BOARD OF PORT COMMISSIONERS
PORT OF REDWOOD CITY
AGENDA

REGULAR MEETING
WEDNESDAY, 8:00 AM
MARCH 22, 2023

*****HYBRID MEETING — IN-PERSON AND BY VIDEOCONFERENCE*****

The BOARD OF PORT COMMISSIONERS (BOARD) hereby provides notice that it will hold a regular meeting of the BOARD. This meeting of the Board will be held in the Port Administrative Offices (located at 675 Seaport Boulevard, Redwood City, California 94063) and by teleconference pursuant to Government Code Section 54953(e). Members of the public will be able to participate in the meeting remotely via the Zoom platform or in person at the Port Administrative Offices. Some of the COMMISSIONERS may attend the meeting and participate remotely to the same extent as if they were present. The public is welcome to attend in person or alternatively via Zoom. PURSUANT TO THE RALPH M. BROWN ACT, ALL VOTES SHALL BE BY ROLL CALL.

Members of the public may also access and observe the meeting by joining by video teleconference via Zoom at: https://zoom.us/join Meeting ID: 985 1201 8699 Password: 85917060
Or use this link: https://us06web.zoom.us/s/98512018699?pwd=dTc3a09SMWN5bDFQMFZMSDM4WVNSZz09

To join by audio teleconference: Phone: (669) 900-6833 or (346) 248-7799 Meeting ID: 985 1201 8699
The Port of Redwood City is not responsible for a member of the public's technical ability to participate in the meeting.

HOW TO PROVIDE PUBLIC COMMENTS BEFORE THE BOARD MEETING:
Members of the public may also submit public comments on items of public interest that are within the subject matter jurisdiction of the Board via email to publiccomments@redwoodcityport.com. All public comments received by 7:45 AM on the date of the Board meeting will be read into the record with a time limit of three minutes per commenter unless otherwise indicated.

HOW TO PROVIDE PUBLIC COMMENTS DURING THE BOARD MEETING:
By video conference, use the "Raise Hand" feature to request to speak.
By teleconference, press *9 to "Raise Hand" (request to speak) and *6 to unmute.

Members of the public in attendance at the meeting who wish to speak on a matter within the jurisdiction of the Board of Port Commissioners should complete a speaker's slip to be recognized by the Chair at the appropriate time. Public comment from video teleconference will be heard first.

AGENDA ITEM

I. CALL TO ORDER/ROLL CALL/PLEDGE OF ALLEGIANCE

II. PUBLIC COMMENT — The Chair of the Board will recognize members of the public to make public comments on items of public interest that are within the subject matter jurisdiction of the Board. Comments on non-agendized items will be taken during the Public Comment period. Comments pertaining to agendized items will be taken at the time the agenda item is considered. Public comments received via email as provided above will be read into the record with a time limit of three minutes per commenter. No action will be taken on any public comment on a matter not appearing on the Agenda as a separate item unless otherwise authorized by law.

III. APPROVAL OF MINUTES — March 8, 2023
ACTION: MOTION TO APPROVE; PUBLIC COMMENT; ROLL CALL VOTE

IV. APPROVAL OF CLAIMS — NONE

V. ORDINANCES — NONE

VI. RESOLUTIONS — NONE

VII. MOTIONS

A. MOTION OF THE BOARD OF PORT COMISSIONERS OF THE CITY OF REDWOOD CITY TO APPROVE AND AUTHORIZE EXECUTION OF PROFESSIONAL CONSULTING SERVICES AGREEMENT FOR THE REDWOOD CITY FERRY PROJECT – ENVIRONMENTAL REVIEW SERVICES (CDM SMITH)

CEQA: THE ACTION BEFORE THE BOARD IS NOT SUBJECT TO CEQA REVIEW PROCESS PURSUANT TO RESOURCE CODE, SECTION 21065 AND GUIDELINES, SECTION 15378
ACTION: MOTION TO APPROVE; PUBLIC COMMENT; ROLL CALL VOTE

VIII. REPORTS/PRESENTATIONS

A. RECEIVE THE FOLLOWING REPORTS/PRESENTATIONS:

1. CERTIFIED SEMI-ANNUAL INVESTMENT REPORT ENDING DECEMBER 31, 2022

2. FISCAL YEAR 2023 UNAUDITED FINANCIAL REPORT ENDING DECEMBER 31, 2022

CEQA: THE ACTION BEFORE THE BOARD IS NOT SUBJECT TO CEQA REVIEW PROCESS PURSUANT TO RESOURCE CODE, SECTION 21065 AND GUIDELINES, SECTION 15378
ACTION: PUBLIC COMMENT

IX. EXECUTIVE DIRECTOR'S REPORT

X. MATTERS OF BOARD INTEREST

XI. CLOSED SESSION

XII. ADJOURNMENT — TO REGULAR MEETING OF APRIL 12, 2023
ACTION: MOTION TO APPROVE; PUBLIC COMMENT; ROLL CALL VOTE

DOCUMENTS: Public records that relate to an agenda item for an open session of a regular meeting of the Board of the Port Commissioners, which are released less than 72 hours prior to the meeting, are available to the public at the Port offices at 675 Seaport Boulevard, Redwood City, CA, 94063.

ALTERNATIVE AGENDA FORMATS: The Board of the Port Commissioners will provide public records in appropriate alternative formats upon request by any person with a disability consistent with the federal Americans with Disabilities Act of 1990 and disability related accommodation to enable participating in the public meeting consistent with federal Americans with Disabilities Act of 1990. Please send a written request to the Clerk of the Board at the Port of Redwood City, 675 Seaport Boulevard, Redwood City, CA, 94063, or via email at info@redwoodcityport.com and include address, phone number and brief description of the requested materials and preferred alternative format or auxiliary ad or service at least seven calendar days before the meeting.

BOARD OF PORT COMMISSIONERS
PORT OF REDWOOD CITY
MINUTES

REGULAR MEETING
WEDNESDAY, 8:00 AM
MARCH 8, 2023

CHAIR: RALPH A. GARCIA
VICE CHAIR: LORIANNA KASTROP
SECRETARY: STAN MAUPIN
COMMISSIONER: RICHARD S. CLAIRE
COMMISSIONER: NANCY C. RADCLIFFE

AGENDA ITEM

I. CALL TO ORDER/ROLL CALL/PLEDGE OF ALLEGIANCE

The Board of Port Commissioners held its regular meeting in person at the Port Administrative Offices and via video/teleconference, pursuant to Government Code Section 54953(e). Members of the public participated in the meeting as well as remotely via the Zoom platform or in person at the Port Administrative Offices. Pursuant to the Ralph M. Brown Act, as amended by AB 361, all votes were by roll call and the meeting was available to the public to attend and provide public comments via audio/video teleconference.

Chair Ralph Garcia, presiding
Commissioners Present: Richard Claire, Nancy C. Radcliffe, Stan Maupin, Lorianna Kastrop and Ralph A. Garcia
Commissioners Absent: None
Port Executives Present: Executive Director, Kristine A. Zortman; Director of Finance and Administration, Rajesh Sewak and Port Attorney, Francois X. Sorba

Commissioner Garcia called the meeting to order at 8:00 AM. Clerk of the Board Linda Alvarado conducted roll call and confirmed a meeting quorum with Commissioners Claire, Radcliffe, Kastrop, Maupin, and Garcia in attendance. Commissioner Maupin led the Pledge of Allegiance.

II. PUBLIC COMMENT

Executive Director Zortman confirmed that there were no members of the public in attendance at the meeting who wished to make public comment on non-agendized items.

III. APPROVAL OF MINUTES — February 22, 2023

After inviting public comment, Chair Garcia confirmed with Executive Director Zortman that there were no members of the public in attendance at the meeting who wished to make public comment on this agenda item. A motion to approve minutes dated February 22, 2023 was made by Commissioner Radcliffe and was seconded by Commissioner Maupin. The motion passed by a unanimous voice roll call vote of all Commissioners present.

IV. APPROVAL OF CLAIMS — February 28, 2023

After inviting public comment, Chair Garcia confirmed with Executive Director Zortman that there were no members of the public in attendance at the meeting who wished to make public comment on this agenda item. A motion to approve claims dated February 28, 2023 was made by Commissioner Maupin and was seconded by Commissioner Radcliffe. The motion passed by a unanimous voice roll call vote of all Commissioners present.

V. ORDINANCES — NONE

VI. RESOLUTIONS

A. RESOLUTION OF THE BOARD OF PORT COMMISSIONERS OF THE CITY OF REDWOOD CITY APPROVING THE BELOW SUBLEASE AGREEMENTS:

1. **RESOLUTION OF THE BOARD OF PORT COMMISSIONERS OF THE CITY OF REDWOOD CITY APPROVING RESOLUTION APPROVING SECOND AMENDMENT TO SUBLEASE AGREEMENT - (PORTSIDE INVESTORS - PHASE I LEASE AGREEMENT) - (HELENE CORRALES, AS AN INDIVIDUAL)**

2. **RESOLUTION OF THE BOARD OF PORT COMMISSIONERS OF THE CITY OF REDWOOD CITY APPROVING FIFTH AMENDMENT TO SUBLEASE AGREEMENT - (PORTSIDE INVESTORS - PHASE I LEASE AGREEMENT) - (WINGHART LAW GROUP, INC.)**

After inviting public comment, Chair Garcia confirmed with Executive Director Zortman that there were no members of the public in attendance at the meeting who wished to make public comment on this agenda item. A motion to adopt the resolutions was made by Commissioner Kastrop and was seconded by Commissioner Claire. The motion passed by a unanimous voice roll call vote of all Commissioners present.

VII. MOTIONS

A. MOTION OF THE BOARD OF PORT COMMISSIONERS OF THE CITY OF REDWOOD CITY TO APPROVE AND AUTHORIZE EXECUTION OF CONTRACT WITH A-1 FENCE, INC.

Executive Director Zortman introduced Connor Revay, Assistant Operations Manager. Connor presented a brief presentation on the 9-acre fencing project, located at 475 Seaport Blvd. Mr. Revay stated from the informal Request for Proposal four bids were received. Mr. Revay also stated A-1 Fence, Inc. has worked with the Port in the past in different capacities, therefore work references have been verified. After inviting public comment, Chair Garcia confirmed with Executive Director Zortman that there were no members of the public in attendance at the meeting who wished to make public comment on this agenda item. A motion to adopt the motion was made by Commissioner Kastrop and was seconded by Commissioner Radcliffe. The motion passed by a unanimous voice roll call vote of all Commissioners present.

VIII. REPORTS/PRESENTATIONS — NONE

IX. EXECUTIVE DIRECTOR'S REPORT

Executive Director Zortman welcomed the Commissioners that were present in person and virtually. Executive Director Zortman recognized Port staff for their continued hard work in debris clean up from the recent storms. From February 27 through March 1, 2023 staff attended California Marine Affairs and Navigation Conference in Washington D.C. Port staff engaged with Members of Congress, Respective staff members, and congressional maritime stakeholders at the US Capitol Visitor's Center. Executive Director Zortman stated the Request for Proposals for professional consulting firms to prepare CEQA-compliant environmental reviews and reports for the Redwood City Ferry Project closed with three firms responding. Executive Director Zortman concluded her report with an update on the launching of the Spring concert series that will commence in April and conclude in early summer.

Commissioner Radcliffe requested an update on the fish seller at the marina. Executive Director Zortman stated the current fisherman's trawler is not as large and with the current storms, they have not had the opportunity to fish as often as they would like. Executive Zortman stated we are talking to other commercial fisherman that may want to bring fish in May. As the weather improves in the upcoming weeks, fish sales may be more present.

X. MATTERS OF BOARD INTEREST

On February 8, 2023 Commissioner Kastrop attended Bay Area Council's networking meeting. Commissioner Kastrop stated at this event she networked with a bio-tech company located near the Port that is interested in the ferry project. On March 2, 2023 Commissioner Kastrop attended the Water Emergency Transportation Agency Board Meeting. On March 4, 2023 Commissioner Kastrop stated the 17th annual crab and shrimp dinner hosted by the Optimist Club of Redwood City was a success and she thanked the Optimist Club for their service.

XI. CLOSED SESSION

PUBLIC EMPLOYEE PERSONNEL EVALUATION – EXECUTIVE DIRECTOR
GOVERNMENT CODE SECTION 54957

Chair Garcia convened the Board into a Closed Session at 8:20 AM for the above matter.
Chair Garcia reconvened the Board into Open Session at 8:36 AM.
Chair Garcia stated no reportable actions from closed session.

XII. ADJOURNMENT — To Regular Meeting of March 22, 2023

After inviting public comment, Chair Garcia confirmed with Executive Director Zortman that there were no members of the public in attendance at the meeting who wished to make public comment on this agenda item. A motion to adjourn the meeting was made by Commissioner Radcliffe and seconded by Commissioner Maupin. The motion passed by a unanimous voice roll call vote of all Commissioners present. The meeting was adjourned by Chair Garcia at 8:37 AM to its next regularly scheduled meeting on March 22, 2023.

BOARD OF PORT COMMISSIONERS
PORT OF REDWOOD CITY

STAFF REPORT

DATE: March 22, 2023

ITEM NO: VII.A

SUBMITTED BY: Don Snaman, Contractor VIA Kristine A. Zortman, Executive Director

TITLE: MOTION OF THE BOARD OF PORT COMMISSIONERS OF THE CITY OF REDWOOD CITY TO APPROVE AND AUTHORIZE EXECUTION OF PROFESSIONAL CONSULTING SERVICES AGREEMENT FOR REDWOOD CITY FERRY PROJECT – ENVIRONMENTAL REVIEW SERVICES (CDM SMITH)

RECOMMENDATION

Staff recommends that the Board of Port Commissioners (Board) authorize execution of a Professional Services Agreement with CDM Smith, to complete the California Environmental Quality Act (CEQA) compliant environmental review for a new ferry terminal on Port property adjacent to Redwood Creek and Westpoint Slough.

BACKGROUND

Future ferry service to Redwood City has been contemplated since 1988. The following is a brief timeline of significant project milestones:

- In October 2018, the San Mateo County Transportation Authority (SMCTA) and the City of Redwood City (City) entered into a funding agreement for the Financial Feasibility Study & Cost-Benefit and Economic Impact Analyses (Feasibility Study) for a new ferry terminal in Redwood City. The funding agreement was for the use of $450,000 of San County Measure A funds for completion of the Feasibility Study by CDM Smith.
- In April 2021, after acceptance of the Feasibility Study, the SMCTA and the Port entered into a funding agreement for the Redwood City Ferry Terminal Business Plan (Business Plan). The funding agreement was for the use of $166,000 of Measure A funds for completion the Business Plan by CDM Smith.
- In July 2022, the Port requested COWI to complete concept preliminary designs and rough order of magnitude cost estimates for 2-berth ferry terminals concepts in Redwood Creek. The Feasibility Study had preliminary engineering for a 1-berth terminal in Redwood Creek and a 2-berth terminal in Westpoint Slough. However, Water Emergency Transportation Authority (WETA) operational and design standards prefer 2-berth ferry terminals with steel barges.
- In October 2022, after acceptance of the Business Plan, the SMCTA and the Port entered into a funding agreement for environmental review and preliminary engineering of a new Redwood City ferry terminal. The funding agreement is for the use of $3,499,200 of Measure A funds over three years to complete the environmental review and preliminary engineering. The funding agreement requires a 10% match of $388,800 from the Port.
- In early December 2022, WETA, the City, and the Port completed execution of a second Memorandum of Understanding outlining the objectives and responsibilities for the environmental planning and preliminary design stages of a new ferry terminal.

DATE: March 22, 2023

ITEM NO: VII.A

TITLE: MOTION OF THE BOARD OF PORT COMMISSIONERS OF THE CITY OF REDWOOD CITY TO APPROVE AND AUTHORIZE EXECUTION OF PROFESSIONAL CONSULTING SERVICES AGREEMENT FOR REDWOOD CITY FERRY PROJECT – ENVIRONMENTAL REVIEW SERVICES (CDM SMITH)

ANALYSIS

On December 20, 2022, the Port solicited a Request for Proposals (RFP), for professional consulting services to complete a CEQA-compliant environmental review for a new ferry terminal located adjacent to Redwood Creek and Westpoint Slough. For project history and understanding, the RFP included the Feasibility Study, Business Plan and COWI additional engineering. The RFP required proposals be submitted by February 9, 2023. Three proposals were received from the following professional consulting firms: CDM Smith , Circlepoint , and Jacobs .

Port staff reviewed and evaluated the proposals based on: 1) completeness of the proposal; 2) overall project approach; 3) qualification of key project team members; 4) relevant work experience; and 5) cost. Below is a summary of the key evaluation components as further outlined in the Scoresheet:

1) Completeness of the proposal – CDM Smith has a very detailed proposal clearly laying out all of the Environmental Impact Report (EIR) steps (Notice of Preparation, Draft EIR, Final EIR, etc.) and addressing a majority of the environmental factors (Air Quality, Biological Resources, Recreation, etc.). Circlepoint and Jacobs do not address some of the last EIR steps, including Cumulative Impacts, Mitigation Monitoring and Reporting Program (MMRP), and Statement of Overriding Considerations (SOC). Circlepoint does not include resumes for some Planning Staff and Outreach Staff.

2) Overall project approach – CDM Smith shows a clear understanding of the project and proposes a very strong Public Outreach and Stakeholder Engagement, primarily due in part to their work on the Feasibility Study and Business Plan. CDM Smith proposes to eliminate the Initial Study step and move directly into preparing and scoping for an EIR (saves time and cost), research projects and costs for First Mile/Last Mile access, and evaluate environmental impacts from full ferry service to and from San Francisco and Oakland on weekdays and weekends. Circlepoint is vague on skipping the Initial Study step, has First Mile/Last mile projects and costs as an optional task, and only evaluates weekday ferry service with no mention of destinations. Jacobs proposes to include the Initial Study step, requires additional preliminary engineering, has no First Mile/Last Mile projects, and no mention of ferry service and destinations.

3) Qualification of key project team members – CDM Smith's key personnel have expertise in a significant number of environmental factors (10 of 18); Jacobs referenced only three environmental factors; and Circlepoint referenced only one in Public Outreach/Stakeholder Engagement. This seems to show that Circlepoint and Jacobs are relying more on their subconsultants than CDM Smith. Although Circlepoint's Project Manager and key personnel demonstrate good experience in preparation of EIR documents, there is very little experience with ferry/marine projects. All proposals have subconsultants that are experienced in both EIR document preparation and ferry/marine projects.

4) Relevant work experience – CDM Smith has three of the seven projects located in the Bary area, while Circlepoint has all seven projects located in SF Bay area compared to Jacobs with one of the four projects. However, most of Circlepoint's projects are not ferry/marine related compared to CDM Smith and Jacobs. Circlepoint's only ferry/marine related project was the Redwood City Ferry Terminal Constraints study in 2007-2010.

DATE: March 22, 2023

ITEM NO: VII.A

TITLE: MOTION OF THE BOARD OF PORT COMMISSIONERS OF THE CITY OF REDWOOD CITY TO APPROVE AND AUTHORIZE EXECUTION OF PROFESSIONAL CONSULTING SERVICES AGREEMENT FOR REDWOOD CITY FERRY PROJECT – ENVIRONMENTAL REVIEW SERVICES (CDM SMITH)

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5) Cost – Key costs are summarized in the table below:

	CDM Smith	Circlepoint	Jacobs
Project Management, Kickoff, Travel, ODC	$158,075	$95,989	$317,752
EIR Scoping, Outreach, Stakeholder Engagement, Public Meetings	$209,016	$110,667	$241,626
Administrative Draft EIR, Draft EIR Publish, Public Comments	$721,132	$524,230	$879,004
Administrative Final EIR, Final EIR Publish, Findings of Fact, SOC, Administrative Record, NOD	$165,047	$65,000	$83,589
Total	**$1,253,270**	**$795,886**	**$1,521,971**

In consideration of the dollar range in each respective proposal's cost estimates, Port staff consulted with WETA staff to further analyze and evaluate the projected funding necessary for this type of service. Based upon WETA's extensive new ferry terminals in other parts of the Bay, the cost estimate for CDM Smith is in alignment with other CEQA projects for similar type facilities.

Port staff is recommending execution of the Professional Consulting Services Agreement to complete the CEQA-compliant environmental review of a new Redwood City ferry terminal with CDM Smith based upon their experience, overall project approach, cost estimate, public outreach plan, and knowledge base with ferry systems as well as the maritime sector.

Cost Recovery	N/A
Port 2020 Vision	Comports with the Port's 2020 Vision
Budget	90% funding from SMCTA, $1,127,943. 10% match from Port, $125,327 will be included in the budget for FY2024.

ALTERNATIVES

The Board could direct staff to resolicit for the environmental review services.

ENVIRONMENTAL REVIEW

The action before the Board for consideration today is not subject to the CEQA review process pursuant to Resource Code, Section 21065 and Guidelines, Section 15378. The Environmental Impact Report for the new Redwood City ferry terminal will be CEQA-compliant.

Staff **Executive Director**

ATTACHMENTS

A. RFP
B. CDM Proposal
C. Circlepoint Proposal
D. Jacobs Proposal
E. Proposal Scoresheet with comments
F. Professional Service Agreement (template)

ATTACHMENT A

REQUEST FOR PROPOSALS
PROFESSIONAL CONSULTING SERVICES AGREEMENT
REDWOOD CITY FERRY PROJECT - ENVIRONMENTAL REVIEW SERVICES
(Due Date and Time: February 9, 2023 at 3:00 PM)

I. Objective

The Port of Redwood City (Port), as Lead Agency, is soliciting a Request for Proposals (RFP) from professional consulting firms (Consultant) to prepare CEQA/NEPA-compliant environmental reviews and reports for the Redwood City Ferry Project located on Port property in Redwood City, CA.

II. Background

The Port, the City of Redwood City (City), and the Water Emergency Transportation Authority (WETA) seek to create a mid-peninsula transit hub which will be the southernmost terminal in the San Francisco Bay Ferry system. The ferry service seeks to help alleviate congestion along the US-101 corridor and provide an additional transportation alternative. CDM Smith completed a Ferry Financial Feasibility Study & Cost Benefit and Economic Impact Analyses (Feasibility Study) for the City in April 2021, and a Business Plan for the Port in April 2022 for a new ferry terminal at the Port with the operation of public service.

III. Proposed Project

The proposed Redwood City Ferry Project will be located on a portion of a 9-acre parcel on Port property, APN 054-300-380, bordered by the Redwood Creek federal navigation channel and Bair Island to the west, Westpoint Slough and Greco Island to the north, Pacific Shores Office Complex to the east, and Cemex Cement to the south. Submerged lands adjacent to the proposed ferry terminal were granted to the City of Redwood City from the State of California. The current month-to-month lessee of the site, Cemex Aggregates, uses the site for the recycling and sale of concrete base rock. Pursuant to the lease, Cemex Aggregates will be required to remove the stockpiles of materials from the premises upon termination of the month-to-month lease.

The Feasibility Study showed the location of the proposed terminal in Figure 5-1 with two location options, Option 1 across Westpoint Slough from Greco Island and Option 2 across Redwood Creek from Middle Bair Island. The conceptual design of Option 1 is for a 2-berth terminal as shown in Figure 5-2 and detailed in Table 5-4 of the Feasibility Study. This option will require dredging. The Option 2 conceptual design was constrained to a 1-berth terminal and required no dredging. This option was updated by COWI North America in July 2022 with 3 additional conceptual designs for a 2-berth terminal. Two Berth Concept Option A requires no dredging but may infringe on the navigation channel. Two Berth Concept Option B requires no dredging but requires an additional boarding float. Two Berth Concept Option C requires dredging and is a preferred option by the San Francisco Bar Pilots and WETA staff.

The proposed ferry terminal will provide WETA-operated ferry service with origin and destination points of San Francisco and Oakland. Ferry service will be provided by WETA with initial service during weekday commute periods. As the service matures, midday, evening, weekend and special event service could be introduced. Table 3-1 of the Business Plan outlines a full buildout service from Oakland with weekday morning peak trips, midday trips and evening peak trips. Table 3-2 of the Business Plan outlines a full buildout service from San Francisco with weekday morning peak trips, midday trips, evening peak trips, and weekend service.

The ferry terminal will consist of both waterside and landside components that will need to be designed as an essential facility and able to remain operational after a seismic event. The waterside components consist of a pile-supported barge or floating dock, with ADA-compliant boarding ramps and gangway to a pile-supported shelter platform, electric utilities for boarding ramps, shore power and lighting. The landside components consist of a 250-space parking lot with transit stops for shuttles/ride share, bike/pedestrian network connections, secure bike parking, and electrical, communication and water utilities serving the ferry terminal.

IV. Scope of Services

Duties of the Consultant will include the following and any other duties that might be necessary to complete the scope of services:

- Prepare the Project Description, Purpose and Need Statement, Alternatives Considered and Rejected, and the Initial Study/Environmental Assessment documents, as typically required.
- Conduct any necessary technical studies (or incorporate studies prepared by others) that will be required to evaluate and assess the impacts of the ferry service and the ferry terminal land-use improvements as identified by the Port. Possible environmental impacts include, but are not limited to:
    - Air quality impacts, including Greenhouse Gas Emissions, due to the emissions from additional ferry vessels
    - Biological/ecological impacts, specifically relating to the installation of new pilings and ferry wakes near environmentally sensitive shoreline areas
    - Economic impacts including social and environmental justice considerations
    - Geology/soils study relating to potential dredging impacts and seismic issues
    - Hydrology/water quality impacts
    - Land use impacts of the ferry terminal and nearby environmentally sensitive areas
    - Noise impacts due to terminal construction and ferry service operation
    - Public utility/service impacts
    - Recreational impacts from ferry service operation

  - Soil/geological study relating to potential seismic issues
  - Transportation/traffic circulation impacts
  - Cumulative impact analysis
- Prepare and distribute the Notice of Intent/Preparation and conduct outreach to resource and regulatory agencies, interested parties, the public at large and stakeholders in compliance with applicable state and federal laws, rules and regulations. Due to the interests and concerns of the recreational boating community and environmental groups, outreach should include, but not be limited to, the local high school and collegiate rowing teams, yacht clubs, kayak and stand-up paddleboard sales and rental facilities, Save the Bay, and Citizens Committee to Complete the Refuge.
- Assist Port staff in leading the scoping and public meetings regarding the environmental review for the Project and provide documentation of these processes, pursuant to CEQA and NEPA requirements.
- Prepare a Draft EIR/EIS for submittal to State Clearinghouse, filing with EPA and public circulation.
- Collect, document, and provide responses to public comments on the Draft EIR/EIS.
- Write and publish the Administrative Draft and Final reports for review by Port and respond to questions, comments and proposed edits.
- Prepare and circulate the Final EIR/EIS, Response to Comments, and Findings for Agency Decision by the Port Commission.
- Prepare and submit Notice of Determination/Record of Decision.
- Attend public meetings related to the project to provide technical support for Port staff as requested throughout the course of the environmental review process.
- Coordinate with design and engineering team hired for this project, as necessary, in support of the required environmental review process.

Consultants are advised that the public involvement process associated with this project will be extensive and that stakeholder participation will likely include partnering agencies, regulatory and resource agencies, the public at large, among others. The Consultant will be required to coordinate all public outreach efforts that are required as part of the environmental review process and participate in other outreach efforts, as deemed necessary.

The final scope of services will be based on the Consultant's approach to the project and will be negotiated with the firm selected and will be included in the professional services agreement with the Port.

V. Budget

Consultants should include a detailed "Lump Sum Not to Exceed" maximum dollar amount project budget, including expenses and sub-consultant work, for the scope of services. The final budget for this project will be negotiated with the Consultant selected and will be included in the professional services agreement with the Port.

VI. Schedule

Timing is a concern to the Port. The final overall schedule for the project will be negotiated with the firm selected and will be included in the professional services agreement. Key project dates are currently scheduled as follows:

Port issues Request for Proposals	December 22, 2022
Deadline to Submit Questions	January 12, 2023
Port Issues Addendum to RFP	January 26, 2023
Deadline to Submit Proposals	February 9, 2023
Port Commission Selects Consultant	March 8, 2023
Agreement Issued and NTP	March 30, 2023
Administrative Draft EIR/EIS	March 2024
Final EIR/EIS	TBD

VII. Proposal Requirements

Response to this RFP must include all of the following:

1. A statement about the Consultant that describes its experience as well as the competencies and resumes of the principle and all professionals who will be involved in the work.
2. A list of similar projects completed by the Consultant with references for each such project, including the contact name, address, and telephone number.
3. Statement regarding the anticipated approach for this project and a scope of work outlining and describing main tasks and work products.
4. Identification of any information, materials, and/or work assistance required from the Port for this project.
5. Overall project schedule, including the timing of each work task.
6. A total budget amount with estimated costs for each major task in the scope of services.

VIII. Submission Requirements

DUE DATE AND TIME: Thursday, February 9, 2023 at 3:00 PM

Proposals will be submitted via email in a pdf format.

Deliver to: Kristine A. Zortman
Executive Director
kzortman@redwoodcityport.com

IX. Evaluation Criteria and Selection Process

Firms will be selected for further consideration and possible follow-up interviews based on the following criteria:

- Relevant work experience
- Completeness of the proposal
- Overall project approach
- Qualification of key project team members
- Proposed project cost

Following the selection of the most qualified Consultant, a final professional services agreement including budget, schedule and final scope of services will be negotiated before execution of the agreement. The agreement is subject to the review and approval of the Board of Port Commissioners.

The Port of Redwood City in its sole discretion reserves the right to reject any or all proposals, to modify the RFP, or to cancel the RFP.

