

STAFF REPORT



MEETING DATE:	February 29, 2024
SUBJECT:	Authorize Executive Director to Execute a Technical Services Agreement for the North State Intercity Bus to Rail Plan
AGENDA ITEM:	9-8
STAFF CONTACT:	Michael Kuker, Senior Transportation Planner

SUMMARY:

SRTA was awarded Caltrans Strategic Partnership funds to develop a long-term plan to improve intercity transit connections and better coordinate transit services throughout the North State. This study will help SRTA update existing plans with more current post-pandemic information. SRTA issued a Request for Proposals (RFP) for consultant services to help prepare the plan. An interagency evaluation committee reviewed and scored four proposals, and recommended contracting with AECOM for the project, with staff concurring.

STAFF RECOMMENDATION:

It is recommended that the board of directors:

1. Authorize the executive director to execute a technical services agreement (TSA) with AECOM to prepare the North State Intercity Bus to Rail Plan, for a term ending August 30, 2025, not to exceed \$189,956.43; and
2. Authorize the executive director to make minor administrative amendments to the TSA as appropriate.

DISCUSSION:

Background – In June 2021, the board of directors accepted a \$291,819 Caltrans Strategic Partnership grant to fund the North State Intercity Bus to Rail Plan. The plan is focused on planning for improved intercity transportation options between Redding and the Greater Sacramento area and/or the San Francisco Bay Area—the Shasta Region is only a few hours away but can often be unreachable for people who do not have access to a car or for those who prefer to travel by bus or train. Due to impacts of the COVID pandemic, staff turnover and a resulting focus on core agency duties, a consultant had not yet been procured.

SRTA issued an RFP for consultant services on October 9, 2023, with proposals due on November 6, 2023. No proposals were received by that date. Per SRTA policies, staff reached out to various potential consultants to determine why no proposals were received. The RFP was then reissued on November 14, 2023, with a new due date of December 19, 2023. Proposals were received from AECOM, CHS Consulting, DKS Associates, and Green DOT Transportation.

An interagency evaluation panel was established with representatives from SRTA, the Redding Area Bus Authority, and the San Joaquin Regional Rail Commission. The panel's consensus scores were as follows: AECOM (96/100), CHS Consulting (89.2/100), DKS Associates (88.6/100), and

Green DOT Transportation Solutions (70.4/100). It is recommended that AECOM be awarded the contract based on the thoroughness of their proposal, the qualifications of their staff, and their experience providing similar services in the North State. (Attachment A).

Staff proposes an aggressive project schedule and anticipates presenting the final plan to the board of directors for consideration in December 2024. The proposed project schedule, including tasks and deliverables, is attached (Attachment B). Staff will provide updates to the board of directors on key milestones during the planning process.

ALTERNATIVES:

The board of directors may choose another firm, direct staff to recirculate the RFP, or delay this item and request staff to provide additional information.

OTHER AGENCY INVOLVEMENT:

The Technical Advisory Committee (TAC) met on February 15, 2024, to review and discuss the recommendation.

FISCAL IMPACT:

This project is programmed in the FY 2023/24 Overall Work Program (Work Element 707.10 – North State Intercity Bus to Rail Plan) previously approved by the board of directors on April 27, 2023. The North State Intercity Bus to Rail Plan is funded through a \$291,819 Caltrans Strategic Partnership grant, with match funds provided via SRTA's LTF budget. The recommended contract amount is \$189,956.43 for consultant services. The balance of the grant funds may be used for SRTA staff time and other needs identified during the planning process.



Sean Tiedgen, AICP, Executive Director

Attachments:

A: Proposal from AECOM

B: Project Schedule

North State Intercity Bus to Rail Plan

SRTA Solicitation Number: S-00026



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Attachment: Resumes

1. Introduction—Transmittal Letter



2020 L Street
Suite 300
Sacramento, CA 95811

December 19, 2023

Mr. Mehdi Moeinaddini
Associate Transportation Planner
Shasta Regional Transportation Agency
1255 East Street, Suite 202
Redding, CA 96001

Re: North State Intercity Bus to Rail Plan, SRTA Solicitation Number: S-00026

Dear Mr. Moeinaddini and Selection Committee:

AECOM will be joined in this effort by AIM Consulting, Inc. (AIM), a Disadvantaged Business Enterprise (DBE)-certified company (#35954). AIM has extensive experience working the North State to Sacramento region and will lead the stakeholder outreach. AECOM understands that the Shasta Regional Transportation Agency (SRTA) is seeking to explore the potential for improved intercity travel options linking Shasta County with the major economic, educational, and healthcare centers of the state and is well positioned to assist with this planning effort.

Unmatched understanding and context. A key component to the implementation of successful service planning and expansion, whether bus or rail, is building on previous experience and knowledge. This proposal will demonstrate AECOM's unmatched experience relates to the scope of work for this North State Intercity Bus to Rail Plan. Most relevant is AECOM's experience as the consultant lead for the North Valley Passenger Rail Strategic Plan, which includes planning for future passenger rail service to the North State, as it will extend both Amtrak San Joaquins intercity city trains and ACE commuter rail trains to Chico from the Sacramento region. This project is a key aspect for the potential for future in the North State.

AECOM understands that intercity public transportation connections are currently limited and unreliable, with inconvenient schedules and ticketing options. AECOM will thoroughly assess current services to gain an understanding of how to approach solutions. AECOM will analyze improved intercity bus and rail service to provide more frequent, faster and reliable service to key points around the North State region. New and enhanced service will need to be phased, with new bus service in the short- and mid-term, transitioning to rail options in the long-term. Conceivably, rail options could build on planned regional rail services expanding north from Sacramento and Chico/Oroville.

A Project Manager with unsurpassed direct experience. Daniel Krause will be the project manager and primary point of contact. He was the project manager for the North Valley Passenger Rail Strategic Plan project, which is being conducted by Butte County Association of Governments (BCAC). Additionally, Daniel is assisting the San Joaquin Regional Rail Commission (SJRRRC) and the San Joaquin Joint Powers Authority (SJJPA) with their Valley Rail Program, an ambitious passenger rail expansion program in the Central Valley, serving as a project manager for several Valley Rail projects. His work on the Valley Rail Program has included bus connectivity planning, for both Amtrak Thruway buses as well as local and regional buses to either connect to rail stations. Daniel also has a deep understanding of hub stations. As part of the Southern Alameda County Integrated Rail Analysis project, Daniel employed his rail and planning skills for the planned expansion of the Union City Intermodal Station, a hub station which will include an extension of ACE trains to the station to connect with BART trains. Daniel also engaged in extensive bus planning related to potential enhancements to the Dumbarton Express regional bus service, including

a detailed plan for a new Redwood City route. Daniel is an exceptional leader and is trusted by BCAG, SJRRC and SJJPA.

RFP Requirements. AECOM, a non- DBE firm, is a publicly held corporation providing transportation planning services globally. Our North American Industry Classification System code is 541330 (Engineering Design Services), our Tax Identification Number is 95-2661922, and our annual gross receipts for our Professional Services business was US\$14.4 billion in fiscal year 2023. Our office in Sacramento, located at 2020 L Street, will serve as the main project office for this project. AECOM can also provide staff from our other offices in northern California, including in Oakland, San Francisco, and San Jose. AECOM was formed in 1990 and has been in business for over 33 years, with many of our predecessor firms having distinguished histories dating back more than 120 years. AECOM learned of this procurement with its ongoing work related to the extension of rail service to Chico, sponsored by the BCAC. AIM's participation will be 20% of the contract to meet the DBE goal for the project.

As the authorized representative for AECOM who is able to sign binding contracts for our firm, I attest that the information contained in the following proposal is truthful, accurate, and complete. Thank you for this opportunity to propose on this forward-looking plan.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Tyler Sheldon', with a long horizontal flourish extending to the right.

Tyler Sheldon
Principal-In-Charge

2. Proposal and Work Plan

The following section describes our understanding of the scope of work and our proposed work plan and schedule.

Understanding of the Scope of Work

AECOM understands the importance of the North State Intercity Bus to Rail Plan as a vehicle for exploring and advancing near- and medium-term intercity bus service improvements with connections to identified future rail “hubs,” which would initially be served by buses with the eventual goal of becoming hubs that include rail service.

Since 2015, the Shasta Regional Transportation Agency (SRTA) has worked on a variety of planning studies and grant applications to support intercity bus service for Shasta County to improve connections to air and passenger rail transportation in Sacramento and the San Francisco Bay Area. The North State Intercity Bus to Rail Plan will build on these efforts to integrate this bus service into a longer-term future rail service.

Currently, the North State region is challenged by its lack of intercity travel options outside of the personal automobile, as Amtrak’s long-distance *Coast Starlight* service only operates one roundtrip/day and is not timed well for North State passengers, while Redding Regional Airport has only limited passenger flights. Meanwhile, existing intercity buses, including private operators and Amtrak Thruway buses, suffer from many issues including service reliability and on-time performance.

The Salmon Runner is the first step in achieving better intercity connections for the North State, tying the region to the state’s capital with stops at the existing regional air hub (Sacramento International Airport) and rail hub (Sacramento Valley Station). The trunk route would include stops in Redding, Red Bluff, Orland, Williams, and Sacramento, with a supplementary Valley Feeder bus service providing secondary connections for Chico, Corning, and Willows via Orland.

Subsequent expansion of passenger rail service over the next decade as part of the Valley Rail Program and North Valley Rail, however, will bring additional opportunities to tie a North State intercity bus service into the larger statewide rail network, as illustrated in the map on the following page. An expanded set of potential hub locations might include the new Valley

Rail stations in Midtown Sacramento, Old North Sacramento, and Natomas, as well as the North Valley Rail stations in Chico and Marysville–Yuba City.

Thinking further outside the box, potential bus connections can also be considered to the north (e.g., Eugene) or east (e.g., Reno).

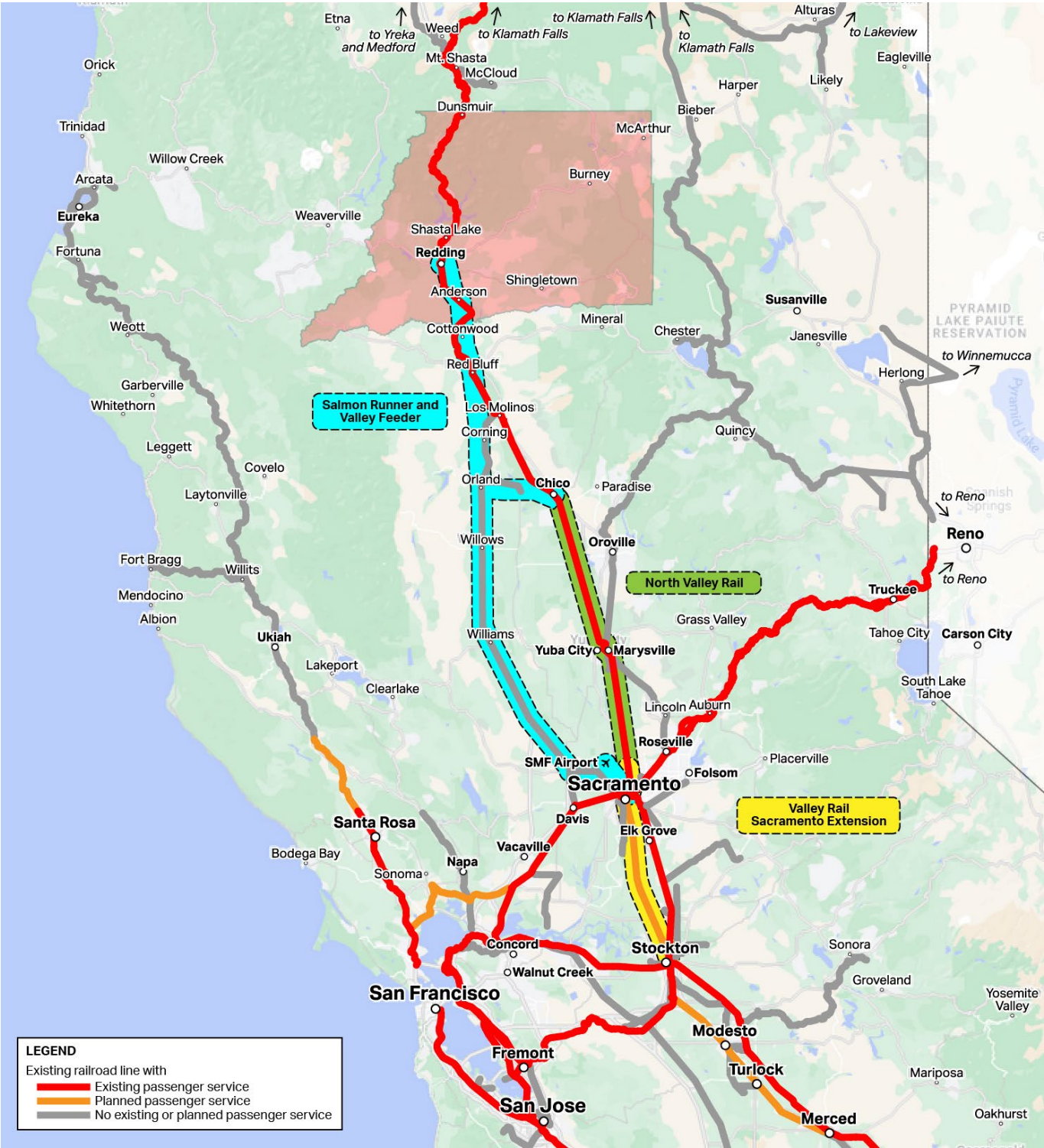
With these changes in the works, it is necessary to consider how best to integrate a future intercity bus service into this larger overall picture and explore what might be possible with a larger investment of resources, such as a potential new rail connection for the North State.

The North State Intercity Bus to Rail Plan sets the stage for SRTA to explore these issues in depth and identify a path forward. The AECOM team—with our expansive portfolio of projects that includes both North Valley Rail for the Butte County Association of Governments (BCAG) and the Valley Rail Sacramento Extension for the San Joaquin Regional Rail Commission (SJRRRC) and San Joaquin Joint Powers Authority (SJJPA)—is well-positioned to assist SRTA with this effort. Our unmatched foundation of knowledge will prove valuable in assisting the SRTA with planning the future of the North State’s intercity transit network.

In particular, the AECOM team offers the SRTA a history of strong and collaborative relationships with the SJRRRC/SJJPA, BCAG, and Union Pacific Railroad (UPRR) that will undoubtedly help streamline the project planning and development process. Research and analysis from our previous projects have provided our team members with important perspectives on the key geographic travel markets (e.g., Greater Sacramento, the San Francisco Bay Area), ways to complement or best integrate the North State into other efforts already underway, and potential options for feasible and cost-effective transit improvements that will maximize benefits to the North State and its residents, businesses, and visitors.

The following pages describe our technical and management approach for the North State Intercity Bus to Rail Plan in more detail.

Future Intercity Rail and Bus Context



Technical and Management Approach

AECOM has developed a technical approach specifically for this study, drawing from our experience working on similar projects throughout the state. Our proposal includes a separate task specifically for project management, including meetings, coordination, project administration, and other project management duties.

Task 1: Data Collection

To help define the complete picture of existing and future transit service in Shasta County—including both local/regional service in the county and intercity service (such as the planned Salmon Runner and Valley Feeder services)—AECOM will compile readily available data from a variety of sources:

- System maps, timetables, and short-range transit plans from the websites of the SRTA and local transit providers such as the Redding Area Bus Authority
- U.S. Census Bureau population estimates
- California Department of Transportation (Caltrans) highway average daily traffic (ADT) counts
- SRTA's various intercity bus studies
- 2023 California State Rail Plan and other relevant regional/intercity passenger rail and public transit plans

AECOM will combine this information with our extensive knowledge of existing and future rail service in the larger Northern California Megaregion and research legislative changes that will affect future transit service, such as zero-emission requirements. This data collection effort may also be supplemented with brief interviews with SRTA staff and local transit providers to identify key areas of concern for future transit service.

TASK 1 DELIVERABLES

- ✓ Technical memo summarizing findings

Task 2: Stakeholder Engagement



AIM Consulting (AIM), based in the Sacramento area, will lead stakeholder outreach and community engagement activities.

- Stakeholder Identification, Database, and Convening (2 meetings)

In collaboration with the SRTA and AECOM, AIM will develop a stakeholder criteria matrix to ensure the appropriate and necessary perspectives are involved in the plan development process. These stakeholders will include, but are not limited to, the following viewpoints: local government officials, transportation agencies, businesses, tourism, and community organizations who serve the historically under-represented community members (low-income, communities of color, veterans, youth, and aging communities) without access to job and educational opportunities, medical care and quality of life experiences.

