds with respect to such spouses' acts, errors or omissions in the conduct of the Named Insured's business.

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D. Fellow Employee First Aid Coverage

In the section entitled **Who Is An Insured**, paragraph **2.a.1.** is amended to add the following:

The limitations described in subparagraphs **2.a.1.(a)**, **(b)** and **(c)** do not apply to your "**employees**" for "**bodily injury**" that results from providing cardiopulmonary resuscitation or other first aid services to a co-"**employee**" or "**volunteer worker**" that becomes necessary while your "**employee**" is performing duties in the conduct of your business. Your "**employees**" are hereby insureds for such services. But the insured status conferred by this provision does not apply to "**employees**" whose duties in your business are to provide professional health care services or health examinations.

E. Legal Liability – Damage To Premises

1. Under **B. Exclusions, 1. Applicable to Business Liability Coverage**, Exclusion **k. Damage To Property**, is replaced by the following:

k. Damage To Property

"**Property damage**" to:

1. Property you own, rent or occupy, including any costs or expenses incurred by you, or any other person, organization or entity, for repair, replacement, enhancement, restoration or maintenance of such property for any reason, including prevention of injury to a person or damage to another's property;

2. Premises you sell, give away or abandon, if the "**property damage**" arises out of any part of those premises;

3. Property loaned to you;

4. Personal property in the care, custody or control of the insured;

5. That particular part of any real property on which you or any contractors or subcontractors working directly or indirectly in your behalf are performing operations, if the "**property damage**" arises out of those operations; or

6. That particular part of any property that must be restored, repaired or replaced because "**your work**" was incorrectly performed on it.

Paragraph **2** of this exclusion does not apply if the premises are "**your work**" and were never occupied, rented or held for rental by you.

Paragraphs **1**, **3**, and **4**, of this exclusion do not apply to "**property damage**" (other than damage by fire or explosion) to premises:

(1) rented to you:

(2) temporarily occupied by you with the permission of the owner, or

(3) to the contents of premises rented to you for a period of 7 or fewer consecutive days.

A separate limit of insurance applies to Damage To Premises Rented To You as described in Section D – Liability and Medical Expenses Limits of Insurance.

Paragraphs **3**, **4**, **5**, and **6** of this exclusion do not apply to liability assumed under a sidetrack agreement.

Paragraph **6** of this exclusion does not apply to "**property damage**" included in the "**products-completed operations hazard**."

2. Under **B. Exclusions**, **1. Applicable to Business Liability Coverage**, the following paragraph is added, and replaces the similar paragraph, if any, beneath paragraph **(14)** of the exclusion entitled **Personal and Advertising Injury**:

Exclusions **c, d, e, f, g, h, i, k, l, m, n, and o,** do not apply to damage by fire to premises while rented to you or temporarily occupied by you with permission of the owner or to the contents of premises rented to you for a period of 7 or fewer consecutive days. A separate limit of insurance applies to this coverage as described in **Section D. Liability And Medical Expenses Limits Of Insurance**.

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3. The first Paragraph under item **5. Damage To Premises Rented To You Limit** of the section entitled **Liability And Medical Expenses Limits Of Insurance** is replaced by the following:

   The most we will pay under Business Liability for damages because of "**property damage**" to any one premises, while rented to you or temporarily occupied by you with the permission of the owner, including contents of such premises rented to you for a period of 7 or fewer consecutive days, is the Damage to Premises Rented to You Limit. The Damage to Premises Rented to You Limit is the greater of:

   a. $1,000,000; or

   b. The Damage to Premises Rented to You Limit shown in the Declarations.

F. Personal and Advertising Injury – Discrimination or Humiliation

1. Under **Liability and Medical Expenses Definitions**, the definition of "**personal and advertising injury**" is amended to add the following:

   h. Discrimination or humiliation that results in injury to the feelings or reputation of a natural person, but only if such discrimination or humiliation is:

   (1) Not done intentionally by or at the direction of:

   (a) The insured; or

   (b) Any "**executive officer**," director, stockholder, partner, member or manager (if you are a limited liability company) of the insured; and

   (2) Not directly or indirectly related to the employment, prospective employment, past employment or termination of employment of any person or person by any insured.

2. Under **B. Exclusions, 1. Applicable to Business Liability Coverage**, the exclusion entitled **Personal and Advertising Injury** is amended to add the following additional exclusions:

   (15) Discrimination Relating to Room, Dwelling or Premises

   Caused by discrimination directly or indirectly related to the sale, rental, lease or sub-lease or prospective sale, rental, lease or sub-lease of any room, dwelling or premises by or at the direction of any insured.

   (16) Employment Related Discrimination

   Discrimination or humiliation directly or indirectly related to the employment, prospective employment, past employment or termination of employment of any person by any insured.

   (17) Fines or Penalties

   Fines or penalties levied or imposed by a governmental entity because of discrimination.

3. This provision **(Personal and Advertising Injury – Discrimination or Humiliation)** does not apply if **Personal and Advertising Injury** Liability is excluded either by the provisions of the Policy or by endorsement.

G. Personal and Advertising Injury - Broadened Eviction

Under **Liability and Medical Expenses Definitions**, the definition of "**Personal and advertising injury**" is amended to delete Paragraph c. and replace it with the following:

c. The wrongful eviction from, wrongful entry into, or invasion of the right of private occupancy of a room dwelling or premises that a person or organization occupies committed by or on behalf of its owner, landlord or lessor.

H. Waiver of Subrogation – Blanket

We waive any right of recovery we may have against:

a. Any person or organization with whom you have a written contract that requires such a waiver.

All other terms and conditions of the Policy remain unchanged.

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