X. Port Contacts

Kristine Zortman, Executive Director
Port of Redwood City
Phone: (650) 306-4150
Email: kzortman@redwoodcityport.com

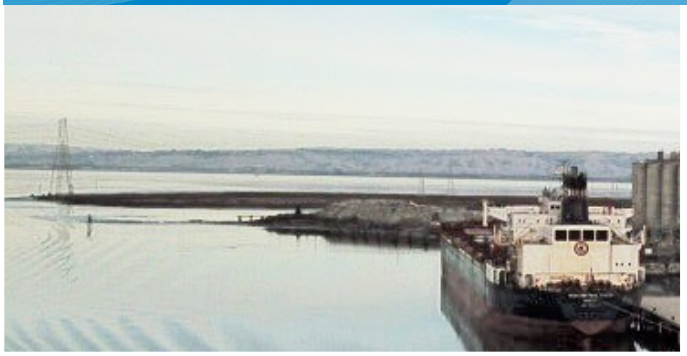
Don Snaman
Consultant
Phone: (650) 642-8600
Email: c-dsnaman@redwoodcityport.com

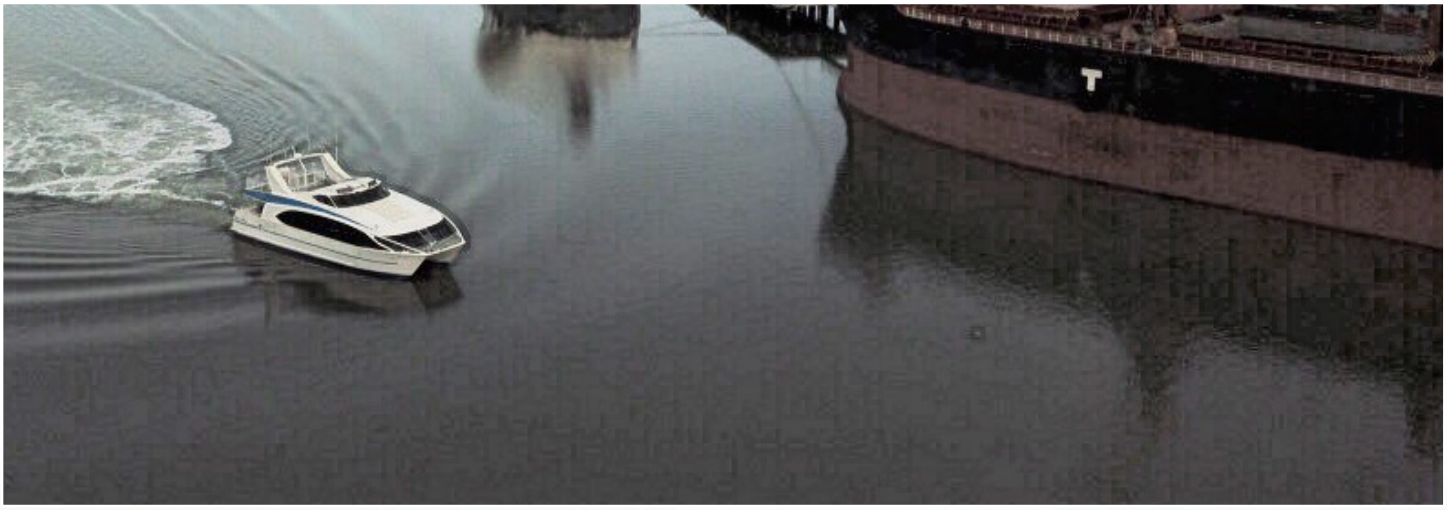
XI. Attachments

Attachment A	CDM Smith Ferry Financial Feasibility Study & Cost-Benefit and Economic Impact Analyses, dated October 2020
Attachment B	CDM Smith Redwood City Ferry Business Plan, dated June 2, 2022
Attachment C	California State Lands Commission Map of the Grant to the City of Redwood City, dated May to August 1958
Attachment D	COWI North America Ferry Terminal West Side Two Berth Concept Study, Options A, B & C with ROM, dated December 5, 2022
Attachment E	Professional Consulting Services Agreement template

ATTACHMENT B

Proposal





Professional Consulting Services Agreement

Redwood City Ferry Project– Environmental Review Services

February 9, 2023

CDM Smith

ATTACHMENT B

220 Montgomery Street, Suite 1418
San Francisco, CA 94104
tel: 415 495-6201

February 9, 2023

Ms. Kristine A. Zortman, Executive Director
Port of Redwood City
675 Seaport Blvd
Redwood City, CA 94063

Subject: Redwood City Ferry Project – Environmental Review Services

Dear Ms. Zortman:

Considerable planning has been conducted by the Port of Redwood City (Port) in partnership with the City of Redwood City and the San Francisco Bay Area Water Emergency Transportation Authority (WETA) in association with the San Mateo County Transportation Authority (SMCTA) to support the implementation of a passenger ferry service linking Redwood City to Oakland and San Francisco. This implementation requires the construction of a new ferry terminal on Port property.

The work CDM Smith, COWI, and PlaceWorks have already done with the Port, including the Business Plan and the Feasibility Study, sets the stage for the next step in the ferry terminal project's implementation – the completion of the environmental studies and documentation necessary to satisfy CEQA requirements.

Our history working together as a team on the ferry terminal project and working with both the Port and Redwood City on a variety of projects, working with WETA on other ferry terminals, and working with the SMCTA (Measure A&W Strategic Plan) is an asset we plan to use fully in the preparation of the environmental documents. We have insight on how to streamline the process, effectively engage the public and the various stakeholder groups, address the needs of the SMCTA to help secure future funding, and identify and address the needs of the partner agencies: the Port, Redwood City, and WETA.

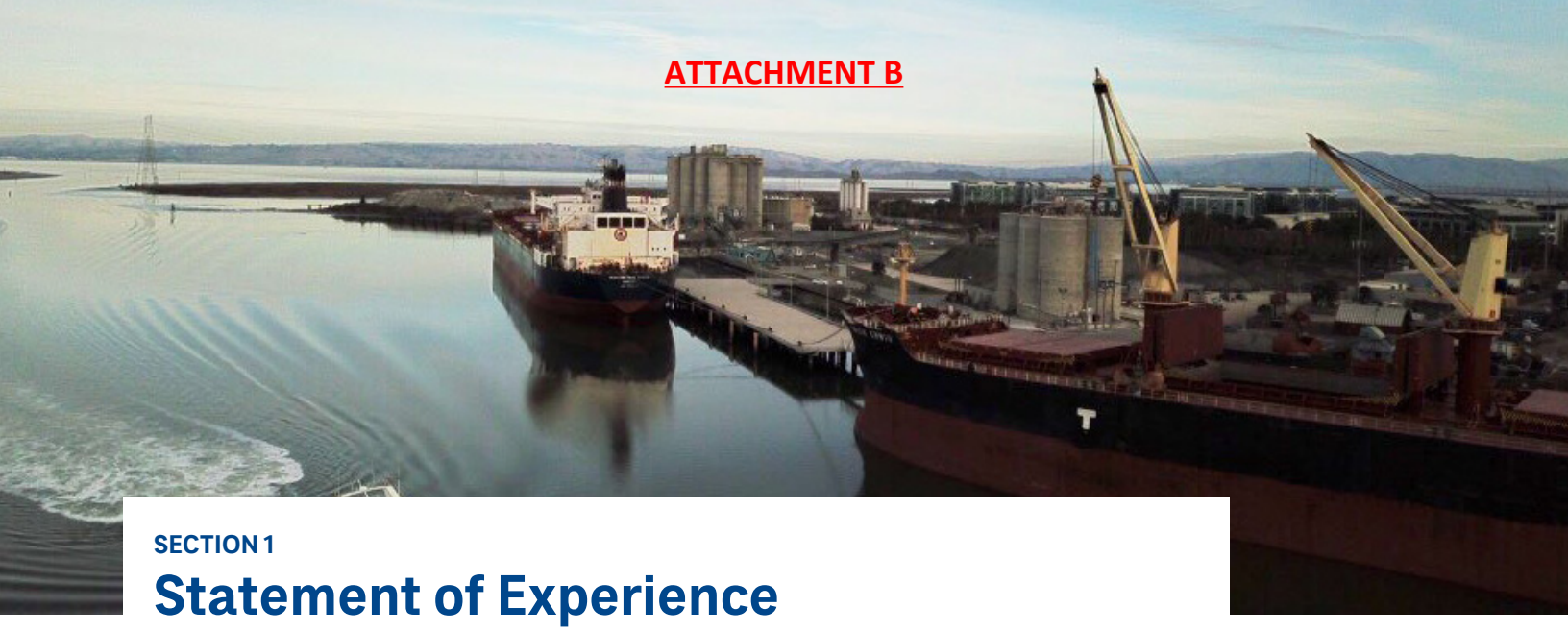
In addition, we have added HT Harvey, Basin Research Associates, Illingworth & Rodkin, Inc., and JBG Environmental, environmental research specialty firms with experience working for the Port, the City, or on other bayfront locations.

The following proposal presents our team's qualifications, as well the approach and the work plan we developed to successfully complete this important phase of the project. If you have any questions regarding our proposal, please contact me at (415) 653-3317 or hurrellwe@cdmsmith.com.
We look forwarding to building on our work together.

Sincerely,

William E. Hurrell, PE
Vice President
CDM Smith Inc.

ATTACHMENT B



SECTION 1

Statement of Experience

In 2019, CDM Smith, with COWI and PlaceWorks, was selected to perform a feasibility study of a new ferry terminal and ferry services operating out of the Port. The project was managed by the City of Redwood City in partnership with the Port, WETA, and the SMCTA. The study examined ferry operations, routing, capacity and costs, as well as potential ridership and revenues. It also assessed the environmental issues and social factors related to the development of the terminal and operations of the ferry service on San Francisco Bay and the waterways leading to the Port. There was a major outreach component that included focused outreach to major employers, recreational users of the waterways in the vicinity of the Port, and environmental interest groups. The study, which was completed in 2021, concluded that ferry services between the Port and both Oakland and San Francisco had the potential to satisfy WETA's performance standards and to provide substantial ridership benefits.

Pop-up Outreach Event at Redwood City Farmer's Market

In 2021, the Port assumed the lead for the project and retained the CDM Smith team to prepare a business plan. The Business Plan's purpose was to provide the project background, performance and financial information required by the SMCTA to support the approval of funding for the next phase of the project – the environmental document. The business plan was accepted by the SMCTA in 2022, and funding was approved for the environmental work, which is the subject of this proposal.

In addition to the team's history with this Ferry Terminal Project, CDM Smith has been helping agencies in California find solutions to their environmental challenges since 1969. We have well established relationships with the federal, state, and local regulatory agencies that have jurisdiction over resources or activities at the Port. CDM Smith lead the EIR preparation for the BART to Antioch Extension and the Oakland Airport BART Extension. We participated in the EIRs for the South San Francisco and Berkeley Ferry Terminal and had major involvement in the Dumbarton Rail DEIR/EIS. CDM Smith also has extensive experience working with Redwood City, WETA and the SMCTA.

CDM Smith will serve as the contract manager, and lead CEQA analysis, transportation analysis, hydrology, geology, economic, and access planning/design on this project.

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Teaming Partners Ready to Continue their work on the Ferry Terminal Project

The team assembled for this project is built upon the value of the knowledge and experience that CDM Smith, PlaceWorks and COWI have gained in our previous work on the ferry terminal project, as well as our experience preparing CEQA environmental for transportation projects in the Bay Area and throughout California. PlaceWorks will continue in their role as the lead for project outreach and stakeholder engagement and will also bring their skills in environmental planning/documentation to the team. COWI will be available to address marine engineering needs, as well as provide information on ferry vessel wake characteristics, dredging quantities and materials, utilities, and soils. In addition, we have added HT Harvey, Basin Research Associates, Illingworth & Rodkin, Inc., and JBG Environmental, environmental research specialty firms with experience working for the Port, the City, or on other bayfront locations.

PlaceWorks
Role: Outreach, Public Meetings, Notice of Preparation, Air Quality, Recreation, Land Use

PlaceWorks has enjoyed a good working relationship with the Port of Redwood City and believes in the mission to bring ferry service to the Port. Over the past several years, they have supported the Port, the City of Redwood City, and the CDM Smith team by engaging potential ferry riders, agency partners including WETA, employers, water users, and environmental advocates to demonstrate the need for ferry service and to determine how to provide this valuable transit connection in a manner that best serves the community.

COWI
Role: Marine Engineering, Wake Analysis, Dredging Requirements, Utilities, Soils

COWI is deeply familiar with the Port of Redwood City Ferry Terminal project having provided engineering services in support of the Financial Feasibility Study. COWI also recently completed the Two Berth Concept Study on behalf of the Port of Redwood City. This prior knowledge of the project will allow COWI to provide the CDM Smith team detailed information on the current terminal concept designs.

H.T. Harvey & Associates
Role: Habitat Evaluation, Biological Research

H. T. Harvey & Associates has provided compliance support and biological resources assistance to hundreds of projects in the footprint and along the San Francisco Bay since the 1970s. Notable and relevant projects include the SAFER Bay Project in the San Francisco Bay Estuary; South Bay Salt Ponds Restoration Project in Santa Clara, San Mateo, and Alameda Counties; U.S. Army Corps of Engineers South San Francisco Bay Shoreline Study in Santa Clara County; Ravenswood Bay Trail Connection Project in San Mateo County; Bair Island Tidal Wetland Restoration and Management Plan in San Mateo County; and Alameda Point Reuse Project Biological Assistance in Alameda County.

Illingworth & Rodkin, Inc.
Role: Noise Analysis

I&R has completed close to 4,500 projects involving environmental noise, transportation noise studies, industrial noise control, and building acoustics. The firm is considered one of the leading consulting firms in the West Coast that provide a full range of testing and design services for the abatement of transportation noise and vibration. I&R began developing specific underwater measurement capability in 2000 during the construction of the new East Span of the San Francisco-Oakland Bay Bridge. Based on contributions from I&R, the California Department of Transportation and the U.S. Navy have developed compendiums of empirical underwater sound measurement data for pile driving that are widely nationally and internationally used. These data are used regularly for predicting underwater noise levels used to assess the potential impact on fishes, marine mammals, and other endangered species.

Basin Research Associates
Role: Historical and Cultural Resources

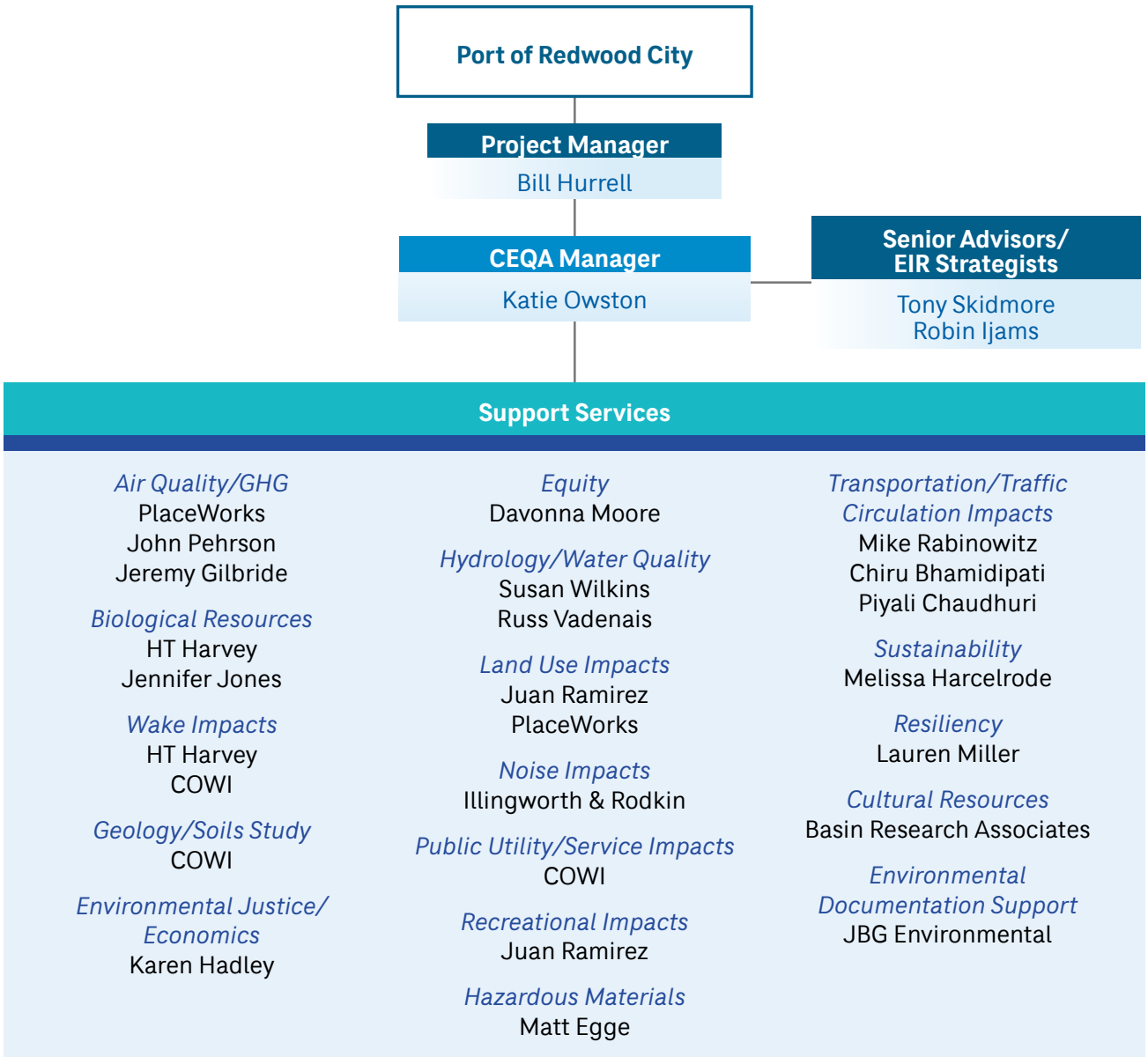
BASIN is familiar with the Port of Redwood City having completed the cultural resources section for the Redwood City Saltworks Project Environmental Impact Report located adjacent to and immediately east of the Port within the former Cargill Redwood City Plant, Solar Salt Production Facility. In addition, BASIN over the past 20 years, has completed projects within the City including various state highway interchanges, private development, Stanford University redevelopment actions, and assisted the San Francisco Public Utilities Commission with their Water System Improvement Project which passes through the City and San Mateo County.

JBG Environmental
Role: Technical Writing/Editing

JBG Environmental Consulting (JBG) is a certified small, woman/disadvantaged business enterprise with over 34 years of professional environmental consulting experience, with an emphasis in CEQA/NEPA document preparation for transportation, wastewater conveyance systems, institutional facilities, commercial facilities, and residential development.

Organization Chart

The following organization chart illustrates the CDM Smith team's structure.



Subconsultants

1. Basin Research Associates
2. COWI
3. HT Harvey
4. JBG Environmental
5. PlaceWorks
6. Illingworth & Rodkin

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As CEQA Manager, Katie Owston will lead the CDM Smith team in streamlining the CEQA process for the Port's ferry terminal project.

Katie Owston | CEQA Manager
Years of Experience: 20+ | Years with CDM Smith: 20
Katie is a planner with more than 20 years of experience in current planning, advanced planning, and environmental review and documentation under CEQA/NEPA. Katie has a background in marine policy and coastal planning. Her experience includes 7 years of experience working with the Port of Los Angeles on the preparation of environmental documents for improvements to and expansion of the Everport and APL container terminals, the upgrade of the Shell Marine Oil Terminal, and the redevelopment of the AL Larson Boat Shop. She has experience addressing issues pertinent to coastal areas including waterfront redevelopment, consistency with the federal and state coastal acts, and addressing risks associated with coastal erosion, sea level rise, and tsunamis. She has also assisted agencies in preparing documentation for coastal development permit applications.

Katie's Coastal Experience Highlights

City of Redondo Beach Waterfront Revitalization EIR, Redondo Beach, CA. As Environmental Planner/City Liaison, Katie assisted in the preparation of an EIR for the revitalization of the Redondo Beach Waterfront. The project included redevelopment and expansion of commercial development, public access and recreational facilities, new marine facilities, and updated support infrastructure. She participated in the overall preparation of the document and was responsible for coordination with the client, developer, and subconsultants. Katie also assisted in the coastal development permit application process through the California Coastal Commission.

Port of Los Angeles Berths 226-236 (Everport) Container Terminal EIS/EIR, Los Angeles, CA. As Environmental Planner, Katie assisted in the preparation of a draft EIS/EIR for the expansion and redevelopment of the existing Everport Container Terminal. The project improved the container-handling efficiency and capacity of the terminal to accommodate the projected fleet mix of larger container vessels. Katie assisted in overall document review and coordination in addition to preparation of the alternatives, cumulative impacts, and socioeconomic analyses.

Port of Los Angeles Berths 167-169 (Shell) Marine Oil Terminal Project, Los Angeles, CA. As Environmental Planner, Katie assisted in the preparation and management of an EIR for the upgrade of the existing Shell Marine Oil Terminal to comply with Chapter 31.F Marine Oil Terminal Engineering and Maintenance Standards (MOTEMS) of the State of California Building Code, a comprehensive set of codes and standards for the analysis, design, inspection/maintenance, and operation of marine oil terminals in the State of California.

Port of Los Angeles 302-306 (APL) Container Terminal Project, Los Angeles, CA. As Environmental Planner, Katie assisted in the preparation of an EIS/EIR for the expansion and redevelopment of APL's existing container terminal. The project included the development of newly created vacant land for use as additional container terminal operations and new wharf.

Additional Experience Highlights

San Diego International Airport Environmental Impact Report (EIR) and Environmental Assessment (EA), San Diego, CA. As Senior Environmental Planner, Katie had a primary role in the preparation of the Airport Development Plan EIR for construction of a replacement airport terminal, roadway modifications, and other improvements. She assisted with task management, coordination with the client and subconsultants, tribal consultation, and overall document preparation including evaluation of land use and sea level rise analysis.

Los Angeles County Metropolitan Transportation Authority Metro Eastside Phase 2 Project Alternatives Analysis, Environmental Clearance, and Conceptual Engineering Contractor Services, Los Angeles, CA. As Project Technical Lead/Deputy Project Manager, Katie is currently overseeing the preparation of the environmental documentation for the future extension of the Eastside LRT from the existing Metro Gold Line from its current terminus to Eastern Los Angeles County. She is working closely with both the client and joint venture partner, and oversees the team of technical specialists preparing the EIR analysis.

Katie will be supported by the following key personnel. Full resumes for all key personnel are provided in **Appendix A** of this proposal.

Team Member	Relevant Experience
Bill Hurrell, PE **Role:** Project Manager **Years of Experience:** 46	Bill is a 46-year veteran in multimodal transportation planning and engineering and a recognized industry expert in managing comprehensive transportation studies and plans. He brings a wealth of experience and best practices to the role of principal-in-charge. His recent experience with the City on the Streetcar/ Urban Circulator and Transit Center Improvements Feasibility Study, Transportation Plan and TDM Program enable him to guide the team and project with a thorough understanding of the City's goals and processes. His broad transportation planning background includes ferry projects such as the Parking Pricing Implementation Program for Harbor Bay and Richmond Ferry Terminals and Main Street Ferry Terminal Access Plan in Alameda. He specializes in multi-modal transportation planning, including high-level assignments on rail and bus transit projects, corridor alternatives analyses, and EIR and EIS efforts. He has extensive experience in travel demand management (TDM), having developed plans for Mission Bay in San Francisco, the Pleasant Hill BART Station Area, and for a number of major Bay Area employers. ▪ Project Manager, Ferry Terminal Feasibility Study, City of Redwood City ▪ Project Manager, Ferry Terminal Business Plan, City of Redwood City ▪ Project Manager, eBART Alternatives Analysis and EIR
Anthony (Tony) Skidmore, AICP **Role:** Senior Advisor/ EIR Strategist **Years of Experience:** 40	Tony has over 40 years of environmental planning experience that emphasizes environmental regulatory compliance, land use planning, and development processing. Tony's expertise includes developing CEQA/NEPA analyses of complex technical issues for projects throughout the Los Angeles region. He has served as the project director for the LAX Master Plan. Working closely with the City of Los Angeles department of airports –LAWA and the FAA. Tony provided technical oversight and direction in the refinement and implementation of the CEQA compliance programs at LAUSD. He has also provided QA/QC, technical review and environmental compliance strategy under CDM Smith's on call CEQA/NEPA services contract with the Port of Los Angeles. His expertise in CEQA requirements, case law, and practical application in large complex programs are well well-suited to assist the Port in ensuring the quality of their environmental documents. ▪ EIR Strategist, City of Redondo Beach Waterfront EIR ▪ EIR Strategist, Port of Los Angeles On-Call Environmental Services ▪ Program Manager, LAWA Environmental Studies
Robin Ijams **Role:** Senior Advisor/ EIR Strategist **Years of Experience:** 30	Robin has 36 years of experience in environmental analysis and environmental regulation. Her expertise lies in the preparation and management of environmental documents for complex, controversial projects. She has managed and participated in the preparation of environmental impact reports and environmental impact statements for a wide diversity of projects, ranging from small-scale environmental assessments to complex, multi-agency documents. Robin's experience includes airport and highway transportation projects, waste management/treatment facilities, wastewater projects, correctional facilities, and master planned communities. Her port experience includes the EIR prepared for the modernization and upgrade of the Al Larson Boat Shop located on Terminal Island within the Fish Harbor area of the Port of Los Angeles. ▪ Task Lead, Port of Los Angeles, Al Larson Boat Shop Improvement Project ▪ Project Manager, LAX CEQA/NEPA Support Services ▪ Project Manager, LAX/LA Metro Green Line Interagency Task Force

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Team Member	Relevant Experience
John Pehrson, PE **Role:** Air Quality/GHG Analysis **Years of Experience:** 40	John is CDM Smith's Air Quality Permitting & Compliance Discipline Leader with over 40 years of professional experience. He has conducted air quality impact analyses for multiple CEQA, NEPA, and general conformity evaluations for marine port development, airport development, and regional transit projects. ▪ Technical Lead, Port of Los Angeles Berths 226-232 Container Terminal Expansion Project EIR/EIS, Los Angeles, CA ▪ Technical Lead, Port of Los Angeles Berths 302-306 Container Terminal Expansion Project EIS/EIR, Los Angeles, CA ▪ Technical Lead, Los Angeles World Airports Airfield & Terminal Modernization Program, Los Angeles, CA ▪ Technical Lead, Los Angeles World Airports 2022 Air Quality Management Plan, Los Angeles, CA
Jennifer Jones **Role:** Biological Resources **Years of Experience:** 20	Jennifer has over 20 years of experience in field biology, including aquatic and terrestrial habitat assessment, bird surveys, wetland delineations, and vegetation mapping. She has conducted biological surveys in coastal, mountain, and desert ecosystems throughout the United States. Jennifer also writes Biological Assessments for compliance with the Endangered Species Act and provides expertise in Clean Water Act Section 404 permitting, ecological restoration, and monitoring. ▪ Project Ecologist, LA Metro Eastside Phase 2 Supplemental/Recirculated Draft EIS/EIR, Los Angeles, CA ▪ Project Ecologist, LA Bureau of Sanitation, MacArthur Park Stormwater Capture Project Initial Study and EIR, Los Angeles, CA ▪ Project Ecologist, LA County Department of Public Works Oxford Retention Basin Multiuse Enhancement Project, Los Angeles, CA ▪ Project Ecologist, City of LA Bureau of Engineering Machado Lake Ecosystem Rehabilitation Project, Los Angeles, CA
Karen Hadley, PMP, AICP **Role:** Environmental Justice/ Economics **Years of Experience:** 24	Karen has over 20 years of expertise in the disciplines of environmental planning, natural resource compliance, NEPA documentation, long range planning, corridor planning, and public involvement/agency coordination in support of a wide array of transportation projects (e.g., highway, bridge, and transit facilities). She has led numerous public and agency involvement tasks and successfully coordinated associated efforts on multiple transportation planning/environmental projects working for agencies including: FHWA, FTA, USACE, and the US Department of Housing and Urban Development (HUD). ▪ Project Manager, Environmental Staff Extension, Colorado Department of Transportation ▪ Project Manager, I-70/Kipling Interchange EA, Colorado Department of Transportation
Davonna Moore **Role:** Equity **Years of Experience:** 22	With over 20 years of project and program management experience leading some of the nation's most notable freight and planning projects in the public sector, Davonna brings diverse expertise in complex multimodal and long-range planning. She is accustomed to making high-level decisions, understands the nuances in balancing organizational policy alongside public interests, and is adept at identifying opportunities for operational improvements. ▪ Equity Specialist, Kansas DOT Road User Charge ▪ Equity Policy Lead, Alternative Contracting Methods, Illinois DOT

Team Member	Relevant Experience
Susan Wilkins, AICP, ENV SP **Role:** Hydrology/Water Quality **Years of Experience:** 35	Susan has more than 35 years of experience working in California and other western states managing environmental and federal, state and local regulatory permitting compliance. She has primarily provided these services for water resources and supply, stormwater management, water quality monitoring, transportation, public recreation and access, and utility infrastructure projects. She has prepared numerous environmental documents under CEQA and NEPA. Susan obtained multiple federal, state and local permits including: Clean Water Act Sections 404, 401, and 402- National Pollution Discharge Elimination System (NPDES); state waterway permits and wildlife permits, transportation right-of-way, local land use and grading permits. Many of her projects are federally and state funded including the Caltrans Local Assistance program. ▪ Water Quality Lead, Chalk Creek Channel Stabilization and Restoration Project, City of Reno, NV ▪ CEQA Lead, Pioneer Trail Pedestrian Improvement Project Phase II, City of South Lake Tahoe, CA ▪ CEQA Lead, Lake Forest Erosion Control Project Area B CEQA Environmental Document, Placer County, CA
Juan Ramírez, GISP **Role:** Land Use Impacts/ Recreational Impacts **Years of Experience:** 15	Juan is a planner with over 15 years CEQA/NEPA environmental compliance experience. He is proficient in GIS mapping and quantitative data analysis. ▪ Environmental Planner, Port of Los Angeles Berths 167-169 (Shell) Marine Oil Terminal Wharf Improvements Project, Los Angeles, CA ▪ Environmental Planner, Port of Los Angeles 302-306 (APL) Container Terminal Project, Los Angeles, CA ▪ Environmental Planner, City of Redondo Beach Waterfront Revitalization EIR, Redondo Beach, CA
Mike Rabinowitz **Role:** Transportation/ Traffic Circulation Impacts **Years of Experience:** 7	Michael is a transportation planner who has over 7 years of transit planning experience. He has a range of consulting and transit agency experience that focuses on transit system access, operations and service planning. He has worked on several ferry projects in the San Francisco Bay area including multiple passenger surveys and a feasibility study for the new San Francisco to Redwood City ferry service. He also has experience in the area of developing first mile/last mile access plans for transit stations and terminals. ▪ Project Manager, WETA On-Board Passenger Surveys, 2021 and 2022 ▪ Task Manager, Redwood City Ferry Terminal Business Plan ▪ Task Manager, Berkeley Ferry Terminal Business Plan
Melissa Harcelrode, PhD, BCES **Role:** Sustainability **Years of Experience**: 17	Melissa specializes in the development and application of integrated assessment approaches to comprehensively define sustainability objectives and evaluate environmental, social, and economic impacts of environmental infrastructure and restoration projects. She provides technical support and modeling on environmental footprint analysis, life cycle assessment, community impact evaluations, risk communication, public outreach planning, climate change vulnerability assessments, and development of sustainable best management practices. ▪ Sustainability & Resiliency Technical Lead, US Department of the Navy Hunters Point Naval Shipyard Parcel F Sediment Site, San Francisco, CA ▪ Sustainability Support, USDOE Santa Susana Field Laboratory Superfund Site, Simi Valley
Lauren Miller, CC-P **Role:** Resiliency **Years of Experience:** 17	Lauren is the firm-wide Climate Resilience Discipline Leader, leading CDM Smith's climate resilience team and strategic initiatives. She specializes in climate change services, including vulnerability assessments, climate resilience, and adaptation plans and leads the firm's America's Water Infrastructure Act work, coordinating with teams across the country to implement projects in a technically consistent manner. ▪ Climate Change and Resilience Expert, America's Water Infrastructure Act, Nationwide

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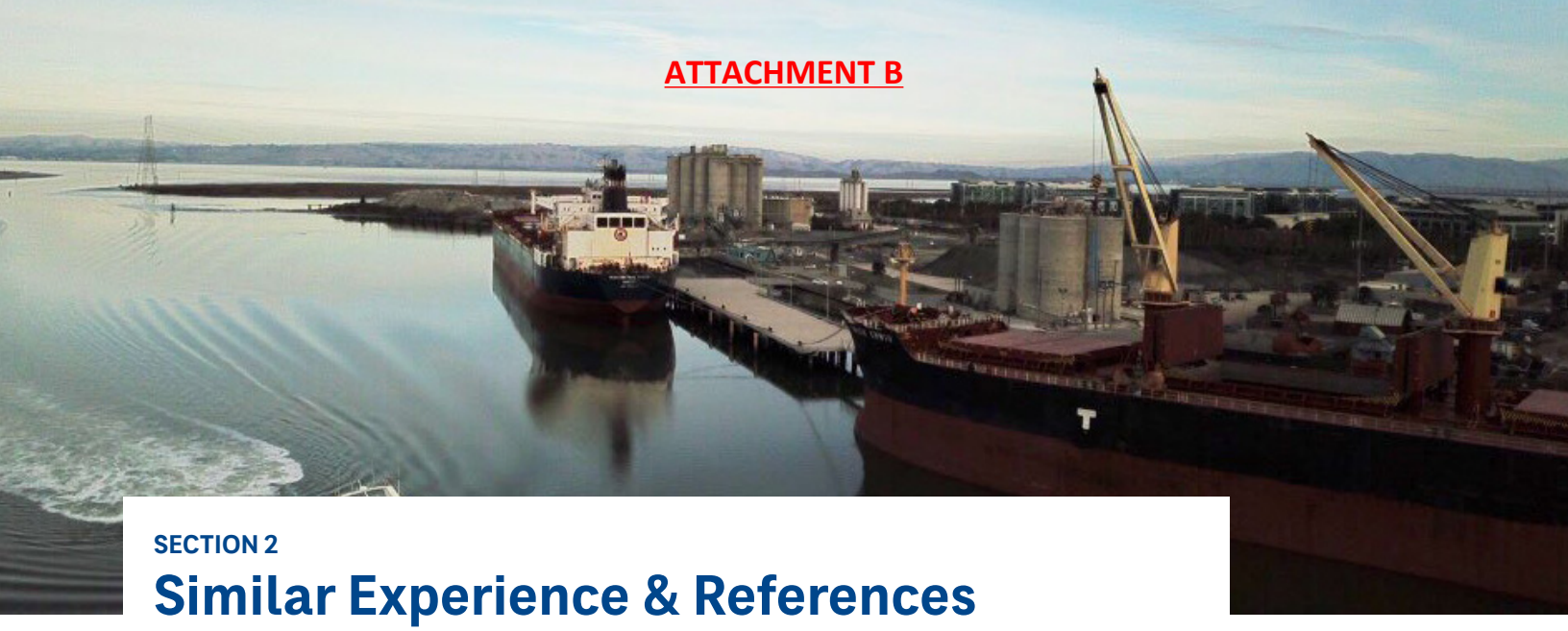


SECTION 2

Similar Experience & References

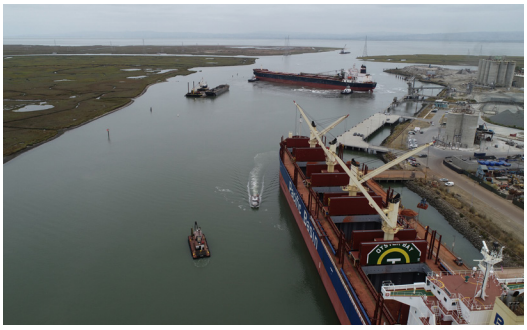
The CDM Smith team combines our insights working on the ferry terminal project and our experience preparing CEQA documents for transportation projects in the Bay Area and throughout California to streamline the process for the Port.