AIM will create and maintain a stakeholder database that will identify all interested parties (local, regional, and statewide) throughout the plan development process. The database will include contact information, affiliations, role in plan development, and points of engagement. This database will not only be useful for tracking and maintaining contact during plan development but can be used for future efforts in developing a North State Intercity Bus to Rail Plan.

AIM's professional facilitators will work with the SRTA and AECOM to develop plan for engaging a North State Intercity Bus to Rail Plan advisory committee and the facilitation plans for each advisory committee meeting.

AIM's team will handle the logistics for each advisory meeting including invitations, stakeholder follow-up, and establishing the virtual setup (either Microsoft Teams or Zoom).

AIM will work with the SRTA and AECOM to engage the key stakeholder representatives and the community at large to gather input and build support for the project.

- Community Engagement (1 online community questionnaire and 1 virtual community workshop)

To build awareness and support for the plan, AIM will engage the communities in the Shasta region by hosting one online community questionnaire and one virtual community workshop. The online questionnaire will occur near the early phase of plan development and is intended to build awareness about the plan as well as gather input on the transportation needs of the community. The virtual community workshop will be hosted once the draft plan is complete to allow community members to understand the key components of the plan and to provide input to the team before developing the final plan. All input will be documented, and an overall

summary of input will be developed to be included in the North State Intercity Bus to Rail Plan.

TASK 2 DELIVERABLES

- ✓ Meeting agendas and notes
- ✓ Technical memo summarizing input

Task 3: Identify Potential Rail Hubs

Drawing from the data collected in Task 1, AECOM will identify up to five potential rail hubs as candidates for potential transit connections to/from Shasta County. The data collected in Task 1 will be used to help identify the strongest potential hubs in terms of expected ridership demand and market capture, as well as ongoing connections to major metropolitan areas and other key destinations within California and in nearby portions of neighboring states.

Conceptually, there appear to be various potential hubs, where travelers from Shasta County can transfer with existing and future intercity rail options. They include Chico, Oroville, and Sacramento to the south, and Eugene and Portland to the north. For Sacramento, in particular, there are multiple options for potential hubs, including the existing Amtrak station (Sacramento Valley Station) and future planned stations in Natomas and Midtown Sacramento. There is also the potential of connecting east to Reno which might be faster than going to Sacramento for those destined to the east. Connections to destinations to other areas in the North State and over to Eureka will also be considered.

This high-level screening process will look at key indicators—such as the Census population estimates and Caltrans ADT counts identified in Task 1—to quickly and efficiently narrow down potential hub locations. This effort will be supplemented by a planning-level travel time analysis using Google Maps distance and travel time estimates for private automobiles and estimates of average bus and train speeds to help characterize the potential level of demand, the target demographic/market, and expected travel patterns. The online survey described in Task 2 will also include one or more questions to help understand the level of demand for transportation services between Shasta County and the potential rail hubs.

The potential economic impact of improved transit connections at each of the rail hubs—including effects such as job creation, increased tourism, and

business development—will be evaluated qualitatively. Specific factors to be considered in this evaluation will include the proximity (and/or travel time) to airports, key tourist destinations, and major metropolitan areas, as well as the quality of those connections (e.g., one-seat ride vs. required transfer).

TASK 3 DELIVERABLES

- ✓ Technical memo summarizing findings
- ✓ Survey responses

Task 4: Assess the Feasibility of Rail Connections

Drawing from our experience working closely with host railroads such as UP and BNSF on multiple passenger rail extensions and expansions, the AECOM team will assess the feasibility of rail connections to each of the selected potential rail hubs. This effort will be supported by a variety of additional resources, including estimates of existing and future levels of freight train activity from the California State Rail Plan and our intimate knowledge of host railroad design standards and requirements.

Our engineering and environmental leads will conduct quick, high-level screenings of potential rail connections to identify potentially significant engineering issues (e.g., lack of available right-of-way), potential major environmental risks (e.g., hazardous waste remediation), and potentially major environmental impacts (e.g., impacts to wildlife and natural resources). While the analysis will primarily focus on existing active or disused rail alignments, the potential for new rail alignments will also be evaluated, if deemed appropriate on a case-by-case basis. Up to two rail connection options will be assessed for each potential rail hub.

Rough order-of-magnitude (ROM) estimates of capital costs and operations and maintenance (O&M) costs for new rail connections or improvement of existing ones will be developed using average unit costs from similar projects or rail services. AECOM's engineering team has prepared similar capital and O&M cost estimates to support Altamont Corridor Express (ACE) and *San Joaquins* service expansions, and it has worked closely with the current O&M cost models used for both services.

TASK 4 DELIVERABLES

- ✓ Technical memo summarizing findings, including cost estimates

Task 5: Analyze Bus Options

Based on the information on future bus service collected in Task 1, the AECOM team will assess the feasibility of bus connections to each of the selected potential rail hubs. In addition to all-new bus service, the analysis will consider options to integrate the connection into an already-planned future service (e.g., route extension or modification). Up to two bus connection options will be assessed for each potential rail hub.

Potential issues with respect to the frequency, reliability, and capacity of the connections—such as the number and type of vehicles needed—will be evaluated at a high-level. The evaluation will be informed by data on existing bus services (e.g., Thruway bus ridership and on-time performance), if readily available.

ROM estimates of capital costs and O&M costs for new bus connections or improvement of existing ones will be developed using average unit costs from similar projects or bus services.

TASK 5 DELIVERABLES

- ✓ Technical memo summarizing findings, including cost estimates

Task 6: Develop Recommendations

Based on the analysis in Tasks 4 and 5, the AECOM team will compare the rail and bus options to identify the best-performing options for connecting Shasta County with one or more of the potential rail hubs.

This task will include three specific exercises:

- Comparison of cost and time (quantitative comparison) and convenience (qualitative comparison) between rail and bus options.
- Comparison of cost vs. benefit for rail and bus options. This will include a general discussion of potential revenue streams, supported by data on typical farebox recovery ratios and O&M funding schemes. To facilitate comparison, benefits will be broken down into up to 5 categories, which may include ridership, emissions, time savings, or other categories.
- Qualitative comparison of environmental impacts, including discussion of factors such as emissions, land use, and sustainability. For rail options, this comparison will also include

the potentially major environmental impacts identified in the screening analysis in Task 4.

Qualitative comparisons will be based on a ranking or similar system (e.g., “very good”, “good”, “moderate”, “poor”, etc.), which allows for a quick, high-level understanding of the general performance of each option without the requisite work effort of more detailed, quantitative comparisons, which would likely necessitate ridership forecasting and other time- and budget-intensive technical work.

In identifying specific options for recommendation, AECOM will also consider the feasibility for phased implementation, starting with a bus option in the short- and mid-term and then transitioning to a rail option in the long-term as ridership builds.

TASK 6 DELIVERABLES

- ✓ Technical memo summarizing findings

Task 7: Regional Governance Structure

The AECOM team will research and summarize potential options for the governance structure for the new service, drawing from relevant precedents and our experience working on implementation of new transit services for a variety of clients, including existing transit agencies, new transit authorities, and other types of clients. Concepts for governance structures can include, among others, a regional transit authority like Sacramento Regional Transit or a Joint Powers Authority like SCRRA and SJRRRC. Enabling legislation of each structure will be cited. Potential advantages and disadvantages of each of the governance structures will be evaluated in terms of funding, decision-making, and accountability.

As projects bus and rail projects are identified, there are several multi-county examples in California that could provide a good governance models. A common approach is a Joint Powers Authority (JPA) with one party serving as the managing agency. Examples include ACE (3-county JPA managed by SJRRRC); the Capitol Corridor JPA (8-county JPA managed by BART), and the Peninsula Corridor Joint Powers Board (3-county JPA managed by Caltrain).

An alternative approach is a multi-agency policy board (e.g., LOSSAN in Southern California) with funding agreements to supplement Amtrak service.

There are important lessons that can be learned from these structures which have allowed services to evolve and expand over time.

TASK 7 DELIVERABLES

- ✓ Technical memo summarizing findings

Task 8: Prepare Draft Report

The AECOM team will summarize and distill content from the previously completed technical memos to produce a report that is suited for non-technical audiences. The report will include an executive summary and will rely heavily on tables and graphics to convey more complex technical information.

To allow for a simpler, more collaborative writing and review/editing process with SRTA staff, AECOM proposes use of the Microsoft Word document format. The report file will be posted on an AECOM-maintained Microsoft Teams site and access will be made available to SRTA staff and other relevant external parties as needed to facilitate review comments and edits.

AIM Consulting will support the outreach effort for the draft report, including communicating the benefits of the chosen option(s) to the public, evaluating community support, gathering feedback, and addressing concerns.

The AECOM team will also be available to assist in presenting information about the draft report to the SRTA Board of Directors, including preparation of PowerPoint slides and attendance at the meeting to present information.

TASK 8 DELIVERABLES

- ✓ Working draft report
- ✓ Technical memo summarizing public input and support

Task 9: Prepare Final Report

The AECOM team will prepare a final report that addresses the feedback received on the draft report. To support outreach for the final adopted plan, AECOM will also produce a two-page fact sheet (i.e., one page, front and back) explaining the plan and will package content for incorporation into the SRTA website.

AIM Consulting will provide further outreach assistance by developing all materials utilizing a template consistent with the project brand, which can be easily updated, printed, and distributed electronically via social media and placed on the SRTA webpage. Materials include preparation of a

press release, fact sheet, social media content, and (as needed) additional material for the SRTA website.

TASK 9 DELIVERABLES

- ✓ Fifteen (15) bound hardcopies of the final report, in color
- ✓ Final report in PDF/A format and editable electronic format (Microsoft Word)
- ✓ Outreach materials explaining the final adopted plan, including a fact sheet, press release, social media content explaining elements of the plan, and material to be incorporated into the SRTA website

Task 10: Project Management

AECOM will host a project kick-off meeting with SRTA to initiate the study. The kick-off meeting will review the finalized project scope of work and project schedule, Project Development Team (PDT) members, protocols for coordinating with partner agencies and roles of key staff. Additionally, procedures for invoicing, progress reporting, communications (both internal and external), quality assurance/quality control (QA/QC), and document management will be reviewed. Following the kick-off meeting, AECOM will organize, prepare agenda for, and conduct monthly Project Development Team (PDT) meetings. AECOM will provide summary notes of all study team meetings.

TASK 10 DELIVERABLES

- ✓ Kick-off meeting agendas and notes
- ✓ Monthly PDT meeting agendas and notes
- ✓ Monthly invoices



Work Plan and Schedule

A preliminary project schedule showing each task, key milestone, and deliverable is provided on the following page. If necessary, AECOM will work with SRTA to refine the project schedule prior to project initiation and will update the schedule going forward on an as-needed basis.

To maximize staffing efficiency and compress project duration, our preliminary project schedule includes concurrent work on parallel tasks where logical and feasible, with the understanding that most of the tasks under the scope of work follow a general progression along the project's overall critical path. We will work with SRTA to explore further avenues to accelerate the project schedule as needed while maintaining sufficient slack in more critical tasks should unexpected issues arise.

Stakeholder engagement milestones, including general outreach meetings, an online survey, a focus group meeting, and advisory committee meetings have been scheduled at key decision points in the schedule, allowing feedback received during these events to be incorporated into tasks and avoiding rework or wasted effort. AIM's involvement in these engagement efforts will also help to streamline the performance of tasks in parallel and keep the project on schedule, as they will be able to focus 100% on this aspect of the work, allowing AECOM to focus primarily on the technical planning work and take on a support role for the engagement work.

Deliverables are allotted two submittals (draft and final) to allow SRTA (along with project partners or other parties, as needed) a chance to review work products before finalization. To streamline the review process, we generally recommend concurrent reviews in a shared file, allowing our team members to see your input and feedback live and respond accordingly. We typically invite (and proactively ask for) client input for key analysis assumptions as they become necessary for specific tasks, and this collaborative process throughout the duration of the task allows us to keep turnaround between draft and final deliverables to a minimum.

Both draft and final deliverables will go through our internal QA/QC processes to ensure that they are up to our rigorous quality standards and ensure that you, the project partners, and other reviewing parties see work products of the highest quality. While there are instances where unknowns or uncertainties require that we leave placeholders in draft deliverables to

avoid unnecessary delays, our team members generally strive to produce high-quality work products from the first draft, which usually helps keep review comments and subsequent edits for the final deliverable to a minimum.

An advantage of working with AECOM is the amount of staff resources that are available to us. If it becomes necessary to make up time, AECOM can enlarge our team quickly with in-house staff members to ensure a project meets milestones.

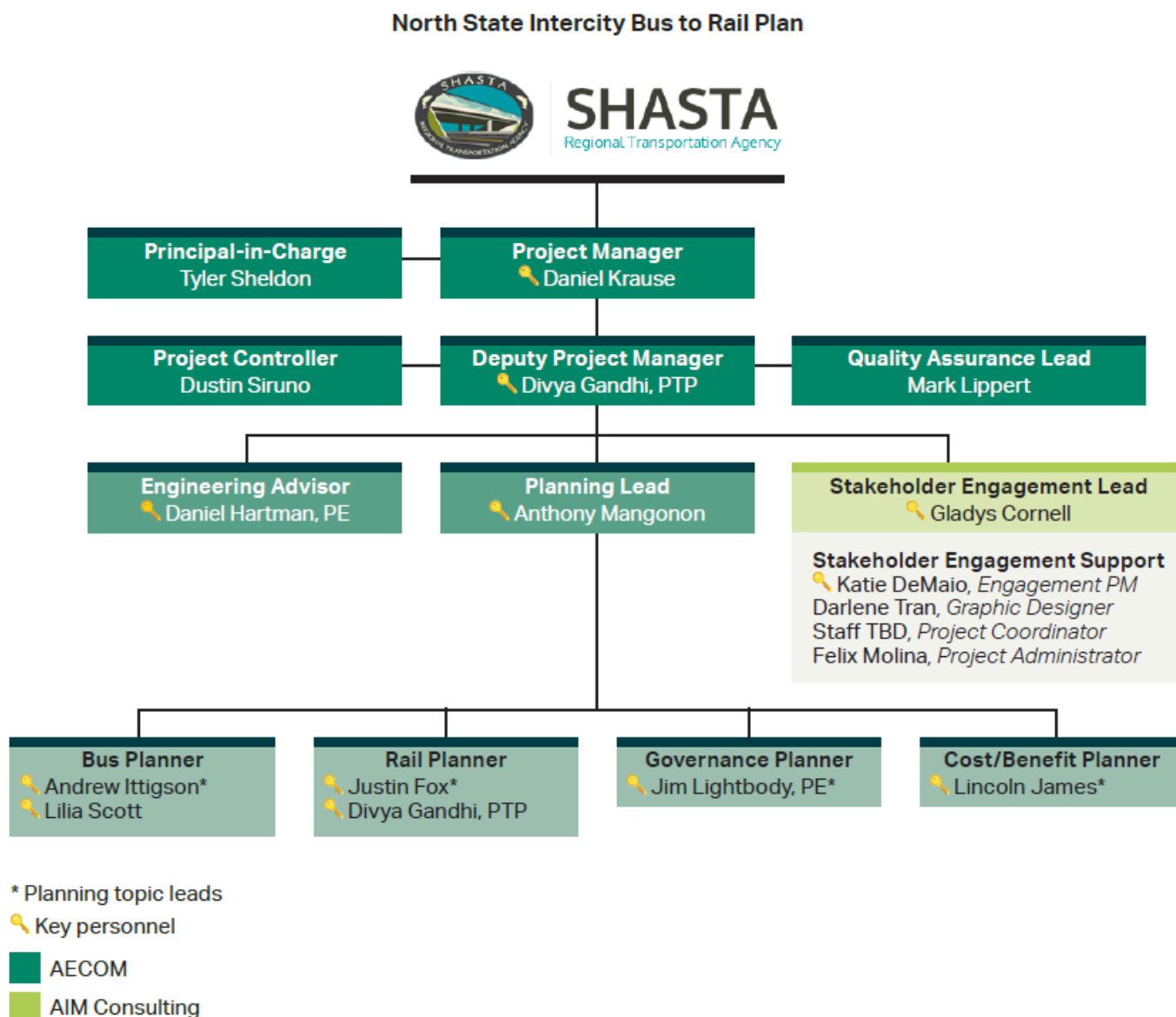
Project Schedule

Task, Milestone (●), or Deliverable (◆)	2024									
	FY 2023/24				FY 2024/25					
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1 Data Collection <i>Technical memo (draft and final)</i>		◆ ◆								
2 Stakeholder Engagement <i>General meetings</i> <i>Online survey</i> <i>Focus group</i> <i>Advisory committee meetings</i> <i>Meeting agendas and notes</i> <i>Technical memo (draft and final)</i>		● ● ●	●	◆ ◆	◆		◆			
3 Identify Potential Rail Hubs <i>Technical memo (draft and final)</i> <i>Survey responses</i>			◆	◆ ◆						
4 Assess the Feasibility of Rail Connections <i>Technical memo (draft and final)</i>					◆ ◆					
5 Analyze Bus Options <i>Technical memo (draft and final)</i>					◆ ◆					
6 Develop Recommendations <i>Technical memo (draft and final)</i>						◆ ◆				
7 Regional Governance Structure <i>Technical memo (draft and final)</i>							◆ ◆			
8 Prepare Draft Report <i>Working draft report</i> <i>Technical memo (draft and final)</i>								◆ ◆		
9 Prepare Final Report <i>Hardcopy submittal (final only)</i> <i>Electronic submittal (draft and final)</i> <i>Outreach materials (draft and final)</i>										◆ ◆ ◆ ◆
10 Project Management <i>Kick-off meeting</i> <i>PDT meetings</i> <i>Meetings agendas and notes</i> <i>Monthly invoices</i>	●	●	●	●	●	●	●	●	●	●

3. Project Team

AECOM has assembled a team of professionals with extensive experience in both bus and rail planning to ensure our expertise is applied to all aspects of the scope of work. AIM Consulting supplements the project team, bringing a wealth of experience in conducting outreach and engagement in the region. AIM Consulting also has a deep understanding of bus and rail projects.