Redwood City Ferry Feasibility Study

Redwood City, California

The City of Redwood City (City) is a progressive city vested in the quality of life, environment and livability of its community. The City is open to different transportation solutions, warranting the desire to assess the feasibility of a ferry service to alleviate the congested and overcrowded highways, roads and commuter transit options the region faces today. The interest in ferry service is not new to the City and has local employer support demonstrated by a private ferry service trial-run conducted by local companies recently; and further substantiating ferry service may be a viable alternative for people traveling between Redwood City and other areas of the region.

CDM Smith conducted the Redwood City Ferry Feasibility Study in February of 2019. The study is needed in order to estimate costs, identify potential revenue sources, evaluate possible routes and destinations, and to determine potential ridership characteristics. CDM Smith conducted a Cost-Benefit Analysis to identify and quantify local and regional benefits, and to provide outreach opportunities for the public to become informed and provide feedback on priorities and issues. CDM Smith also conducted analysis of potential ridership markets for various sites around the bay area, where ferry service currently operates. After finding the markets with the highest potential for ridership, the CDM Smith team conducted extensive public outreach as well as outreach to major employers in the mid-peninsula area (e.g. Facebook, Google and Stanford) to get a better understanding of where the potential ridership may want or need to travel. The CDM Smith team then developed a sophisticated travel demand model using a variety of data sources to get a more precise vision of what potential ridership would look like for service to the two top markets (San Francisco and Oakland). Using the ridership numbers, CDM Smith moved forward with a financial feasibility analysis along with a Cost-Benefit Analysis and Economic Impact Analysis so the decision makers in the City and the service provider can make a sound decision on where and when ferry services will operate out of the City in the future.



Reference
City of Redwood City
Jessica Manzi, PE, Transportation Manager
2655 Broadway St
Redwood City, CA 94063
T: (650) 465-8684
E: jmanzi@redwoodcity.org

Firm Staff
Bill Hurrell, Chiru Bhamidipati

ATTACHMENT B

Redwood City Business Plan

Redwood City, California

CDM Smith and PlaceWorks worked closely with the Port of Redwood City, the San Francisco Bay Area Water Emergency Transit Authority (WETA), and the City of Redwood City to prepare a business plan per the requirements of the San Mateo County Transportation Authority (SMCTA). The business plan was based on the findings of the previous feasibility study which was prepared by CDM Smith. It added additional consideration of ferry service types (weekend, off-peak, and special events), equity considerations and outreach, and first mile/last mile access planning. The plan was received by the SMCTA and, as a result, funding was awarded for the next phases of the project.

Reference
Port of Redwood City
Kristine A. Zortman, Executive Director
T: (650) 360-4150
E: kzortman@redwoodcityport.com

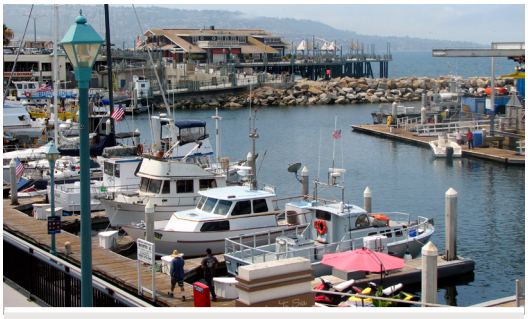
Firm Staff
Bill Hurrell, Mike Rabinowitz, Chiru Bhamidipati

Redondo Beach Waterfront EIR

Redondo Beach, California

Beginning in late 2013, CDM Smith was contracted by the City of Redondo Beach to prepare an EIR and provide in-house staff support for the complex and controversial Waterfront Project. The project intended to revitalize approximately 36 acres of the 150-acre waterfront, as part of a City-wide waterfront redevelop effort initiated by the City of Redondo Beach. The project was focused on the City's pier and adjacent waterfront, which were last revitalized in the 1970s. The main components of the project included demolition of approximately 207,402 square feet of existing structures, replacement of the existing Pier Parking Structure, opening of closed lagoon to harbor waters, and construction of up to 511,460 square feet to include retail, restaurant, creative office, specialty cinema, a public market hall, and a boutique hotel.

The project was specifically designed as a new waterfront village, which would reconnect the waterfront with resident and visitor-serving uses. Enhancements to public recreation and open space included a new small craft boat launch ramp, the opening of Seaside Lagoon to King Harbor as a protected beach (currently the lagoon is not directly connected to the ocean), new and expanded pedestrian and bicycle pathways, as well as new high-quality public open spaces. Site connectivity and coastal access was to be increased by the establishment of a new pedestrian bridge across the Redondo Beach Marina Basin 3 entrance, a new pedestrian promenade along the water's edge from the base of the pier to Seaside Lagoon, and the Pacific Avenue reconnection. The Final EIR and proposed entitlements went through numerous Harbor Commission public meetings with the Final EIR being certified on August 8, 2016. The decision of the Harbor Commission was appealed by members of the public to the City Council, which upheld the decision of the Commission in October 2016, however the project was subsequently withdrawn.



Reference
City of Redondo Beach
Mike Witzansky, City Manager
415 Diamond Street
Redondo Beach, CA 90277
T: (310) 372-1171
E: mike.witzansky@redondo.org

Firm Staff
Katie Owston, Tony Skidmore, Juan Ramírez, Jennifer Jones

Port of Los Angeles On-Call CEQA/NEPA Services

Los Angeles, California

CDM Smith has successfully teamed with the Port of Los Angeles to address environmental issues since 2007 and have worked on 35 Project Directives covering services ranging from the preparation of CEQA/NEPA documentation for Port improvement projects, developing updated protocols for evaluating air emissions and environmental impacts associated with Port activities, completing air conformity analyses for selected projects, and providing specialized studies related to cultural and historic resources.

Under this contract, the CDM Smith team completed the EIR for the proposed improvements to the Berths 167-169 [Shell] Marine Oil Terminal Improvements Project. The proposed project would construct a new Marine Oil Terminal Engineering and Maintenance Standards (MOTEMS) compliant wharf and mooring system for the Shell Marine Oil Terminal at Berths 167-169 on Mormon Island, which would replace the current timber wharf and landside improvements. The Final EIR was certified on August 23, 2018. The main challenge associated with this effort was determining the appropriate baseline and future growth assumptions. Another highlight from this long-running contract is CDM Smith's preparation of the EIS/EIR for improvements to and expansion of the existing Everport Container Terminal operating at Berths 226-236 on Terminal Island. The Final EIS/EIR was published in September 2017.

For both of these projects, CDM Smith utilized the Notice of Intent/Notice of Preparation processes to focus the EIS/EIR on pertinent issues and assisted the Port in further streamlining the discussions within each resource section.

Reference
Port of Los Angeles
Lisa Ochsner, Project Manager
425 S. Palos Verdes Street
San Pedro, CA 90731
T: (310) 732-3412
E: lochsner@portla.org

Firm Staff
Katie Owston, Tony Skidmore, Robin Ijams, Juan Ramírez, John Pehrson, Jeremy Gilbride, Chiru Bhamidipati

Berkeley-Albany Ferry Terminal Transportation Impact Study

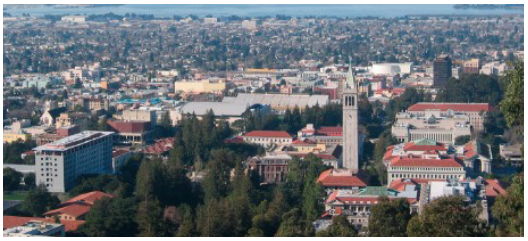
San Francisco Bay Area, California

The Water Emergency Transit Authority (WETA) was established in 1999 to develop a reliable, convenient, flexible, and cost-effective Bay Area water transit system to get drivers out of cars and onto ferries. Berkeley is the home of the University of California and Albany is the community just to its north. The ferry service helps manage traffic in along the Bay Area's most congested corridor, the I-80 Eastshore Freeway which extends across the Bay Bridge.

The transportation impact study described the potential impacts associated with the development of a WETA ferry terminal facility at four alternative sites along the Berkeley- Albany waterfront. The assessment utilized regional travel demand forecast inputs on ferry service patronage and associated traffic changes to regional roadway facilities. Each of the alternative sites had differing impacts at I-80 freeway interchanges (mostly cross traffic). Sites were located along a popular open space waterfront and adjacent to a large horse racing venue.

These activities raised concerns for weekend and event period parking and traffic impacts along the waterfront.

Completion of a project-level environmental study needed to be done to address NEPA/CEQA requirements. CDM Smith's responsibilities on the multidisciplinary environmental team were to address traffic, bicycle, pedestrian, and parking impacts.



Reference
Water Emergency Transit Authority
Michael Gougherty, Principal Planner
9 Pier Ste 111
San Francisco, CA 94111
T: (415) 364-3189
E: gougherty@watertransit.org

Firm Staff
Bill Hurrell

ATTACHMENT B

Additional Experience Highlights

Dumbarton Rail Corridor Project

San Carlos, California

CDM Smith oversaw the planning and preliminary design of the Dumbarton Rail Corridor Project. The Dumbarton Rail Corridor (DRC) Project concept is to extend commuter rail across the Bay between the Peninsula and the East Bay by rehabilitating and reconstructing rail facilities on the existing railroad alignment and right-of-way. CDM Smith was also responsible for all the rail operations work on the project using the Rail Traffic Controller (RTC) rail operations simulation program. A bus alternative was also explored.

One rail alternative consisted of six trains originating from Union City in the East Bay and traveling west in the morning peak, three north to San Francisco, and three south to San Jose. Six trains will reverse direction and return to the East Bay in the evening peak. The capacity of the trains is approximately 500 seats each and will layover in San Francisco and San Jose during midday while returning to the East Bay layover yard at night. There may also be a rail shuttle service between Union City and Redwood City at either 15 minute or 30 minute headways.

As the rail infrastructure on the Dumbarton Branch is single track and the bridge will be rebuilt to singe track configuration, the rail operations analysis was essential to developing the design of the system. In addition the Dumbarton trains will merge onto the Caltrain mainline at Redwood City Junction and will share the Caltrain tracks with the planned electrified Caltrain service and High Speed Rail. CDM Smith assisted Caltrain with the rail operations aspects of these shared-use scenarios. Another rail alternative assumed operations exclusively between Union City and Redwood City, with no share-used of the Caltrain mainline.

CDM Smith was responsible for directing the planning work on this project and supporting the preparation of the DEIS document. CDM Smith also provided support at the quarterly meetings of the technical, citizens and policy advisory committee meetings, which were conducted as part of the project.

eBART Alternatives Analysis and EIR

Contra Costa County, California

For the eBART extension from Pittsburg Bay Point to Antioch, CDM Smith evaluated alternative, cost-effective vehicle technologies to develop an alternative to conventional BART. CDM Smith managed a large, multidisciplinary team in the development of an EIR document and to conduct the transportation planning technical work required to support the ridership development plan and the EIR. CDM Smith led project management, scoping of alternatives, definition of evaluation criteria, ridership forecasting, alternatives screening and evaluation, plus development of operating and maintenance cost estimates. The original ridership projections were performed using the Contra Costa Transportation Authority's regional transportation model. However, as planning for the project continued and various events such as the Great Recession occurred, it became clear that a tailored model was needed. CDM Smith developed a model that was more accurate in terms of household construction trends in eastern Contra Costa County, changes in highway and transit travel times and options, and employment growth in San Francisco and Oakland. CDM Smith developed a simpler, tailored, spreadsheet-based modeling process that had more credibility in terms of the assumptions regarding housing unit counts and forecasts, and the accelerated growth of the employment market. CDM Smith continues to be involved in ridership forecasting and access planning for the extension, which opened in May 2018.

LA Metro Eastside Transit Corridor Phase 2 Extension Project

Los Angeles, California

CDM Smith has provided environmental and engineering services to Metro continuously since 2007. Major projects have included the Eastside Transit Corridor, Phase 2 and the Regional Transit Connector. After releasing a Draft EIS/EIR for the Eastside Transit Corridor Project in 2014 associated with the development of transit alternatives for a 9-mile extension of the light rail Metro L (Gold) Line beyond its Phase 1 Extension terminus in East Los Angeles to Whittier or the City of South El Monte, Metro requested supplemental investigations of the two branch alignment alternatives in advance of selection of the locally-preferred alternative(s). In 2020, the Metro Board adopted a recommendation to proceed with a CEQA-only analysis of one of the alignments, supporting the extension along Washington Boulevard and withdrawing two alternatives from further consideration. Metro tasked the Joint Venture (of which CDM Smith is the managing partner) to prepare a recirculated Draft EIR to update the environmental setting and evaluate a 3.2-mile to 9.0-mile configuration including underground, aerial, and at-grade guideways. CDM Smith worked with Metro to prepare the recirculated Draft EIR and supporting technical studies which were released for public review in 2022. The three build alternatives include the full 9-mile alignment and two shorter alignments, as well as the construction and operation of up to seven new or relocated stations, two potential sites for a maintenance and storage facility, and ancillary facilities. The study area encompasses several jurisdictions within LA County with diverse mix of land use, including residential, commercial, industrial development, parks and recreational facilities, and health and educational institutions. The locally preferred alternative was selected in December 2022 and CDM Smith is currently preparing the Final EIR.

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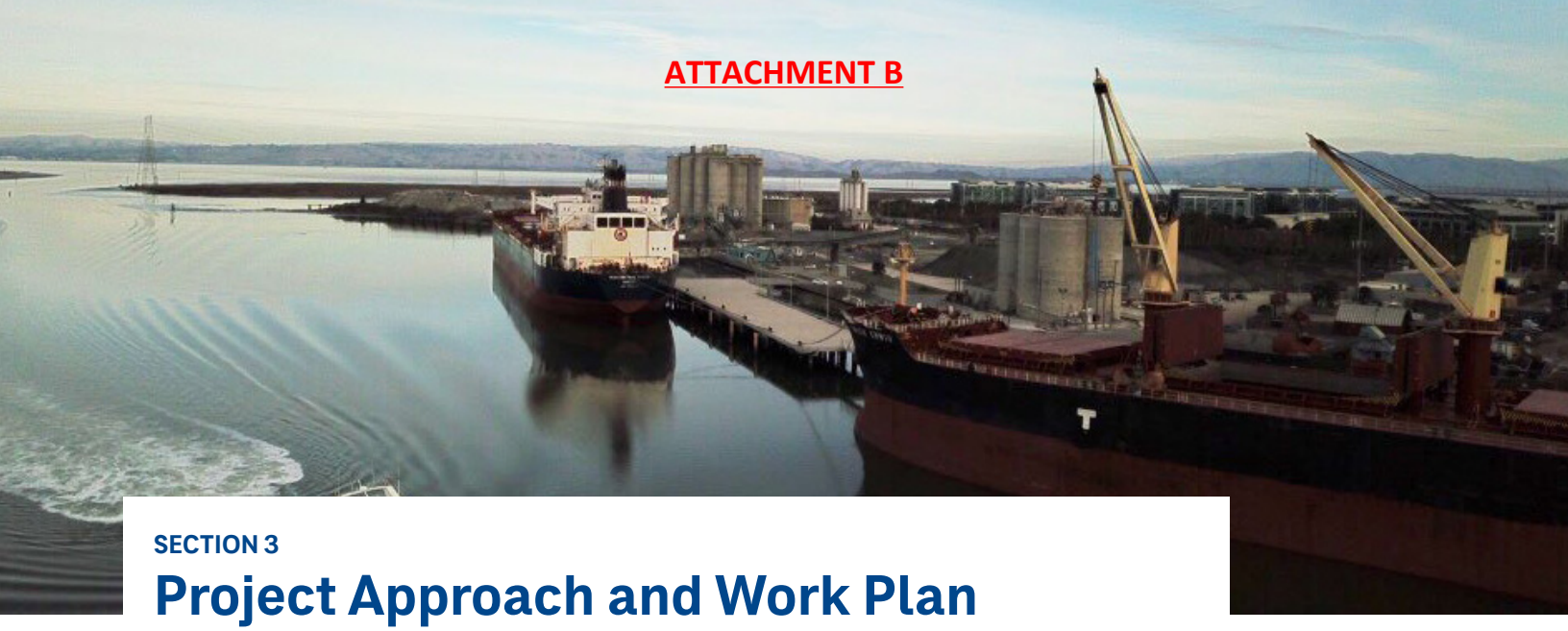

SECTION 3

Project Approach and Work Plan

Project Purpose

Considerable planning has been conducted by the Port of Redwood City (Port) in partnership with the City of Redwood City, the San Francisco Bay Area Water Emergency Transportation Authority (WETA) in association with the San Mateo County Transportation Authority (SMCTA) to support the implementation of a passenger ferry service linking Redwood City to Oakland and San Francisco. This would require the construction of a new ferry terminal on Port property. The Feasibility Study and the Business Plan prepared by CDM Smith, with our team members COWI and PlaceWorks, established that the ferry terminal project meets the basic criteria to support feasibility.

These studies set the stage for the next step in the implementation process, the completion of the environmental studies and documentation necessary to satisfy CEQA requirements. This proposal presents the approach and the work plan developed by the CDM Smith Team to successfully complete this important phase of the project.

Approach

The team assembled for this project is built upon the value of the knowledge and experience that CDM Smith, PlaceWorks and COWI have gained in our previous work on the ferry terminal project, as well as our experience preparing CEQA environmental documents for transportation projects in the Bay Area and throughout California. PlaceWorks will continue in their role as the lead for project outreach and stakeholder engagement and will also bring their skills in environmental planning/documentation to the team. COWI will be available to address marine engineering needs, as well as provide information on ferry vessel wake characteristics, dredging quantities and materials, utilities, and soils. In addition, we have added HT Harvey, Basin Research Associates, Illingworth & Rodkin, Inc., and JBG Environmental, environmental research specialty firms with experience working for the Port, the City or on nearby bayfront locations.

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Table 1 - The CDM Smith Team

Team Member	Role
CDM Smith	Contract Manager, EIR/EIS Documentation, Transportation Analysis, Hydrology, Geological, Economic, Access Planning/Design,
PlaceWorks	Outreach, Public Meetings, Notice of Preparation, Air Quality, Recreation, Land Use
COWI	Marine Engineering, Wake Analysis, Dredging Requirements, Utilities, Soils
HT Harvey	Habitat Evaluation, Biological Research
Illingworth & Rodkin, Inc.	Noise Analysis
Basin Research Associates	Historical and Cultural Resources
JBG Environmental	Technical Writing/Editing

This team has developed an approach which will capitalize on the following elements:

- **Project Knowledge and History –** Our history as a team working together on the ferry terminal project and working with both the Port and Redwood City on a variety of projects, working with WETA on other ferry terminals, and working with the SMCTA (Measure A&W Strategic Plan) is an asset we plan to use fully in the preparation of the environmental documents. We have insights as to how to streamline the process, how to effectively engage the public and the various stakeholder groups, how to address the needs of the SMCTA to help secure future funding, and how to ensure that the needs of the partner agencies; the Port, Redwood City, and WETA are identified and addressed.
- **Streamlining the Process –** Our knowledge of the project can provide methods to make the CEQA process more efficient. For example, the ridership forecasts prepared in the feasibility study were based on pre-Covid transit ridership and traffic conditions. It might be argued that new ridership forecasts should be prepared to better reflect current conditions, in the post pandemic environment. This could result in a time-consuming, costly process. Our approach will be to utilize recent WETA on-board ridership surveys in comparison to historical on-board survey results to better understand current ridership trends, and to develop a set of revised estimates that show, as a sensitivity test, what the impact of Covid might be on the ridership and revenue forecasts. CDM Smith has conducted all of WETA's on-board surveys since 2017.
- **Effective Outreach and Engagement –** PlaceWorks led the outreach programs for the both the feasibility and business plan studies. During these studies we found that by far the most effective outreach method was to go directly to the groups and organizations that have an interest in the project. In general, support for the ferry project was strong, but there were certain concerns that need to be addressed fully in the environmental work. During the scoping process we would meet and engage directly with these groups, such as the water recreation users, the environmental advocates, the major employers and representatives of the nearby communities. We would meet with them on their turf. For example, during the business plan PlaceWorks set up an online meeting, followed by an in-person meeting with the recreational users and environmental interest groups. The in-person meeting was held at the Redwood Landing Marina so as a group we could observe and discuss the recreational activities and listen to the individual and group comments and questions. This proved to be highly effective and helped to create a degree of trust.
- **Project and Alternatives Definition –**Care must be taken in identifying and defining the alternatives to make sure the CEQA requirements are satisfied. At the same time too many alternatives, or variations of alternatives, can lead to a complex and difficult to understand document. Ferry routing and service is an example. The ferry service could be a route between the Port and San Francisco, a route between the Port and Oakland, or a combination of both, potentially representing three alternatives. Then there are options for the type of ferry service, weekday commute service, weekday midday and evening service, weekend service, and special event services. The combinations and variations of these routing and service options could result in a number of alternatives. If the project is defined as consisting of both routes and all the service types, then the environmental clearance would cover all the likely combinations of routing and service types. Then phased development of the project would be discussed as a part of the evaluation of the full project alternative.

- **First Mile/Last Mile Access –** The ferry terminal site is removed from the major employment sites and activity centers such as downtown Redwood City, Stanford Redwood City and the Meta and Oracle business complexes. Provisions for first mile/last miles access will be a critical component of the project. In reviewing the business plan the SMCTA noted that further definition/development of the bicycle and pedestrian facilities projects which would be needed to serve the ferry terminal should be better defined in order to begin the process of programing these projects for funding, CDM Smith will engage its active transportation designers to provide the level of detail needed to estimate the costs of these projects and include them in the environmental analysis.
- **Equity –** Equity and the impacts and benefits of the projects on the nearby Equity Priority Communities will receive major consideration in the outreach program and in each step of the EIR process. Davonna Moore, who is CDM Smith lead on equity related matters, will develop a plan for inclusion of equity considerations in each step of the project. Karen Hadley, of CDM Smith will lead the environmental justice technical research and work.
- **Initial Study –** One way to reduce the time required to complete the EIR, is to eliminate the Initial Study preparation, as it is known that the EIR will need to address almost all the standard topic areas with just a few exceptions. We will document this information and identify those topics which need not be covered along with a justification for each one.
- **Project Management –** During the business plan and feasibility studies, bi-weekly project team meetings were held with the Port, Redwood City and WETA representatives in attendance along with the appropriate members of our team. This proved to be an effective project management tool, maintaining good coordination and communication throughout the projects. We propose a similar meeting format for this project. Also, CDM Smith is familiar with the quarterly reporting requirements of the SMCTA and can routinely provide the Port's project manager with the information needed in the correct format.

Historic Background

The idea of developing a ferry terminal in Redwood City has been under consideration for many years. For example, in the year 2000, The Port prepared the Redwood City Ferry Terminal Analysis, a first look at the siting options and environmental considerations of a ferry terminal on Port lands. In 2002, the Water Transit Authority (WTA) produced its Initial Operating Plan, which identified a network of potentially feasible new routes. A Redwood City to San Francisco route was among those considered feasible.

Figure 2 - Location Map of Preferred Site and Option 1 and Option 2 Locations – 2019 COWI Study

Up until this time, however, a true feasibility study of the whole concept of WETA ferry services operating out of the Port had not been fully examined.

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Feasibility Study and Business Plan

In 2019, CDM Smith with COWI and PlaceWorks was selected to perform a feasibility study of a new ferry terminal and ferry services operating out of the Port. The project was managed by the City of Redwood City in partnership with the Port, WETA and the SMCTA. The study examined ferry operations, routing, capacity and costs, as well as potential ridership and revenues. It also assessed the environmental issues and social factors related to the development of the terminal and operations of the ferry service on San Francisco Bay and the waterways leading to the Port. There was a major outreach component that included focused outreach to major employers, recreational users of the waterways in the vicinity of the Port, and environmental interest groups. The study, which was completed in 2021, concluded that ferry services between the Port and both Oakland and San Francisco had the potential to satisfy WETA's performance standards and to provide substantial ridership benefits.

In 2021, the Port assumed the lead for the project and retained the CDM Smith team to prepare a business plan. The business plan document's purpose was to provide the project background, performance and financial information required by the SMCTA to support the approval of funding for the next phase of the project – the environmental document. The business plan was accepted by the SMCTA in 2022, and funding was approved for the environmental work, which is the subject of this proposal.

Additional Engineering Studies

One of the findings of the business plan was that the preferred site (Option 2) would not meet WETA's desired design objectives, because it was planned as a single berth facility due to siting constraints and would be only able to accommodate one ferry vessel at a time. Option 1 was planned as a dual berth facility. The Port retained COWI to develop alternative configurations with two ferry vessel berths. The desire was to find a way to provide two berths without impinging on the shipping channel. COWI developed three concepts, two of which involve some encroachment into the channel and one which required additional dredging to avoid the channel. These concepts will need to be reviewed in the environmental documents.

This project history is important to understand and incorporate into the environment documents, as it shows all the planning and consideration that has been given to the development of the ferry terminal to date. It also provides the rationale for the selection of Option2 as the project alternative.

Scope of Work

This scope of work encompasses the preparation of an EIR for the Redwood City Ferry Project. The EIR work scope includes technical studies, document preparation and production, public outreach activities, Final EIR undertakings (i.e., response to comments, mitigation monitoring and reporting plan, findings, and statement of overriding considerations if required), and the preparation and filing of all required CEQA notices. The proposed scope of work has been divided into the tasks described below.

EIR Preparation

Task 1 Project Kick-Off

Following Notice to Proceed, a virtual kick-off meeting will be held with the Project Team members to initiate the project. The purpose of the meeting will be to review and confirm the basic characteristics of the project, discuss the environmental review strategy; outline the basic project objectives; discuss the timing and approach to defining the alternatives to be analyzed in the EIR; review the scope of work and schedule; identify key agencies likely to be involved in the project; and confirm the responsibilities, nature, and timing of information required to complete the environmental analysis. Also, during this initial step, CDM Smith will confirm with the Port key roles, responsibilities, and team and external communication protocols. Participants in the meeting will include representatives from the Port, the City, WETA and the CDM Smith Team.