Organizational Chart



Number of Staff Members Shown on the Organization Chart Above

- Number of AECOM staff members: 13
- Number of AIM Consulting staff members: 5
- Total staff members: 18

Staffing Plan

Our staffing plan is thoughtful and intentional. AECOM recognizes that successful projects are the result of assigning the best people for a given project. In this case, we have selected a team of professionals who will bring their experience in passenger rail and transit planning, knowledge of the Northern California megaregion, and understanding of the North State's specific regional context to support the future of intercity transit in this part of the state. A summary table of the proposed staffing plan is provided at the end of this section.

Project Manager **Daniel Krause** will lead the team and be your primary point of contact. He will coordinate day-to-day project activities and will be ultimately responsible for the success of the project. Daniel will be supported in the management of the project by **Divya Gandhi**, who will service as Deputy Project Manager. Divya will support communications between AECOM and SRTA, as well as general administration for the project. Divya will also support the rail planning effort, assisting Justin Fox (see his role later in this section). **Dustin Siruno** will also provide support as Project Controller, monitoring costs, tracking progress, and seeing that invoices are submitted monthly.

Daniel will confirm that **Mark Lippert** will be AECOM's Quality Assurance Lead and will ensure all necessary quality checks for deliverables are conducted properly. Mark will be responsible for seeing that the team follows AECOM's Quality Management System, which is certified to the internationally renowned ISO 9001:2015 standard. He will verify that the AECOM Team's work products and deliverables are checked and maintained to a uniform standard of quality and confirm that all deliverables are reviewed for correctness, completeness, and readability.

Principal-in-Charge **Tyler Sheldon** will serve as an authority to make sure that we are satisfying your expectations. As West Coast Transit Rail Division Leader and an AECOM Vice President, he has the authority to assure that you have access to the right resources when you need them.

Daniel is also supported by key personnel and technical support who are available, understand your vision and goals through their work on AECOM's current rail and bus planning projects, and are ready to hit the ground running.

- **Anthony Mangonon**, as Planning Lead, will coordinate and lead all planning work. He brings extensive experience as a technical planning specialist and will be working directly with the entire planning team.
- **Andrew Ittigson**, as Bus Planner, is a bus planning expert with experience across the nation, and will support Anthony on the bus planning tasks.
- Assisting Andrew will be **Lilia Scott**, also as a Bus Planner with extensive bus planning experience, especially regarding regional and intercity services.
- **Justin Fox**, as Rail Planner, is a season rail planning professional with over 40 years of experience and will support Anthony on the rail planning tasks.
- **Jim Lightbody**, as Governance Planner, will support Anthony, bringing over 40 years of experience in both the public and private sectors. He will focus on governance planning for the future service.
- **Lincoln James**, as Cost/Benefit Planner, will support Anthony in cost/benefit analysis of the various bus and rail options.
- To assist the planning group, Engineering Advisor **Daniel Hartman** will draw on his experience with bus and rail projects to evaluate the feasibility of new bus and rail services in terms of what infrastructure may be needed to implement potential service plans and the corresponding cost implications.

AECOM is also bringing on AIM to lead stakeholder engagement. AECOM will work closely with AIM on this critical aspect of the project. **Gladys Cornell** will serve as the Stakeholder Engagement Lead and **Katie DeMaio** will be the Engagement Project Manager. Both Gladys and Katie have worked extensively in the North State. They are also currently working with AECOM on the North Valley Passenger Rail project as teaming partners with AECOM.

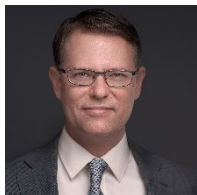
We understand that it is important to SRTA to have a team with the depth of resources to call on when needed. These individuals were selected based on their experience working on similar projects and their knowledge of the region's infrastructure and of State and Federal procedures.

A summary of our team's key personnel is presented on the following pages.

Staffing Plan Summary

STAFF / ROLE	LEVEL OF EXPERIENCE (IN YEARS)	RESPONSIBILITY BASED ON ANTICIPATED WORK
Daniel Krause <i>Project Manager</i>	22	Daniel will not only manage the entire project, but also participate in generating key concepts in coordination with SRTA. He will consult closely with Daniel Hartman and Anthony in this role. Daniel will also be the primary reviewer of all deliverables drafted by the planning team.
Divya Gandhi <i>Deputy Project Manager and Rail Planner</i>	6	Divya will assist Daniel in project management duties. She will also assist Justin Fox with the two rail planning tasks.
Tyler Sheldon <i>Principal-In-Charge</i>	30	Tyler will oversee the contract and ensure SRTA receives quality service from the AECOM team.
Dustin Siruno <i>Project Controller</i>	20	Dustin will produce client invoices and manage all accounting for the project. He will conduct tracking to ensure AECOM stays within budget.
Mark Lippert <i>Quality Assurance Lead</i>	25	Mark will manage the quality assurance process, ensuring that all quality control review procedures have been completed before deliverables are submitted to SRTA.
Daniel Hartman <i>Engineering Advisor</i>	26	Daniel will work hand-in-hand with Daniel Krause and Anthony to inform the planning team on infrastructure that may be needed and corresponding cost implications for any plans generated.
Anthony Mangonon <i>Planning Lead</i>	16	Anthony will head up the entire planning effort. Anthony is a specialist in technical planning efforts of numerous types, and his wide-ranging expertise equips him to be the planning lead, with the ability to work closely with the planning team on the various technical topics. Anthony will also be the lead writer on the project.
Gladys Cornell (AIM) <i>Stakeholder Engagement Lead</i>	36	Gladys will lead the critical stakeholder and community outreach efforts. She will work closely with Daniel Krause to ensure project goals and planning concepts are represented correctly to the public.
Andrew Ittigson <i>Bus Planner</i>	20	Andrew will bring his extensive experience in bus planning projects and will head up the task related to bus planning. Andrew also has experience in the region, having recently worked in Butte County on bus network planning.
Lilia Scott <i>Bus Planner</i>	25	Lilia will support Andrew on the bus planning effort, bringing a wealth of bus and other transit planning experience.
Justin Fox <i>Rail Planner</i>	42	Justin will lead the planning effort for the two rail tasks, supporting Anthony.
Jim Lightbody <i>Governance Planner</i>	50	Jim has worked extensively with transit agencies, both in-house and as a consultant, and he has a solid understanding of governance issues. He will work with Anthony to document governance options for the future bus and rail service.
Lincoln James <i>Cost/Benefit Planner</i>	19	Lincoln is a cost/benefit specialist and will support delivering this important information on the selected bus and rail scenarios.
Katie DeMaio (AIM) <i>Engagement Project Manager (AIM)</i>	10	Katie will support the engagement efforts led by Gladys. She will coordinate the myriad of details that outreach efforts entail. She will also assist with the running of public meetings and the follow-up documentation.

Key Staff Descriptions



Daniel Krause Project Manager

Daniel brings an understanding of the passenger rail system in Northern California—its performance, challenges, and future plans—to aid in the decision-making process for system extensions. He is a transportation planner with a focus on rail infrastructure planning and design for intercity rail, commuter rail, HSR, and transit systems, including all types of bus systems. Daniel has also conducted extensive planning related to connecting bus service at rail stations, including both Amtrak Thruway buses and other regional bus systems operated by local transit agencies. Daniel also has a strong background in urban planning, urban design, and transit-oriented development (TOD), enabling him to effectively work with cities and other jurisdictions to integrate rail/transit infrastructure and stations in ways that enhance the urban fabric and community life. Daniel is a former SJRRC/SJJPA staff member, and his current work with SJRRC/SJJPA is helping to advance passenger rail throughout the Central Valley.

Relevant Project Experience

- Butte County Association of Governments, North Valley Passenger Rail Strategic Plan (Butte County, CA): *Project Manager*
- San Joaquin Regional Rail Commission / San Joaquin Joint Powers Authority, Network Integration Planning On-Call Services (CA statewide): *Project Manager*
- Metropolitan Transportation Commission, Southern Alameda County Integrated Rail Analysis (Union City, CA): *Project Manager*

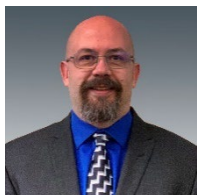


Divya Gandhi Deputy Project Manager and Rail Planner

Divya comes to the team with a wide breadth of experience in transit planning, environmental review, and related fields. She will bring this experience and her passion for public transportation to support the rail planning team and support day-to-day project management. Her expertise lies in managing complex transit studies, corridor planning, and environmental clearance for transit projects across the state.

Relevant Project Experience

- Tri-Valley – San Joaquin Valley Regional Rail Authority, Valley Link PA/ED Environmental Technical Studies NEPA - CEQA (Livermore, CA): *Planner*
- San Joaquin Joint Powers Authority, Madera High-Speed Rail Station Full-Build Project (Madera, CA): *Planner*
- Los Angeles County Metropolitan Transportation Authority, Vermont Transit Corridor (Los Angeles, CA): *Planner*



Daniel Hartman Engineering Advisor

Daniel is a civil engineer who specializes in the design of intercity, commuter, and freight rail; transit centers; and roadways. He has worked on every mile of SJRRC's and SJJPA's 200+ mile system, performing studies, developing environmental documents and preliminary concepts, and preparing PS&E. This experience gives him an in-depth understanding of the project region, infrastructure, UPRR requirements, and State and Federal Procedures. Daniel has also worked on multiple components of the State's high-speed rail project between Sacramento and Fresno.

Relevant Project Experience

- Butte County Association of Governments, North Valley Passenger Rail Strategic Plan (Butte County, CA): *Engineering Lead*
- San Joaquin Regional Rail Commission / San Joaquin Joint Powers Authority, Network Integration Planning On-Call Services (CA statewide): *Engineering Lead*
- Metropolitan Transportation Commission, Southern Alameda County Integrated Rail Analysis (Union City, CA): *Engineering Lead*

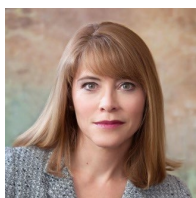


Anthony Mangonon Planning Lead

Anthony has a wealth of experience in transit planning, transportation master planning, transportation-related environmental review, and related fields. As a regular public transit user, he will bring his unique perspective to the project as Planning Lead. Anthony brings a wide range of technical and analytical skills, with special expertise in transit planning/operations, service planning (route design, scheduling, fleet planning, and operations and maintenance (O&M) / revenue analysis), ridership forecasting, and station area planning (transit-oriented development). His project portfolio includes intercity rail (conventional and HSR), as well as urban and regional transit (LRT / BRT, bus, and ferry), and he has a strong foundation in global best practices and precedents in these areas, particularly with transit and land use integration in Japan.

Relevant Project Experience

- Butte County Association of Governments, North Valley Passenger Rail Strategic Plan (Butte County, CA): *Planning Lead*
- San Joaquin Regional Rail Commission / San Joaquin Joint Powers Authority, Network Integration Planning On-Call Services (CA statewide): *Planning Lead*
- Metropolitan Transportation Commission, Southern Alameda County Integrated Rail Analysis (Union City, CA): *Planning Lead*

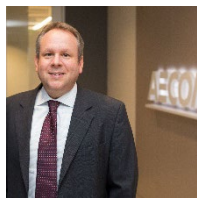


Gladys Cornell Stakeholder Engagement Lead

Gladys is a facilitation and community engagement specialist with more than 30 years of experience providing public engagement, media relations, and strategic communications services with an emphasis on transportation infrastructure plans, projects, and studies. Gladys has served successfully as the public outreach project manager for multiple complex transit and transportation projects that require an understanding of technical, fiscal, and community issues, and the ability to create a space for constructive dialogue.

Relevant Project Experience

- Butte County Association of Governments, North Valley Passenger Rail Strategic Plan (Butte County, CA): *Outreach Lead*
- Shasta Regional Transportation Agency, Long-Range Transportation Plan (Shasta County, CA): *Public Engagement Consultant*
- Shasta Regional Transportation Agency, Public Outreach Support (Shasta County, CA): *Public Engagement Consultant*



Andrew Ittigson

Bus Planner

Andrew is a highly-experienced planner who specializes in service and operations planning for bus, streetcar, and light rail. He has managed comprehensive operations analyses, transit development plans, bus rapid transit, and rail studies throughout the United States. He has also managed numerous on-call planning services and general planning consultant contracts, including programs for Dallas Area Rapid Transit (DART), Denton County Transportation Authority (DCTA), and Topeka Metro. He has over 20 years of experience working on all facets of transit planning including service evaluation, microtransit planning, route network design, implementation, and public outreach.

Relevant Project Experience

- Butte County Association of Governments, Butte Regional Transit Routing Study (Butte County, CA): *Project Manager*
- Citibus, Citibus Comprehensive Operations Analysis (Lubbock, TX): *Project Manager*
- Topeka Metro, Topeka Metro Transit Planning and Fare Analysis (Topeka, KS): *Project Manager*



Lilia Scott

Bus Planner

Lilia has a quarter-century of multimodal transportation planning experience in Northern California, focusing on bus planning, program evaluation, transportation demand management (TDM), corridor planning, transit stop and station access planning, and traffic impact analyses. She has run large-scale and recurring data collection and public participation surveys for clients at various project stages, from project conception and development through to annual compliance. She has assisted clients in compiling the optimal multimodal balance, including micromobility and on-demand services, and her experience includes route- and system-level bus planning to optimize efficiency and customer satisfaction.

Relevant Project Experience

- San Joaquin Regional Rail Commission / San Joaquin Joint Powers Authority, Network Integration Planning On-Call Services (CA statewide), task order related to Amtrak Thruway Bus planning: *Technical Lead*
- Sacramento Regional Transit District, Green Line to Airport (Sacramento, CA): *Technical Lead*
- Santa Clara Valley Transportation Authority, Express Bus Business Plan (Santa Clara County, CA): *Senior Planner*



Justin Fox

Rail Planner

Justin has over 40 years of international transportation experience and has worked on more than 100 rail planning projects since 1997. Previously, Justin served for 8 years at the former Southern Pacific Railroad in a variety of management capacities, including Director of Strategic Planning. Justin works with private- and public-sector clients on rail economics and operational analyses. He specializes in the development of strategic plans for public agencies sponsoring passenger services. He is the author of numerous rail articles and treatises, including NCHRP Report 773 on rail line capacity analysis for shared-use corridors.

Relevant Project Experience

- Butte County Association of Governments, North Valley Passenger Rail Strategic Plan (Butte County, CA): *Senior Planner*
- Capitol Corridor Joint Powers Authority, On-Call Planning Services (Northern California): *Project Manager*
- Transportation Agency for Monterey County, Network Integration Study (Monterey County, CA): *Senior Advisor*



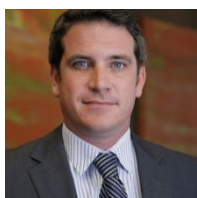
Jim Lightbody

Governance Planner

Jim specializes in transportation and land use planning, working closely with cities and transportation agencies on transportation corridor studies, BRT, commuter rail, and urban planning and development projects. With AECOM, Jim serves as a Senior Consulting Manager focusing on the planning, design, and operation of multi-modal transit systems, and on funding strategies and TOD. Prior to joining AECOM, he served for 33 years as a senior manager with the Santa Clara Valley Transportation Authority (VTA), most recently as Deputy Director for Planning and Development

Relevant Project Experience

- Butte County Association of Governments, North Valley Passenger Rail Strategic Plan (Butte County, CA): *Funding Planner*
- West Salt Lake County, West Salt Lake Transit Study, (West Salt Lake County, UT): *Transit Planning Lead*
- Santa Clara Valley Transportation Authority (Santa Clara County, CA): *Deputy Director for Planning and Development*



Lincoln James

Cost/Benefit Planner

Lincoln is a Consulting Manager with AECOM's National Infrastructure Economics Practice with two decades of international experience across a wide spectrum of strategic planning, economic analysis, and project management in infrastructure advisory and transportation economics. Lincoln specializes in funding and financing strategy and in developing and supporting grant applications for public sector clients, as well as grant administration for projects that have been awarded discretionary funding.

Relevant Project Experience

- San Joaquin Regional Rail Commission, Ceres to Turlock Extension – TIRCP Application (Central Valley, CA): *Cost/Benefit Lead*
- AMTRAK and CSX, S-Line Corridor Rail Infrastructure Improvement Project (SCRIP) – CRISI Grant Application (South Carolina): *Cost/Benefit Lead*
- Santa Clara Valley Transportation Authority, Rengstorff Grade Crossing Removal – CRISI Grant Application (City of Mountain View, CA): *Cost/Benefit Lead*



Katie DeMaio

Engagement Project Manager

As President and Senior Project Manager, Katie brings to AIM Consulting over ten years of management experience, including community awareness and engagement. Katie assists clients with creating content for ongoing messaging, collateral materials, social media content, and interactive online engagement tools for public information and community engagement. Katie also manages and facilitates stakeholder interviews and focus groups, community meetings, traveling workshops, and special events.

Relevant Project Experience

- Shasta Regional Transportation Agency, Coordinated Plan Update (Shasta County, CA): *Public Engagement Consultant*
- Shasta Regional Transportation Agency, Active Transportation Network Updates (Shasta County, CA): *Public Engagement Consultant*
- Butte County Association of Governments, Butte Regional Transit Routing Study (Butte County, CA): *Outreach Manager*

4. Team Experience

Our team has is fully qualified to assist SRTA with this effort, and has the requisite experience, availability, and capability to perform the necessary work.

Project Experience as a Team

AECOM team members, including our stakeholder engagement subconsultant AIM Consulting, have worked closely together on many projects. Many of our current contracts are large, multi-disciplinary efforts that require close collaboration and coordination with technical experts in multiple fields.

The specific core AECOM staff – Daniel Krause, Daniel Hartman, Anthony Mangonon, and Justin Fox – have consistently worked together in recent years, completing numerous projects successfully. We have selected for the North State Intercity Bus to Rail Plan have a long history working together on a variety of projects related to the ACE and *San Joaquins*

services, including on-call planning support and numerous rail expansion-related contracts related to the Valley Rail Program for SJRRP / SJJPA; the Southern Alameda County Integrated Rail Analysis for the Metropolitan Transportation Commission (MTC); and, most recently, the North Valley Passenger Rail Strategic Plan for the Butte County Association of Governments (BCAG). Additionally, this core team has brought in experts such as Jim Lightbody and Lincoln James on select project to inform our core team with special knowledge.

AIM is currently working with AECOM on the North Valley Passenger Rail Strategic Plan (NVPRSP). The key staff on proposed for the North State Intercity Bus to Rail Plan are the same as for the NVPRSP. Both firms work effectively together and that is why we continue to team on new opportunities.

Staffing Capability/Workload (Availability for Project)

Our team members are ready to start work immediately on this effort. Estimated availability for our key personnel are summarized in the table below.

Key Staff Availability

KEY STAFF	TITLE	WORKLOAD (AVAILABILITY FOR PROJECT)
Daniel Krause	Project Manager	25%
Divya Gandhi	Deputy Project Manager and Rail Planner	40%
Daniel Hartman	Engineering Advisor	10%
Anthony Mangonon	Planning Lead	40%
Gladys Cornell (AIM Consulting, Inc.)	Stakeholder Engagement Lead	35%
Andrew Ittigson	Bus Planner	35%
Lilia Scott	Bus Planner	25%
Justin Fox	Rail Planner	35%
Jim Lightbody	Governance Planner	25%
Lincoln James	Cost/Benefit Planner	25%
Katie DeMaio (AIM Consulting, Inc.)	Engagement Project Manager	25%

Team Members Record for Meeting Schedules

Our team members are well-aware of the time-sensitive nature of our clients' projects. In fact, what many of our closest clients appreciate most is our dedication and commitment to meet demanding schedules. Recently, we have been the go-to firm or SJRRC/SJJPA and BCAG to complete rapid-fire schedules for rail-related Project Study Report Equivalents that were required for qualifying for large grants. Despite extremely demanding time constraints, AECOM delivered on-time.

AECOM also help MTC in accelerating the production of final report for the Southern Alameda County Integrated Rail Analysis by approximately two months, delivery that successfully.

AECOM takes the schedules of our clients very seriously. We understand the big picture. A delayed project can impact funding opportunity and maintaining public support.

We approach deadlines strategically by planning "backwards" to ensure that we can track progress at key intermediate steps and ensure that the final work product is delivered according to the client's desired schedule. We also take full advantage of current technology at our disposal to streamline project delivery, such as through collaborative document editing and review.

AECOM has produced a strong record recently with work products for all of the example projects described in Examples Project section below, which were completed on-time (or, for current projects, are on track for such).

Ability to Adapt to Unexpected Work

AECOM believes that good project management involves planning ahead and preparing for contingencies and unknowns to minimize schedule

slippage. This includes not only ensuring appropriate time to prepare work products but also occasionally tapping into our deep bench to bring in additional staff to assist on an as-needed basis. In addition to the bus planning, rail planning, governance, and cost/benefit analysis, we have additional technical staff across multiple other disciplines that can be brought into the project should the need arise. With hundreds of staff in Northern California and many more spread across the rest of the state and the country, AECOM is well-positioned to assist SRTA with any unexpected work.

Many clients in our on-call contracts clients also appreciate our responsiveness and approachability. Often, they need quick action projects, and AECOM can always deliver. Our project managers and core technical staff are always a phone call or email away and can mobilize immediately to address any unforeseen issues.

Oversight, Ability, and Willingness to Respond to SRTA Requirements for this Procurement

Based on AECOM's deep staff capacity and committed core team assigned to this project, AECOM is able and willing to respond to the SRTA requirements for this procurement. To support this comment, AECOM will implement a project delivery process that is a collaborative process and aims to maintain open and frequent lines of communication with our clients. Our proposed project management approach for this contract involves monthly PDT meetings with SRTA and other key project partners where our team can give progress updates on key technical tasks and work products, as well as the overall project schedule. These meetings will also afford SRTA the opportunity to raise questions or concerns about the project or our overall performance.

5. Example Projects

AECOM is a leader in the U.S. for all transportation modes. The example projects below will demonstrate the need for experience in the planning of both rail and bus systems.

In terms of rail, AECOM has an extensive practice of intercity and commuter rail planning and design. The intercity aspect of this will be critical for the North State Intercity Bus to Rail Plan. In Northern California, AECOM has worked with every intercity and commuter rail agency and other agencies engaged in such projects (such as Metropolitan Planning Organizations), assisting them in winning grant awards, planning expansions and starter systems, developing capacity improvements and platform expansions, conducting preliminary and final design, and providing oversight as part of construction management.

As part of a rail projects, AECOM has done extensive bus connectivity planning related to local and regional bus system in the vicinity of stations, as well as Amtrak Thruway Buses. As the examples below illustrated, AECOM also has extensive experience in

bus-only planning, giving us a deep understanding of all aspect of the issues relevant to planning for bus enhancements.

Our extensive local rail planning and design knowledge gives us a deep understanding of the ACE and *San Joaquins* rail services and local/regional buses in the North State region, providing us with an unparalleled perspective for the North State Intercity Bus to Rail Plan. Our deep bench of technical professionals in commuter / intercity rail and bus planning, environmental assessment, and engineering / design will be able to start work immediately without the need for ramp-up time. Our team will combine historical knowledge with best practices and stakeholder input to ensure that the Plan arrives at a solution for intercity transit that best meets the overall goals of the project.

This section represents a sample of our relevant experience and the scope of services we have performed that are similar to the North State Intercity Bus to Rail Plan contract.

North Valley Passenger Rail Strategic Plan Butte County, CA

Client: Butte County Association of Governments

AECOM is currently leading development of a strategic plan for a new passenger rail service serving Butte County and surrounding communities in the northern Sacramento Valley. The proposed project also includes bus connections for Oroville and Sacramento International Airport, corridor bus service to supplement the proposed train service, and recommendations for potential improvements to local/regional bus service to support the new train service.

Development of the strategic plan includes an initial service and operations planning task to define the proposed rail service (route alignment, station locations, service levels, etc.), including a high-level travel market assessment and alternatives analysis. Other tasks include preliminary engineering to identify required infrastructure improvements to the existing rail corridor; ridership forecasting to estimate the ridership benefits of the project; cost estimation (both capital costs and operations and maintenance costs); development of a funding and implementation strategy; and exploration of potential fare policy and fare-related strategies.

AIM Consulting is serving as a subconsultant for public outreach and has completed a variety of engagement activities including community meetings, pop-up events, social media posts, and a multi-lingual online survey. Development of the plan also involved extensive coordination with project partners and external parties, including Caltrans (Department of Rail and Mass Transit), UPRR, the Army Corps of Engineers, tribal groups, community groups, and various local and regional government agencies.

Firms:

AECOM

AIM Consulting, Inc.

Client Project Manager:

Chris Devine, Director of Planning

530.809.4616

CDevine@bcag.org

Contract Amount: \$686,524

Date of Contract: January 12, 2022

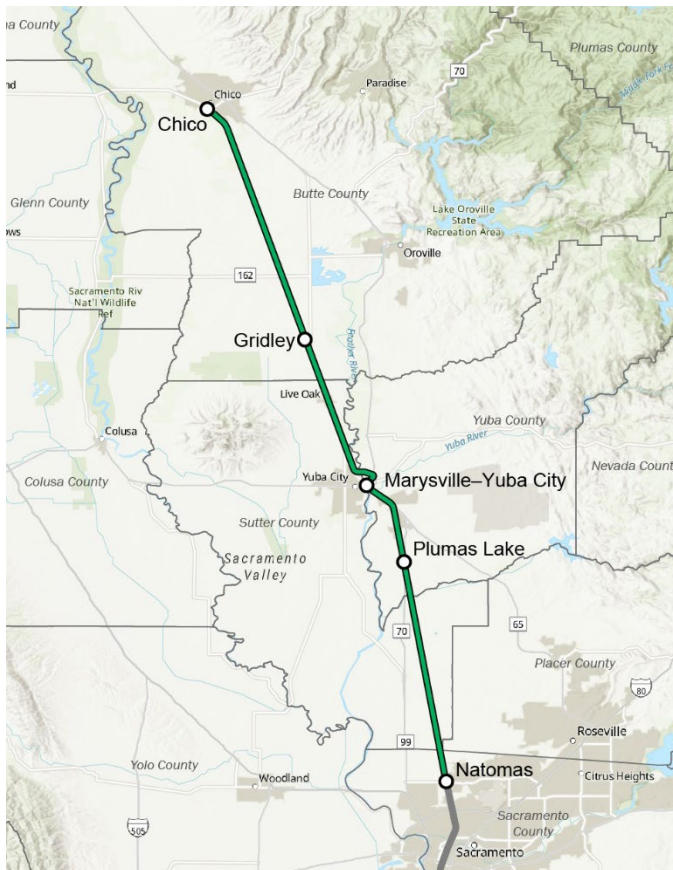
Date of Completion: In-progress
(anticipated completion in March 2024)

Consultant Project Manager:

Daniel Krause

510.930.8109

daniel.krause@aecom.com



Route map (left); proposed stations in Marysville-Yuba City (upper right) and Chico (lower right)

Butte Regional Transit Routing Study Butte County, CA

Client: Butte County Association of Governments (AECOM contracted as subconsultant to LSC Transportation Consultants, Inc.)

AECOM's bus planning team provided a comprehensive analysis of all aspects of B-Line operations, including a detailed review of current bus routes, schedule, ticketing, vehicle/fleet utilization and use of technology, to gain an understanding of issue areas in terms of efficiency and to determine where target improvements to the transit system with available resources.

During the course of the Study, AECOM explored options for optimizing bus routes in the Chico, Oroville and Paradise/Magalia areas of Butte County. This process included a vigorous outreach effort that included an assessment of bus operations, ridership, on-time performance, growth areas and speed of service. Out of this process, alternatives were developed to arrive at short-, mid- and long-range plans for maximizing efficiency and meeting the goals of the transit program. The recommendations included implementing more direct service, improved transit connections and the introduction of microtransit.

Firm: AECOM

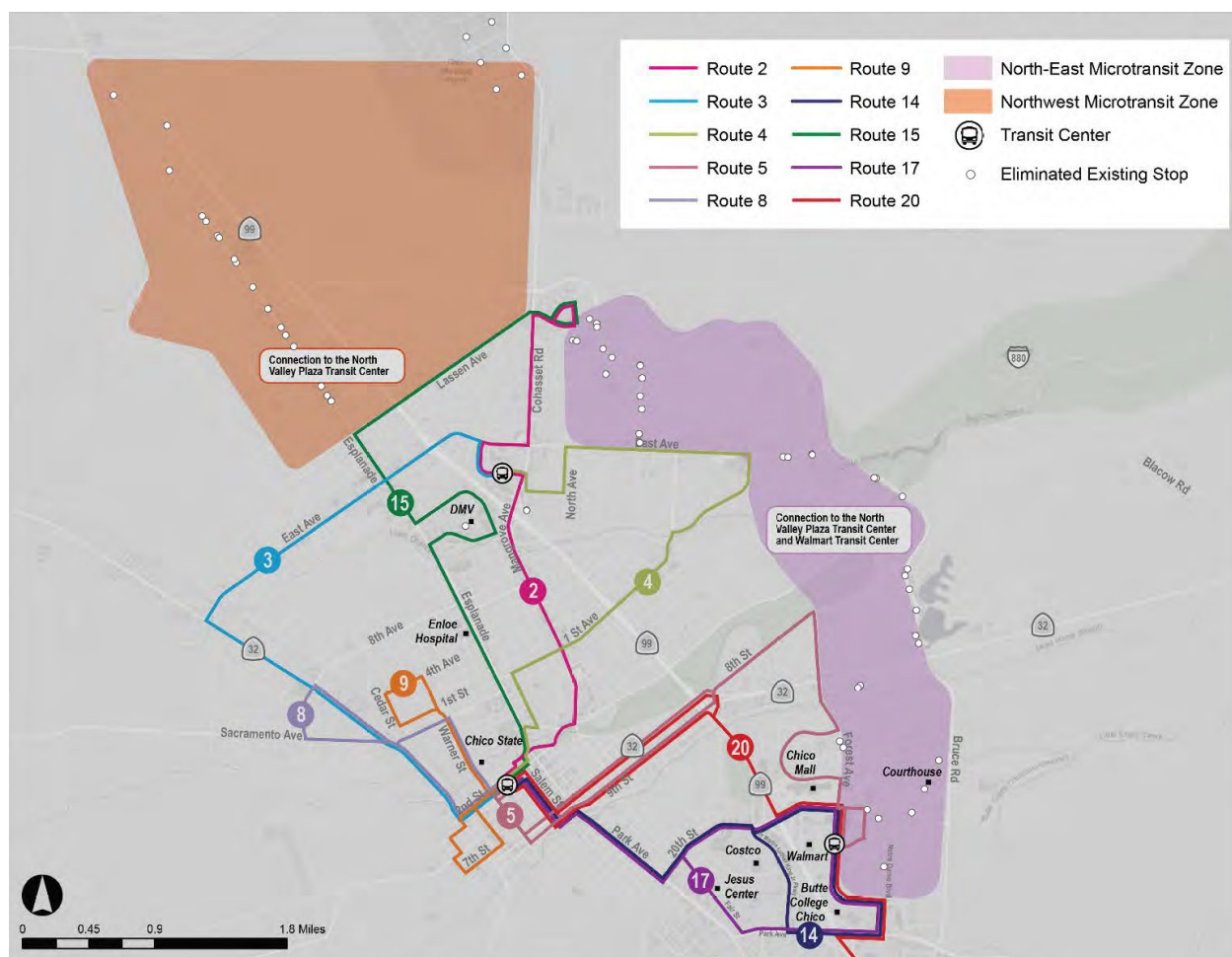
Client Project Manager:
Jon Clark, Executive Director
(no longer works at BCAG)

Contract Amount: \$39,980

Date of Contract: October 13, 2021

Date of Completion: February 2023

Consultant Project Manager:
Andrew Ittigson
510-552-6899
andrew.ittigson@aecom.com



Proposed Chico network, showing discontinued segments of fixed-route service and new microtransit zones

Network Integration Planning On-Call Services California (statewide)

Client: San Joaquin Regional Rail Commission / San Joaquin Joint Powers Authority

As part of a larger on-call contract to support network integration planning for SJRRC/SJJPA, AECOM conducted a study of first-mile/last-mile connectivity related to the *San Joaquins* service, identifying potential strategies and recommendations to improve station access, particularly by local bus transit and non-motorized (walk/bike) modes. The analysis included an equity focus to target connectivity improvements for low-income and other disadvantaged communities (as defined by CalEnviroScreen), applying population density and other GIS-based data at the census block level to identify coverage gaps and underserved areas. Recommendations for fixed-route bus service included changes to routing, service span, and frequency for local transit operators. Other recommendations included enhancements for demand-response and micro-transit, as well as station area improvements (e.g., circulation, transit-oriented development, etc.) and outreach / marketing to disadvantaged groups.