Task 2. Prepare Notice of Preparation

Subtask 2.1 Project Description

The CDM Smith and team partner COWI will prepare a draft project description based on existing information and our understanding of the project. The project description will include background information, project objectives, location and site characteristics, details of project implementation (construction and operation), and identification of the expected permits and approvals. It will also include a description of typical construction methods and assumptions, including anticipated schedule and equipment to be used (to be prepared by CDM Smith Team member COWI), and appropriate graphics and maps. Estimates of dredging requirements, based on design input from the Port and WETA, and a general description of soil characteristics based on recent dredging activities in the nearby area will be provided by CDM Team member COWI.

Input related to the utility requirements at the new ferry terminal will also be identified (by COWI), such as potable water, path lighting on the gangway and access ramps, work lighting on the float, and power to operate the adjustable ramp system and security systems. A site-specific hydrographic survey and a sediment sampling/analysis program can be generated as optional tasks that are not included in the base budget.

Subtask 2.2 Prepare NOP

The CDM Smith Team will prepare a Notice of Preparation (NOP) to distribute to agencies, interested parties, and other recipients as directed by the Port for scoping the EIR. The NOP will include the project description and graphics. Based on our understanding of the project, we anticipate that most environmental topics delineated in Appendix G of the CEQA Guidelines will require evaluation in the EIR. Therefore, we propose to forego preparation of an Initial Study. Instead, we will prepare a streamlined NOP that includes a brief summary of the key environmental topics that will be evaluated in detail in the EIR (e.g., air quality, greenhouse gas (GHG) emissions, biological resources, cultural/tribal resources, economic impacts/environmental justice, energy, geology/soils, hazardous materials, hydrology/water quality, land use, noise, recreation, and transportation) and also specifies those environmental topics that are not expected to require as detailed an evaluation or that may be able to be scoped out of the EIR (e.g., agricultural/forestry resources, aesthetic/visual resources, mineral resources, and public utilities/services). This approach will streamline the schedule, allowing the scoping period to start sooner with concurrent commencement of the Draft EIR.

This scope assumes that there will be two rounds of the administrative draft NOP submitted to Port staff for internal team review. Both rounds will be submitted electronically (i.e., Word). Prior to finalizing the NOP for public distribution, one screencheck of the document will be sent to Port staff in electronic format (Word and pdf) for final approval. Additionally, the CDM Smith Team will draft a one-page notice for two rounds of review. When the notice is finalized, it will be translated into Spanish. A newspaper notice will also be prepared and provided to the Port for one round of review.

Subtask 2.3 Distribute NOP

CDM Smith Team member PlaceWorks will work with Port staff to identify interested agencies, organizations, and members of the public to receive the NOP and will electronically distribute the document to those parties.

PlaceWorks will also prepare a Notice of Completion (NOC) form for filing with California State Clearinghouse. PlaceWorks will file the NOP electronically with the State Clearinghouse and the San Mateo County Clerk and pay the associated filing fees. This scope assumes that the Port will publish the newspaper notice in a local newspaper.

Task 3. Prepare Administrative Draft EIR

The CDM Smith Team will prepare an Administrative Draft EIR for the project using a template provided by or agreed upon by Port staff. The Administrative Draft EIR will include a description of the project, including project objectives, and discussion of the baseline setting, impacts, mitigation measures, and residual impacts following the implementation of mitigation. The Draft EIR will also include the additional sections required by CEQA, including alternatives, cumulative impacts, and growth inducing impacts. Our scope and cost assume two rounds of review for the Administrative Draft EIR in electronic format (Word) plus one screencheck review in Word and pdf format. This scope and cost assume review of the Administrative Draft EIR by CDM Smith Team technical editors prior to the first Administrative Draft EIR submittal.

Following is a brief description of each of the proposed analyses that the CDM Smith Team will conduct for the Administrative Draft EIR.

Subtask 3.1. Air Quality, Greenhouse Gas (GHG), and Energy

CDM Smith Team member PlaceWorks will evaluate air quality, GHG emissions, and energy impacts associated with construction and operation of the proposed ferry terminal. The analysis will be based on the current methodology of the Bay Area Air Quality Management District (BAAQMD) for projects within the San Francisco Bay Area Air Basin (Air Basin) and includes the following components:

Construction Phase Criteria Pollutants and GHG Emissions: Short-term criteria air pollutant emissions from construction of the project will be quantified and compared to the applicable BAAQMD regional significance thresholds for construction. If significant, mitigation measures will be proposed to reduce emissions.

Construction Health Risk Assessment (HRA): A construction HRA will be completed to analyze the project's off-site community health risks from toxic air contaminant emissions, including from

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construction-related diesel particulate matter and fine inhalable particulate matter (PM2.5) emissions. Short-term and long-term health risks to off-site receptors will be determined in accordance with the California Office of Environmental Health Hazard Assessment's 2015 health risk guidance. If necessary, the analysis will include mitigation measures to reduce significant impacts.

Operational Phase Criteria Pollutants and GHG Emissions: Operation of the project would generate emissions from transportation sources (ocean going vessels/commercial harbor craft, employee vehicles), area sources (e.g., offroad equipment, landscaping fuel, architectural coatings, consumer products), energy sources (e.g., natural gas, electricity), water and wastewater use, and waste generation from the proposed ferry terminal. Any foregone or displaced activities resulting from implementation of the project will be discussed qualitatively, for instance the relocation of existing on-site Cemex stockpiling or the reduction in vehicle emissions resulting from drivers taking the ferry instead of using regional roadways such as US 101. Project-related criteria air pollutant and GHG emissions will be compared to the BAAQMD's significance thresholds. The project will be also evaluated for compliance with the current BAAQMD qualitative GHG thresholds. If significant, mitigation measures will be proposed to reduce emissions.

Project Consistency with Plans Adopted to Reduce GHG Emissions: The analysis will include a discussion of the GHG reduction goals of Senate Bill (SB) 32, Assembly Bill (AB) 1279, and SB 375. In addition, the analysis will consider the California Air Resources Board's recently released 2022 Scoping Plan Update, which addresses the state's carbon neutrality targets and Association of Bay Area Governments' adopted Regional Transportation Plan/Sustainable Communities Strategy.

Project Consistency with Air Quality Plans: San Mateo County is currently designated nonattainment under the National and/or California ambient air quality standards (AAQS) for ozone and PM2.5, which are addressed in BAAQMD's Air Quality Management Plan (AQMP). The CDM Smith Team will evaluate the project's regional emissions relative to the AQMP. Since the air basin is in attainment for carbon monoxide (CO), the air quality analysis will include only a qualitative assessment of CO hotspots. Odor impacts will also be described qualitatively.

Energy: In conjunction with the air quality/GHG analysis, construction and operational energy consumption will be quantified, including construction equipment and transportation fuel consumption and building energy usage. The analysis will also evaluate the project's consistency with applicable state and local plans related to energy efficiency and renewable energy. The CDM Smith Team will work with the Project Team to identify sustainable project features that will be addressed in the analysis.

Subtask 3.2. Biological Resources

CDM Smith Team member HT Harvey will prepare a biological analysis to address potential impacts to aquatic and terrestrial biological resources, including impacts associated with installation of new pilings and ferry wakes near environmentally sensitive shoreline areas.

A biological resources report will be prepared to support the EIR analysis. Report preparation will include a review of available background information and a reconnaissance-level field survey of the project site by a plant/wetlands ecologist and a wildlife ecologist. The survey will be used to determine the site's potential to support special-status species of plants and animals and the possible presence of sensitive or regulated habitats in the impact areas. The occurrence of special-status species will be inferred as appropriate based on the assessment of habitat suitability. Vegetation mapping will be conducted to characterize project site's botanical resources and wildlife habitat values and to identify jurisdictional habitats and boundaries of sensitive habitats. This information will be used to support a quantification of approximate impacts to these habitats.

The report will present a description of existing biological conditions (including potential for occurrence of special-status plants and animals and any potentially jurisdictional or sensitive habitats); the regulatory setting; an assessment of potential impacts and impact determination; and identification of any mitigation measures necessary to reduce or avoid significant impacts. The scope does not include preparation of a detailed wetland delineation report, tree survey, or focused species-specific surveys.

Subtask 3.3. Cultural and Tribal Resources

CDM Smith Team member BASIN Research Associates will provide a cultural resources and paleontological resources analysis. The work will include preparation of a due diligence cultural resources assessment report and initial assessment of paleontological resources to identify potential resources within the project site and assess impacts to support the EIR analysis.

The report will provide results of archival research, a regulatory overview, a summary of prehistoric and historic context/land use, a discussion of impacts and potential for exposing buried archaeological materials, and any recommendations for further work including the evaluation of any potential resources identified by research and impacts/mitigation actions.

BASIN Research Associates will conduct an archaeological records search, a review of published compendiums and records, a review of potential archaeological sensitivity using available sources, a request to the Native American Heritage Commission (NAHC) for a review of the Sacred Lands Inventory, and outreach with local Native Americans recommended by the NAHC. It is assumed that the Port will complete any government-to-government outreach and consultation with Native American tribes in compliance with AB 52. BASIN will provide up to eight hours of assistance in this effort. CDM Smith will also provide up to eight hours of assistance as needed.

Focused historical research and site a survey will be conducted by an architectural historian to determine if built environment resources associated with the cement plant, including wharves and docks, may be present that could be considered significant under CEQA. Paleontological resources could be present depending on the subsurface geology. Research will include a review of geologic maps and available online databases and an assessment of the potential for paleontological finds at the site. The scope does not include an archaeological field review as a low sensitivity for prehistoric and historic archaeological resources is expected within the project site.

Subtask 3.4. Geology/Soils

CDM Smith Team member COWI will provide preliminary geological and seismic information for the EIR based on existing available geotechnical information. A new geotechnical investigation is not planned for this phase of the project. COWI will use geotechnical information they have on file from their work on the Wharves 1 & 2 Replacement Project. COWI will also work with the Port of Redwood City to collect and review any additional historic geotechnical information for the project site and surrounding areas. The evaluation of potential impacts will include the dredging requirements at the new ferry terminal. COWI will assist the Port in defining the area, depth, side slope, and volume of dredging. COWI will make assumptions on the soil characteristics based on recent dredging projects in the vicinity of the proposed ferry terminal; no sediment sampling is included in this scope of work or budget. The U.S. Army Corps of Engineers regularly dredges the Redwood City Harbor and entrance channel that is located adjacent to the ferry terminal site. COWI will coordinate with USACE to obtain relevant information from these recent dredging activities. The potential for significant impacts related to geology/soils will be evaluated using the thresholds identified in Appendix G of the CEQA Guidelines, including those associated with seismicity.

Subtask 3.5. Hazards and Hazardous Materials

CDM Smith will evaluate the potential impacts of the project as related to hazards and hazardous materials. This evaluation will focus on hazardous materials sites pursuant to Government Code Section 65962.5. CDM Smith will review existing documents related to past and proposed activities at the project site relative to use or storage of hazardous materials, and will perform a database search (e.g., GeoTracker and EnvioStar) for the project area. No subsurface exploration, soil or water sampling, chemical analysis, or evaluation of hazardous materials is included in the scope of work or budget. The scope also does not include acquisition or review of regulatory agency case files. Although the analysis will address operational impacts, as it relates to hazards and hazardous materials, the impacts will focus mainly on construction impacts. Mitigation measures, if necessary, to address any significant hazards and hazardous material impacts will be developed in consultation with Port.

Subtask 3.6. Hydrology and Water Quality

CDM Smith will conduct a hydrology and water quality analysis documenting the existing hydrologic and water quality conditions at the site; potential impacts on surface water quality, groundwater quality, drainage, erosion, and floodplains as a result of the project; and appropriate best management practices (BMPs) that would minimize those water quality impacts. As part of the analysis, existing data for the project area will be collected and summarized (including topography, climate conditions, local and regional hydrology, water quality data, and geologic data). Relevant federal, state, and local regulations related to water quality, hydrology, and federal and state jurisdictional waters will be summarized. Water quality objectives and beneficial uses for receiving waters will be summarized, including a description of beneficial uses (including any associated with biological resources) that could be affected by water quality-related impacts and/or changes to hydrologic conditions associated with the project. The potential

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short-term (construction) and long-term (operation) impacts to water quality, drainage, and the floodplain will be analyzed for each of the project alternatives, and mitigation measures consisting of short-term and long-term BMPs, other construction controls, and permitting conditions will be proposed, as needed, to address significant impacts.

In conjunction with the hydrology evaluation, COWI will prepare an evaluation of the wake characteristics of the proposed ferry operation. The evaluation will include numerical simulation of ship wake effects, characterization of existing topographic and bathymetric information, collection of available information regarding sediment characteristics on Bair Island and Greco Island, and collection/processing of WETA vessel information.

Subtask 3.7. Land Use and Planning

CDM Smith Team member PlaceWorks will identify current and proposed land uses and land use regulations and policies in the project areas. The land use and planning section will also analyze the potential for the project to divide an existing community or conflict with existing land use plans such as the Port's Vision 2020 and the Redwood City General Plan and policies intended to avoid environmental effects.

Subtask 3.8. Economic Impacts/Environmental Justice

The CDM Team will identify demographic and economic characteristics of the surrounding community including employment, income, poverty, and housing. While not typically a CEQA environmental topic, these data, along with the previously prepared economic impact analyses of the project, will be used to evaluate the project's economic effects. This will include an environmental justice assessment to evaluate the potential for the project to result in disproportionately high and adverse human health and environmental effects on low-income and minority populations, taking into consideration guidance offered by federal Executive Order 12898: Federal Actions to Address Environmental Justice in Minority and Low-Income Populations, as well as state and local policies, such as the San Francisco Bay Conservation and Development Commission's environmental justice and social equity policies and Redwood City's draft General Plan environmental justice policies and programs. This evaluation will be based on the anticipated resource area impacts, as well as the results of the cumulative impacts analysis.

Subtask 3.9. Noise

CDM Smith Team member Illingworth & Rodkin, Inc. will evaluate potential impacts on noise and vibration sensitive uses in the site vicinity associated with the project. This assessment will include demolition/construction activities, on-site operational noise, off-site traffic noise, and potential increases in ferry noise associated with project operation. Mitigation measures will be identified, if needed, to mitigate significant noise or vibration impacts.

Subtask 3.10. Recreation

Using data from the City of Redwood City on existing public park, open space, and recreation sites (e.g., location, sizes, amenities offered), the EIR will describe existing parks and recreation facilities in the project area. CDM Smith Team member PlaceWorks will analyze potential impacts to recreation that will consider users of the waterways along the proposed ferry routes, including input received from such users during the outreach activities, as described in Task 8. It is assumed that the project will not affect usage of the facilities at the private Pacific Shores Center.

Subtask 3.11. Transportation/Traffic

CDM Smith will perform an analysis of both transit impacts and traffic effects of the new ferry terminal and services on local and regional travel. The transportation impact analysis will review both vehicle miles traveled (VMT) and level of service (LOS) changes. These analyses will be based on the ridership estimates from the Feasibility Study previously conducted by CDM Smith. Because these ridership estimates relied on travel characteristics from before the COVID-19 pandemic, the team will perform a sensitivity analysis using current auto travel and transit ridership data that will provide a basis to adjust these projections to reflect current transit ridership and traffic conditions.

The VMT portion of the analysis will use the California Governor's Office of Planning and Research Technical Advisory on Evaluating Transportation Impacts in CEQA. Relative to the VMT analysis approach and thresholds of significance recommended in the Technical Advisory for different types of projects, the Port of Redwood City Ferry Project is most analogous to Transit and Active Transportation Projects, which are described as follows:

Transit and active transportation projects generally reduce VMT and therefore are presumed to cause a less-than-significant impact on transportation. This presumption may apply to all passenger rail projects, bus and bus rapid transit projects, and bicycle and

pedestrian infrastructure projects. Streamlining transit and active transportation projects aligns with each of the three statutory goals contained in SB 743 by reducing GHG emissions, increasing multimodal transportation networks, and facilitating mixed use development.

CDM Smith will prepare an analysis that accounts for the anticipated VMT reduction associated with ferry ridership in lieu of motor vehicle trips, while also taking into consideration the diversion of transit riders from existing transit services.

Although VMT is the primary basis in CEQA for determining significant impacts related to transportation pursuant to the state law, CDM Smith will also evaluate potential impacts related to traffic congestion (i.e., LOS impacts) given that this issue is typically of high interest to the general public. It is assumed that the LOS analysis will be presented in the EIR for informational purposes only and will not be a basis for determining significant transportation impacts. The LOS portion of the analysis will focus on the key roadways that will be used to access the ferry terminal, including Highway 101 in Redwood City, Woodside Road (SR-94), and Seaport Boulevard. The analysis will evaluate the same freeway segments and intersections that were studied in the US 101/SR 84 (Woodside Road) Interchange Improvement Project EIR, including Northbound US 101 between the Willow Road interchange and the Holly Street interchange and Southbound US 101 between the Hillsdale Boulevard interchange and Willow Road interchange. Twelve additional intersections will be evaluated along Seaport Boulevard, Woodside Road, Maple Street, and Chestnut Street.

The traffic analysis will provide opening year and year 2045 traffic conditions for the weekday AM and PM peak hour and for the weekend day peak hour traffic conditions. Average daily traffic volumes will be evaluated for the segments of US 101, SR 84, and Seaport Boulevard within the area of study. The basis for this analysis will be existing traffic count data, which will be supplemented by new traffic counts, to the extent possible within budget limits, in cases where the existing data are incomplete. CDM Smith will coordinate with Redwood City on the land use assumptions to be used for opening year and year 2045 conditions. Transportation impacts at the terminals in San Francisco and Oakland will be assessed and described in a qualitative fashion based on current mode of access characteristics at these locations.

The transportation analysis will also include evaluation of the impacts on existing public and private transit services and shuttles, as well as on Caltrain. The impacts on active transportation (i.e., non-motor vehicle) modes, particularly pedestrians and bicyclists, will also be considered, including an assessment of safety related impacts. As part of the active transportation analysis, CDM Smith will coordinate with Redwood City to better define the pedestrian and bicycle improvements identified in the Ferry Terminal business plan, so that they can be included and cleared as part of the project.

Subtask 3.12. Cumulative Impacts

Project-related impacts will be addressed in relation to their potential to contribute to cumulative impacts when considered in combination with other past, present, or reasonably foreseeable future projects. The CDM Smith Team will work with the Port to identify cumulative projects within the vicinity of the project area. We will present an analysis of the severity of the impacts, as well as the likelihood of their occurrence, within a practical and reasonable context. The combined effects of the cumulative projects will be evaluated and, if feasible and necessary, mitigation will be developed for any cumulatively significant impacts where the project's contribution is cumulatively considerable.

Subtask 3.13. Alternatives Analysis

The CDM Smith Team will work with the Port to identify a reasonable range of alternatives to the project for evaluation in the EIR. The project, which will be addressed in the EIR and serve as the basis to compare the alternatives listed below, consists of the combination of Option 2 from the Ferry Financial Feasibility Study & Cost-Benefit and Economic Impact Analyses and Option C from the 2022 COWI North America study. For scope and budget assumptions in this proposal, the following range of alternatives is assumed:

- No Project which assumes that the project site remains in its current undeveloped state and would continue to be used in conjunction with the existing Cemex Aggregates operation and that no new ferry terminal is constructed in any location
- Alternative Location which will be represented by Option 1 from the Ferry Financial Feasibility Study & Cost-Benefit and Economic Impact Analyses
- Alternative Design which includes both Option A and Option B from the 2022 COWI North America study

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The alternatives discussion in the EIR will include a description of other alternatives that were initially considered but were not carried into the EIR for detailed analyses because they were clearly infeasible or did not meet the basic project objectives. The exact number and nature of alternatives carried into the EIR may be modified as a result of the scoping process or as otherwise determined by the Port, which if substantially different than those assumed above will require a budget amendment.

Task 4. Finalize and Publish Draft EIR

Following two rounds of review of the Administrative Draft EIR, the CDM Smith Team will prepare a screencheck of the Draft EIR to submit to the Port electronically (Word and pdf). The CDM Smith Team will incorporate one consolidated set of final revisions from the Port on the screencheck of the Draft EIR and provide the Port with a camera-ready copy of the Draft EIR. Additionally, the CDM Smith Team will draft a Notice of Availability and a newspaper notice for one round of review. When the Notice of Availability is finalized, it will be translated into Spanish.

CDM Smith Team member PlaceWorks will update the Port's distribution list used for circulating the NOP based on scoping, and will work with Port staff to electronically distribute the Notice of Availability (NOA) to this list. The NOA will include information on where the Draft EIR can be accessed electronically on the Port's website and in hard-copy at Port's office. The budget includes a printing and mailing budget of $3,000 for any hard copy distribution by the Port. PlaceWorks can produce additional copies as requested; any printing and mailing costs over the budget allowance will be billed on a time and materials basis, subject to approval of a budget amendment.

PlaceWorks will be responsible for posting the Draft EIR and NOA to the State Clearinghouse, along with any additional required submittal materials (e.g., summary form and/or NOC). PlaceWorks will also electronically post the NOA to the San Mateo County Clerk and pay the associated filing fees. This scope and budget assume that the Port will publish the notice in a local newspaper.

Task 5. Administrative Final EIR and Related Documents

Subtask 5.1. Prepare Responses to Comments

The Port will provide CDM Smith with all comments received during the comment period, which is assumed to be a 45-day review period. It is assumed that the comments received will not result in the need for new analysis, a new alternative, or significant modifications to the Draft EIR. We will assign a unique identifier to each comment submission and label each response with the corresponding number. For this scope and budget, it is assumed that there will be no more than 50 substantive comments requiring no more than 260 hours of staff time. It is assumed that changes and corrections to the Draft EIR due to response to comments will be minor and will not require recirculation of the document. The CDM Smith Team will prepare the draft responses to comments and submit them to the Port for review. This scope and budget assume two rounds of review submitted to the Port in electronic format (Word document) plus one screencheck review in Word and pdf format.

Subtask 5.2. Prepare the Administrative Final EIR

In conjunction with preparing the responses to comments on the Draft EIR, as described above in Subtask 5.1, the CDM Smith Team will prepare the Administrative Final EIR consisting of an introduction, a listing of all parties commenting on the Draft EIR, the responses to comments on the Draft EIR, corrections and clarifications to the Draft EIR, and other information, if any, provided by the Port. It is assumed that revision of the Draft EIR to reflect responses to comments and/or clarifications and corrections will not occur as part of the Final EIR, but rather the Draft EIR in its original form will be incorporated by reference in the Final EIR. CDM Smith will submit the Administrative Final EIR to the Port for review. This scope and budget assume two rounds of internal review submitted to the Port in electronic format (Word document) plus one screencheck review in Word and pdf format.

Subtask 5.3. Prepare Mitigation Monitoring and Reporting Plan

CDM Smith will prepare a Draft Mitigation Monitoring and Reporting Plan (MMRP) that identifies the mitigation measures applied to the project, the method of implementation, the timing of implementation, and the parties responsible for implementation. The draft MMRP will be submitted to the Port concurrent with the draft response to comments. It is assumed that there will be one draft review in electronic format (Word document) plus one screencheck in Word and pdf format of the MMRP by Port staff. CDM Smith will provide final MMRP files in Word and pdf format, suitable for use in printing the document and/or in posting to the Port's website.

Subtask 5.4. Prepare CEQA Findings of Fact, Statement of Overriding Considerations, and Certification Support

Should the EIR identify any significant environmental impacts, the CDM Smith Team will prepare a draft Findings for Agency Decision by the Port Commission (aka CEQA Findings of Fact) document. For each significant impact, a finding of fact will be made that addresses the specific informational requirements of CEQA. If there are any significant and unavoidable environmental impacts (i.e., significant impacts that cannot be reduced to a level that is less than significant), the CDM Smith Team will prepare a Statement of Overriding Considerations (SOC), based on input from the Port, that explains why the decision-makers are willing to accept the significant effect(s). The SOC will identify specific overriding social, economic, legal, technical, or other beneficial project aspects supporting that decision. As with the MMRP, it is assumed that there will be two administrative draft reviews plus one screencheck of the Draft Findings and Draft SOC documents, with electronic copies submitted to the Port for internal review.

This scope and budget assume up to four CDM Smith Team members will attend the certification hearing before the Board of Port Commissioners.

Task 6. Finalize and Publish Final EIR and Notice of Determination

After CDM Smith receives the final Port comments on the screencheck Final EIR, we will make final revisions and provide a camera-ready copy to the Port. CDM Smith will also distribute an electronic copy of the Final EIR to agencies who commented on the Draft EIR no less than 10 days prior to the scheduled certification date before the Board of Port Commissioners. We will also supply the Port with a master of the Final EIR files in Word and pdf format suitable for printing and posting on the Port website.

CDM Smith Team member PlaceWorks will prepare a Notice of Determination (NOD) for filing with the San Mateo County Clerk. Within five days of certification of the EIR, PlaceWorks will file the NOD with County Clerk and pay all applicable filing fees at the time of posting (up to $4,000). PlaceWorks will also file the NOD electronically with the State Clearinghouse.

Task 7. Administrative Record

During the preparation of the Draft EIR (Tasks 3 and 4) and Final EIR (Tasks 5 and 6), the CDM Smith Team will compile EIR-related materials for the administrative record. This task includes providing the Port with electronic (pdf) copies of all references cited in the Draft and Final EIR, as well as additional information for the administrative record (e.g., e-mails with key information about project details), and a tracking spreadsheet that summarizes the items in the Administrative Record. At the close of the project, the CDM Smith Team will provide the Port with an electronic compilation of these Administrative Record materials.

Task 8. Outreach/Public Meetings

CDM Smith Team member PlaceWorks will lead the outreach/public meetings work effort.

Subtask 8.1. Scoping Meeting

At approximately the mid-point of the 30-day NOP public review period, a public scoping meeting will be conducted to gather input on environmental issues of concern from the local community and affected agencies. This scope of work assumes that the scoping session will be conducted as part of a Port of Redwood City Board of Commissioners meeting, or a meeting of a similar format. Port staff will develop informative public notices, secure the facility, and organize and conduct the scoping meeting. It is assumed that the meeting will include a presentation on the project and opportunity for the public to provide oral and written comments. CDM Smith Team member PlaceWorks will prepare a PowerPoint presentation, comment cards, and sign-in sheet. This scope and budget assume that up to four CDM Smith Team staff will attend to facilitate the CEQA portion of the scoping meeting and assist Port staff. Following the completion of the scoping process, the CDM Smith Team will provide a memorandum summarizing the input received. No costs for court reporter or translation services have been budgeted for the scoping meeting. For purposes of this scope and budget, it is assumed that the public scoping process will not raise issues not already anticipated in this scope of work.

Subtask 8.2. Draft EIR Public Meeting

During the public review period, this scope assumes that one, 2-hour public meeting will be held on the Draft EIR. Similar to the public scoping meeting, this scope of work assumes that the meeting will be conducted as part of a Port of Redwood City Board of Commissioners meeting, or a meeting of a similar format. Port staff will develop informative public notices, secure the facility, and organize and conduct the meeting. PlaceWorks will prepare a PowerPoint presentation, comment cards and a sign-in sheet. A maximum of four CDM Smith Team staff will attend to facilitate the CEQA portion of the meeting and assist

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Port staff. No translation of the presentation material or services of a court reported have been included in this scope and budget.

Subtask 8.3 Outreach Activities

PlaceWorks will facilitate several types of outreach events to appropriately target key stakeholder groups: pop-up events to engage the community and potential ferry riders, online and paper community surveys, on-site meetings with water user and environmental advocates, and virtual focus group meetings with local employers, as well as partner and regulatory agencies. PlaceWorks will also coordinate with the Port on project engagement publicity and website maintenance and will coordinate the translation of appropriate outreach materials into Spanish.

1. **Community Pop-up Events.** PlaceWorks will design and execute up to five pop-up events to be held at various locations in Redwood City, such as the Saturday Farmers Market, Downtown, and/or the Caltrain station intended to reach the general public and potential ferry riders. With a focus on equity, community pop-up events will also be held in the Equity Priority Communities of Fair Oaks and Belle Haven. This work will also draw on lessons learned through previous outreach conducted for the Redwood City Ferry Feasibility Study from 2019 to 2021 to select and plan the chosen pop-up events. PlaceWorks will prepare pop-up booth materials, including up to two updated project fact sheets, and a total of up to three maps or display boards to increase awareness and understanding of project. The CDM Smith Team will provide two staff people for each pop-up event and will prepare post-event summaries for the Port. This scope assumes that any additional event staff would be Port staff.

2. **Community Survey.** An online and paper survey will be prepared and shared with the community at the pop-up events. Through the survey, we will gain valuable community input from potential ferry riders. The survey results and analysis will be provided to the Port.

3. **On-Site Meetings with Water Users and Environmental Advocates.** Up to two on-site meetings with water users and environmental advocates will be conducted to better understand the interests and concerns of these stakeholder groups. For each on-site meeting, PlaceWorks will coordinate meeting logistics; prepare and develop materials, including a project hand-out, agenda, and presentation; facilitate the group discussion; take meeting notes; and prepare meeting summaries to share with the Port. Similar meeting materials will be used for both on-site meetings with minor adjustments, if needed, to reflect the focus and priorities of each group. This scope of work assumes that Port staff will be responsible for identifying points of contact with each stakeholder group.

4. **Meetings with Employers.** PlaceWorks will conduct up to two virtual meetings with employers to provide an opportunity for more detailed discussion of the potential implications of the proposed ferry terminal. For each meeting, PlaceWorks will coordinate meeting logistics; prepare and develop materials, including a project hand-out, agenda, and presentation; facilitate the group discussion; take meeting notes; and prepare stakeholder group meeting summaries to share with the Port. Similar meeting materials will be used for both virtual meetings with minor adjustments, if needed, to reflect the focus and priorities of each group. This scope of work assumes that Port staff will be responsible for identifying points of contact with each employer stakeholder group.

5. **Meeting with Community Based Organizations.** PlaceWorks will conduct one virtual meeting with local community-based organizations (CBOs) to learn about and discuss ridership, equity, and potential community impacts of the project. PlaceWorks will coordinate meeting logistics; prepare and develop materials, including a hand-out, agenda, and presentation; facilitate the group discussion; take meeting notes; and prepare meeting summaries to share with the Port. This scope of work assumes that Port and Redwood City staff will be responsible for identifying points of contact with each CBO.

6. **Meetings with Partner and Regulatory Agencies.** PlaceWorks will conduct up to two virtual meetings with partner agencies and regulatory agencies. For each meeting, PlaceWorks will coordinate meeting logistics; prepare and develop materials, including a hand-out, agenda, and presentation; facilitate the group discussion; take meeting notes; and prepare stakeholder group meeting summaries to share with the Port. Similar meeting materials will be used for both virtual meetings with minor adjustments, if needed, to reflect the focus and priorities of each group. This scope of work assumes that Port staff will be responsible for identifying points of contact with each partner and regulatory agency.