The analysis was conducted for existing stations served by the *San Joaquins* but established a blueprint to aid SJJPA in supporting local efforts to implement connectivity improvements to the rest of the future expanded network of Valley Rail stations. The study also includes a discussion of potential grant and funding opportunities to support implementation of connectivity improvements.

Other tasks in the larger on-call contract included the following:

- Initial planning to support the Altamont Corridor Vision, a long-term, megaregional vision for Altamont Corridor rail service, including shared alignments with Valley Link and service expansion in the core of the Bay Area
- Coordination with the California High-Speed Rail Authority and Early Train Operator (ETO) to support integration efforts between the HSR Early Operating Segment and connecting ACE and *San Joaquins* services.
- Identification of initial service plans and associated infrastructure packages on the BNSF Stockton and UP Tracy Subdivisions to support near- and mid-term service expansion on the *San Joaquins* with additional roundtrips.
- Exploration of a phased implementation for the extension of ACE to Merced to address funding shortfalls, identifying potential improvements and expected benefits (ridership, revenue, greenhouse gas reductions)
- Preparation of a Project Study Report Equivalent (PSR-E) for a new layover facility near Stockton San Joaquin Street Station to facilitate transfers between the Sacramento area and the *San Joaquins* trunk route

Firm: AECOM

Client Project Manager:

Dan Leavitt,
Manager of Regional Initiatives
530.400.9475
dan@acerail.com

Contract Amount: \$1,000,000

Date of Contract: December 1, 2018

Date of Completion: June 30, 2022

Consultant Project Manager:

Daniel Krause
510.930.8109
daniel.krause@aecom.com



Station catchment area map of Downtown Sacramento showing existing transit service overlaid on CalEnviroScreen scores (left) and population density (right)

Southern Alameda County Integrated Rail Analysis

Union City, CA

Client: Metropolitan Transportation Commission (AECOM contracted as subconsultant to HDR, Inc.)

AECOM, as a subconsultant to HDR, assisted the Metropolitan Transportation Commission (MTC) with initial planning and project development for an extension of ACE to Union City BART Station. The analysis consisted of two major phases of work. Phase 1 established the existing and future planning context and then identified and evaluated seven potential locations for a future intercity rail hub serving southern Alameda County across a variety of metrics including regional and local connectivity, land use compatibility, travel times, engineering feasibility, and cost. Phase 2 carried forward the recommended hub location from Phase 1 into project definition and preliminary design. Supporting tasks included service planning (to define a conceptual timetable), ridership forecasting, an equity analysis, and development of a funding strategy.

In addition to the proposed rail service and associated platform and layover facility at the station, the analysis includes comprehensive local bus planning for the surrounding area and for transbay bus service in the Dumbarton Corridor.

The project included an accelerated delivery of the final work product, as well as extensive coordination with the City of Union City on a variety of project-related issues, including the new layover facility (to be located on a City-owned brownfield site requiring environmental remediation but slated for future transit-oriented development); station access and integration with a future at-grade crossing already planned by the City; and potential future bus routing via a new multimodal roadway planned by the City.

Firm: AECOM

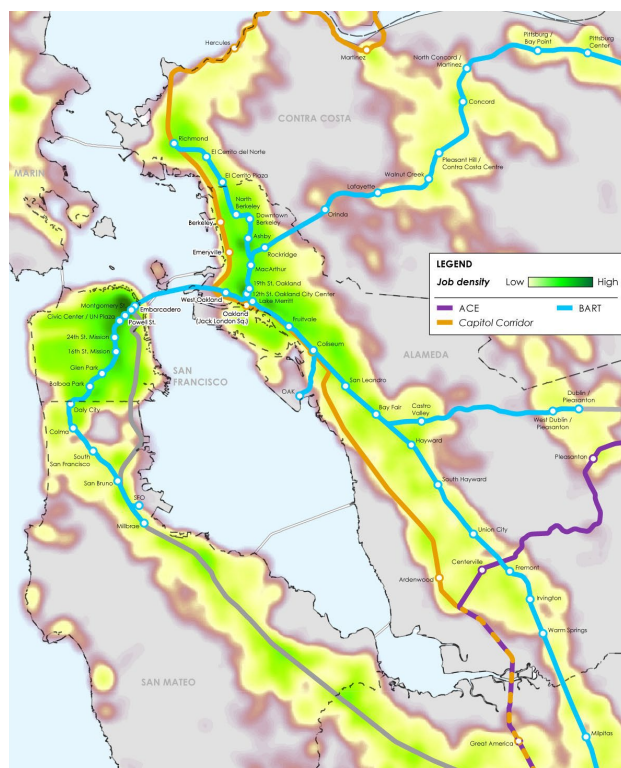
Client Project Manager:
Kara Vuicich, Principal Planner
415.820.7928
kvuicich@bayareametro.gov

Contract Amount: \$1,800,000

Date of Contract: January 16, 2019

Date of Completion: June 9, 2023

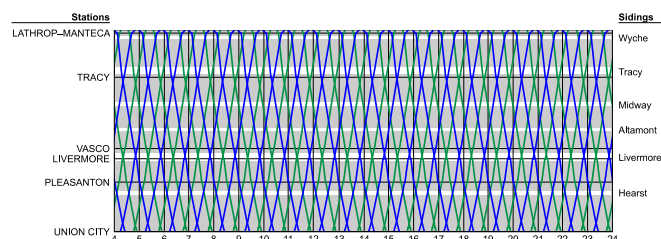
Consultant Project Manager:
Daniel Krause
510.930.8109
daniel.krause@aecom.com



Heat map of employment density to support connectivity analysis of potential hub locations



ACE extension (in purple) and Dumbarton Corridor bus service (in green)



Stringline analysis to support rail service planning

Citibus Comprehensive Operations Analysis Lubbock, TX

Client: Citibus

This project aimed to improve ridership and service for a fixed-route system that faced a range of challenges, including inefficiency in operations and service due to the rapidly growing and sprawling city of Lubbock, Texas. A thorough review of the current system, including

evaluating the efficiency and effectiveness of each route, was completed as well as recommendations to fill gaps in coverage. The team looked at ways to incorporate Texas Tech University into the general fixed- route system as well developing faster east-west connections across the service area.

The project explored and recommended alternative service delivery options, including micro-transit, express service, additional first- and last-mile connections, and hybrid models to increase ridership and serve more of the surrounding community. The study also focused on new service models to provide workforce-based trips to the growing commercial and retail areas in southwest Lubbock.

Multiple public meetings were held to further understand the needs of the public, key destinations, locations of incomplete sidewalk, as well as locations that were undeserved.

In May 2020, Citibus implemented portions of Phase 1 of the service recommendations including four microtransit service zones.

Firm: AECOM

Client Project Manager:
Chris Mandrell, General Manager
512.974.7054
Mandrell@citibus.com

Contract Amount: \$130,000

Date of Contract: 2018

Date of Completion: 2020

Consultant Project Manager:
Andrew Ittigson
510-552-6899
andrew.ittigson@aecom.com

Topeka Metro Transit Development Plan Topeka, KS

Client: Topeka Metro

AECOM is the prime consultant providing strategic and technical support for over 20 task orders ranging from short-range transit planning to fare policy analysis to transit technology services. AECOM has worked successfully with Topeka Metro to complete task orders on time and to provide guidance to the transit agency as it moves forward with a bus system improvement program that focuses on increasing ridership and improving productivity.

Firm: AECOM

Client Project Manager:
Denise Ensley, Chief Operations Officer
785-783-7000
denise@topekametro.or

Contract Amount: \$300,000

Date of Contract: 2015

Date of Completion: 2021

Consultant Project Manager:
Andrew Ittigson
510-552-6899
andrew.ittigson@aecom.com

As part of this larger contract, AECOM completed a Transit Development Plan (TDP) for Topeka Metro and identified recommendations for the system for a near-term planning horizon (1–3 years). Work tasks included the following:

- Public and Stakeholder Outreach
- Bus Stop Design Guidelines
- Fare Policy Analysis
- Transit Technology Assessment
- Existing Conditions Evaluation
- Service and Operations Plan

Key Goals of the TDP included track performance measures so that Topeka Metro can track its performance over time and continue to make adjustment that improve service, modify routes to provide bi-directional service which will increase service efficiencies and enable short, more direct trips, introduce microtransit service to complement fixed route, and update the financial and funding plan.

6. Additional Information

Key additional information regarding our proposal is discussed below.

Project Approach

Having worked on many similar projects to identify and evaluate alternatives for bus and rail service improvements, the AECOM team has the right expertise to assist SRTA with developing the North State Intercity Bus to Rail Plan.

Our planners will apply our deep understanding of the critical factors for planning successful new transit services to this project, as described in the sections above. Due to the nature of this effort, AECOM will apply quick and straight forward analytical approaches to assist in initial screening of routes, the selection of hub station / stop locations (based on extensive evaluation of data collected in Task 1), and the definition of other key service parameters. This approach will be used in the identification of areas of concern, such as potentially significant environmental impacts (e.g., construction through sensitive wetlands) or potentially infeasible or cost-prohibitive elements (e.g., grade separations). This ensures that the options selected for more detailed alternatives analysis are the best and most promising options, avoiding time and effort wasted on options that are unlikely, infeasible, or come with significant risk.

To maximize schedule and budget efficiency for this project, we are keeping our teams small, focusing on a handful of core team members and only bringing in support staff on an as-needed basis. This ensures that staff hours spent on the project provide the most value possible.

With our extensive project experience, we are also aware of specific tasks or analyses that typically require more effort. AECOM will front-load these efforts to the extent feasible and apply right-sized analytical approaches that provide results at the necessary level of detail to prioritize and plan for the future, but with much less investment of resources than approaches used in much larger studies.

Where logical, we are also not afraid to suggest options such as deferral of some items to later project stages, with the understanding that some of the finer details do require more

dedicated time and effort that can be better addressed later or as part of a separate project.

Meeting Budget and Schedule

Our project managers conduct weekly progress checks with the support of project controls staff to ensure that our projects are on track in terms of budget and schedule. This includes monthly estimate-at-completion (EAC) reporting to quantify the amount of project burn relative to the amount of work remaining. All invoices submitted to the client also include a progress report detailing the activities completed during the invoice period.

Approvals, Clearance and Permits

Many of our projects, including the various Valley Rail Program contracts for SJRRC / SJJPA, are continuing contracts with clients, where we begin assisting with an initial planning and project development phase and then compete and win subsequent phases of work, including environmental clearance, preliminary design, and detailed design. As such, we have an intimate understanding of the life of a project step-by-step from start to finish, including the various approvals, clearances, and permits.



Our environmental group has experts in California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) practice who are well-versed in the ins and outs of State and Federal requirements for environmental clearance. The environmental group also includes subject matter experts in a variety of fields, including everything from botanists and wildlife biologists to architectural historians and air quality specialists. These experts can assist in not only conducting the necessary analysis for CEQA / NEPA clearance but also completing the requisite permits and obtaining the requisite approvals in later stages of the project.

Similarly, our engineering group has decades of experience in designing rail and other transit infrastructure, including working with the California Public Utilities Commission (CPUC) and other regulatory agencies to secure the necessary permits and approvals for projects.

Understanding the various complexities and uncertainties in the environmental clearance phase, as well as the difficulties in securing funding for transit projects at the Federal level, we frequently employ specialized strategies to make the most effective use of time and resources and ensure that our larger projects are not unduly delayed by outside circumstances. This includes segmenting projects into separate phases to allow more fleshed-out portions of the project to proceed first, as well as prioritizing CEQA clearance until Federal funding is more likely to be available for the project.

Why AECOM?

AECOM is the world's premier infrastructure firm with an unrivaled heritage delivering design, planning, engineering, consulting, and construction management solutions. We first launched when a handful of employees from design and engineering companies shared a dream of creating an industry-leading firm dedicated to making the world a better place.

AECOM is currently ranked #1 in both Transportation and Mass Transit and Rail Design by Engineering News-Record and is #163 on the Fortune 500 list of America's largest companies. AECOM is also currently ranked #1 on Fortune magazine's list of the World's Most Admired Companies in its industry for three years in a row, including ranking #1 in each of the list's nine criteria.

When it comes to commuter and intercity rail planning and design, AECOM is a national leader. Our transportation professionals have an in-depth understanding of how rail transportation systems are managed, integrated, and operated. From initial planning, preliminary engineering, and environmental clearance through to detailed design, funding/grant assistance, and construction support, AECOM can assist in every stage of a project or program.

Our project experience covers systems all across California and the United States. AECOM worked with every commuter and intercity rail agency in the state as the prime consultant for the **2018 California State Rail Plan**, including coordinating the analysis of existing and future rail corridors and identifying and prioritizing needed capital improvement projects for freight rail, high-speed rail, Amtrak, intercity commuter rail service, and future feeder service throughout the state.

In the Central Valley, **AECOM has supported the San Joaquin Regional Rail Commission (SJRRRC) and San Joaquin Joint Powers Authority (SJJPA) with developing the Valley Rail Program.** AECOM's work on this transformative expansion of ACE and San Joaquins service included crafting the original vision for the program, obtaining necessary funding, completing environmental clearance, conducting preliminary engineering, and preparing PS&E. Our team members assisted in preparing successful Transit and Intercity Rail Capital Program (TIRCP) grant applications for the program on behalf of SJRRRC/SJJPA in both 2018 and 2020.

Our team has an unsurpassed understanding of the passenger rail system in Northern California, and we have intimate knowledge of the *San Joaquins*, ACE, and the Valley Rail Program. We are uniquely positioned to arm you with information to make a good decision on how to complement or integrate into these projects already underway.

AECOM is also best positioned for this project given our history with the soon-to-be completed North Valley Passenger Rail Strategic Plan project and the recently completed Butte Regional Transit Routing Study.

- AECOM is currently close to completing the **North Valley Passenger Rail Strategic Plan** for BCAG, laying the framework for a future mid-term extension of passenger rail service north from Natomas to directly serve the Marysville–Yuba

City and Chico areas, with connecting bus service for Oroville.

- AECOM has completed the [Butte Regional Transit Routing Study](#), assisting BCAG with a comprehensive review and reimagining of local/regional bus service in Butte County, including routes, schedules, ticketing, fleet utilization, and technology.

Through these projects, we have in-depth understanding of the local/regional transit patterns in the adjacent North Valley area, as well as intercity transit patterns for the North State region and the

entire I-5 Corridor north of Sacramento. Armed with this valuable knowledge, we are uniquely positioned to help you make the best decisions on how to improve intercity transit in the short- and long-term timeframes.

Our team members are eager to bring their expertise to bear on this project, and we look forward to the opportunity to help better connect the North State region with the rest of California and achieve concrete and meaningful improvements to transportation access for North State residents, businesses, and visitors.

HIGHLIGHTS

- Named one of *Fortune* magazine's "World's Most Admired Companies" 7 years in a row, and #1 in our industry for three years in a row
- Named one of the "World's Most Ethical Companies" for its commitment to integrity and making a positive impact by Ethisphere in 2023 (AECOM's seventh year receiving this recognition)
- Ranked #1 by *Engineering News-Record* for transportation design
- Depth of local resources: 100s of employees and transportation professionals available in Northern California
- Date of establishment: 1990
- Organization type: Corporation
- Years in business: 33 (120+ through our legacy companies)



7. Cost Proposal

This cost proposal will be in effect for a minimum of 90 days. All activities performed within the proposed scope of work will be performed at a not-to-exceed price, based on the Cost Proposal Table below.

Cost Proposal – Staff Classifications/Titles, Rates, Estimated Hours and Budget

FIRM	CLASSIFICATION / TITLE	NAME	RATE	HOURS	BUDGET
AECOM	Principal-in-Charge	Tyler Sheldon	\$ 484.59	1	\$ 484.59
	Project Manager	Daniel Krause	\$ 302.06	109	\$ 32,924.66
	Deputy Project Manager and Rail Planner	Divya Gandhi	\$ 144.41	154	\$ 22,239.08
	Engineering Advisor	Daniel Hartman	\$ 252.85	46	\$ 11,631.02
	Planning Lead	Anthony Mangonon	\$ 169.77	178	\$ 30,218.53
	Rail Planner	Justin Fox	\$ 265.59	32	\$ 8,498.86
	Bus Planner	Andrew Ittigson	\$ 219.58	40	\$ 8,783.23
	Bus Planner	Lilia Scott	\$ 182.38	12	\$ 2,188.60
	Governance Planner	Jim Lightbody	\$ 203.06	63	\$ 12,792.75
	Cost/Benefit Planner	Lincoln James	\$ 250.57	24	\$ 6,013.69
	Quality Assurance Lead	Mark Lippert	\$ 188.07	20	\$ 3,761.31
	Project Controller	Dustin Siruno	\$ 181.61	40	\$ 7,264.29
	GIS	Alex Remar	\$ 182.38	17	\$ 2,655.82
AIM Consulting	Stakeholder Engagement Lead	Gladys Cornell	\$ 212.90	61	\$12,986.90
	Engagement Project Manager	Katie DeMaio	\$ 129.96	32	\$4,158.72
	Graphic Designer	Darlene Tran	\$ 168.08	28	\$4,706.24
	Project Coordinator	TBD	\$ 96.43	81	\$7,810.83
	Project Administrator	Felix Molina	\$ 85.34	83	\$7,083.22

Cost Proposal – Total Cost and Cost by Task

TASK	AECOM BUDGET	AIM CONSULTING BUDGET*	TOTAL BUDGET
1 Data Collection	\$ 18,625.01	—	\$ 18,625.01
2 Stakeholder Engagement	\$ 2,774.55	\$ 27,769.01	\$ 30,543.56
3 Identify Potential Rail Hubs	\$ 15,404.29	—	\$ 15,404.29
4 Assess the Feasibility of Rail Connections	\$ 15,763.43	—	\$ 15,763.43
5 Analyze Bus Options	\$ 18,405.73	—	\$ 18,405.73
6 Develop Recommendations	\$ 22,166.44	—	\$ 22,166.44
7 Regional Governance Structure	\$ 13,747.72	—	\$ 13,747.72
8 Prepare Draft Report	\$ 15,705.20	—	\$ 15,705.20
9 Prepare Final Report	\$ 7,297.58	\$ 4,411.96	\$ 11,709.54
10 Project Management	\$ 19,566.49	\$ 4,564.94	\$ 24,131.43
Subtotal	\$ 149,456.43	\$ 36,745.91	\$ 186,202.34
ODCs	\$ 2,500.00	\$ 1,254.09	\$ 3,754.09
Total Project	\$ 151,956.43	\$ 38,000.00	\$ 189,956.43

*AIM Consulting's total budget = \$38,000, which is 20% of cost proposal.

A green-tinted photograph of a train at a station platform. The train is a double-decker passenger train with many windows. People are standing on the platform, some looking at their phones. The text "Attachment Resumes" is overlaid on the right side of the image.

Attachment Resumes



Daniel Krause

Project Manager

Years of Experience

With AECOM: >3 years

With Other Firms: 19

Education

San Jose State University: Master of Urban Planning, 2010

University of California, Santa Cruz: Bachelor of Arts, Environmental Studies (Land Use Planning Focus) and History, 1994

Professional Affiliations

American Public Transportation Association

SPUR

Overview

Daniel is a strategic and detail-oriented transportation planner with a focus on rail infrastructure planning and design for intercity, regional, and commuter, and high-speed rail systems, as well all types of mass transit systems. Daniel also has experience in multi-modal planning, including bus rapid transit, bicycle and pedestrian networks, and emerging micro-mobility systems. Additionally, Daniel has a strong background in urban planning, urban design, and transit-oriented development (TOD), enabling him effectively work with cities and other jurisdictions to integrate rail/mass transit infrastructure and stations in ways that enhances the urban fabric and community life. Daniel has extensive experience leading projects related to the Valley Rail Program. This bold program envisions major expansions in service for both the Altamont Corridor Express (ACE) and the San Joaquins rail services, including connecting them to the California High-Speed Rail Project in Merced. He is currently spearheading a rail corridor plan for an extension of ACE and San Joaquins from the Sacramento Region to Butte County. Daniel is also leading the development of the Amtrak Cascades Service Development Plan.

Relevant Project Experience

Butte County Association of Governments, North Valley Passenger Rail Strategic Plan, California. Daniel is serving as Project Manager for this rail corridor planning study. Analysis work includes service planning to determine number of trains, timetable development and facilitation with state-run network rail modeling. Additionally, project includes coordination with Union Pacific (the host railroad) to ensure plans for passenger service can be accommodated. Capital planning includes the identification of sites for stations and layover facility sites, as well as working with Union Pacific on the track improvements need to accommodate the service plan. Analysis will also include establishing a fare structure, phasing of service implementation, fleet utilization, timetable development, ridership, development of implementation strategies, and funding/financing planning.

Washington State Department of Transportation. Amtrak Cascades Service Development Plan, Washington. Daniel is serving as Project Manager for this project, which is identifying service alternatives for Amtrak Cascades focusing on the 187-mile Portland, Oregon to Seattle, Washington segment of the Cascades route which uses mostly BNSF railway track. This project includes service options development given varying scenarios of intercity travel patterns. Options will be refined using scenario planning tools to estimate ridership and revenue, and Alternatives will be developed for further

Daniel Krause

analysis in future planning work. Throughout the process, the AECOM team will work closely with WSDOT, BNSF Railway, and FRA.

Metropolitan Transportation Commission (Subconsultant to HDR Engineering, Inc.), Southern Alameda County Integrated Rail Analysis, California. Daniel served as Project Manager for AECOM for this strategic planning effort to envision the Bay Area's future rail network with a focus on southern Alameda County. Analysis work included development of planning parameters, service and operations planning, network concept/scenario development, trade-offs analysis, phasing of implementation, identification of rail hub stations and layover facility sites, and fleet utilization, timetable development, ridership, connecting regional bus service, development of implementation strategies, and funding/financing planning.

San Joaquin Regional Rail Commission, Midtown Sacramento Station PS&E, California. Daniel is serving as Project Manager for the final design phase of this urban rail station that will be shared by both the Altamont Corridor Express (ACE) and the Amtrak San Joaquins rail services. Daniel is focused connectivity planning and developing a set of station enhancements for inclusion into the station design and engineering by engaging the surrounding community.

San Joaquin Regional Rail Commission, Network Integration Planning On-Call, California. Daniel is serving as Project Manager for several task orders related to network integration planning for rail and connecting bus networks in the San Joaquin Valley and the Bay Area. His work includes rail network planning associated with SJRRC's Altamont Corridor Vision, implementation of high-speed rail in the San Joaquin Valley between Merced and Bakersfield, implementation planning for the proposed east-west running Cross Valley Rail Corridor rail service in central San Joaquin Valley, development of a new Thruway Bus Network that corresponds with the future rail network, and procurement and operations planning associated with existing Thruway Bus Network for the San Joaquins Rail Service.

San Joaquin Regional Rail Commission, ACE Ceres-Merced Extension Project, California. Daniel served as Project Manager for the environmental clearance (Project-Level Environmental Impact Report) for the extension of Altamont Corridor Express (ACE) commuter rail service from the City of Ceres to the City of Merced in California's San Joaquin Valley. The Project includes three new ACE stations, including a hub station in downtown Merced that will connect ACE service to future high-speed rail service. A new layover and maintenance facility is also included in the Project.



Divya Gandhi

Deputy Project Manager/ Rail Planner

Overview

Divya Gandhi is a transportation planner and project manager who helps cities and counties plan and build equitable, affordable, accessible, and safe transportation systems. She has experience in managing and leading the development of multimodal plans, high-capacity transit plans, active transportation plans, parking management studies, and systemic safety studies for cities, counties, and transit agencies. In addition, she has been involved in drafting and preparing winning grant applications as well as conducting and facilitating public and stakeholder outreach engagement for various planning studies.

Project Experience

Tri-Valley – San Joaquin Valley Regional Rail Authority, Valley Link PA-ED Environmental Technical Studies NEPA – CEQA, 09/2023 – On-going. Environmental Coordinator and key planning staff assisting the Tri Valley – San Joaquin Valley Regional Rail Authority with the environmental and outreach tasks for the Valley link Project. Assisted and managed the technical team for the preparation of the NEPA Environmental Impact Statement (EIS)/CEQA Subsequent Environmental Impact Report (SEIR) based on potential impacts identified through environmental process as well as substantial changes in the proposed project since completion of the 2021 CEQA Notice of Determination (NOD).

San Joaquin Joint Powers Authority, Madera High Speed Rail (HSR) Station Full Build Project (Phase 3), 09/2023 – On-going. Key planning staff supporting the preparation and review of all CEQA/NEPA documentation and supporting planning and engineering work according to all applicable state, federal and local requirements, including notices, Initial Study (IS), Categorical Exemption, Negative Declaration (ND), Mitigated Negative Declaration (MND), Environmental Impact Report (EIR), Environmental Impact Statement (EIS), Environmental Assessment (EA). The Madera HSR Station Full-Build Project will enable additional improvements to be implemented so that the station will meet all the requirements needed for full-build HSR operations.

LA Metro, Vermont Transit Corridor, 10/2023 – On-going. Key planning staff for LA Metro's Vermont Transit Corridor Project helping provide a description of the project for the Alternative Analysis that also satisfies requirements under CEQA. Building upon previous studies and community engagement and partnership program, the task entails preparing and updating the Purpose and Need statement to clearly define BRT Alternatives and develop an updated mobility problem that

Years of Experience

With AECOM: 1 year

With Other Firms: 5 years

Education

M.S./Urban and Environmental Policy and Planning/2018/
Tufts University

B.S./Urban and Regional Planning/2016/Centre for Environmental Planning and Technology (CEPT) University, India

Registrations

Professional Transportation Planner (PTP):

Professional Affiliations

Women's Transportation Seminar (WTS)
SF Bay Area Chapter Mentorship Committee Chair
American Planning Association (APA)
Transportation Planning Division (TPD)
Vice Chair of Programs

Divya Gandhi

is to be addressed to support development of the project goals and objectives.

AC Transit, AC Transit Realign; Alameda County, CA. 01/2023 – On-going. Lead planner assisting with the comprehensive overview of the AC Transit bus network redesign to respond to shifts in riders travel pattern post COVID-19 pandemic. The project entails an inclusive planning process that evaluates the existing service network and responds to changing travel patterns. The analysis entailed gathering rider data as well as feedback to develop a new network focused on riders and equity. *Completed prior to AECOM.*

Alameda CTC East Oakland and Central County Comprehensive Multimodal Corridor Plan (CMCP); Alameda County, CA. 01/2022 – 10/2022. Assisted with CMCP documentation to provide for a suite of multimodal improvements for areas in the expanded corridor, in the cities of Oakland, San Leandro, and Hayward, and unincorporated Alameda County (communities of Ashland and Cherryland). Supported the existing conditions analysis and led the effort to synthesize findings to define project needs and opportunities, and conducting additional data collection, analysis, and engagement as needed. The plan will be used to seek funding from the SB 1 Solutions for Congested Corridors Program (SCCP). *Completed prior to AECOM.*

Caltrans Road Safety Infrastructure Plans (RSIP); Caltrans, CA. 01/2023 – 08/2023 Task lead and manager for the Literature Review Task for Caltrans RSIP's to assess the applicability of safety plan development for preparing district level traffic safety plans. Caltrans RSIP's are district level safety plans being developed for all the 12 districts in the State. Literature Review task entailed conducting a review of over 400 safety plans including Local Road Safety Plans, Systemic Safety Analysis reports, Tribal Safety Plans and Vision Zero Action Plans. Project leads from select agencies were contacted and interviews were conducted to identified lessons learned and how can local plans benefit from and improve a district's safety plan. *Completed prior to AECOM.*



Daniel Hartman, PE

Engineering Advisor

Overview

Dan is a civil engineer with a focus on transit center design, roadway site design, and rail design. He has participated in a number of traffic impact studies, conceptual engineering projects, and environmental clearances in addition to his responsibilities as civil design engineer. Dan is proficient with AutoCAD and other computer software.

Relevant Project Experience

Butte County Association of Governments, North Valley Rail, CA, Lead Engineer. In charge of the station site evaluation, rail corridor improvement identification, cost estimating and conceptual design to support the feasibility report for extending the Valley Rail Program north. This project provides an extension rail service from the Sacramento to Chico. The corridor includes a combination freight rail capacity improvements, stations, and train layover.

HDR, So-Co, CA, Lead Engineer. Participated in development and evaluation of southern Alameda County Hub Station locations, Union City station and layover design and project implementation strategies. In charge of the operations and maintenance cost analysis. This project provides a connection from the Valley Rail Program to the Union City BART Station.

Tri-Valley San Joaquin Valley Regional Rail Authority, Valley Link CEQA, CA, Deputy Lead Engineer. In charge of the conceptual design and preliminary engineering to support the environmental document. Additional responsibilities include coordination with subs and discipline leads. This project provides a new rail service from the Dublin/Pleasanton BART Station to the Proposed North Lathrop ACE Station. The corridor includes a combination or freeway widening, rail improvements, stations in Livermore, Tracy and Lathrop. There is also an operations and maintenance facility in Tracy.

San Joaquin Regional Rail Commission, Modesto Station and Track Design, CA. Project Manager. In charge of the final design for the ACE Station in Modesto and track improvements in the Modesto area. This project is part of the new rail service extension to Ceres. The station design includes 2 side platforms and an adjacent parking lot. A new pedestrian bridge is included to provide a connection to the parking on the west side and the transit center on the east. The track design includes a about seven miles of siding track upgrades and installation of a second mainline track for Union Pacific Railroad.

San Joaquin Regional Rail Commission, North Lathrop Station and Track Design, CA. Project Manager. In charge of the final design

Years of Experience

With AECOM: 26 years

Education

BS, Civil Engineering, University of California, Davis, 1997

Registrations

Professional Engineer, California #62167
(Exp. 9/30/23)

Professional Affiliations

American Public Works Association

Daniel Hartman, PE

for the ACE Station in Lathrop and track improvements in the Lathrop area. This project is part of the new rail service extension to Ceres. The station design includes a center platform and an adjacent parking lot. A new pedestrian bridge is included to provide a connection to the parking on the east side and the center platform on the west. The parking facility includes a bus transfer center, a kiss and ride zone and extension of the adjacent roadway into the site for access. The track design includes a about two miles of siding track upgrades and installation of a second mainline track for Union Pacific Railroad.

San Joaquin Regional Rail Commission, Natomas Station and Layover Track Design, CA. Project Manager. In charge of the final design for the ACE Station in Natomas and layover tracks south of the station. This project is part of the new rail service extension to Sacramento. The station design includes a single side platform and an adjacent parking lot. The parking facility includes a bus transfer center, a kiss and ride zone. The layover track design is to provide space for trains to layover both during the day and overnight.

San Joaquin Joint Powers Authority, Madera Station Relocation, CA. Project Manager. In charge of the final design for the relocation of the Madera San Joaquins Station. The station design includes a single side platform and an adjacent parking lot and access road. The parking facility includes a bus stop area, a kiss and ride zone and station building.