7. **Publicity and Website Maintenance.** PlaceWorks will lead the publicity efforts for the project, which will include written notices, social media posts, flyers, brochures, and other forms of advertisement for community pop-up events, community survey, major project updates, and meetings as required by state law for CEQA purposes. The CDM Smith Team will also assist the Port in updating the project webpage with appropriate links, documents, and major updates on project engagement opportunities.

Task 9. Project Management and Coordination

CDM Smith staff will be available to meet with the Project team throughout the CEQA process. It is anticipated that the preparation of the Administrative Draft EIR will occur over a 14-month period beginning April 2023 (including a 12-month duration plus a 2-month schedule contingency). The schedule to publish the Draft EIR and complete the Final EIR have not been determined at this time, however, this scope and budget assume up to 18-months for general project management and coordination activities. This includes up to 36 bi-monthly virtual project coordination and check-in meetings with the Project team (including Port and CDM Smith Team members as applicable, as well as the City, WETA and/or the Port's legal team, as appropriate). This task also assumes internal coordination of staff and subconsultants, peer review and quality control (beyond the technical editing included in Task 3 and conducted by quality assurance team members), general administrative oversight for the project, and project close out. CDM Smith will also develop and maintain a style guideline and framework document, schedule, and monthly progress reports. CDM Smith's CEQA Manager, Katie Owston, will maintain continual and consistent coordination with the Port staff on the status of the project.

CDM Smith will set up and administer a project-specific SharePoint site to provide a single place for team members to see the latest work products, reference materials, project schedule, progress reports, and manage administrative draft document preparation and distribution.

SECTION 4

Identification of Items Required from the Port

The CDM Smith Team already has in hand much of the information required to complete this project. There likely will be a need for Port staff to respond to questions about the proposed project site and availability of past reports, mapping, and related information and data. Additionally, we will need information to assist in developing construction and operational assumptions to be used in the EIR such as the anticipated construction duration and phasing and types of equipment to be used. A detailed needs list specific to the EIR will be developed and provided to the Port within two weeks following Project Kick-off (Task 1). We also may need the Port to obtain the clearance needed to allow us to access the project site. We are expecting staff from the Port, the City and WETA to participate in the bi-weekly project management meetings and other related meetings such as some of the outreach events. We are also expecting the Port, the City and WETA to review and provide comments on all project deliverables.

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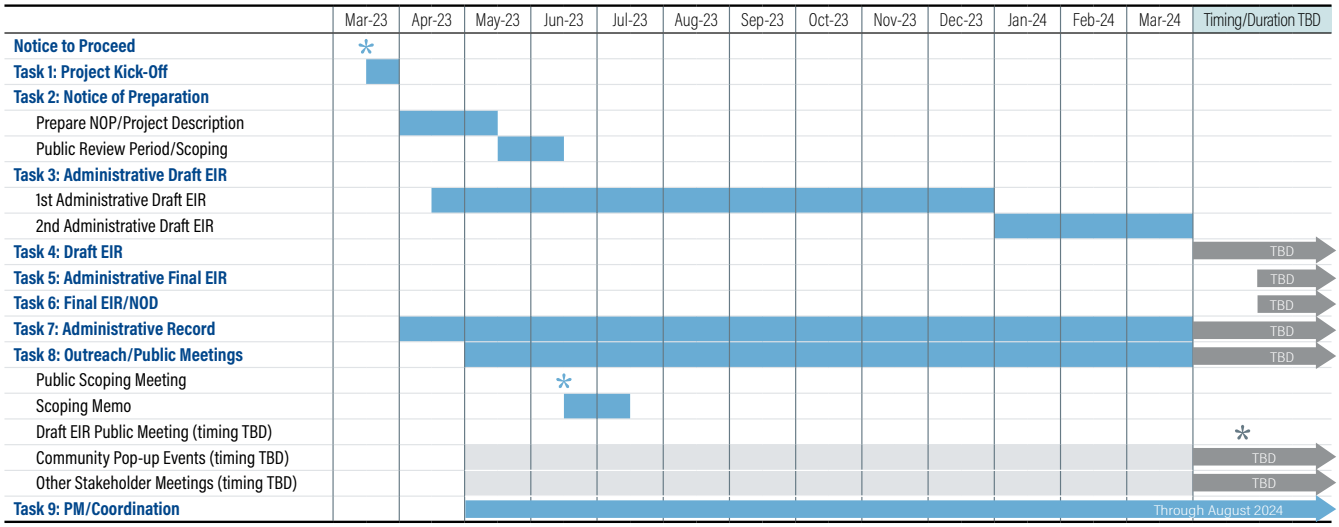
SECTION 5

Overall Project Schedule

We understand that the project schedule is important to the Port. We propose to complete the Administrative Draft EIR in approximately twelve (12) months from Notice to Proceed with a 2-month contingency. This schedule assumes that there will be a stable project description and that all necessary information will be provided within one month of the Notice to Proceed. The schedule for completion and publication of the Draft EIR and completion of the Final EIR and related documents will be determined at a later date in consultation with the Port. A detailed schedule will be prepared in coordination with Port staff.



SECTION 6

Total Budget

The estimated not to exceed budget for the project EIR is shown in the table below, which provides a summary of the estimated costs by task as requested in the RFP. This budget is based on performing the scope of work on a time and materials basis and includes a schedule of fees for all personnel (including subcontractors) for all consultant services included in this scope for the project, including an estimate of anticipated reimbursable expenses. A more detailed budget breakdown by subtask, team member, and the assigned personnel can be provided on request.

Task and Subtask	Total
1: Project Kick off	$10,082
2: EIR/EIS Scoping	$93,977
3: Prepare Administrative Draft EIR	$680,661
4: Finalize and Publish Draft EIR	$40,471
5: Administrative Final EIR, Findings of Fact, and SOC	$120,129
6: Finalize and Publish Final EIR and NOD	$25,056
7: Administrative Record	$19,862
8: Outreach/Public Meetings	$115,039
9: Project Management and Coordination	$147,993
Total	**$1,253,269**

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Appendix A
Resumes

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Bill Hurrell, PE
Project Manager

Mr. Hurrell is an authority on multimodal transportation planning with 45 years of experience delivering successful projects for our clients. His broad transportation planning background includes passenger ferry services, bus transit and bus rapid transit, rail transit, high-occupancy vehicle lane systems, and traffic engineering projects. He specializes in multi-modal transportation planning, including high-level assignments on rail and bus transit projects, regional and corridor alternatives analyses, and EIR and EIS efforts. He has significant experience with passenger ferry project planning and implementation.

Project Manager, Ferry Terminal Business Plan, Port of Redwood City, California, 2020-2021. Bill Hurrell worked closely with the Port of Redwood City, the San Francisco Bay Area Water Emergency Transit Authority (WETA), and the City of Redwood City to prepare a business plan per the requirements of the San Mateo County Transportation Authority (SMCTA). The business plan was based on the finding of the previous feasibility study which was prepared under his direction. It added additional consideration of ferry service types (weekend, off-peak, and special events), equity considerations and outreach, and first mile/last mile access planning. The plan was received by the SMCTA and as a result funding was awarding for the next phases of the project.

Project Manager, Ferry Terminal Feasibility Study, City of Redwood City, California, 2019-2020. Bill Hurrell worked closely with the City of Redwood City, the San Francisco Bay Area Water Emergency Transit Authority (WETA), and the Port of Redwood City to develop a variety of service plan scenarios that were taken forward into travel demand modeling to assess the potential ridership for a new ferry service originating at the Port. The City of Redwood City decided to conduct this financial feasibility study along with a cost-benefit analysis and an economic impact analysis for future ferry routes to and from San Francisco and the East Bay. The purpose of the study was to provide a comprehensive assessment of a Redwood City ferry. The study addressed ferry terminal design, ferry operations, ridership estimation, capital and operating costs estimation, and outreach to major employers as well as the general public with emphasis on those who use Port waterways for recreational purposes.

Project Manager, Berkeley Ferry Service Business Plan, San Francisco Bay Area, Water Emergency Transportation Authority (WETA), City of Berkeley, California, 2021-2022. Working with the City of Berkeley, Mr. Hurrell managed this business plan which reviewed the feasibility of constructing a new dual-purpose pier at the Berkeley waterfront. WETA retained the CDM Smith team to prepare a Business Plan for WETA to evaluate the proposed service. The Business Plan evaluated new weekday, weekend, and special event ferry service between Berkeley and San Francisco and weekend and special event ferry service between Berkeley and Larkspur. The Plan described how the routes were selected, developed ridership projections, defined illustrative service plans, incorporated equity considerations, reviewed economic development opportunities, assessed operational and financial feasibility of the service, and documented the estimated capital and operating costs.

Project Manager, Main Street Ferry Terminal Access Plan, City of Alameda, California, 2018. The Main Street Ferry Terminal is very well utilized and has limited parking

Education

MS - Civil Engineering, University of California - Berkeley, CA, USA, 1973

BS - Mechanical Engineering, University of California - San Diego, CA, USA, 1972

Registrations

Professional Civil Engineer: California, Washington, Idaho

facilities which are in scattered locations and pose various traffic and pedestrian convenience and safety issues. There is also no direct transit service at this time. Working for the City of Alameda in coordination with WETA and AC Transit, an access plan for the terminal was developed, identified three stages of access program improvements in terms of parking, pedestrian and traffic circulation, and bicycle access.

Project Manager, eBART (BART Eastern Contra Costa County) Extension Station Planning and Design, San Francisco Bay Area Rapid Transit District (BART), San Francisco Bay Area, California, 2016. Mr. Hurrell coordinated with BART's engineering design team to develop the pedestrian circulation plans for the two new eBART stations in Pittsburg and Antioch. Both stations are located in the median of the SR-4 freeway and require bridges and vertical circulation systems to get passengers to and from the station platforms. The Pittsburg Center Station actually uses the Railroad Avenue freeway overpass to get pedestrians out to the median where stairs, an escalator, and an elevator are provided to connect to the platform below. The limited space available in the freeway median posed challenges in terms of making sure the pedestrian facilities would have adequate width and flow capacity to handle the peak pulses of passenger flow.

Project Manager, BART Oakland Airport Connector Title VI Analysis, San Francisco Bay Area Rapid Transit District (BART), San Francisco Bay Area, California, 2013. Mr. Hurrell led the development of the Title VI Analysis for the Oakland Airport Extension project. The analysis evaluated how the project's fare structure and operating plan may affect low-income and minority populations that use the airport, including employees. A key issue was the $6.00 fare surcharge planned for travel to the airport.

Project Manager, Dumbarton Rail Corridor EIS/EIR, San Mateo County Transit District (SamTrans), San Mateo County, California, 2011-2013. The Dumbarton Rail Corridor project is a reassessment of the potential opportunities and benefits that transit improvements in the Dumbarton Corridor offer at both the local and regional scale. The study provided an updated description and assessment of the project alternatives which were consistent with regional and statewide transportation projects and specific recommendations for next steps for the corridor. As project manager, Mr. Hurrell was responsible for ensuring that the team adheres to the project's budget and schedule and that all deliverables met the client's expectations. He was responsible for the successful outcome of this important effort.

Project Manager, Parking Pricing Implementation Program HarborBay and Richmond Ferry Terminals, California. Mr. Hurrell was the project manager for a study effort to develop a parking pricing strategy and plan for the Harbor Bay and the Richmond Ferry Terminals. WETA wanted to explore plans to charge for parking at these two locations to better manage a very constrained supply of parking. Under Mr. Hurrell's direction alternative pricing policies were developed and potential alternatives for revenue collection and enforcement were studied. A recommended parking pricing strategy and implementation program was developed for both terminals.

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Katie M. Owston

CEQA Manager

Ms. Owston is a planner with more than 20 years of experience in current planning, advanced planning, and environmental review and documentation under the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA). She has worked on a variety of projects for public and private entities, requiring a diversity of skills and disciplines.

Environmental Planner/City Liaison, Environmental Impact Report, The Waterfront, Redondo Beach, California, (2014 - 2018). Ms. Owston assisted in the preparation of an EIR for the revitalization of the Redondo Beach Waterfront. The project included the redevelopment and expansion of coastal commercial development, enhancement of public access and recreational facilities such as opening an enclosed lagoon to tidal waters, new marine facilities, and updated support infrastructure on a 36-acre site located on the Santa Monica Bay. She also assisted in the overall preparation of the document and was the primary author of the project description, alternatives analysis, and the aesthetic and visual impacts, land use impacts, and hydrology and water quality impacts analyses. Ms. Owston was also responsible for coordination with the client, developer, and subconsultants. She provided in-house project entitlement assistance to the City of Redondo Beach, which included responding to questions and concerns from members of the public, preparing staff reports, and presenting the project at public hearings and meetings. Ms. Owston also assisted the City of Redondo Beach in the coastal development permit application process with the California Coastal Commission.

Project Technical Lead/Deputy Joint Venture Project Manager, Metro Eastside Phase 2 Project Alternatives Analysis, Environmental Clearance & Conceptual Engineering Contractor Services, Los Angeles County Metropolitan Transportation Authority, Los Angeles, California, (2020 to present) As part of a joint venture, Ms. Owston is the deputy project manager overseeing the preparation of the environmental documentation for the future extension of the Eastside Transit Corridor from the existing Metro L (Gold) Line to its current terminus to Eastern Los Angeles County. This includes managing a team of technical staff in preparation of an EIR, reviewing documents, and close coordination with the client and project design team. Preparation of an EIS will commence in 2023.

Environmental Planner, Environmental Impact Statement/Report, Berths 226–236 [Everport] Container Terminal Project, Port of Los Angeles, California, (2014 - 2017). Ms. Owston assisted in the preparation of a draft environmental impact statement/environmental impact report (EIS/EIR) for the expansion and redevelopment of the existing Everport Container Terminal at the Port of Los Angeles. The project improved the container-handling efficiency and capacity of the terminal to accommodate the projected fleet mix of larger container vessels. Ms. Owston assisted in overall document review and coordination and preparation of the alternatives, cumulative impacts, and socioeconomic analyses.

Environmental Planner, Addendum to a Previously Certified Environmental Impact Report for the East Contra Costa BART Extension (eBART) Project Final EIR, Antioch, California, (2018). Ms. Owston was the primary preparer of an addendum to a certified EIR to provide additional parking at the Antioch BART Station to accommodate existing parking demand.

Education

Master of Marine Affairs – Coastal Zone Management, University of Washington, 1997

BA – International Studies, University of Oregon, 1992

Environmental Planner, Environmental Impact Report, Berths 167-169 [Shell] Marine Oil Terminal Project, Port of Los Angeles, California, (2014 - 2018). Ms. Owston assisted in the preparation of an EIR for the upgrade of the existing Shell Marine Oil Terminal to comply with Chapter 31.F Marine Oil Terminal Engineering & Maintenance Standards (MOTEMS) of the State of California Building Code, a comprehensive set of codes and standards for the analysis, design, inspection/maintenance, and operation of marine oil terminals in the State of California. Ms. Owston assisted in overall document review and coordination, preparation of the alternatives and cumulative impacts analyses, and preparation of the administrative record.

Environmental Planner, Environmental Impact Statement/Report, Berths 302-306 [APL] Container Terminal Project, Port of Los Angeles, California, (2009 - 2012). Ms. Owston assisted in the preparation of an EIS/EIR for the expansion and redevelopment of APL's existing container terminal on Terminal Island. The project included the development of approximately 41 acres of newly created vacant land for use as additional container terminal operations and new wharf. Redevelopment of the site included modifications to entrances and gate locations, demolition and construction of a new building, expansion of existing structures, and replacement and relocation of various infrastructure. Ms. Owston assisted in preparation of the environmental justice, cumulative impacts, and socioeconomic analyses.

Environmental Planner, Environmental Impact Report, Al Larson Boat Shop, Port of Los Angeles, California, (2009 - 2012). Ms. Owston assisted in the preparation of an EIR for the expansion and redevelopment of a boat repair facility at the Port of Los Angeles. The project includes the modernization and expansion of existing operations and the implementation of water quality improvements. Ms. Owston assisted in overall document review and preparation of the environmental justice and population and housing analyses.

Environmental Task Lead, Environmental Impact Report (EIR) and Environmental Assessment (EA) for the San Diego International Airport Development Plan, San Diego, California, (2016 to present). Ms. Owston was the environmental task lead for the Airport Development Plan EIR and EA, which included a replacement airport terminal, roadway modifications, and other improvements such as a stormwater capture system to allow the airport to better meet projected passenger activity levels. Ms. Owston assisted with task management, coordination with the client and subconsultants, and document preparation. She participated in the tribal consultation process under California Assembly Bill 52 and was the lead author of land use, public services, geology and soils, hazards and hazardous materials, utilities, and energy impacts analysis.

Environmental Planner, Environmental Impact Report, Coastal Transportation Corridor and West Los Angeles Transportation Improvement and Mitigation Plan Specific Plans Project, Los Angeles, California, (2013 - 2016). Ms. Owston assisted in the preparation of an EIR for amendments to two transportation specific plans in the City of Los Angeles. The amendments included an update to the traffic impact fee programs and the list of improvements to which the fees would be applied. Ms. Owston performed work on the project scoping process, the analysis of impacts on land use and biological resources, and in preparing responses to comments.

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Anthony J. Skidmore, AICP
Senior Advisor/EIR Strategist

Mr. Skidmore possesses over 40 years of environmental planning experience that emphasizes environmental regulatory compliance, land use planning, and development processing. He is experienced in preparing and processing NEPA and CEQA environmental documentation for large-scale development, controversial, technical, and fast-track projects. Mr. Skidmore's expertise includes developing NEPA/CEQA analyses of complex technical issues. In addition to environmental planning, his other areas of technical expertise include energy engineering, air quality, noise, and hazardous and toxic materials management.

Program Manager, Environmental Impact Statement/Environmental Impact Report (EIS/EIR) for Los Angeles International Airport (LAX) Master Plan, Los Angeles, California. Mr. Skidmore served as project director in the completion of the program EIS/EIR for the LAX Master Plan, which was one of the largest, most complex proposed airport improvement projects in the nation. Working closely with the City of Los Angeles department of airports – Los Angeles World Airports (LAWA), and the Federal Aviation Administration (FAA), Mr. Skidmore provided management and technical oversight in the completion and processing of the EIS/EIR that addressed five alternatives for the master plan. The range of build alternatives considered in the analysis include between approximately $9 billion and $14 billion of improvements to the airport, surrounding roadway system including provisions for direct access with nearby major freeways, and off-airport community improvements. Completion of the Final EIS/EIR included the development of written responses for over 19,000 comments submitted on the Draft EIS/EIR and the Supplement to the Draft EIS/EIR. Mr. Skidmore also led the successful completion of federal and local clearances through the California Coastal Commission for improvements to airfield-related navigation aids that would occur in sensitive coastal dunes habitat within the Coastal Zone, including a federal Coastal Zone Management Act-Coastal Consistency Determination and a local Coastal Consistency Certification

Program Manager, LAX Specific Plan Amendment Study and EIR, Los Angeles International Airport, Los Angeles, California. Mr. Skidmore served as program manager in the completion of the LAX Specific Plan Amendment Study and EIR, which evaluated alternative north airfield, north terminal, and ground access configurations to plan for the modernization and improvement of LAX. During the planning stages, Mr. Skidmore facilitated a detailed analysis of potential north airfield improvement concepts using a complex decision matrix based on a set of operational criteria he developed in conjunction with LAWA Executive Management, LAWA staff, and aviation planning consultants. Following the selection of alternatives, Mr. Skidmore directed the completion of a comprehensive EIR that met LAWA budget and schedule requirements.

Environmental Coordinator, LAX Development Program, Los Angeles, California. Mr. Skidmore is the Environmental Coordinator for the multi-billion-dollar LAX Development Program, which is responsible for the construction of improvements aimed at the modernization of LAX. At the outset of the program, Mr. Skidmore formulated an approach for ensuring that construction contractors were complying with mitigation measures pertaining to the use of cleaner construction equipment. Over the subsequent years, he

Education

MPA – Public Administration, California State University, Long Beach, 1981

BA – Sociology, California State University, Long Beach, 1977

Registration

American Institute of Certified Planners (AICP)

Certifications

Certifications in Hazardous Materials Management, University of California, Irvine, 1988

has worked with LAWA and the South Coast Air Quality Management District (SCAQMD) to enhance LAWA's mitigation commitments pertaining to air quality to keep up with changing regulations and improved market conditions for clean construction equipment. On behalf of the LAWA Planning and Development Group, Mr. Skidmore supports the LAWA Planning and Development Group in efforts to ensure that construction activities at LAX comply with other environmental requirements and LAWA's mitigation commitments. As part of these activities, Mr. Skidmore has assisted LAWA in negotiating modifications to the airports federal Clean Air Act Title V Permit; coordinated reviewed, and filed state-required stormwater quality runoff information to maintain compliance with the National Pollutant Discharge Elimination System General Permit for Construction Activity; and assisted with state and federal wetlands permitting compliance.

Program Manager, Various Projects for Los Angeles International Airport, Los Angeles, California. Following completion of the LAX Master Plan EIS/EIR, Mr. Skidmore was involved in the preparation of numerous CEQA and NEPA documents related to the LAX Master Plan program and other capital improvement projects at LAX. He directed or participated in the preparation of EIRs for the South Airfield Improvement Project, Crossfield Taxiway Project, Bradley West Project, LAX Terminals 2 and 3 Modernization Project, and the United Airlines East Aircraft Maintenance and Ground Support Equipment Project; Negative Declarations or Mitigated Negated Declarations for the United Airlines LAX Terminal 7 Improvement Project, Southwest Airlines LAX Terminal 1 Modernization Project, and LAX Terminal 1.5 Project; and Categorical Exclusions pursuant to NEPA for the Terminal 3 Connector Project, Terminal 1.5 Project, and Terminals 2 and 3 Modernization Project. Mr. Skidmore also assisted in the oversight of the preparation of an EIR for the LAX West Aircraft Maintenance Area Project, for which he prepared an FAA Written Reevaluation pursuant to NEPA, and the Central Utility Plant Replacement Project. He was a member of the team that recently completed the LAX Landside Access Modernization Program EIR.

CEQA Program Director, Environmental Services Program, Los Angeles, California. Mr. Skidmore provided technical oversight and direction in the refinement and implementation of the CEQA compliance program at the Los Angeles Unified School District (LAUSD). His expertise in CEQA requirements, case law, and practical application in large complex programs were well-suited to assist LAUSD in moving toward the goal of adding over 80 new schools in the next several years. Mr. Skidmore assisted LAUSD with developing protocols and information to guide the successful completion of the numerous EIRs and Negative Declarations.

CEQA Support, San Diego International Airport (SDIA), San Diego, California. For over 15 years, Mr. Skidmore has provided strategic support to the San Diego County Regional Airport Authority (SDCRAA) on various CEQA and NEPA compliance matters and related environmental issues. Beginning with the San Diego County Regional Airport Site Selection Program in 2004, where he assisted in the development of the Airport Site Selection Study, he has provided ongoing strategic guidance to, and technical reviews for, SDCRAA staff on environmental documents for airport projects. Mr. Skidmore served as project director for the successful completion of the Supplemental EIR for the SDIA Northside Improvements that was successfully tiered from the SDIA Master Plan EIR. This tiering allowed for the efficient use of previous data and analysis and supported the expeditious completion of the CEQA review process.

ATTACHMENT B

Robin E. Ijams

Senior Advisor/EIR Strategist

Ms. Ijams assists clients in complying with environmental regulations and permitting, with an emphasis on the successful completion of environmental impact analysis pursuant to the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA). Her expertise lies in the preparation and management of environmental documents for complex, controversial projects. She has managed and participated in the preparation of environmental documents for a wide diversity of projects, ranging from small-scale environmental assessments to complex, multi-agency documents. Her experience is focused on airport, port, and highway transportation projects; waste management/treatment facilities; water resources projects; and land use projects.

Education

BA – Environmental Studies, University of California, Santa Barbara, 1985

Project Manager, CEQA Addendum to the Berths 302-306 Container Terminal Project Final Environmental Impact Report (EIR), Los Angeles, California. Ms. Ijams is leading the preparation of an addendum addressing modifications to a project that was subject to a prior Final EIR. She is working closely with the Los Angeles Harbor Division to define the project and identify refinements to the original project description. Key issues to be addressed in the addendum will include air quality, water quality, and biological resources.

Project Manager, MacArthur Lake Stormwater Capture Project EIR, Los Angeles, California. Ms. Ijams is managing a standard-setting EIR for a stormwater capture project proposed by LA Sanitation & Environment (LASAN) under the County of Los Angeles' Safe Clean Water Program. She is working with subject matter experts to develop solutions to key environmental issues, including in-lake and downstream water quality and construction impacts on adjacent historic and historic-age buildings. She is also working closely with the outreach team to implement an enhanced community outreach program that exceeds the requirements of CEQA.

Task Manager, San Francisco Bay Area Rapid Transit District (BART) Pittsburg/Bay Point Station Parking Lot Expansion Negative Declaration (ND) and Categorical Exclusion, Contra Costa County, California. Ms. Ijams oversaw the preparation of a CEQA ND and a NEPA categorical exclusion addressing the expansion of a parking lot and proposed lighting improvements at the Pittsburg/Bay Point BART Station. Key issues in the ND included air quality, water quality, construction noise, and transportation/traffic.

Project Manager, EIR related to the Los Angeles Westside Mobility Plan, Los Angeles, California. Ms. Ijams managed the preparation of an EIR to evaluate impacts associated with amendments to the Coastal Transportation Corridor Specific Plan and the West Los Angeles Transportation Improvement and Mitigation Plan Specific Plan. The EIR was prepared on behalf of the City of Los Angeles Department of City Planning, in conjunction with the City's Department of Transportation. The specific plan amendments included proposed modifications to existing transportation impact assessment fees and the adoption of revised lists of transportation projects, which are intended to improve mobility throughout the west side of Los Angeles. These transportation projects included a wide array of multi-modal improvements–transit, bicycle, pedestrian, and vehicular–and incorporate planning concepts such as livable boulevards, streetscape improvement plans, and the Mayor's Great Streets initiative.

Project Manager, Environmental Impact Statement/Environmental Impact Report (EIS/EIR) for Los Angeles International Airport Master Plan, Los Angeles, California. Ms. Ijams managed the preparation of a joint EIS/EIR and other studies for the LAX Master Plan in the fulfillment of CEQA and NEPA. The EIS/EIR was prepared on behalf of the Federal Aviation Administration (FAA) and Los Angeles World Airports (LAWA). Ms. Ijams worked closely with FAA and LAWA on the strategic resolution of environmental issues, and ensured that the documentation met all statutory requirements and regulatory guidelines. Ms. Ijams was responsible for day-to-day coordination, communication, and information management for a complex project team. She managed key technical studies, including comprehensive air quality modeling, human health risk assessment, and hydrology and water quality studies, as well as preparation of responses to over 19,000 comments received on the environmental documents. Over the course of the project, she participated in over 20 public workshops and hearings, including several Environmental Justice workshops. Subsequent to the approval of the Master Plan, Ms. Ijams continued to assist LAWA with implementation and other Master Plan-related issues.

Project Manager, Los Angeles International Airport Capital Improvement Program Environmental Documentation, Los Angeles, California. Subsequent to the approval of the LAX Master Plan, Ms. Ijams managed a variety of project-level CEQA documents to support implementation of the LAX Master Plan and LAWA's related Capital Improvement Program (CIP). These included project-level EIRs for the South Airfield Improvement Project, Bradley West Project, and Crossfield Taxiway Project, as well as Negative Declarations and/or NEPA documents for recent north terminal improvement projects, including Terminal 1, Terminal 1.5, and the Terminal 3 Connector. She managed the preparation of the CEQA and NEPA documents for the Secured Area Access Post Project, with an emphasis on ensuring that the project was consistent with LAWA's LAX Preservation Plan, and was a team member for the LAX Landside Access Modernization Program EIR and EA. She has also prepared CEQA documents for several tenant improvement projects at the airport, including the United Airlines East Aircraft Maintenance and Ground Service Equipment Project EIR, Atlantic Aviation Hangar and Office Development Project Negative Declaration, and the American Airlines Commuter Facility Improvement Project documented CEQA categorical exemption. Recently, she led the preparation of a comprehensive EIR for the LAX Airfield and Terminal Modernization Project and participated in the federal EA.

Project Manager/Facilitator, Los Angeles International Airport/Metro Green Line Interagency Task Force. Ms. Ijams facilitated the LAX/Metro Green Line Interagency Task Force on behalf of the Los Angeles World Airports (LAWA). The Task Force consisted of LAWA, FAA, the Los Angeles County Metropolitan Transportation Authority (Metro), other City of Los Angeles departments, local municipalities, elected officials, and community stakeholders brought together in response to a Los Angeles City Council motion which sought to renew efforts to provide a direct transit connection from the Metro Green Line to Los Angeles International Airport (LAX). Ms. Ijams oversaw development of ten conceptual alignment alternatives and the comparative analysis of the alternatives using criteria involving constructability/capital cost, quality of service, safety and security, and environmental considerations.

ATTACHMENT B

John R. Pehrson, PE

Air Quality/GHG

Mr. Pehrson is a senior air quality engineer with over 40 years of professional experience. Mr. Pehrson has experience with criteria air pollutant, greenhouse gas, and toxic air contaminant emission inventories, air dispersion modeling, health risk assessments, and air quality permitting. He has conducted dispersion modeling for biogas feasibility, wastewater treatment plant, solid waste facility, groundwater and soil remediation, airport development, and marine port development projects.

Mr. Pehrson has also been involved with numerous environmental projects related to regulatory compliance and acquisitions. He develops air quality modeling protocols for regulatory review, and has coordinated and negotiated on behalf of clients with the South Coast Air Quality Management District, California Air Resources Board, and U.S Environmental Protection Agency – Region 9. He leads a team of air quality professionals that routinely prepare Title V permit renewals, annual and semi-annual emission inventory reports, and conduct odor modeling.

Task Lead, Airfield and Terminal Modernization Project, Los Angeles International Airport (LAX), Los Angeles World Airports, Los Angeles, California, 2018-2021. Mr. Pehrson is currently serving as the technical lead for the air quality impact analysis, health risk assessment, and greenhouse gas evaluation for the LAX Airfield and Terminal Modernization Project. The proposed project includes a major renovation of the north airfield taxiways, additional of new terminal and course areas, and landside access modifications. Mr. Pehrson leads the CDM Smith team conducting the air quality impact analysis, greenhouse gas emission inventories, and human health risk assessment for inclusion in the National Environmental Policy Act (NEPA), California Environmental Quality Act (CEQA), and Clean Air Act General Conformity Determination documents. His team creates the inputs, runs, and interprets the results from the FAA's AEDT model, USEPA's AERMOD dispersion model, and California's EMFAC and OFFROAD motor vehicle and off-road equipment emission models for multiple alternatives and horizon years. Finally, his team reviewed almost 100 potential mitigation measures and sustainability options to reduce project-related impacts.

Project Technical Leader, Input to 2022 Air Quality Management Plan, Los Angeles World Airports, Los Angeles, California, 2019-2021. Mr. Pehrson serves as the project technical leader and task leader for the development of baseline (2018) and future (2023 – 2037) airport-wide emission inventories for Los Angeles International Airport (LAX) and Van Nuys Airport (VNY). These inventories were developed in conjunction with the update to the State Implementation Plan (SIP) for the South Coast Air Basin (referred to as the 2022 Air Quality Management Plan). He completed the baseline and future criteria air pollutant and greenhouse gas (GHG) emission inventories for both airports. The inventories include emissions from aircraft and auxiliary power units. The emission inventories were submitted to the South Coast Air Quality Management District and the aircraft emissions are being included in the 2022 Air Quality Management Plan, which will be submitted to USEPA for approval by 2022.

Education

MBA – California State University, Fullerton, 2000

BS – Chemical Engineering, University of California, Davis, 1981

Registration

Professional Engineer (Chemical), California, 1990 License No. CH4656

Certifications

SCAQMD Certified Permitting Professional, License No. D11325

Task Manager, Air Quality Impact Analysis for LAX Landside Access Modernization Program EIR, EIS, and General Conformity Determination, Los Angeles World Airports, Los Angeles, California, 2015-2016. Mr. Pehrson served as the task manager for the air quality impact analysis/health risk assessment and climate change/greenhouse gas impacts for the LAX Landside Access Modernization Project (LAMP) EIS, EIR, and General Conformity Determination. He led a team that developed construction and operational emission inventories and that conducted dispersion modeling of the extensive roadway system that would be affected by the project. The general conformity determination was obtained through negotiations with the SCAQMD and Southern California Association of Governments (SCAG). The health risk assessment used in the EIR analysis used the conservative California Office of Environmental Health Hazard Assessment (OEHHA) guidance developed in 2015, demonstrating that the project impacts on human health would be less than SCAQMD CEQA significance thresholds.

Air Quality Task Manager, Berths 226-232 Container Terminal Expansion Project EIS/EIR, Port of Los Angeles, San Pedro, California, 2014-2016. Mr. Pehrson leads a team of air quality specialists in modeling the potential air quality impacts of a major terminal expansion project in the Port of Los Angeles (Port) for a joint EIS/EIR. The analyses will address both local and regional air quality impacts from on-road mobile sources (container trucks and worker vehicles) and off-road mobile sources (ships, tugboats, cargo handling equipment, and rail locomotives). The impacts are estimated using ARB EMFAC, CalEEMod, and HARP2 models, as well as EPA emission factor reports, and AERMOD dispersion models. His team is also estimating greenhouse (GHG) emissions from all sources located on the project site and utility plant emissions associated with power purchased to operate electrical equipment. Mr. Pehrson conducted the General Conformity applicability analysis and determined that project emissions would conform with the emission budgets contained in the USEPA-approved State Implementation Plan.

Air Quality Task Manager, Berths 302-306 Container Terminal Expansion Project EIS/EIR, Port of Los Angeles, California, 2009-2012. Mr. Pehrson led a team of air quality specialists modeling the potential air quality impacts of a major terminal expansion project in the Port of Los Angeles (Port) for a joint EIS/EIR. The analyses addressed both local and regional air quality impacts from on-road mobile sources (container trucks and worker vehicles) and off-road mobile sources (ships, tugboats, cargo handling equipment, and rail locomotives). The impacts were estimated using ARB EMFAC, CalEEMod, and HARP models, as well as EPA emission factor reports, and AERMOD and CAL3QHC dispersion models. His team also estimated greenhouse (GHG) emissions from all sources located on the project site and utility plant emissions associated with power purchased to operate electrical equipment.

Air Quality Task Manager, Marine Repair Shop Expansion Project, Port of Los Angeles, San Pedro, California, 2010-2012. Mr. Pehrson led a team of air quality specialists in modeling the potential air quality impacts of the Al Larson Boat Shop Improvement Project EIS/EIR in the Port of Los Angeles. The analyses addressed both local and regional air quality impacts from project construction and operations. The impacts were estimated using ARB EMFAC, CalEEMod, and HARP models, as well as EPA emission factor reports, and the AERMOD dispersion model. His team also estimated greenhouse (GHG) emissions from all sources located on the project site.

ATTACHMENT B

Jeremy Gilbride
Air Quality/GHG

Mr. Gilbride is an air quality professional with four years of professional experience. Mr. Gilbride has been involved in air pollutant and greenhouse gas assessments for airports, marine ports, and other facilities nationwide. His expertise includes the development of emission inventories for criteria pollutants, toxic air pollutants and greenhouse gases; air dispersion analyses; federal Clean Air Act (CAA) General Conformity determinations; and air analyses for human health risk assessments.

Education

BS – Chemical Engineering, University of Massachusetts, Amherst, 2015

Registrations

Engineer in Training: California

Air Quality Engineer, Eastside Transit Corridor Phase II, Los Angeles County Metropolitan Transportation Authority (LA Metro), Los Angeles, California. Mr. Gilbride is one of the key air quality engineers for the air quality impact analysis, health risk assessment, climate change and greenhouse gas evaluation, and energy assessment for the LA Metro Eastside Transit Corridor Phase II project. The proposed project includes the construction and operation of two potential light rail transit systems and their associated stations and maintenance and storage facilities along the State Route 60 freeway and along Washington Boulevard east of Los Angeles. Mr. Gilbride has construction inputs for the California Environmental Estimator Model (CalEEMod) based on project-design details for air quality evaluation for multiple alternatives. He developed operational emission calculations based on project-operation details and modeled the localized impacts of carbon monoxide (CO) at peak traffic intersections. In addition, he has developed project-related energy consumption based on the modeling performed for the construction and operational analyses. (2019 – Present)

Air Quality Engineer, Airfield and Terminal Modernization Project, Los Angeles International Airport (LAX), Los Angeles World Airports, Los Angeles, California. Mr. Gilbride is one of the key air quality engineers for the air quality impact analysis, health risk assessment, and greenhouse gas evaluation for the LAX Airfield and Terminal Modernization Project. The proposed project includes a major renovation of the north airfield taxiways, additional of new terminal and course areas, and landside access modifications. Mr. Gilbride has developed inputs for Federal Aviation Administration (FAA) Aviation Environmental Design Tool, Version 3b (AEDT3b) for air quality evaluation using the AEDT Standard Input File (ASIF) format for multiple alternatives and horizon years. He conducted emissions and dispersion model runs on both desktop and cloud platforms. In addition, he has developed ground support equipment emissions and construction emission modeling files for the project. (2018 – Present)

Air Quality Engineer, Airport Carbon Accreditation for Los Angeles International Airport, Los Angeles World Airports, Los Angeles, California. Mr. Gilbride serves as lead air quality engineer for the development of annual greenhouse gas (GHG) emission inventories for Los Angeles International Airport (LAX) and Van Nuys Airport (VNY). These inventories are used to obtain a Level 3 Airport Carbon Accreditation (ACA) for both LAX and VNY from the Airports Council International each year. He developed GHG inventories for electricity consumption and generation, airside equipment, ground transportation and general airport operations to demonstrate that emissions controlled by Los Angeles World Airport (LAWA) had progressively lowered from 2013 through 2018. To obtain the certification, emission inventories were developed using the FAA's AEDT model. Mr. Gilbride assisted in preparing the annual reports of the findings, developing responses to questions posted by the ACA Third Party verifier, and

developing a Stakeholder Engagement Plan, which is required for accreditation. LAWA first achieved Level 3 certification for LAX in 2017, and Level 3 certification for VNY in 2019. LAX was the third airport in the United States to achieve Level 3 at that time. LAWA recently contracted with CDM Smith to continue providing ACA certification analysis through 2021. (2017 – Present)

Air Quality Engineer, Clark County Airport System Emission Inventories, Clark County (Las Vegas), Nevada. Mr. Gilbride was a key engineer for development of existing (2017) and future (2023 and 2032) emission inventories for five existing civil airports and one proposed airport administered by the Clark County Department of Aviation (CCDOA). The airport inventories were developed as input to Nevada's Maintenance Plan for the 1997 8-hour ozone NAAQS. His used design day forecasts to develop AEDT inputs for several of the airports and scenarios. For McCarran International, he also obtained ground support equipment (GSE) data and created population-based GSE inputs to FAA's AEDT3b model. The output from AEDT was summarized and submitted to CCDOA and the Clark County Department of Air Quality. (2019 - 2020)

Airport Air Quality Improvement Plan, Hollywood Burbank Airport, Burbank, California. Mr. Gilbride was the lead air quality engineer for the development of possible measures to reduce emissions from airport operations at Hollywood Burbank Airport (BUR). He estimated emissions for aircraft using FAA's AEDT model for existing conditions and future years. He utilized the Airport Noise and Operations Monitoring System (ANOMS) data for BUR to obtain aircraft and engine type operations for existing conditions. He also developed emissions from GSE, airport-owned fleet vehicles, and parking lot shuttle buses. He developed potential emission reduction estimates for measures that were eventually negotiated into a Memorandum of Understanding with the South Coast Air Quality Management District. (2018 – 2019)

Air Quality Engineer, LAX Landside Access Modernization Program, Los Angeles World Airports, Los Angeles, California. Mr. Gilbride led development of criteria pollutant, GHG, and toxic air pollutant emission inventories for the proposed construction of the Landside Access Modernization Program at LAX. He utilized industry standard California Air Resources Board (ARB) EMFAC and OFFROAD models in development of the inventories and performed dispersion modeling using the United States Environmental Protection Agency (USEPA)-approved AERMOD air dispersion modeling software. Mr. Gilbride was also involved in the evaluations conducted for the project pursuant to the California Environmental Quality Act (CEQA), National Environmental Policy Act (NEPA), and the federal CAA General Conformity regulations. (2015 – 2016)

Air Quality Engineer, Secured Area Access Post Project, Los Angeles World Airports, Los Angeles, California. Mr. Gilbride was responsible for developing criteria pollutant and GHG emission inventories using the California Emissions Estimator Model (CalEEMod). He also developed energy demand assessments for operation of the project, including for the high-tech equipment to be included in the new facility. Mr. Gilbride developed a complete energy analysis pursuant to the requirements of Appendix F of the state CEQA Guidelines. He also developed criteria pollutant emissions comparisons associated with on-site crushing of demolished and excavated material versus off-site hauling, in response to comments from the South Coast Air Quality Management District (SCAQMD). (2017)

ATTACHMENT B

Jennifer M. Jones

Biological Resources

Ms. Jones's experience provides technical expertise in biological resources impact evaluation, biological and habitat assessment, and permitting. She has over 20 years of experience in field biology, including aquatic and terrestrial habitat assessment, bird surveys, wetland delineations, and vegetation mapping. She has conducted biological surveys in coastal, mountain, and desert ecosystems throughout the U.S.

As an environmental scientist with CDM Smith, Ms. Jones prepares NEPA documents, including EISs/EIRs and Environmental Assessments for a variety of clients, including federal and state agencies. She also writes Biological Assessments for compliance with the Endangered Species Act and provides expertise in Clean Water Act Section 404 permitting, biological surveys, habitat assessment, ecological restoration, and monitoring.

Ms. Jones's experience also includes site investigation and remediation, including involvement in several CERCLA projects. She has conducted various types of field investigations including sampling of groundwater, surface water, soil, sediment, and biota.

Ecologist, Klamath River Renewal Project, Klamath River Renewal Corporation, California and Oregon. Ms. Jones is leading the terrestrial resources assessment for this large river restoration effort on the Klamath River. The project entails removal of four dams and associated facilities and restoration of the river ecosystem which supports federally threatened coho salmon and several other federal and state listed species. Working with federal and state resource agencies, including U.S. Fish and Wildlife Service (USFWS), National Marine Fisheries Service (NMFS), and California Department of Fish and Wildlife (CDFW), Ms. Jones developed and implemented survey plans for terrestrial wildlife and plants, special status species, vegetation communities, and wetlands to assess baseline conditions and develop monitoring, management, and restoration plans.

Ms. Jones is also assisting with the preparation of the Biological Assessment in compliance with the ESA and in coordination with federal agencies. In addition, she is assisting with the planning of several required state and federal permits associated with the project including a U.S. Army Corps of Engineers Clean Water Act (CWA) 404 permit and 401 Water Quality Certification.

Environmental Scientist/Ecologist, Portland Harbor Superfund Site, EPA, Portland, Oregon. Ms. Jones is a task leader for this complex project which entails oversight for EPA of remedial investigation and cleanup to address contaminated sediments along 11 miles of the Willamette River. Ms. Jones also assists with evaluation of habitat mitigation projects and compliance with CWA 404 permits**.** During completion of the Record of Decision (ROD), Ms. Jones drafted a programmatic Biological Assessment (BA) and 404(b)(1) evaluation. The programmatic BA and individual BAs are being prepared to address effects on listed species, primarily salmonids, and critical habitat. The 404(b)(1) evaluation addresses effects to other aquatic resource functions and values from the proposed action.

Ecologist, Metro Eastside Transit Corridor Phase 2, Los Angeles County Metropolitan Transportation Authority, California. Ms. Jones is evaluating environmental impacts to biological resources for this light rail transit project for the supplemental EIS/ERI. She

Education

MS - Environmental Science, Ohio State University, 1996

BA – Biology, Wittenberg University, 1990

Certifications

Certified Ecologist, Ecological Society of America

Training

38-hour Army Corps of Engineers Wetland Delineation and Management Training

California Rapid Assessment Methodology for Wetlands

40-hour Hazardous Waste Operations and Emergency Response (HAZWOPER) Certification and current 8 hour Annual Refresher

conducted field investigations for wetlands, special status species, vegetation communities, and street trees. Ms. Jones has performed this role for several other light rail transit projects, including the Metro Regional Connector, Westside Extension, and Prairie-Crenshaw Transit Corridors.

Ecologist, Hazard Mitigation Grant Program, Federal Emergency Management Agency (FEMA), Nation-wide. Ms. Jones conducts biological resources desktop evaluations, biological resources surveys, and prepares BAs and other ESA compliance documents for a variety of FEMA-funded projects in the U.S. and its territories.

Ecologist, Alameda Point Sites 1 and 32 Coastal Restoration Design, NAVFAC SW. Ms. Jones is conducting biological surveys and biological awareness training for construction personnel to avoid impacts on the California least tern, a federally listed species, wetlands, and other biological resources.

Ecologist, Bouquet Canyon Creek Restoration Project, Los Angeles County Department of Public Works, California. Ms. Jones assisted with the development of restoration designs for an 8-mile reach of Bouquet Creek, which supports the federally endangered unarmored threespine stickleback and other special status species. She conducted ecological surveys to inform the conceptual plan for restoration of aquatic and terrestrial habitats. She developed a habitat evaluation procedure to quantify ecological lift following restoration, in coordination with federal and state regulatory agencies.

Ecologist, Formosa Mine Superfund Site, EPA, Douglas County, Oregon. Ms. Jones prepared a Biological Assessment for remedial activities at this abandoned mine site in Douglas County, Oregon. She evaluated potential effects on northern spotted owl nesting in the project vicinity. She also assisted with substantive compliance with the Clean Water Act and other required applicable or relevant and appropriate requirements (ARARs) for the project. During previous investigations at the site, she conducted fish and benthic macroinvertebrate surveys, collected groundwater, surface water, and soil samples.

Ecologist, Oxford Retention Basin Multiuse Enhancement Project, Los Angeles County Department of Public Works, California. Ms. Jones was the lead biologist for the restoration of this tidally influenced stormwater retention basin located in Marina Del Rey. She led a team of biological monitors conducting bird nesting surveys and construction monitoring for compliance with various permits, training construction crews on wildlife protection measures and stormwater BMPs. She conducted surveys of submerged aquatic vegetation. She prepared the Habitat Mitigation and Monitoring Plan in compliance with the Streambed Alteration Agreement with the California Department of Fish and Wildlife and the Annual Water Quality Monitoring Report in compliance with the Section 401 Water Quality Certification from the Regional Water Quality Control Board (RWQCB).

Environmental Scientist, El Capitan Former Waste Disposal Area, National Park Service, Yosemite National Park, California. Ms. Jones led the field effort for investigation of porewater and sediments in the Merced River adjacent to a historical disposal area in Yosemite National Park. The purpose of the investigation was to characterize the nature and extent of contamination in the aquatic environment to support assessment of human health and ecological risks and develop risk-based remediation goals for the site.

ATTACHMENT B

Davonna C. Moore

Equity Lead

With over 20 years of project and program management experience leading some of the nation's most notable freight and planning projects in the public sector, Ms. Moore brings diverse expertise in complex multimodal and long-range planning. She is accustomed to making high-level decisions, understands the nuances in balancing organizational policy alongside public interests, and is adept at identifying opportunities for operational improvements. A forward-thinker and solutions-driven professional, Ms. Moore focuses on leveraging technology and innovation to solve stakeholder challenges, while also helping the public understand the value of transportation infrastructure advancements to economic viability. Having worked across many departments of transportation, metropolitan planning organizations, and municipalities, she brings insight and perspective into the challenges our clients face daily.

Ms. Moore believes that planning should be approached holistically. Moving goods and people is the crux of transportation. Through her industry involvement, project work, and policy knowledge, Ms. Moore continues to drive the importance of integration and network connectivity. She previously served on the Board of Directors for KC SmartPort, a leading non-profit economic development organization dedicated to attracting freight-based companies to the 18 county, bi-state Kansas City region. Her strengths lie in establishing an environment where collaborative leadership paves the way for cutting-edge technology, fresh ideas, positive change, and consensus building. On the tactical and practice level, she offers exceptional communication and outreach skills, grant writing and management, budgeting and accounting, an understanding of public work programs, leadership and coaching, research, and analysis, and public policy.

Equity Specialist, KDOT Road user Charge (RUC), Kansas Department of Transportation (KDOT) (2021-Present). The goal of this study is to advance the understanding and potential for future adoption of a road usage charge (RUC) system that reflects Kansas and the Midwest's rural environment and unique freight characteristics. Through identified focus areas, the RUC study sets to advance the adoption and implementation of motor fuel (gasoline and diesel) tax alternatives. Ms. Moore's duties include applying equitable tactics and strategies in the execution of the 'User-Centered' research design methodology by identifying proper stakeholders and end-users that will participate in the project demonstration evaluation and pilot project implementation.

Equity Policy Lead, Alternative Contracting Methods, Illinois Department of Transportation (IDOT) (2021-2022). CDM Smith is creating a strategic plan for IDOT's alternative project delivery process, including the development of an Innovative Project Delivery Manual, as well as qualitative analysis for a bridge bundling P3. Ms. Moore was responsible for identifying DBE special considerations for bridge bundling and implementing a strategic plan to move those considerations forward as a part of the program. This includes coordination amongst various policy and technical units to explore equity, outreach, and financing concepts for program delivery.

Policy Specialist, Hazard Mitigation Policy Development, FEMA (2022-Present). CDM Smith is supporting the Hazard Mitigation Assistance (HMA) Office of Policy, Tools and Training Branch (HMA PTT) with technical assistance needs specific to FEMA's Hazard Mitigation Assistance (HMA) programs by evaluating current FEMA policies and developing policies to move the programs into a proactive, forward-thinking arena. Ms.

Education

MS – Transportation/ Urban Planning, University of Kansas, Kansas, 2005

BS – Geography/ City and Regional Planning Missouri State University, Missouri, 2000

Honors/Awards

Women in Transportation – KC Chapter, 2018 Woman of the Year

Moore's role was to aid HMA Grants Programs by providing technical assistance to FEMA, States, Tribes, and local communities and provide technical assistance and inter-agency coordination in support of analyses of FEMA's proposed policies and regulations that will assist in identifying impact(s) to FEMA programs' stakeholders and applicants.

Project Manager, Truck Parking Study, Illinois Department of Transportation (IDOT), Illinois (2019-2021). CDM Smith is completing a study that analyzes commercial motor vehicle parking supply and demand, analyzes options to increase the supply of parking, and make policy and implementation recommendations to IDOT. The study will explore alternatives to increase truck parking capacity, with an emphasis on public site development. The CDM Smith team is developing unique strategies to formalize, plan, and accomplish these project goals.

Project Manager, Presidio Freight Mobility Plan – TXDOT Freight Mobility Plan, West Texas, Presidio Point of Entry (2019-2020). The Presidio Freight Mobility Study will define a multimodal freight network within the Presidio region that will examine land uses, economic analysis, freight flow data, and other related information to identify projects that will increase and improve operational freight movements in the region and identify economic opportunities.

Policy Technical Lead, Qatar Parking Master Plan, Ministry of Transport and Communications, Doha, Qatar (2019 – 2020). Ms. Moore led technical analysis related to policy development for the Qatar Parking Master Plan, which currently does not price any on-street parking. Her role includes making Ministerial-level presentations on the key policy and governance recommendations of the master plan.

Project Manager, MAASTO Regional Truck Parking – Truck Parking Information Management Systems (TPIMS) Project, Kansas, Indiana, Iowa, Kentucky, Michigan, Minnesota, Ohio, and Wisconsin (2015-2019). Funded through a $32 million federal TIGER grant and matching state funds, this cutting-edge project is an innovative solution to critical parking issues that affect the region's economic competitiveness and the safety and efficiency of the national freight network. The regional TPIMS is envisioned to be a network of safe, convenient parking areas with the ability to collect and broadcast real-time parking availability to drivers through a variety of media outlets, including dynamic signs, smart phone applications, and traveler information websites. This will help drivers proactively plan their routes and make safer, smarter parking decisions. Ms. Moore was responsible for overseeing the scope, schedule, and budget, leading stakeholder collaborative efforts, coordinating the multidisciplinary project team, and guiding the project from concept through implementation.

Principal, Kansas Statewide Freight Plan, Kansas Department of Transportation, Kansas (2016-2017). Ms. Moore directed the work of KDOT staff, the Kansas Freight Advisory Committee, and the consulting team to complete the plan's identified tasks, such as data analysis, freight corridor selection criteria, and the strategic planning and development of the freight investment plan. In addition, Ms. Moore ensured the freight plan connected to current freight planning efforts within the region, aligned with established performance measures, and was FAST-ACT compliant.

ATTACHMENT B

Karen L. Hadley, PMP, AICP

Environmental Justice/Economics

Ms. Hadley has over 20 years of expertise in the disciplines of environmental planning, natural resource compliance, National Environmental Policy Act (NEPA) documentation, long range planning, corridor planning, and public involvement/agency coordination in support of a wide array of transportation projects (e.g., highway, bridge, and transit facilities). Ms. Hadley excels in project development and management, data and technical analysis, field investigation, and has authored or co-authored numerous planning and environmental documents including Categorical Exclusions (CatEx), Environmental Assessments (EA), Planning and Environmental Linkages Studies (PEL) and Environmental Impact Statements (EIS). She has led numerous public and agency involvement tasks and successfully coordinated associated efforts on multiple transportation planning/environmental projects working for agencies including: Federal Highway Administration (FHWA), Federal Transit Authority (FTA), US Army Corps of Engineers (USACE), US Department of Housing and Urban Development (HUD), local agencies and MPOs, and multiple state Departments of Transportation (DOT) (e.g., Colorado, Texas, Oklahoma, South Carolina, Georgia, Mississippi, Tennessee, and Louisiana).

Deputy Project Manager, Environmental Impact Statement (EIS), Mark Clark Expressway, Charleston County, South Carolina - South Carolina Department of Transportation (2009-Present). Ms. Hadley was responsible for leading a multidisciplinary team through the planning and design process to obtain a joint NEPA document that serves both the Federal Highway Administration (FHWA) and U.S. Army Corps of Engineers (USACE) legal requirements. She was responsible for delivering quality products on schedule and within budget, and producing monthly invoice reports. She coordinated agency involvement which included a pilot NEPA/404 merger process to help streamline the participating regulatory agencies review time. Primary author and responsible for: Agency and Public Involvement Plan, development of purpose and need, development of alternatives, alternatives analysis, indirect and cumulative impact analysis, GIS data analysis, and extensive public involvement due to extreme public controversy. Strategized with the South Carolina Department of Transportation (SCDOT), FHWA and USACE to mitigate highly political and controversial issues, including impacts to a 300+ acre county park, threatened and endangered species, wetlands, visual and environmental justice impacts. She was the task manager and accountable for technical review of project impacts on: noise, Section 4(f)/6(f), hazardous waste sites, farmlands, cultural resources, socio-economics, environmental justice, essential fish habitat, wetlands, 303(d) impaired waters, threatened and endangered species, water quality and floodplains. In 2016, she co-authored a re-evaluation document for the project. In 2017 she updated the re-evaluation document with additional information for Collector Roads A and B. In 2019, the project was reinitiated and the development of a supplemental EIS is currently underway.

Deputy Project Manager, Environmental Impact Statement (EIS), Houma-Thibodaux to LA 3127 Connection, Lafourche Parish, Louisiana (2011-2015). Ms. Hadley was accountable for all aspects of project management and for document development including authoring the purpose and need and alternatives analysis and indirect and cumulative impact analysis for the proposed new location roadway through an environmentally sensitive area. She was responsible for technical review of the: Section

Education

BA – Geography, University of California, Santa Barbara, 1998

BA – Environmental Studies, University of California, Santa Barbara, 1998

Certifications

American Institute of Certified Planners, #027422

Project Management Professional, # 2873245

Presentations

Public Engagement Innovations to Adapt to the Changing Transportation Planning Environment WTS, 2021 National Annual Conference

Inclusive Engagement Strategies, American Planning Association, 2021 National Planning Conference

Best Practices for Minimizing Impacts to Environmental Justice Populations, WTS 2018 Central Region Conference

4(f)/6(f), hazardous materials, air quality, economics, land use, cultural resources, wetlands, threatened and endangered species, water quality, floodplains, environmental justice and community impacts sections of the document.

Environmental Planner, Draft and Final Environmental Impact Statement (DEIS and FEIS), Interstate 73, Richmond and Scotland Counties, NC and Dillon and Marlboro Counties, SC – South Carolina Department of Transportation (2006-2009) and Draft and Final Environmental Impact Statement, Interstate 73, Dillon, Horry and Marion Counties, South Carolina - SC Department of Transportation (2005-2008). Ms. Hadley was a co-author for two DEIS and FEIS documents. She was the task leader and primary author responsible for the community impact assessment (CIA) and CIA technical memorandum - responsible for gathering and analyzing socioeconomic data and the development of community outreach techniques for surveying the local population, farmlands (highly controversial due to large amount of farmland in the project area), environmental justice, and for the indirect and cumulative impact analysis that focused on land use change to identify regional economic and development potential.

Task Leader – Air & Noise, Route I-49 Environmental Assessment & Re-Evaluation, Missouri Department of Transportation (2019). Ms. Hadley was a task leader for air and noise analysis for the environmental assessment update to complete the vital Bella Vista Bypass, which will serve as the final link of the I-49 corridor from Louisiana north to Kansas City, MO. MoDOT secured a BUILD grant to construct the project; thus, the environmental document needed to be re-evaluated for the final designed alignment and for purpose and need review, environmental justice analysis, cultural resource investigation, and FEMA floodplain mapping. The project had an aggressive six-month schedule to meet the current BUILD grant requirements and was a direct result of exemplary client service and commitment on previous MoDOT projects.

Deputy Project Manager, Bishopville Bypass Environmental Assessment (EA), Lee County, South Carolina – South Carolina Department of Transportation (2010-2014). Ms. Hadley was the co-author of an EA that provided technical oversight/review of the floodplains, farmlands, noise, hazardous materials impacts, socioeconomics, environmental justice and indirect and cumulative impacts analysis. She was tasked with various aspects of GIS mapping/analysis and document preparation. Major issues included community impacts, environmental justice communities, multiple historic sites and districts, wetlands, and farmlands.

Senior Environmental Planner, South Carolina Department of Transportation, US 278 Corridor Improvements (Beaufort County, SC), 2018-Ongoing. CDM Smith is partnered with KCI Technologies to develop a corridor improvement plan for the section of US 278 between Moss Creek Road and Squire Pope Road in southern Beaufort County, SC. This originated as a bridge replacement project with a budget of $40m. Recognizing the need for improved mobility between Bluffton and Hilton Head Island, SCDOT partnered with Beaufort County to develop this corridor improvement plan to take advantage of the opportunity to develop a corridor improvement that incorporates the bridge replacement need. The estimated value of improvements for the 3-mile corridor is $240m. Phase 1 of this project includes a planning level study to assess existing conditions of the corridor in terms of bridge condition, traffic congestion, safety and seismic design. The planning will also include forecasting demand, developing a range of alternatives, and a robust public engagement process to include public sentiment into the mobility strategies for the corridor.

ATTACHMENT B

Suzanne M. Wilkins, AICP, ENV SP

Hydrology/Water Quality

Ms. Wilkins is an environmental planner with over 30 years of experience working in California and other western states managing environmental and federal, state and local regulatory permitting compliance. She has primarily provided these services for water resources and supply, stormwater management, water quality monitoring, transportation, public recreation and access, and utility infrastructure projects.

She has prepared numerous environmental documents under the National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA). Ms. Wilkins has obtained multiple federal, state and local permits including: Clean Water Act Sections 404, 401, and 402- National Pollution Discharge Elimination System (NPDES); state waterway permits and wildlife permits, transportation right-of-way, local land use and grading permits. Many of her projects are federally and state funded including the Caltrans Local Assistance program.

Ms. Wilkins is an Institute for Sustainable Infrastructure (ISI) Envision Sustainability Professional (ENV SP). Envision is a sustainability rating system to assess a projects sustainability through a third part verification process. She has been the lead ENV SP for many projects using the Envision tool, and some that are pursuing an Envision verification.

Chalk Creek Channel Stabilization and Restoration Project, City of Reno, NV. CDM Smith is designing a bank and channel stabilization and restoration project in Chalk Creek which flows through a residential subdivision. The channel has experienced significant erosion during major storm events and is tributary to the Truckee River and threat to water quality. Ms. Wilkins is responsible for regulatory permit compliance with the Clean Water Act Sections 404 and 401, Construction Stormwater General Permit, and Nevada Temporary Work in Water Way Permit.