San Joaquin Regional Rail Commission, Merced Extension, CA. Deputy Project Manager and Lead Engineer. In charge of the conceptual design and preliminary engineering to support the environmental document. Additional responsibilities include coordination with subs and budget management. This project provides a new rail service extension to Merced. The Extension includes a combination or rail improvements, new stations in Turlock, Livingston or Atwater and Merced. There is also a layover and maintenance facility in Merced.

San Joaquin Regional Rail Commission, Sacramento Extension, San Joaquin County, CA, Deputy Project Manager and Lead Engineer. In charge of the conceptual design and preliminary engineering to support the environmental document. Additional responsibilities include coordination with subs and budget management. The project provides a new rail service extension to Sacramento. The Extension includes a combination of rail improvements, new stations in Lodi, Elk Grove, City College, Midtown, Old North Sacramento and Natomas. There are also layover tracks at the Natomas Station.



Anthony F. Mangonon

Planning Lead

Years of Experience

With AECOM: 16 years

Education

BS, Civil and Environmental Engineering, University of California, Berkeley, 2006

Registrations

Engineer in Training, California, #123252, Issued 01/01/2005

Professional Affiliations

San Francisco Bay Area Planning and Urban Research Association (SPUR)

Overview

Mr. Mangonon has a wealth of experience transit planning / operations, including conceptual engineering / design (feasibility studies, technology / vehicle / ROW selection, capital cost estimation), service planning (route design, scheduling, fleet planning, and O&M / revenue analysis), ridership forecasting, and station area planning (TODs). His portfolio in these fields includes projects for intercity rail (conventional and HSR), as well as urban and regional transit (LRT / BRT, bus, and ferry), and he has a strong foundation in global best practices and precedents in these areas, particularly with intimate knowledge of transit planning / operations and land use integration in Japan.

Relevant Project Experience

San Joaquin Joint Powers Authority, San Joaquin Regional Rail Commission On-Call Services, San Joaquin County, California

One of the key technical support staff assisting the San Joaquin Joint Powers Authority (SJJPA) and San Joaquin Regional Rail Commission (SJRRC) with various on-call planning, engineering, and environmental services related to the Altamont Corridor Express (ACE) commuter rail service and the San Joaquins intercity rail service. Relevant projects and programs include:

- ACEforward Program
- Sacramento Service Expansion Project
- Lathrop to Ceres / Merced Extension Project
- Southern Alameda County Integrated Rail Analysis

San Joaquin Regional Rail Commission, On-Call Network Integration Services: / Early Train Operator Coordination, Sacramento, California

One of the key technical support staff on a multi-task on-call contract to assist the San Joaquin Regional Rail Commission (SJRRC) with planning services related to network integration in the Central Valley, with the aim of maximizing integration and connectivity of the rail network and connecting transit systems locally, regionally, and statewide. The contract includes coordination with the California High-Speed Rail Authority (CHSRA), its Early Train Operator (ETO), and its financial consultant KPMG to support development of the CHSRA's 2020 Business Plan, as well to provide key service inputs and assumptions—such as fare structures and policies, timetables, and day-to-day operational considerations (e.g., train crew size, in-train catering, luggage management, ticketing, security, train cleaning, etc.)—to establish the business case for the first phase of the high-speed rail system (i.e., the Central Valley segment) as part of the

Anthony F. Mangonon

ETO's associated Central Valley Segment Management & Operations Interim Financial Plan.

Butte County Association of Governments (BCAG), North Valley Passenger Rail Strategic Plan, Butte County, California. Lead technical analyst supporting BCAG in development of a strategic plan for implementing a new passenger rail service to better serve the population centers of the North Valley region of California (Chico / Oroville, Marysville, and Yuba City) and connect these areas into the statewide rail system. Includes an extension of planned Altamont Corridor Express (ACE) and San Joaquins intercity service along freight-owned corridors north of Sacramento (Natomas), with four new stations (Plumas Lake, Marysville, Gridley, and Chico). Tasks included project scoping and definition, travel market assessment, high-level alternatives analysis, ridership and revenue forecasting, conceptual timetable development and operations planning, and development of a funding and financing plan. Includes extensive outreach and coordination with Caltrans, local county and municipal agencies, Union Pacific Railroad (UPRR), and other stakeholders. Considers operations and implementation schemes holistically in conjunction with concurrent system expansions by ACE and the San Joaquins to provide the most attractive service to key markets, including commuter markets into the Sacramento area, megaregional business and leisure trips to / from the San Francisco Bay Area, and long-distance trips with timed connections to / from high-speed rail in Merced.

Bay Area Rapid Transit (BART), BART Bus Bridges Guidebook, Oakland, California One of the lead transportation analysts in preparing a guidebook for internal use by BART staff to assist in planning and implementing interim bus bridges for equipment failures, construction-related track and station closures, and other service interruptions. Developed the guidebook's critical chapter on bus and train service planning, coordinating with BART staff to compile a timeline of key tasks and responsibilities for relevant BART departments including Operations Planning (for train and bus service), Maintenance & Engineering (for track, train control, and computer systems), Customer Access (for accessibility), and others. Identified key deliverables including a track closure schedule, a Concept of Operations (preliminary train and bus service plan), site visits, bus operator service agreements, train schedules, and work plans. Established key steps and guiding principles for each major deliverable, such as identifying appropriate interim terminal stations; determining bus and train fleet outlay (vehicle blocking) requirements for the closure; estimating train and bus staffing needs; identifying appropriate public and / or private-sector bus operators; coordinating analog and digital wayfinding and signage systems; and considering concurrent special events that may affect ridership demand.



PROFESSIONAL EXPERIENCE

AIM Consulting, Inc.
Principal
2005 – Present

Kleinfelder, Inc.
Vice President of
Corporate
Communication and
Marketing
1992 – 2005

CRSS Constructors, Inc.
Public Affairs and
Communications
1989 – 1992

Boyle Engineering
Corporation
Public Information
1988 – 1989

EDUCATION

Bachelor of Arts,
Journalism
California State
University, Sacramento

PROFESSIONAL ORGANIZATIONS

Urban Land Institute

International
Association of Public
Participation (IAP2)

GLADYS CORNELL, **Principal Stakeholder Engagement Lead** for this project, is a facilitation and community engagement specialist with more than 33 years of experience providing public engagement, media relations, and strategic communications services with an emphasis on transportation infrastructure plans, projects, and studies. Gladys has served successfully as the public outreach project manager for multiple complex transit and transportation projects that require an understanding of technical, fiscal and community issues and the ability to create a space for constructive dialogue.

REPRESENTATIVE PROJECT EXPERIENCE

Butte County Association of Governments (BCAG) North Valley Passenger Rail

AIM Consulting served as the public outreach consultant for the BCAG North Valley Passenger Rail. The goal of the plan will determine what is needed to bring passenger rail service northward from the Natomas area in Sacramento to Butte County. The study area is shown below. The study will be evaluating the existing Union Pacific Railroad corridors coming north from Natomas to Marysville. Then two potential routes from Marysville to Butte County will be evaluated as shown below; the route to Chico north from Marysville is the preferred route, with the route to Oroville being analyzed as an alternate route. Gladys is helping facilitate the outreach program which includes managing the stakeholder communication, facilitating workshops, project surveys and other communication collateral.

Shasta Regional Transportation Agency (SRTA) Long-Range Transportation Plan

Gladys Cornell served as public engagement consultant for the SRTA's Long-Range Transit plan. The engagement plan included stakeholder interviews, online community questionnaire, and a virtual community engagement workshop. A webpage was developed and maintained as well as media relations and social media campaign.

SRTA Public Outreach Support

Gladys Cornell served as public outreach consultant for SRTA to help build awareness about Senate Bill 1, the projects completed, underway and planned in Shasta region and the impacts a repeal could have on public safety, economic development and the quality of life in the region. The 5-month campaign included meetings with jurisdictions, social media campaign and an informational video.

Regional Transit, Green Line to the Airport

AIM Consulting, Inc. is currently serving as the Communications and Community Outreach Consultant for the Green Line to the Airport project. Regional Transit has proposed extending the current Green Line light rail service to the Sacramento International Airport in two phases in order to provide a multi-modal option for the local community and visitors. Gladys developed a community outreach strategy that strives to provide multiple options for community and stakeholder input on the project before and during the environmental process.

City of Sacramento - Sacramento Valley Station Master Plan

The Sacramento Valley Station is the primary rail station in northern California and the 7th busiest Amtrak station in the country. Gladys served as Public Outreach Manager for the 4-year master planning process implementing a regional stakeholder and community wide outreach, facilitation of workshops for passenger rail and transit agencies, MPOs, the State and other local and regional agencies as well as for the development and placemaking considerations.



Andrew Ittigson

Bus Planner

Years of Experience

With AECOM: 13 years

With Other Firms: 7 years

Education

MS, Community and Regional Planning, Transportation, University of Texas, Austin

BA, History, University of Texas, Austin

Registrations

Certified Project Manager

Professional Affiliations

Board of Directors, Southwest Medical District Transportation Best Practices Advisory Committee

Board of Directors (past), Southwest Area Transit Association (SWTA)

Overview

Mr. Ittigson is an experienced planner and Project Manager who specializes in short- and long-range transit planning for bus, BRT, and rail. He has managed numerous on-call planning services and general planning consultant contracts including programs for Dallas Area Rapid Transit (DART), Denton County Transportation Authority (DCTA), and Topeka Metro. He has over 20 years of experience working on all facets of transit planning including service evaluation, microtransit planning, route network design, implementation, and public outreach.

Relevant Project Experience

Project Manager, Service Planning Support (Microtransit and Downtown Transit Center), Dallas Area Rapid Transit (DART), Dallas, TX. Provide support for the Service Planning Department on projects ranging from regional community outreach to planning for mobility on demand zones and microtransit. Andrew recently completed an assessment of the relocation of the West End Downtown Transit Center to multiple locations in downtown Dallas. A key focus is to incorporate bus, rail, and micromobility while allowing for transit-oriented development opportunities.

Program Manager, Transit Planning On-Call Planning Services, Topeka Metro, Topeka, KS. Provide strategic and technical support for more than 20 task orders ranging from short-range transit planning and fare policy analysis to transit technology services and the long-range plan. As part of this on-call contract, Andrew and the AECOM team have provided strategic guidance to the agency as it moves forward with a bus system improvement program that focuses on increasing ridership and improving overall efficiency.

Program Manager, General Planning Consultant, Dallas Area Rapid Transit (DART), Dallas, TX. The contract was for three years with two additional option years and is valued at \$22M. Responsible for conducting all of DART's capital and rail planning programs including environmental clearance, preliminary engineering, system planning, optimization, and assorted other planning-related activities. Andrew managed tasks related to BRT, route restructuring, bus stop improvements, environmental planning for streetcar, downtown light rail service alignments, and light rail station improvements.

Project Manager, Comprehensive Operations Analysis (COA), Suburban Mobility Authority for Regional Transportation (SMART), Detroit, MI. Managed the first COA for the three-county regional transit agency in Detroit. The focus of the plan was to implement BRT service, direct routing, improved frequencies, and system optimization with the

Andrew Ittigson

introduction of new service delivery options including a microtransit pilot in four zones. The COA recommendations were implemented in January 2021.

Task Lead, Project Connect Long-Range Vision Plan, Capital Metro, Austin, TX. Development and evaluation of alternatives for high-capacity transit solutions in the central core of Austin and throughout the region. Development of phased evaluation process and criteria for over 30 alternative corridor alignments including all high-capacity modes such as BRT, LRT, streetcar, and commuter service. The Phase 1 evaluation includes an assessment of conceptual cost estimates, frequency of service, guideway, demographics, land use, reliability, and community input.

Project Manager, Mobility on Demand Evaluation Study, VIA, San Antonio, TX. Providing support to VIA staff to evaluate the impacts and costs of implementing an in-house MOD service. The evaluation included various components of the service from vehicle needs, staffing, IT, facility needs, operations, and zone management. The team developed a cost model and developed a comparison of the in-house operations with a turnkey option. The recommendations were presented to the VIA Board of Trustees.

Task Lead, Automated Bus Consortium, Nationwide. Provide support to member agencies (including DART) with the planning and implementation of a pilot automated bus route. The Consortium is designed to accelerate the development of automated transit technologies and will combine the purchasing power and collaborative decision-making of founding agencies nationwide. If implemented, the pilot projects will use full-sized, full-speed, accessible buses and enable Consortium members to collectively demonstrate and deploy automated technologies in live service environments. AECOM is the program manager leading the project from feasibility to implementation.

Program Manager, On-Call Planning Services, Denton County Transportation Authority (DCTA), Lewisville, TX. Managing the contract which includes task orders focused on the reallocation of funding to member cities through the DCTA Transit Reinvestment Program. The program provides funding for transit-supportive projects including TOD, trails and sidewalk improvement, and bus stop accessibility. In addition, the AECOM team is currently leading the Public Transportation Agency Safety Plan (PTASP) and transit asset management (TAM) plan.



Lilia C. Scott

Bus Planner

Years of Experience

With AECOM: 15 years

With Other Firms: 10 years

Education

MCP, Transportation Planning,
University of California at Berkeley,
2002

BA, English, Hampshire College, 1992

Overview

Ms. Scott has a quarter century of multimodal transportation planning experience in northern California. Her specific areas of expertise include bus planning, program evaluation, transportation demand management (TDM), corridor planning, transit stop and station access planning, and traffic impact analyses. She has run large-scale and recurring data collection and public participation surveys for clients at various project stages from project conception and development to identifying success metrics for established programs ensuring defensible and scientifically rigorous methodologies. She has assisted clients in compiling the optimal multimodal balance including micromobility and on-demand services. Her experience includes bus system planning at the individual route through systemwide to optimize efficiency and customer satisfaction with their bus transit experience. Her clients rely on her to provide peer review on proposed projects to make sure any impacts are accounted for and addressed. She has supported SacRT on a range of questions related to the Green Line to the Airport project.

Relevant Project Experience

Thruway Bus Network: Management Planning, San Joaquin Regional Rail Commission On-Call Network Integration Services, Served as Technical Lead on Review of Existing Thruway Bus Operator Contracts/MOUs. – Accessed, reviewed, and documented the status of the existing Thruway Bus contracts Amtrak currently holds with private bus operators for all Thruway Bus routes, as well as MOUs/agreements with operators of existing bus systems including expiration dates and termination clauses. Assessed mechanisms to alter or terminate existing partnerships, which are not working as efficiently as they should. Included all contracts for every Thruway Bus Route currently directly managed by Amtrak and of MOUs/agreements SJJPA holds with YARTS and Orange Belt Stages.

Express Bus Business Plan, Santa Clara Valley Transportation Authority, On-call Services, Santa Clara, California – created a business plan for VTA's Express Bus network to make them more appealing to the passenger in the context of the increased provision of corporate commuter shuttles. Resulted in a rebranding of the buses,

Lilia C. Scott

increased coordination with corporate partners, and optimization of individual bus routes similar to Bus Rapid Transit (BRT).

Sacramento Regional Transit District (SacRT), Green Line Light Rail Extension to Sacramento International Airport, Sacramento, California. Technical Lead. Balanced significant constraints in a corridor plan for Truxel Road, considering right of way preservation, transit speed, intersection interface, pedestrian and bicycle facilities, high automobile speed and volumes, street trees, and community perception. Updated technical evaluation of various route termini, relative to available funding, considering ridership, speed and costs.

San Francisco Bay Area Rapid Transit District, On-call General Engineering and Planning Services, Oakland, California. Task Manager. Involved with four projects under this contract. Bay Fair Connection -- evaluated station reconfigurations which would allow for Bay Fair station to support the BART Metro concept (increased frequency in the urban core) and facilitate travel between Silicon Valley and the Tri-Valley areas. San Leandro Business Assessment District -- oversaw the itemization of access improvements around the San Leandro station toward the justification of a tax assessment district. Also participated in the downtown Berkeley BART station modernization and on the Bus Bridges guidebook (during track and/or station closures).

Stanford University Community Plan and General Use Plan (GUP) updates, Santa Clara County Planning Department, California. Task Lead (under a prime), Provided expert-level review of the proposed new GUP documents towards continued compliance with the No Net New Trip mandate, the continued evolution and improvement of the university's TDM program, and the mitigation of traffic impacts of campus activities on the community under the proposed new GUP and Community Plan projects. Evaluated the SB743 VMT impacts of the proposed housing projects towards a new reverse commute standard. Managed travel demand forecast model runs. Conducted policy analyses of proposed changes to County mandates for the University.