North Tahoe Recreation Access Plan, Placer County, California. Ms. Wilkins was responsible for preparation of a Capital Improvement Plan for the County to provide safe and accessible public parking lots at key recreational trailheads in Placer County in the north Lake Tahoe and Truckee region. Key stakeholders include: the U.S. Forest Service, California Department of Parks and Recreation Off-Highway Motor Vehicle Recreation Division, Caltrans, Sierra Pacific Industries, Tahoe Regional Planning Agency, Town of Truckee, recreation based businesses and non-profit organizations. A detailed assessment of current trailhead use and parking conditions was developed. Public and stakeholder outreach, web-based and field surveys were conducted to obtain data. Conceptual trailhead parking improvement plans and cost estimates for construction and operations were developed for multiple sites. Information about potential funding sources to implement projects in the future was also provided.

Sanitation Master Plan Update EIR, Coachella Valley Water District. The District updated the Master Plan in 2020. Ms. Wilkins prepared the Hydrology and Water Quality CEQA analysis for the EIR. The Master Plan area is located within the Coachella Valley and encompasses approximately 1,000 square miles from the San Gorgonio Pass to the Salton

Education

BS – Business Administration, California State Polytechnic University, 1986

Registrations

American Institute of Certified Planners (AICP), 2010

ISI Envision Sustainability Professional (ENV SP), 2012

Sea in Riverside County, California. Long-term capital improvement projects are identified in the Master Plan and would be implemented in different phases between 2021 and 2040.

Federal Emergency Management Act (FEMA) Region 9 Hazard Mitigation Technical Assistance. Ms. Wilkins is providing environmental review and coordination for several projects. CDM Smith is under contract with FEMA to review infrastructure projects where funding from FEMA's Hazard Mitigation Program is requested by public agencies. These projects are to mitigate for hazard risks to public infrastructure and their operations from wildfire, drought, wind, floods, and other natural disasters. NEPA and other applicable federal laws and regulations are considered during the review. Coordination with cultural resource experts and biologists is also required to comply with the National Historic Preservation Act, Endangered Species Act and other laws.

Prestressed Concrete Cylinder Pipe Rehabilitation Program – Sepulveda Feeder South Reach, Metropolitan Water District. The South Reach of the Sepulveda Feeder project, covers rehabilitation of portions of a 9.1 mile section of 96-inch diameter Sepulveda Feeder beginning in an unincorporated area of Los Angeles County and connecting to the Second Lower Feeder in the City of Torrance. The project is one of several projects included in the Programmatic EIR for the Prestressed Concrete Cylinder Pipe Rehabilitation Program. Ms. Wilkins provided a CEQA Project Description for the Sepulveda Feeder South Reach project to guide design and construction in accordance with the analysis and final determination of the programmatic EIR.

Clement Avenue Safety Improvement Project, City of Alameda. Ms. Wilkins provided environmental analysis and planning services for this complete streets project funded through the Caltrans Local Assistance Program. The project will provide bicycle facilities, ADA compliant pedestrian and bicycle crossings, more efficient parking, bike racks, signage, street trees and upgraded traffic signals.

Central Avenue Safety Improvement Project, City of Alameda. The project is a complete streets project funded through Caltrans Local Assistance Program. Ms. Wilkins provided environmental compliance and planning services for the project. The project will provide facilities for transit, bicycles and pedestrians to help improve safety along this stretch of roadway.

Pioneer Trail Pedestrian Improvement Project Phase II, City of South Lake Tahoe. The City is working with Caltrans, who is providing funding through their Local Assistance Program, to provide new sidewalks, bike lanes and transit improvements along Pioneer Trail. Pioneer Trail contains single family and multi-family residential uses near a busy Tourist District. Many of the local residents work at the nearby commercial and tourist businesses which include casinos and other businesses open at late night hours. Lighted sidewalks and a bus shelter will be constructed to provide safe pedestrian and transit facilities to workers and visitors to the area. Ms. Wilkins is responsible for permit acquisitions and preparation of environmental documentation for CEQA, the Tahoe Regional Planning Agency (TRPA), and Caltrans.

ATTACHMENT B

Russell H. Vadenais, PE
Hydrology/Water Quality

Mr. Vadenais is a water resources engineer with fourteen years of experience in civil design and stormwater management practices including drainage design, green stormwater infrastructure, water quality protection, erosion control, watershed assessments, and stormwater guidance manual development. He is experienced in low impact development (LID), hydrologic, hydraulic, and water quality modeling, stream surveys, pollutant source control, water quality sampling and data analysis, stream flow monitoring, BMP installation and performance monitoring, Storm Water Pollution Prevention Plan (SWPPP) development and implementation, technical stormwater reviews, and technical report development. He is also gaining experience in design of transportation redevelopment projects and water distribution systems.

Project Technical Leader, Green Streets Master Plan Phase 3, Unincorporated Los Angeles County, California (2020-2021). Mr. Vadenais is currently serving as Project Technical Leader and design lead to support Larry Walker and Associates in developing Project Concept Reports (PCRs) for six projects associated with the Los Angeles County Green Streets Master Plan. He is responsible for coordinating with sub-consultants to perform geotechnical investigations consisting of Hollow-Stem Auger borings and drywell installation and percolation testing at six green streets sites within unincorporated Los Angeles County. He is also leading a design team to develop preliminary design at four of these green street project locations. Tasks associated with preliminary design include utility investigations, base map development, concept design and alternatives analysis, and preparation of 30% design drawings. The alternatives analysis was performed to identify which Best Management Practices (BMPs) would be most feasible and effective for maximizing water quality and water supply benefits. The types of BMPs evaluated during the alternatives analysis process included small dispersed surface features such as bioretention, biofiltration, and pervious pavement as well as larger underground facilities such as deep recharge drywells, infiltration vaults, treat and release systems, and capture and reuse systems. The results of the geotechnical investigations will be used to confirm feasibility of BMPs identified during the alternatives analysis and to calculate the required size and number of BMPs required to achieve water quality targets as either the 85th percentile water quality design storm event or the 80% primary pollutant load reduction.

Project Technical Leader, Green Streets Master Plan Phase 2, Unincorporated Los Angeles County, California (2019-2021). Mr. Vadenais is currently serving as Project Technical Leader and design lead for developing a Green Street Master Plan (GSMP) that will guide implementation of green streets throughout the unincorporated County area over the next 10 to 20 years. The purpose of the GSMP is to provide a comprehensive road map for implementing green street projects in a responsible and cost-effective manner that considers technical feasibility, compliance with the MS4 Permit, water quality and water supply benefits, and eligibility for Safe, Clean Water (SCW) Program funding. The GSMP identified 114 feasible green street sites through a comprehensive site screening analysis that considered technical feasibility, water quality and water supply benefits, and environmental hazards using various techniques. It also provides a planning level summary of required green street components and quantities to achieve water quality and water supply objectives, along with potential SCW Program scoring for each of the

Education

BS – Environmental Engineering, University of Nevada, Reno, 2007

Registration

Professional Engineer: California (2012)

Qualified Storm Water Pollution Prevention Plan Developer/ Practitioner: QSD/QSP, California (2012)

identified sites. This will allow the County to prioritize implementation of green street projects based on benefits provided and costs. Mr. Vadenais was also responsible for leading a team to develop preliminary designs of five "signature projects" including Project Concept Reports (PCRs) that will provide a framework for developing feasibility studies and preliminary designs for future green street projects identified in this GSMP.

Project Technical Leader, Pioneer Trail Pedestrian Improvement Project Phase 2, City of South Lake Tahoe, California (2019-2021). Mr. Vadenais is currently serving as Project Technical Leader and design lead for a transportation improvement project in the City of South Lake Tahoe. The project involves design of Class 2 bike lanes, sidewalks, Americans with Disability Act (ADA) improvements, drainage improvements, and pedestrian lighting along a half-mile segment of Pioneer Trail which is classified as an arterial roadway. Mr. Vadenais is currently responsible for technical team coordination and civil design, including development of conceptual alternatives and 30% design drawings. The final design component of the project will be completed in 2022.

Project Engineer, Delridge Multimodal Design Services, Seattle Department of Transportation, Washington (2019-2021). Mr. Vadenais served as a project engineer for the final design phase of potable water and sanitary sewer system improvements as part of the Delridge Multimodal Design Services project in Seattle, WA. The design involved replacing aging water infrastructure within a portion of the project corridor and incorporating new water systems such as pressure regulating valves, blow-off valves, hydrants, services, etc. The design also included a new sanitary sewer system with side sewers to serve a recently constructed development. Mr. Vadenais was responsible for preparing final design documents including drawings and specifications following City of Seattle standards and for providing engineering review of construction submittals.

Project Engineer, Kent and Auburn Station Access Improvements, Sound Transit, Washington (2018-2021). Mr. Vadenais served as a project engineer for the conceptual engineering phase of the Kent and Auburn Station Access Improvements Project. The project included two new parking garages serving patrons of the South Sounder Rail system at the Kent Station stop in Kent, Washington and the Auburn Station stop in Auburn, Washington. In addition to the parking garage structures, a variety of pedestrian, bicycle, and transit improvements were developed to enhance access to the parking garage for all travelers. Mr. Vadenais has been responsible for developing conceptual civil design drawings, identifying utility relocation needs and alternatives, and developing stormwater design reports for each parking garage. The stormwater design reports evaluated the feasibility of various LID methodologies and identified stormwater green infrastructure design alternatives that can be implemented to meet the stringent flow control and water quality requirements imposed by the local jurisdictions. Stormwater modeling using the Western Washington Hydrologic Model was performed to determine preliminary sizing of flow control and water quality facilities.

Project Engineer, Stormwater Management, California Department of Transportation (2007-2020). Mr. Vadenais has served fourteen years as project engineer for the California Department of Transportation (Caltrans) Dist. 2, 3 and 10 Stormwater Monitoring Contracts which Caltrans has been executing in order to comply with their National Pollutant Discharge Elimination System (NPDES) permit for stormwater discharges.

ATTACHMENT B

Juan Ramírez, GISP

Land Use Impacts / Recreational Impacts

Mr. Ramirez is a planner with 15 years of experience in transportation multimodal planning, geospatial data analyses, and environmental impact analyses pursuant to CEQA and NEPA for a variety of projects, including stormwater infrastructure, light rail transit and roadway infrastructure, infill development, and port facilities. He is skilled in Esri ArcGIS Desktop, Adobe Illustrator and Google Earth Pro. He also serves on the board of the local chapters of the Association of Environmental Professionals and Young Professionals in Transportation.

Environmental Planner, Berths 167-169 [Shell] Marine Oil Terminal Wharf Improvements Project, Port of Los Angeles, California. The project goal was to comply with the Marine Oil Terminal Engineering and Maintenance Standards (MOTEMS) regarding mooring and berthing design criteria to protect public health, safety and the environment. The MOTEMS are comprehensive engineering standards for the analysis, design and inspection/maintenance of existing and new marine oil terminals. Mr. Ramirez prepared the socioeconomic analysis of the Draft EIR.

Environmental Planner, Berths 226-236 [Everport] Container Terminal Improvements Project, Port of Los Angeles, California. The proposed project involved dredging; disposal of dredged material; installing container loading apparatus (i.e., over-water gantry cranes); and performing wharf improvements to an existing container terminal located on Terminal Island. Mr. Ramirez prepared the visual and aesthetic impacts analysis of the Draft EIR. He also provided Spanish translation and created a variety of visually compelling print and web-view materials, including poster board graphics used in public outreach meetings. He was also responsible for developing an animated PowerPoint presentation showing the project development process.

Environmental Planner, Berths 302-306 [APL] Container Terminal Project, Port of Los Angeles, California. The proposed project consists of expanding an existing container terminal on Terminal Isalnd within the Port of Los Angeles—specifically, adding wharf/docking facilities, performing dredging and ocean disposal, constructing container loading apparatus (i.e., cranes), and other ancillary improvements within 100 feet of the waters' edge. Mr. Ramirez prepared the visual and aesthetics impacts section of Draft EIR. A major component of the impacts assessment was determining potential receptors (e.g., residents, students, and park users) sensistive to visual change in the community of San Pedro. Because this community is located on the southwestern mountain range of the Palos Verdes Peninsula, they are afforded panoramic views of the Port Complex and Pacific Ocean. The viewshead analysis considered a radius of up to two miles and determined from which areas the proposed project would be visible from. Pursuant to FHWA guidelines, photo simulations were prepared to assist in the evaluation of the visual contrast and change to the existing conditions as a result of the proposed project.

Environmental Planner, Al Larson Boat Shop Improvement Project, Port of Los Angeles, California. The proposed project involved demolishing and reconstructing certain structures, dredging the Los Angeles Harbor to meet Regional Water Quality Control Board requirements, and expanding the current operations. As part of the noise impacts analysis of the Draft EIR, Mr. Ramirez utilized the Roadway Construction Noise

Education

MS – Environmental Studies, California State University, Fullerton, 2010

BS – Urban and Regional Planning, California State Polytechnic University, Pomona, 2007

Certifications

GIS Professional (GISP) Certification, 2014

Model (RCNM) to estimate noise emissions resulting from the construction phase. Mr. Ramirez also translated public notices and the reader's guide into Spanish.

Environmental Planner, San Pedro Forklift, Port of Los Angeles, California. The proposed project consisted of relocating the operational activities and associated equipment of the San Pedro Forklift Terminals from its existing facility in Long Beach to a vacant site located at Terminal Island. The new facility would feature two 10,000 square-foot warehouses, totaling 20,000 square feet, 7,000 square feet of loading dock area, which would provide for 16 loading bays, a approximate 2,000-foot long rail spur, and two modular office trailers to be relocated from the existing site. There would be no plans for physical expansion of the facility. Mr. Ramirez prepared the Initial Study.

Digital Artist, Marine Exchange Visual Simulations, Port of Los Angeles, California. The goal of the project was to produce realistic-looking photo simulations that portray the proposed visual change associated with a new radio tower at Marine Exchange within Angels Gate Park. Mr. Ramirez used Google Earth Pro and Adobe Photoshop to digitally edit photographs taken from various locations, including the Point Fermin Lighthouse.

Environmental Planner, Redondo Beach Waterfront Project, City of Redondo Beach, California. The proposed project aims to revitalize the City's waterfront by including open space and public areas; a market hall with restaurants and local businesses; retail and specialty shopping; a high-end, specialty movie theater; a boutique hotel; and office space. Mr. Ramirez co-authored the initial study and prepared the upfront sections of visual/aesthetics, cultural resources, hazards and hazardous materials, geology and soils, water quality and hydrology.

Environmental Planner, Eastside Transit Corridor Phase 2, Metropolitan Transportation Authority of Los Angeles County, Los Angeles, California. The proposed project evaluated two light rail transit (LRT) alternatives to extend the Metro Gold Line further east into eastern Los Angeles County. The project would cross two rivers, several Federal floodplain management lands, and local groundwater recharge basins.

Mr. Ramirez authored and conducted the visual and aesthetic impacts assessment consistent with the Federal Highway Administration (FHWA) methodology and guidelines reflected in publication FHWA-HI-88-054 entitled Visual Impact Assessment for Highway Projects. He described the visual character for each station area and corridor segment, identified the types of viewer groups (e.g., commuters, pedestrians, patrons, and residents) and their sensitivity to visual changes, and evaluated the visual quality using three categories (low, medium, high). Categorizing the visual quality of an area helped to indicate how responsive an area's most sensitive viewers would likely be to visual changes. Then, Mr. Ramirez selected a series of key viewpoints near the proposed stations for conceptual visual simulation in order to effectively analyze the visual changes after project implemention. As per the FHWA guidelines, Mr. Ramirez considered the issue of contrast/context and the degree to which the existing visual character of the study area would be altered as a result of the proposed project. For the shade and shadow analyses, Mr. Ramirez used SketchUp to determine the extent of shadows cast by the project during winter and summer solstices.

ATTACHMENT B

Michael Rabinowitz

Transportation/Traffic Circulation Impacts

Mr. Rabinowitz is a transportation planner who has four years of experience in the transportation planning industry. Mr. Rabinowitz has a range of internal transit agency experience that primarily focuses on system access. This work includes conducting feasibility studies for potential infill rail stations, managing internal agency station access information and developing system access plans during major service disruptions. Mr. Rabinowitz enjoys learning about the details of transit agency operations and working with partners to achieve desired outcomes.

The below projects were with a previous employer.

Project Manager, Annual Parking Inventory and Guide, NJ TRANSIT, New Jersey, 2016-2019. Mr. Rabinowitz managed a consulting team that conducted NJ TRANSIT's annual parking inventory, which gathers data on every parking facility that directly serves NJ TRANSIT's rail, bus and light rail systems. This data includes information on parking facility capacity, occupancy, ownership and fee structure. Mr. Rabinowitz was responsible for managing this data and disseminating it internally and publicly and was frequently consulted on parking-related discussions and decisions.

Project Manager, Wayne-Route 23 Transit Center Parking Deck Feasibility Refresh Study, NJ TRANSIT, Wayne, New Jersey, 2017-2018. Mr. Rabinowitz managed a consulting team that conducted a refresh study on a major bus park-and-ride facility in Wayne, NJ. This project analyzed the costs, environmental and site access implications of building a parking deck at the existing site, which would dramatically raise the parking capacity. This project required extensive coordination with the project team and NJ TRANSIT's Bus Service Planning group in order to deliver an actionable report to the Bus Operations division.

Principal Planner, Bridgewater West Rail Station Feasibility Analysis, NJ TRANSIT, Bridgewater, New Jersey, 2016. Mr. Rabinowitz led an internal team in a feasibility analysis for an infill rail station in Bridgewater, New Jersey. This project included studying existing physical conditions, station design, rail and bus operations analysis, customer access corridors, ridership forecasting and cost estimation. This analysis was requested by the Bridgewater Township and it culminated in a report that was submitted to the municipality.

Principal Planner, Chatham Gateway Rail Station Feasibility Analysis, NJ TRANSIT, Chatham, New Jersey, 2019. Mr. Rabinowitz led an internal team in a feasibility analysis for an infill rail station in Chatham, New Jersey. This project included studying existing physical conditions, station design, rail and bus operations analysis, customer access corridors, ridership forecasting and cost estimation. This analysis was requested by the Borough of Chatham and it culminated in a report that was submitted to the municipality.

Planner, Penn Station Track Outage Service Plan, NJ TRANSIT, New Jersey, 2017. Mr. Rabinowitz served as the planning liaison on an enterprise-wide effort to create a new service plan in the face of major track outages at New York Penn Station. Mr. Rabinowitz served on several planning committees in order to help determine all the components

Education

MUP – City University of New York – Hunter College, 2015

BA – Geography, The George Washington University, 2011

necessary in order for customers to safely access the rail system during the alternate service plan. The plan created to adjust to these track outages was well received and resulted in favorable responses from customers in surveys conducted after normal operations resumed.

ATTACHMENT B

Chiranjivi Sarma Bhamidipati

Transportation/Traffic Circulation Impacts

Mr. Bhamidipati is a transportation planner with more than 11 years of experience in transportation planning and policy-making, traffic operations and technology, highway engineering, project management and client service, and strong analytical skills. Mr. Bhamidipati enjoys developing analytical frameworks and tools to solve complex transportation problems while tailoring them to client needs. He also enjoys working with multidisciplinary teams, collaborating with cross-functional technical area experts, and coordinating and communicating with stakeholders to generate actionable results. Mr. Bhamidipati has experience working with state, regional, and local transportation and economic development agencies on developing and evaluating multimodal strategies to improve mobility, safety, and environment. He has led a wide range of tasks in long-range plans and corridor studies including traffic and socioeconomic data analysis, gathering trends and best practices for benchmarking, travel demand forecasting and scenarios analysis, and stakeholder outreach and performance-based needs and projects identification and prioritization. Mr. Bhamidipati has conducted benefit-cost assessment for several grant applications. He has also developed project/policy impacts evaluation tools and technical documentation. He has been actively presenting his findings to the transportation industry/community.

Education

MS – Civil Engineering, University of Virginia, 2007

BTech, MTech – Civil Engineering, Indian Institute of Technology, Madras, 2004

Certifications

Engineer-in-Training, Virginia, 2007

Transportation Planner, Redwood City Ferry Service Feasibility Study, Redwood City, California, 2019-Present. This study is assessing feasibility of a ferry service to/from Redwood City that includes identifying routes, developing ridership forecasts, conducting economic and financial analysis and assessing technical feasibility for terminal infrastructure and passenger-carrying vessels. As part of this, Mr. Bhamidipati: (a) developed an innovative ferry ridership estimation model using a travel time reliability and probability theory based method, employment flows data, WETA ferry surveys data, VTA's regional travel demand model, Google application programming interface (API) based travel time predictions and other assumptions; (b) applied the model to routing scenarios with Oakland and San Francisco as markets for Redwood City to determine potential ridership and thus support the economic and financial analysis.

Project Technical Leader and Transportation Planner, SR 1 (State Park to Freedom) Aux Lanes and BOS Project Traffic Study, Santa Cruz County Regional Transportation Commission (SCCRTC), California, 2020-Present. The study is evaluating the traffic impacts (operations and safety) due to SR 1 (State Park to Freedom) Aux Lanes and Bus-on-Shoulder Project. As part of this, Mr. Bhamidipati is: (a) leading CDM Smith staff on performing traffic data processing, existing and future traffic conditions assessment tasks using spreadsheet analysis and a macroscopic simulation tool named FREQ; and (b) coordinating with the prime consultant, the Client and Caltrans to collect project technical requirements, traffic counts and safety data for use by the team. He is also responsible for quality assurance/quality control, technical document control, monitoring tasks and preparing progress reports, and day-to-day project communications.

Project Technical Leader and Transportation Planner, Hayward Park and Ride Traffic Study, Genentech Inc., California, 2019-Present. The study evaluated the traffic impacts in terms of level of service (LOS), delays and queues due to a

Genentech's proposed Park and Ride facility in Hayward, CA. Genentech is applying for a use permit application to City of Hayward, the study was requested by the City to determine the significance of the traffic impacts. As part of this, Mr. Bhamidipati: (a) led a sub-consultant (NDS Data) and CDM Smith staff on performing a traffic data collection and traffic analysis/modeling using field data collection, spreadsheet based volume forecasting and Synchro traffic analysis software; (b) coordinated with the Client and the City approving the Park and Ride facility operation; (c) performed internal quality checks and provided feedback to CDM Smith staff; (d) made presentations on draft analysis results to the Client; (e) prepared the draft traffic study report with assistance from CDM Smith staff; (f) coordinating with the City and Alameda CTC in order to prepare the final traffic study report. He is also responsible for quality assurance/quality control, technical document control, monitoring tasks and preparing progress reports, and day-to-day project communications.

Technical Lead and Transportation Planner, SR 85 Transit Guideway Study, Santa Clara Valley Transportation Authority (VTA), California, 2019-Present. The study analyzed alternatives due to a SR 85 Transit Guideway Project. This included the analysis of traffic operations, transit operations, ridership and infrastructure capital and operations cost under the alternatives including auxiliary lanes, managed lanes, transit only lanes and bus on shoulder operations. As part of this, Mr. Bhamidipati: (a) led the sub-consultants (Quality Counts and CHS) and CDM Smith staff on performing a traffic data collection and processing task, transit analysis sub-task and traffic operations modeling using field data collection, spreadsheet tool implementing HCM planning level methods and HCS 7 software based analysis and modeling; (b) coordinated with Caltrans in obtaining encroachment permits for VTA and CDM Smith/Quality Counts on behalf of VTA; (c) coordinated with CHS on transit analysis deliverables; (d) performed quality checks on the draft data processing results and provided feedback; (e) developed a sketch planning travel demand model, calibrated the model for base year conditions in terms of speeds, and estimated speeds under project alternatives; (f) prepared the traffic analysis section of the final report with assistance from CDM Smith staff.

Economic Analyst, Watsonville - Santa Cruz Multimodal Corridor Program (WSC-MCP) Cycle 2 Project SCCP Grant Application, Santa Cruz County Regional Transportation Commission (SCCRTC), California, 2020. SCCRTC and the County of Santa Cruz are developing the Watsonville - Santa Cruz Multimodal Corridor Program (WSC-MCP) Cycle 2 Project and is comprised of three multimodal projects. The RTC and the county applied for the Solutions for Congested Corridors Program (SCCP) or a combination of the Local Partnership Program (LPP) and SCCP competitive programs. As part of this, Mr. Bhamidipati: (a) led the development of a cost-benefit assessment spreadsheet tool to quantify and monetize benefit and cost streams due to the Project and estimate the B/C ratio and net present value; (b) developed the benefit information that included: travel time savings on freeway and arterial systems, vehicle operating cost savings, accident cost savings, and emission damage cost savings using INRIX data analysis, recently completed technical studies and a large variety of other resources; (c) collected cost information from the engineering staff for the RTC, the county and Santa Cruz Metro and developed estimates of transit fleet purchase schedule, transit fleet operations and residual value of long-term assets; and (d) reviewed the narrative for the grant application and advised the Client.

ATTACHMENT B

Piyali Chaudhuri, PhD, PMP

Transportation/Traffic Circulation Impacts

Ms. Chaudhuri is a civil/transportation professional with over 15 years of experience. She has wide experience in Intelligent Transportation System (ITS) optimization techniques, ITS planning, design and implementation, traffic operations, transportation engineering, project management, database management, technical analysis, and research studies for worldwide clients.

Project Manager, Port of Redwood City, 2021-Present. Ms. Chaudhuri is managing the team to prepare a Redwood City Ferry Service Business Plan for submittal to the San Mateo County Transportation Authority (SMCTA). The Business Plan will be prepared under the direction of the Port of Redwood City, in coordination with the City of Redwood City, the Water Emergency Transportation Authority (WETA), and the SMCTA.

Project Manager, Redwood City Ferry Financial Feasibility Study & Cost-Benefit and Economic Impact Analyses, Redwood City, 2019-2020. Ms. Chaudhuri managed the team to develop the preliminary concept layout of ferry service plans for each of the potential 2 to 4 terminal configurations at the Port of Redwood City as directed by the City. The team also examined the cost benefit of the developed service scenarios to support the business plan for RWC.

Project Manager, PTL, Hawaii Road Usage Charge Demonstration, Hawaii DOT, 2021-Present. Ms. Chaudhuri serves as the project manager and technical lead to develop a pilot demonstration to assist with documenting test scenarios and testing scripts for HiRUC end-to-end systematic testing from a user's standpoint.

Project Manager, Transportation Funding Approaches & Policy Consulting Services, Washington State Transportation Commission, 2020-Present. Ms. Chaudhuri serves as the project manager leading the team to develop a multi-dimensional RUC revenue estimation tool that can estimate near and longer-term RUC revenue in Washington state. The revenue estimation tool will consider various future transportation energy scenarios and the potential effects of New Mobility on travel demand.

Project Manager, AV/RUC Demonstration project ("Project") for RUC West, 2020-Present. Ms. Chaudhuri serves as the project manager leading the team to demonstrate the feasibility of applying a RUC to automated vehicles (AVs). The task would examine issues related to legal and policy options and choices potentially available for single state, multi-state, regional, and national policies on road usage charge, tolling, automated/electric/connected vehicle (AV/EV/CV) policies, legislation, regulations, and administrative rules of states and the federal government.

Project Manager, Maui Travel Demand Model Update, Maui MPO, 2020-Present. Ms. Chaudhuri serves as the project manager to update the Maui Travel Demand Model (TDM) to include current and projected transportation demand of people and goods on the island of Maui through 2050.

Project Manager, Maui Transportation Impact Fees Report Update, County of Maui, 2020-Present. Ms. Chaudhuri serves as the project manager in updating the 2013 Traffic

Education

PhD – Civil Engineering (Transportation Engineering), University of Utah, Salt Lake City, Utah

MS – Civil Engineering, University of Windsor, Windsor, Canada

BE – Civil Engineering, Jadavpur University, Kolkata, India

Certifications

PMP, 2019

EIT, 2010

Honors/Awards

Two BRAVO awards, 2020

Quality Appraisal Score-100%

FSU Annual Award – 2019 Best Technical Solution Award, Truck Platooning Phase-1

STAR Employee Award UCLA Transportation, 2015

Impact Fee Study. The purpose of this effort is to update the Traffic Impact fee rates and produce an Addendum Report based on the updated Travel Demand Model.

Project Manager, MAG Activity Based Model Peer Review Follow Up, Mariposa Association of Governments, 2020. Ms. Chaudhuri served as the project manager in the peer review work of their travel demand modeling system to gather expert recommendations for revalidating the model with recent data and prepare final report.

Project Manager, LAX Master Plan Program General Mitigation Support, Los Angeles, 2019-Present. Ms. Chaudhuri is managing the project which is primarily as needed support service in the management, implementation and reporting of mitigation measures and commitments for LAX Master Plan program and related activities.

Task Lead, Statewide Automated Driving Systems Deployment, ODOT, Ohio, 2020-Present. The project plan includes developing a strategy for creating a safe deployment of automated driving systems to make quality assessments in vehicle automation. Ms. Chaudhuri is leading the performance measures and Data Management tasks for both trucks and passenger vehicles to identify risk events and create scenarios that demonstrate real-world situations. The project will run four years in 32 rural counties located in the Appalachian Ohio region. She will also be assisting the IRB (Institutional Review Board for human factors) evaluation by working with an IRB of record to review and monitor biomedical research involving human subjects through developing driver training modules and survey/interview program to get driver feedback.

Task Lead, Greater Amman Municipality Smart City Roadmap and Traffic Monitoring Platform, Amman, 2020-2021. Ms. Chaudhuri is leading on the strategy development for Smart City roadmap for Amman 10-year plan to guide Amman's implementation of smart city programs, applications, and services that address the city and region's urban planning needs. She is also leading the development of system architecture including Big Data Analytics and IoT cloud computing and assessing the Information and Communication Technology (ICT) requirements for designing the Amman Traffic Monitoring Platform.

Project Engineer, DrayFLEX-CV, Los Angeles Metropolitan Transportation Authority, Los Angeles, 2019-2020. The proposed Applications for the Environment: Real-Time Information Synthesis (AERIS) address a range of surface transportation users, modes, and services and provide the data required to evaluate the effectiveness of different AERIS applications. CDM Smith, as a subcontractor to Cambridge Systematics, is assisting with the development of the concept exploration, the concept of operations, and the development of the new DrayFLEX Trip application. Ms. Chaudhuri works with the team to develop system requirements based on the Drayage Freight and Logistics Exchange CV/AERIS (DrayFLEX-CV) Concept of Operations**.**

Project Engineer, BAA Truck Platooning Early Deployment Assessment, Phase 1, FHWA, 2019. The project's objective was to develop an innovative and synergistic truck platooning pilot deployment concept, build partnerships among stakeholders, and prepare a comprehensive deployment plan and proposal that enables the assessment of such a concept. The technology permits two or more tractor-trailer sets to operate as one unit with control by the lead driver. Ms. Chaudhuri worked with the team to develop the concept of operations, functional requirements, performance measures, test evaluation plan, Human Use Approval plan and deployment readiness assessment reports for FHWA.