Stanford University No Net New Trips Compliance Monitoring, Santa Clara County - GSA Capital Programs, California. Project Manager. Monitoring Stanford Campus Traffic levels annually to ensure compliance with the No Net New Commute Trips requirement and the success of Stanford's Transportation Demand Management (TDM) program as set forth in the EIR for the University's General Use Permit. Review proposed changes to campus infrastructure for their impact on campus travelers and continued compliance with the "no net new trips" mandate.



Justin C. Fox

Rail Planner

Years of Experience

With AECOM: 7

Other Firms: 35

Education

MBA, Finance, New York University,
1981

BA, Journalism, University of Southern
California, 1976

Overview

Mr. Fox has 41 years of international transportation and industrial management experience. He has worked on more than 100 rail planning projects since 1997. Previously Mr. Fox served for eight years at the former Southern Pacific Railroad in a variety of management capacities, including Director of Strategic Planning. Currently, Mr. Fox works with private and public sector clients on rail economics and operational analyses. He specializes in the development of strategic plans for public agencies sponsoring passenger services. He is the author of numerous articles and treatises, including NCHRP Report 773 on rail line capacity analysis techniques for shared-use corridors.

Relevant Project Experience

Federal Railroad Administration, Long Distance Service Study, Washington, DC (Senior Advisor). Mr. Fox is contributing to the development of conceptual long distance Amtrak routes for this study mandated by Congress. He has distilled hundreds of stakeholder comments in an effort to identify the most broadly supported concepts for the expansion of Amtrak's intercity network.

Southern California Association of Governments, Integrated Passenger and Freight Rail Forecasts, Los Angeles, California (Project Manager). Mr. Fox is leading the analysis of rail improvements required for handling freight and passenger volumes on mainlines in the Los Angeles area to 2045. Work involves an operations simulation effort, as well as estimates of capital improvement costs and an economic impacts assessment of improvements. Investments in corridors were prioritized by the public benefits anticipated. Also, Mr. Fox surveyed rail industry leaders with regard to shared-use strategies.

Colorado Department of Transportation, Southwest Chief Thru-car Study, Denver, Colorado (Senior Advisor). This study is developing various options to connect the Amtrak Southwest Chief, which stops today at La Junta, Colorado, with Pueblo and Colorado Springs. Analysis involves an operations simulation, a ridership and revenue forecast, capital and O&M cost estimates, and an extensive interface with BNSF Railway and UP Railroad.

Connecticut Department of Transportation, Connecticut State Rail Plan, Hartford, Connecticut (Senior Advisor). This effort resulted in a strategic plan for the CTDOT's investment in passenger and freight rail services in Connecticut. Mr. Fox is involved in all elements of the plan's development. In particular, he is profiling all railroads in the state and assessing congestion on rail corridors.

Justin C. Fox

Metropolitan Transportation Commission, Southern Alameda County (SoCo) Integrated Rail Analysis, San Francisco, California (Key Staff). Mr. Fox led various tasks for AECOM's efforts in the analysis of an East Bay Hub for mainline rail operations in the Fremont-Newark-Union City area. He has authored technical memoranda on an assessment of existing conditions, land use impacts of a new rail hub, the feasibility of a new transfer station for BART, Dumbarton Rail Corridor, Capitol Corridor, and ACE commuter trains.

Capitol Corridor Joint Powers Authority, On-call planning services, Oakland, California (Project Manager). Mr. Fox led five work directives for service planning for the improvement and expansion of the Capitol Corridor rail service, operating between San Jose, Oakland, Sacramento and Auburn.

Front Range Passenger Rail Corridor Commission, Service Development Plan, Denver, Colorado (Project Manager). Mr. Fox led the preliminary alternatives analysis for a new higher speed rail corridor service linking Fort Collins, Denver, Colorado Springs and Pueblo.

Transportation Agency for Monterey County (TAMC), Network Integration Study, Salinas, California (Senior Advisor). This plan explored the feasibility of implementing new rail services on various lines in and around Monterey County: UP Coast Line, the Monterey Branch, and the Santa Cruz Branch. Mr. Fox led the service vision and service development tasks.

Pennsylvania Department of Transportation, Pennsylvania State Rail Plan, Harrisburg, Pennsylvania (Senior Advisor). Mr. Fox assisted with the development various elements of this strategic plan determining the state's investments in freight and passenger rail through 2040. Pennsylvania has 60 railroads, more than any other state. Passenger operators include Amtrak and the SEPTA commuter system.

Port of Long Beach, San Pedro Bay Ports Rail Plan, Long Beach, California (Task Lead). Mr. Fox authored a technical memorandum describing rail operations simulation methodologies for consideration in the development of the rail plan for the Ports of Los Angeles and Long Beach. The basis of his work was his original research for the 2014 NCHRP Report 773 on rail capacity modeling approaches.

Capitol Corridor Joint Powers Authority, Service Optimization Plan, Oakland, California (Project Manager). Mr. Fox led the assessment of passenger rail service markets near and along that Capitol Corridor route (between San Jose, Oakland, Sacramento and Auburn) that are underserved by the current rail operations. His work led to recommendations how specifically to access these markets.

**Years of Experience**

With AECOM: 18 years
Other Firms: 32 years

Education

MS/1969/Civil Engineering, Stanford University, Palo Alto, CA

BS/1967/Civil Engineering, Santa Clara University, CA

Registrations

PE, CA 1972 (Exp. 12/31/2025)

James R. Lightbody

Governance Planner

Overview

Jim Lightbody specializes in transportation and land use planning, working closely with cities and transportation agencies. With AECOM, Mr. Lightbody is a Senior Consulting Manager focusing on the planning, design, and operation of multi-modal transit systems, and in funding strategies and Transit-Oriented Development. Mr. Lightbody specializes in transportation corridor studies, Bus Rapid Transit, commuter rail and urban planning and development. Prior to joining AECOM, he served for 33 years as a senior manager with the Santa Clara Valley Transportation Authority (VTA), most recently as Deputy Director for Planning and Development.

Relevant Project Experience

North Valley Passenger Rail Strategic Plan Assisted with the development of a funding strategy for subsequent phase of project development. Explored both regional, state, and federal funding sources. (2023)

Caltrain Grade Separation Strategy Policy assistance to Caltrain staff for grade separation projects and strategies (2019/20)

Diridon Station Facility Master Plan Task Manager for study to develop conceptual plans for future transit facilities at Diridon Station in San Jose, including access plans (2017/18).

California High Speed Rail Task leader for traffic and transportation elements of the project (including the EIS/EIR) in the Merced to Fresno and San Francisco to San Jose segments (2009-12).

City of Mt View, Shoreline Transportation Study Project Manager for a multi-modal transportation plan in support of new General Plan intensification of North Bayshore office center (Google headquarters) (2012/3).

Scottsdale Road Alternatives Analysis, Arizona Task Leader for BRT corridor serving Scottsdale, Tempe and Arizona State University (2010).

West Salt Lake County Transit Study Transit planning lead for study developing new long range transit service plan for West Salt Lake County, linked to development & land use plans for the area (2008-9).

Provo / Orem Bus Rapid Transit AA/DEIS, Utah Deputy Project Manager for 9 mile BRT corridor serving BYU and planned commuter rail (2008-9).

University Towne Centre Transit Center, San Diego, California Project Manager for conceptual Transit Center alternatives to be

James R. Lightbody

integrated into a major expansion of the Westfield operated retail center (2008).

Bus Rapid Transit (BRT) Training Course, National Transit Institute (NTI) - Lead instructor and course developer This two-day training course provided in-depth instruction on BRT elements, planning and performance.

C Street Master Plan / Centre City Loop Analysis, San Diego, California Project Manager for evaluation of alternative operating scenarios for San Diego Trolley (light rail) service in downtown.

Santa Clara County Valley Transportation Authority (VTA), Santa Clara County, CA: Deputy Director for Planning and Development - Directed transportation planning projects in Santa Clara County, including long-range master plans, major investment studies and corridor plans (rail and BRT), Caltrain and Light Rail station plans and joint development activities. These planning activities included extensive consensus-building and community outreach components. He also managed other transportation studies, including bus plans and public opinion research. As Deputy Director, he managed the environmental and real estate departments and his responsibilities also included management of federal and state grant programs and the programming of capital projects. Earlier, as Manager of Transit Service Development, he designed and implemented bus services, overseeing a major expansion of service.



Lincoln James

Cost/Benefit Planner

Years of Experience

With AECOM: 13 years

With Other Firms: 6 years

Education

Master, Business

Macquarie University, Sydney 2006

Master, International Relations

Macquarie University, Sydney 2006

Bachelor of Arts, History

University of California, Santa Barbara
2000

Universidad de Barcelona, Spain 1998-
1999

Overview

Lincoln is a Senior Consulting Manager with AECOM's National Infrastructure Economics Practice and has approximately two decades of international experience across a wide spectrum of strategic planning, economic analysis, and project management in infrastructure advisory, transportation economics, land use, and regional development. Lincoln has extensive experience handcrafting comprehensive, yet pragmatic, business and planning strategy, and economic/financial analysis for both public and private sector clients and managing professional staff across a variety of disciplines. Lincoln specializes in the financial planning and funding analysis for public sector transportation agencies, as well as in the dissemination of complex analytic outputs into clear, concise, and meaningful findings to support a project's narrative.

Relevant Project Experience

Rengstorff Grade Crossing Removal – CRISI Grant Application.

AECOM was engaged by the Santa Clara Valley Transportation Authority to support their 2022 CRISI grant application seeking funding for development of a grade separated crossing in the City of Mountain View, CA. The current at grade crossing creates a recurring bottleneck in local vehicular traffic, and this is forecast to increase in line with an expected increase in the frequency of intercity and commuter rail services. As well, the current crossing been the site of several accidents and fatalities in recent years. Lincoln coordinated the development of the BCA analysis to support the application using a hybrid model incorporating FRA's GradeDec as well as a traditional model to capture efficiencies on the road network associated with the implementation of the project.

ACE Ceres to Turlock Extension – TIRCP Grant Application.

AECOM was engaged by the San Joaquin Regional Rail Commission (SJRRRC) to develop a full turnkey application for their Ceres to Turlock Extension and the San Joaquin's 9th Daily Round Trip Extension Project seeking funding under California Department of Transportation's (Caltrans) Transit and Intercity Rail Capital Program. The Project is part of the larger build out of the Altamont Corridor Express network connecting the Silicon Valley to the greater California central valley and included double tracking to allow for Class I freight rail and intercity rail services to run more efficiently. Lincoln led the development of the benefit cost analysis utilizing the Cal B/C model with the lion's share of the benefits related to the reduction in GHG emissions. The application was successful and the project was awarded \$58 million in July 2022.

Lincoln James

S-Line Corridor Rail Infrastructure Improvement Project (SCRIP) – CRISI Grant Application AECOM was engaged by AMTRAK and CSX to develop an application for funding under the FRA's CRISI grant program seeking funding for improvements to a 30-mile-long corridor in South Carolina along with the Silver Star service runs. The candidate project would entail the replacement of jointed rail infrastructure to allow for the maintenance of Class III speeds required for the maintenance of the continuity, scheduling, and efficiency of Amtrak's Silver Star Route which provides runs daily services between New York City and Miami.

Kiamichi Tri-State Rail Improvement Program – CRISI Grant Application. Lincoln was the author, lead economist, and grant coordinator in the development of an application for improvements to freight rail networks across Texas, Oklahoma, and Arkansas. The project comprised the replacement and upgrading of rail infrastructure to improve safety and operating efficiencies through the avoidance of derailments, the achievement of higher average speeds of travel, and the ability to accommodate a significantly higher load capacity at higher speeds. The delivery of the project will also foster economic development in the rural regions through increasing the railroad's capability to accommodate existing customers' unmet demands well as establishing connections to new and existing anchor customers. The application was successful, and the project was awarded \$10M in funding in September 2020.

Altamont Corridor Express – Merced Extension Ridership – Technical Writing Lincoln currently acts an editor of technical memorandums about the methodology and findings of AECOM's ridership forecast team for the ACE Forward, Plan Bay Area, and Merced Extension projects. Prior to releasing the memos to the client for public consumption, Lincoln reviews and distils the content of the memorandums into less technical, less jargon filled, and concise language so as to be more easily digestible to a broader audience of non-technical stakeholders and decisions makers.



PROFESSIONAL EXPERIENCE

AIM Consulting Inc.
Community Engagement
Manager
2021-Present

United Way
Manager, Donor Relations
2020-2021

Evelyn D. Reinhart Guest
House, St. Mary's Hospital
Project Manager
2014-2018

EDUCATION

Bachelor of Arts,
James Madison
University
Harrisonburg, VA

COMPUTER SOFTWARE SKILLS

Adobe Illustrator
Adobe Photoshop
Microsoft Word
Microsoft Excel
Microsoft PowerPoint
Apple iMovie

KATIE DEMAIO, President and Engagement Project Manager for this project, brings to AIM Consulting over ten years of management experience, including community awareness and engagement. Katie assists clients with creating content for ongoing messaging, collateral materials, social media content, and interactive online engagement tools for public information and community engagement. Katie also manages and facilitates stakeholder interviews and focus groups, community meetings, traveling workshops, and special events.

REPRESENTATIVE PROJECT EXPERIENCE

Butte County Association of Governments (BCAG) – B-Line Bus Routing Study

AIM Consulting served as the public outreach consultant for the B-Line Bus Route strategy. The goal of the plan will provide a thorough and comprehensive analysis of all aspects of B-Line operations to determine how best to improve the transit system with available resources. The scope included a detailed look at current routes, schedules, passes, technologies, ridership, marketing, fare policy and media, finances, vehicle size and fleet, facilities, and other assets. We reviewed recent studies and conduct surveys and public outreach to further our understanding of the ridership patterns, transit needs, and perception of services. As Outreach Manager, Katie in collaboration with BCAG and the project team, ensured that members of the existing stakeholder roster were contacted to inform them of future availability of study products and opportunity for public input, hold two public meetings throughout the process to provide a forum for community members to learn about the study, receive an update on the effort, ask questions, and provide their informed input.

Shasta Regional Transit Agency – Coordinated Plan Update

AIM is currently serving as the public outreach consultant for the Shasta Regional Transit Agency Coordinated Plan Update. The goal of the plan aims to improve transit services for the public, especially transportation serving older, lower income or disabled individuals in Shasta County. The coordinated plan strategies go beyond traditional changes to public transit services including volunteer driver programs, interagency vehicle share and joint marketing efforts. Katie has designed a series of workshops to gather existing conditions feedback. AIM also facilitated three community workshops and developed multiple online and print fact sheets about the plan.

Shasta Regional Transit Agency – Active Transportation Network Updates

Shasta Regional Transit Agency (SRTA) are collaborating with the City of Redding, Shasta Lake and Burney to improve safety, increase transportation options, connect neighborhoods and support local and regional goals. Katie helped create an awareness and marketing campaign to get local input on the active transportation network. The project team held the pop-up events at community hubs and community events in each city. AIM also helped create a school survey and outreach to local middle and elementary school events. The project team engaged more than 150 community members throughout Phase 1 and Phase 2 of public outreach.

El Dorado County, Parks, and Trails Master Plan Update

The goal of the plan will provide a long-term vision and direction for the planning, implementation, and management of west slope park and trail resources provided by El Dorado County for the benefit of residents and visitors. Katie developed and facilitated three public meetings and one virtual community meeting in coordination with El Dorado County to provide a forum for community members to learn about the master plan, receive an update on the effort, ask questions, and provide their input on amenities they would like to see in the updated plan. These workshops were held throughout El Dorado County to engage with hard-to-reach populations. Additionally, AIM also developed and maintained a stakeholder database which included local advocates, organizations, and government businesses to help spread the word of the workshops. Finally, AIM Consulting developed content for the project website, providing information and updates on the development.

About AECOM

AECOM is the world's trusted infrastructure consulting firm, delivering professional services throughout the project lifecycle – from advisory, planning, design and engineering to program and construction management. On projects spanning transportation, buildings, water, new energy, and the environment, our public- and private-sector clients trust us to solve their most complex challenges. Our teams are driven by a common purpose to deliver a better world through our unrivaled technical and digital expertise, a culture of equity, diversity and inclusion, and a commitment to environmental, social and governance priorities. AECOM is a Fortune 500 firm and its Professional Services business had revenue of US\$14.4 billion in fiscal year 2023. See how we are delivering sustainable legacies for generations to come at aecom.com and [@AECOM](https://twitter.com/AECOM).

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2020 L Street, Suite 400
Sacramento, CA 95811



North State Intercity Bus to Rail Plan Schedule

[illegible]