ATTACHMENT B

Melissa A. Harclerode, PhD, BCES

Sustainability

Dr. Harclerode is a technical specialist with 17 years of experience in environmental management and community outreach across a variety of market sectors including remediation, water and energy resources, solid waste management, and transportation. Specifically, she specializes in the development and application of integrated assessment approaches to comprehensively define sustainability objectives and evaluate environmental, social, and economic impacts of environmental infrastructure and restoration projects. She provides technical support and modeling on environmental footprint analysis, life cycle assessment, community impact evaluations, risk communication, public outreach planning, climate change vulnerability assessments, and development of sustainable best management practices. She serves as the Interstate Technology and Regulatory Council (ITRC) co-Team Leader for the development and training of ITRC Risk Communication Toolkit and was a primary contributor to ITRC's Sustainable Resilient Remediation Technical Guidance and Chapter 14 Risk Communication of the PFAS Technical Guidance. As well as a member of the Water Research Foundation (WRF) 5124 PFAS Risk Communications project developing outreach and communications materials for the fifth Unregulated Contaminant Monitoring Rule (UCMR-5) sampling and OneWater public education.

- Serves as Project Technical Leader on a gap analysis to compare an industrial client's present sustainability performance with the ResponsibleSteel Standard, a sustainability certification standard for steelmakers, and subsequently preparation and submittal of the certification application.
- Provides ongoing technical advisement and performance of sustainable resilient remediation (SRR) assessments throughout the project life cycle for multiple media, including soil, groundwater, surface water, sediment, and air. She also provides regulatory technical oversight review of responsible party SRR assessments.
- Provides technical advisement on sustainability planning and analytics to inform client ESG reporting and development of sustainability-focused strategies, such as decarbonization, net zero energy and water, zero carbon electricity, water stewardship, and stakeholder engagement.

Sustainability & Resiliency Technical Lead, US Department of the Navy Hunters Point Naval Shipyard Parcel F Sediment Site, San Francisco, CA (2017 to present). Dr. Harclerode performed a green and sustainable remediation (GSR) and resiliency evaluation as part of a Remedial Alternatives Analysis to ensure that the most appropriate remedies were screened, evaluated, designed and implemented. The optimization process provides an independent assessment of the technical approach (i.e., clean-up technologies and monitoring techniques), regulatory issues (including regulatory drivers and stakeholder/social issues), sustainability and climate change impacts, and cost strategy of the proposed multi-component alternatives, comprised of excavation, in situ stabilization, capping/amendment placement, and monitoring natural attenuation. The evaluation also included identification of sustainability and resiliency best management practices (BMP) that can be integrated into the remedial design.

Education

PhD – Environmental Management, Montclair State University, 2016

MS – Environmental Science, Rutgers University/New Jersey Institute of Technology, 2010

BS – Environmental Science and Biology, Muhlenberg College, 2005

Certifications

American Academy of Environmental Engineers & Scientist, Board Certified Environmental Scientist, Sustainability Specialty, 2017

Honors/Awards

28th Annual APEX Awards for Publication Excellence; The winning article, Integrating the *Social Dimension in Remediation Decision-Making: State of the Practice and Way Forward*, was published in the Winter 2015 issue of Remediation Journal.

Sustainability Support, USDOE Santa Susana Field Laboratory Superfund Site, Simi Valley, CA (2016 to 2017). Dr. Harclerode performed provided technical oversight of a GSR evaluation prepared to supplement the EIS and companion Feasibility Study in support of UDDOE's cleanup efforts. The GSR evaluation was a component of a cost-benefit analysis used to evaluate soil remedial action alternatives considered from various perspectives: based on uncertainty in cleanup decisions, GSR considerations, and cost and risk-based cleanup evaluations and comparisons. Dr. Harclerode also provided technical review of a GSR BMP evaluation.

Resiliency Technical Lead, Private Client, Review of 100% Sediment Remedial Design for Climate Change Vulnerabilities (2016). Dr. Harclerode identified design components that may be vulnerable to a changing climate. The United States Environmental Protection Agency's (USEPA) *Climate Change Adaptation Plan* and amended technical fact sheets were used as supporting material for this review.

Sustainability & Resiliency Technical Lead, USEPA BoRit Asbestos Superfund Site, Ambler, PA (2015 to 2017). Dr. Harclerode performed a GSR and resiliency evaluation to aid remedy selection in alignment with USEPA's Green Remediation Strategy. The assessment evaluated environmental, economic, and social impacts associated with four retained waste, soil, and Reservoir sediment remedial alternatives including: capping, excavation and off-site disposal, in situ joule heating, and on-site ex situ thermochemical conversion technology (TCCT). Dr. Harclerode also developed a strategy to monitor climate change vulnerability for the selected capping remedy as part of the O&M plan.

ATTACHMENT B

Lauren M. Miller, CC-P

Resiliency

Ms. Miller is the firm-wide Climate Resilience Discipline Leader, leading CDM Smith's climate resilience team and strategic initiatives. She specializes in climate change services, including vulnerability assessments, climate resilience, and adaptation plans and leads the firm's America's Water Infrastructure Act work, coordinating with teams across the country to implement projects in technically consistent manner. She also serves as a CDM Smith's Sustainability Services Representative, a cross-discipline alliance at the forefront of providing innovative sustainable solutions for our clients. In 17 years of experience, she has worked closely with a broad range of client stakeholders, from city department heads to CEOs to facility managers, excelling at building client trust and developing team relationships to create the best possible project outcomes. Ms. Miller is a Climate Change Professional (CC-P), certified by the Association of Climate Change Officers, trained in the Community Resilience Building (CRB) facilitation process through the Massachusetts Vulnerability Preparedness (MVP) program, and certified by the American Water Works Association (AWWA) Utility Risk & Resilience certification to facilitate utility compliance with AWIA.

Climate Change and Resilience Expert, Task Manager, Climate Change Planning Study, Hampton Roads Sanitation District, Virginia, 2019-present. CDM Smith is conducting a Climate Change Planning Study for Hampton Roads Sanitation District (HRSD) to provide an effective decision-making tool for wastewater utilities and operators. The plan evaluates the impacts of flooding for current conditions and forecasted increases due to climate change – including extreme precipitation events, sea level rise, and storm surge flooding to over 100 of HRSD's facilities, including wastewater treatment plants, pumping stations, and pressure reducing stations. The plan is utilizing proven, state-of-the-art disaster resilience models and techniques to quantify flood risk on HRSD's infrastructure, highlighting critical performance issues, damage, and cost impacts. The completed project will provide individual project scopes for identified cost-effective climate resiliency improvements to add to HRSD's Capital Improvement Program (CIP). Ms. Miller is leading a team of climate scientists, planners, design engineers, and asset management specialists to deliver a risk-based climate change plan for critical assets that includes flood mitigation options and costs that HRSD can use in their capital improvement plans.

Project Technical Leader, City of Jacksonville Master Stormwater Management Plan and Resiliency Plan, Jacksonville, Florida, 2020-present. CDM Smith is updating the City's Master Stormwater Management Plan (MSMP) to include the combined impacts of future precipitation and tidal flooding from climate change on city assets, including water systems, stormwater, transportation, energy, critical infrastructure, and natural resources. The project evaluates risk to critical assets in the categories of critical habitats, contaminated sites, emergency response, energy, healthcare, solid waste, transportation, water, and wastewater assets located in the tidal area and six riverine basins (Cedar/Wills, Hogan, McCoy, Ortega, Pottsburg, and Rebault). The risk to climate change impacts on critical assets will be efficiently assessed using metrics to represent vulnerability, consequence, and adaptive capacity utilizing a Python script and supplementing this

Education

MA - Energy and Environmental Analysis, Boston University, 2011

BS - Environmental Studies, Elon University, 2004

Certification

Climate Change Professional (CC-P), Association of Climate Change Officers

Utility Risk & Resilience, American Water Works Association

Massachusetts Municipal Vulnerability Preparedness Program Certified Facilitator, 2017

Professional Activities

Member and Former Chair, City of Cambridge Climate Protection Action Committee

Member, City of Cambridge Climate Resilience Zoning Task Force

Member, Steering Committee for the Climate Adaptation Forum

information with subject matter expertise. The result will be a climate resiliency plan that identifies the assets most at risk to flooding and resilient solutions that can reduce the future flooding impacts on city assets. This project includes supporting the planning department's Adaptation Action Area (AAA) public engagement workshops, funded through a grant from the Florida Department of Environmental Protection. Ms. Miller is responsible for the technical direction of this project, leading a cross-disciplinary team of climate scientists, planners, engineers, and asset management from CDM Smith and our partner, Jacobs Engineering Group.

Risk and Resilience Expert and Workshop Facilitator, America's Water Infrastructure Act, Various Clients, Nationwide, 2019-2021. Ms. Miller worked with community drinking water systems nation-wide to assist with their compliance with the America's Water Infrastructure Act (AWIA). Clients include: Middlesex Water Company (NJ) and subsidiaries – City of Perth Amboy (NJ), Pinelands Water and Wastewater Company (NJ), Tidewater Utilities, Inc. (DE), and Utility Services Affiliates, Inc. (Highland Park) (NJ); Southeast Morris County Municipal Utilities Authority (NJ); North Texas Municipal Water District (TX); Fort Worth Water Department (TX); City of Sugar Land (TX); City of San Angelo (TX); Georgetown Utility System (TX); Naperville Water Department (IL); City of Hutchinson (KS); Water One (KS); City of Rockville (MD); New Kent County (VA); Brunswick County (NC); Lee County Utilities (FL); City of Marco Island (FL); Salem Beverly Water Supply Board (MA); Lynnfield Center Water District (MA); City of East Providence (RI); and Pennichuck Water Works (NH). These projects included conducting Risk and Resilience Assessments and creating Emergency Response Plans for natural hazards (including climate change in some cases) and malevolent acts. Ms. Miller created a facilitated workshop process to conduct with client stakeholders to gain buy-in to the AWIA process, understand on-the-ground vulnerabilities, and learn of stakeholder's primary concerns related to various threat-asset pairs. This workshop facilitation has been successfully executed in person and virtually. She managed the creation of a universal, Microsoft excel-based AWIA Risk and Resilience Assessment tool that may be used for all clients based on American Water Works Association (AWWA) and the U.S. Environmental Protection Agency (EPA) AWIA guidance. This tool quantifies risk based on the threat likelihood, the consequences, and the vulnerability on a threat-asset pair basis. She is certified by the American Water Works Association (AWWA) Utility Risk & Resilience to facilitate utility compliance with the American Water Infrastructure Act (AWIA).

Project Director and Resilience Expert, Passaic River Basin Climate Resilience Plan, North Jersey Transportation Planning Authority, Newark, New Jersey, 2017-2019. CDM Smith conducted a climate change plan for transportation assets in the Passaic River Basin for North Jersey Transportation Planning Authority (NJTPA). The plan assessed the current and future vulnerability of over 3,000 transportation assets to climate change including extreme heat events, extreme precipitation events, and sea level rise and storm surge in the Passaic River Basin, New Jersey. The vulnerability to these climate change impacts was efficiently assessed using sensitivity and adaptive capacity criteria utilizing a Python script and supplementing this information with subject matter expertise. This project identified climate change adaptation strategies for a more resilient transportation system and conducted a sketch level cost-benefit analysis of these strategies for three subbasins in the project area.

BASIN RESEARCH ASSOCIATES

Colin Busby | Project Principal/Manager

Education

Ph.D., Anthropology 1978
University of California Berkeley

Registration/Certifications

Register of Professional Archaeologist (RPA #10186)

Number of Years with BASIN RESEARCH

40 years

Key Experience

Ph.D. in Anthropology - emphasis in prehistoric archaeology and history of western North America

45+ years of relevant experience in both large corporate and small business environments as well as federal agency employment

Experience with major archaeological compliance projects for federal, state, and/local agencies

Fully knowledgeable of NEPA/NHPA and CEQA requirements for cultural and historic properties

Extensive local knowledge of archaeological and physical anthropology of Northern California and Central California + Nevada

Working relationship with and knowledge of federal, state and local transportation agencies and public works departments requirements and state OHP staff reviewers for cultural resources

Dr. Busby has 50 years archaeological experience in six states and three foreign counties. His cultural resources management experience has involved all aspects of NEPA and CEQA assessment and regulatory compliance for federal, state and municipal governments, land developers, the U.S. military and the scientific community in the western United States. Specialties include Native American consultation, public liaison and regulatory agency coordination, research design development, NHPA Section 106 and Section 110 compliance, editing and report production. Native American tribal consultation has included SB 18 and AB 52 assistance in California.

Dr. Busby has completed over 700 cultural resource assessments, mitigation programs and regulatory compliance programs associated with land development, flood control, water resources and wastewater management, energy development, mining exploration and urban development throughout northern and central California and Nevada.

PROJECT EXPERIENCE (selected)

Pacific Innovation Partners & Signature Properties
Role: Principal Project Archaeologist (2017-Present)
Cultural resources compliance services to meet CEQA compliance and Native American consultation for Willow Village Campus project for Meta Universe, Menlo Park.

City of San Mateo
Role: Principal Project Archaeologist (2019-Present)
Cultural resources compliance services to meet CEQA compliance and Native American consultation for various public works and development projects citywide.

Questa Engineering
Role: Principal Project Archaeologist (2019-Present)
Cultural resources compliance services to meet CEQA/NEPA compliance and Native American consultation for public trails (Mid-Peninsula Open Space, EBRPD) and flood control projects (Napa County Bale Creek Slough) and other public works and development projects in Bay Area.

Alameda County Public Works Agency On-Call for Cultural Resources Service
Role: Principal Project Archaeologist and Project Manager (2008-Present)
Responsible for management and completion of cultural resource studies as part of regulatory compliance for public works projects including flood control, bridge enhancement and replacement, road improvements, pedestrian trails, archaeological/paleontological monitoring during construction in sensitive resource areas, Native American consultation and, general consulting and review including support to County environmental staff. Projects completed to meet both CEQA and NEPA/NHPA requirements for archaeological and historic architectural resources primarily for Caltrans/FHWA as was well as federally mandated Section 106 compliance requirements for Section 404/408 permits by the US Army Corps of Engineers.

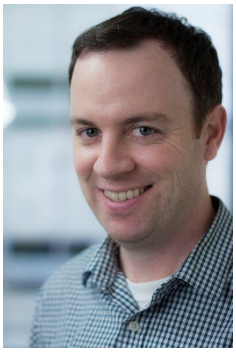
Environmental Consulting Group – Westlands Solar Park, Kings, Kern and Fresno Counties
Role: Prime Program Consultant for Cultural Resources (2010-Present)
Cultural resources studies to meet CEQA and NEPA/NHPA requirements and Tribal consultation associated with Westlands Solar Park Master Plan (WSP) and associated solar generating and gen-tie transmission facilities within 40,000+ acre tri-county area.

SFPUC Water System Improvement Projects - Various Counties
Role: Principal Project Archaeologist. and Project Manager (2012-2018)
Cultural resources services for San Francisco Public Utilities Commission (SFPUC) Water Improvement System Project (WISP) projects in Alameda, Santa Clara, San Mateo and San Joaquin counties. Managed NEPA/NHPA and CEQA EIR/EIS mitigation measure compliance during construction including archaeological inventory, site testing and evaluation, data recovery, and development of Archaeological Monitoring and Mitigation Plans and other efforts to comply with SFPUC and regulatory agency requirements for mitigation implementation and documentation. Required extensive coordination with SFPUC and construction consultants and project contractors.

U.S. Army Corps of Engineers Los Angeles District Cultural Resource Services for Projects within Southern California, Southern Nevada, Southeastern Utah and Arizona (5 year IDIQ)
Role: Prime Program Manager (2009-2014)
Project manager for Northern California and Nevada projects in association with Statistical Research, Inc. for cultural resources compliance projects to meet NEPA/NHPA Section 106 requirements.

Transportation Studies – Caltrans/FHWA Compliance (Various clients)
Role: Principal Investigator/Project Manager (1980-Present)
135+ transportation related cultural resources studies to meet Caltrans/FHWA requirements for both archaeology and historic architecture in 15 northern and central California counties for public and private entities. Tasks have included program management, archival research, field studies including archaeological testing, coring and data recovery programs, development of sensitivity models, built environment assessments, Native American consultation and completion of Caltrans format cultural resources compliance documents (ASR, HRER, HPSR).

ATTACHMENT B



JAMES CONNOLLY, P.E., S.E.

SENIOR MARINE ENGINEER

YEARS OF EXPERIENCE:
22

SPECIALIZATION:
Structural, Marine, and Coastal Engineering

EDUCATION:
M.S., Structural Engineering. University of California, Berkeley, USA.

B.S., Civil Engineering. University of Illinois at Champaign-Urbana, USA.

REGISTRATIONS:
Registered Civil Engineer, 2003, CA C64532

Registered Structural Engineer, 2007, CA S5037

LEED Accredited Professional, 2009

TRAINING:
California Emergency Management Agency (CalEMA) Safety Assessment Program

KEY QUALIFICATIONS

Mr. Connolly's waterfront engineering experience includes structural design and permitting of ferry terminals, piers, wharves, and other shoreline structures. With more than 20 years of experience in the design of waterfront facilities, James's experience similar to the Port of Redwood City Ferry Terminal Environmental Review Services project includes providing engineering input for the Mission Bay Ferry Landing EIR and permitting.

SELECT PROJECT EXPERIENCE

WETA – Alameda Main Street Replacement, Alameda, CA. 2021-2022. Project Principal for planning, design and permitting of the Alameda Main Street Ferry terminal replacement. Improvements include new steel float, guide piles, donut fender piles, gangway, access bridge, potable water, lighting, and shore power system.

City & Port of Redwood City - Redwood City Ferry Terminal Financial Feasibility Study, Redwood City, CA 2018-2020. Lead Marine Engineer responsible for developing ferry terminal alternative layouts. Provided evaluation of pros and cons for each layout and associated construction costs.

WETA – Richmond Ferry Terminal, Richmond, CA. 2017-2019. Project Manager for a new ferry terminal. Responsibilities included coordinating structural, coastal, geotechnical, civil, electrical, and mechanical designs. Led design of concreate float, guide piles, gangway, and passenger shelter. Also led design of ferry plaza and parking lot.

Port of San Francisco – Mission Bay Ferry Terminal, San Francisco, CA. 2015-Present. Project Manager for design and environmental approval of a new ferry terminal in the Mission Bay shoreline of San Francisco. Responsible for the design of floating dock, gangway, access pier, passenger shelter, dredging, and shoreside ferry plaza. Led project through the EIR process and permitting by BCDC, USACE, RWQCB, and DMMO. Provided bid and construction support services during Phase 1 – Demo & Dredging. Phase 2 – Terminal Construction is scheduled for 2023-24.

City of Alameda – Alameda Sea Plane Lagoon Ferry Terminal, Alameda, CA. 2018-2020. Project Manager for design of waterside components of a new Ferry Terminal. Responsible for the structural design of the new ferry float, gangway, guide piles, access pier, canopy structure, and shoreside ADA access ramps. Coordinate integration of electrical and mechanical utilities servicing the design vessels.

City of Sausalito – Ferry Terminal PEER Review, Sausalito, CA. 2017-2018. Structural Engineer Specialist. Provided PEER review and value engineering input for a new ferry terminal. Developed concepts to reduce the size of the steel float in order to obtain City approval for the project.

WETA – East Bay Ferry Terminals Renovation Projects, San Francisco Bay, CA. 2012-2015. Project Principal for the renovation of the Clay Street Ferry Terminal Oakland, Alameda Ferry Terminal, and Harbor Bay Ferry Terminal. Prepared design build procurement documents for terminal renovations including replacement piles, new fenders, new ADA compliant gangway and boarding ramps, electrical upgrades, and miscellaneous structural repairs. Obtained agency approval and permits for construction at each site.

Port of Redwood City Wharves 1 and 2 Replacement Project; Redwood City, CA. 2011-2013. Project Engineer responsible for design review of the design-build documents for the replacement concrete wharf and seawall at the aggregate offloading terminal.

ATTACHMENT B

Kelly Hardwicke, PhD

Principal, Plant Ecology

khardwicke@harveyecology.com
408.458.3236

H. T. HARVEY & ASSOCIATES
Ecological Consultants
50 years of field notes, exploration, and excellence

HIGHLIGHTS

- 24 years of experience
- NEPA/CEQA documentation
- Permit preparation and assistance
  - U.S. Army Corps of Engineers Section 404, 10, and 404(b)(1)
  - Regional Water Quality Control Board Section 401
  - California Department of Fish and Wildlife Lake and streambed alteration agreements
  - Bay Conservation and Development Commission permits
  - Santa Clara Valley Habitat Plan

EDUCATION

PhD, Ecology, Colorado State University

BA, Biology, Reed College

PROFESSIONAL EXPERIENCE

Principal, H. T. Harvey & Associates, 2006–present

Instructor, Plant Identification, Colorado State University, 2006

Researcher, Shortgrass Steppe Long-Term Ecological Research Site, 2002–06

Teaching assistant, Colorado State University, 2001–06

Field researcher, U.S. Geological Survey, Grand Staircase Escalante National Monument, 2002

Research technician, Center for Cytometry & Molecular Imaging, Salk Institute, 1998–2001

Field biologist, El Paso County Parks Department, 1998

PROFESSIONAL PROFILE

Dr. Kelly Hardwicke is a principal and head of the botany group in the Los Gatos office of H. T. Harvey & Associates. She has more than two decades of experience characterizing plants in salt marsh, riparian, Mojavean scrub, chaparral, annual grassland, and vernal pool plant communities. Kelly also has an entomology and community ecology background, which enables her to distinguish significant plant-invertebrate community associations. Her knowledge of pollination biology complements her familiarity with the rare and endemic plant species of California.

Kelly's primary role at H. T. Harvey & Associates is addressing plant and wetlands-related regulatory issues, preparing CEQA documents, and coordinating regulatory agency permitting for complex projects. She performs wetland delineations and designs, manages, and performs large-scale protocol-level and rare plant surveys in a range of habitats. One of Kelly's strengths is her ability to communicate clearly with project engineers and to relay pertinent permitting-related information to regulatory agencies. Her strong research and botanical background gives her the skills necessary to determine the potential for a site to support special-status species, and analyze habitat requirements of rare plant species.

PROJECT EXAMPLES

Led regulatory permitting for the **Alameda Point Seaplane Lagoon Ferry Terminal**.

Provided botanical and habitat mapping assistance for H. T. Harvey's work on the San Mateo County Department of Public Works and Parks Department's countywide Routine Maintenance Program, which included assessing the potential for occurrence, status, and distribution of every special-status plant that could occur in any facility in which routine maintenance activities may take place.

Prepared the jurisdictional delineation for the Bayfront Levee project, including Section 404/10 and BCDC jurisdiction, and served as lead author and processor for the project's 404(b)(1) alternatives analysis. Project involved flood control structure improvements at four bayside sites aimed at protecting low-lying areas of San Mateo and Foster City from 100-year tidal flood events in San Mateo County.

Serves as principal-in-charge of multiple task orders for the Santa Clara Valley Water District biological on-call contract. **Provided regulatory permitting assistance, wetland delineation, and rare and invasive plant surveys**. **Compiled biological studies for CEQA documentation** and long term monitoring for Valley Water preserves.

Led state resource agency permitting efforts for the U. S. Army Corps of Engineers' South Bay Shoreline Study Phase 1 in Santa Clara County, which will restore tidal habitat to thousands of acres of former salt ponds while providing flood control for the community of Alviso.

ATTACHMENT B

Coordinated rare plant surveys and coyote ceanothus surveys for the Santa Clara Valley Water District's Anderson Dam Seismic Retrofit Planning Project in Santa Clara County.

Served as project manager and lead wetland ecologist for biological support of numerous bridge replacement projects in San Mateo and Santa Clara Counties, including the Pilarcitos Creek pedestrian bridge project, New Avenue Bridge over Red Fox Creek project, Quito Road bridge replacements project, and the Old Mountain View Road–Alviso Road bridge replacement project. Tasks included **permit preparation, natural environment study (NES) preparation, wetland delineation, agency coordination, and construction monitoring support**.

Served as principal-in-charge of the Midpeninsula Regional Open Space District's Ravenswood Open Space Bay Trail project in San Mateo County. **Directed all regulatory permitting efforts** and coordinated with H. T. Harvey restoration and wildlife ecologists to **provide mitigation and construction support services.**

Coordinated survey team in conducting habitat mapping and rare plant surveys for Southern California Edison's Tehachapi renewable transmission project in Kern County for upgraded high-voltage electric transmission lines and substations supporting new wind farms.

As principal-in-charge, **spearheaded CEQA and associated studies** for the Dublin Boulevard extension project in Alameda County. **Performed a formal wetland delineation verified by the USACE and led surveys for rare plants.** Coordinated team in mapping an 80,000-individual population of Congdon's tarplant, the Eastern Alameda County Conservation Strategy covered species.

Served as principal for botany for the Uvas Road project in Santa Clara County. Oversaw the **surveys for smooth lessingia**, a Santa Clara Valley Habitat Plan (VHP)-covered special-status plant. These surveys helped **determine whether the project's design would affect potentially jurisdictional features such as streams, ponds, wetlands, or VHP land cover types** where avoidance measures or specialty fees would apply.

Serves as principal-in-charge for the City of Palo Alto's Baylands boardwalk project in Santa Clara County in highly sensitive San Francisco Bay marshlands, which involves **CEQA compliance, regulatory permitting, restoration design, construction compliance support and Federal Endangered Species Act consultation**.

For PG&E's gas line hydrotest project in California statewide, **provided senior oversight for wetland delineation in and near marsh areas, as well as rare plant surveys and rare plant restoration**.

For the California Valley Solar Ranch project in San Luis Obispo County, **conducted and supervised rare plant surveys over thousands of acres of project and mitigation lands.**

Led regulatory permitting for a utility-scale photovoltaic project in Central California. **Authored the project's 404(b)(1) alternatives analysis, prepared a jurisdictional delineation on 5,000 acres, and coordinated state permitting applications. Managed protocol-level floristic plant surveys on more than 3,700 acres**.

Under multiple on-call contracts for Caltrans District 4, **supervised and managed special-status plant surveys; wetland delineations; preparation of NES; and compliance assistance** for numerous projects under these contracts.

Served as botany content quality lead on the Alameda County Flood Control and Water Conservation District Zone 7 Environmental, Programmatic Stream Maintenance Assistance Biological Resources Chapter of the agency's Stream Maintenance Manual.

Oversaw H. T. Harvey's **surveys for rare plants at the Crystal Springs Uplands School** in San Mateo County.

Served as lead ecologist for rare plants and insects, including Mission Blue butterfly habitat and impact assessment, for the Golden Gate Bridge Phase II lead cleanup project in San Francisco and Marin Counties.

Served as senior plant/wetlands ecologist in charge of regulatory permitting for the I-80/I-680/SR 12 Interchange Project in Solano County.

Served as plant ecologist and lead permit expert for the City of Milpitas Wrigley, Ford, and Wrigley-Ford Creeks flood protection maintenance project in Santa Clara County. Successfully **led the regulatory agency permitting for the project, including acting as primary author of the 404(b)(1) alternatives analysis**, in collaboration with the City and project engineer. Processed regulatory permits with USACE and prepared permit applications for state agencies.

Served as project manager for the Caltrans/VTA US 101, SR 17, and SR 237 Santa Clara County Metering Lights Biological Assistance project. **Assisted in mapping jurisdictional habitats and provided regulatory support.**

ATTACHMENT B

Stephen C. Rottenborn, PhD
Principal, Wildlife Ecology

srottenborn@harveyecology.com
408.458.3205

H. T. HARVEY & ASSOCIATES
Ecological Consultants
50 years of field notes, exploration, and excellence

HIGHLIGHTS

- 31 years of experience
- Avian ecology
- Wetlands and riparian systems ecology
- Endangered Species Act consultation
- Environmental impact assessment
- Management of complex projects

EDUCATION

PhD, Biological Sciences, Stanford University

BS, Biology, College of William and Mary

PROFESSIONAL EXPERIENCE

Principal, H. T. Harvey & Associates, 1997–2000, 2004–present

Ecology section chief/environmental scientist, Wetland Studies and Solutions, Inc., 2000–04

Independent consultant, 1989–97

MEMBERSHIPS AND AFFILIATIONS

Chair, California Bird Records Committee, 2016–19

Member, Board of Directors, Western Field Ornithologists, 2014–20

Scientific associate/advisory board, San Francisco Bay Bird Observatory, 1999–2004, 2009–18

Member, Board of Directors, Virginia Society of Ornithology, 2000–04

PUBLICATIONS

Erickson, R. A., Garrett, K. L., Palacios, E., Rottenborn, S. C., and Unitt, P. 2018. Joseph Grinnell meets eBird: Climate change and 100 years of latitudinal movement in the avifauna of the Californias, in Trends and traditions: Avifaunal change in western North America (W. D. Shuford, R. E. Gill Jr., and C. M. Handel, eds.), pp. 12–49. Studies of Western Birds 3. Western Field Ornithologists, Camarillo, CA.

Rottenborn, S. C. 2000. Nest-site selection and reproductive success of red-shouldered hawks in central California. Journal of Raptor Research 34:18-25.

Rottenborn, S. C. 1999. Predicting the impacts of urbanization on riparian bird communities. Biological Conservation 88:289-299.

Rottenborn, S. C. and E. S. Brinkley. 2007. Virginia's Birdlife. Virginia Society of Ornithology, Virginia Avifauna No. 7.

PROFESSIONAL PROFILE

Dr. Steve Rottenborn is a principal in the wildlife ecology group in H. T. Harvey & Associates' Los Gatos office with more than 30 years of experience. He specializes in resolving issues related to special-status wildlife species and in meeting the wildlife-related requirements of federal and state environmental laws and regulations. Combining his research and training as a wildlife biologist and avian ecologist, Steve has built an impressive professional career that is highlighted by a particular interest in wetland and riparian communities, as well as the effects of human activities on bird populations and communities. Steve's experience extends to numerous additional special-status animal species. The breadth of his ecological training and project experience enables him to expertly manage multidisciplinary projects involving a broad array of biological issues.

He has contributed to more than 2,500 projects involving wildlife impact assessment, NEPA/CEQA documentation, biological constraints analysis, endangered species issues (including California and Federal Endangered Species Act consultations), permitting, and restoration. Steve has conducted surveys for a variety of wildlife taxa, including a number of threatened and endangered species, and contributes to the design of habitat restoration and monitoring plans. In his role as project manager and principal-in-charge for numerous projects, he has supervised data collection and analysis, report preparation, and agency and client coordination.

PROJECT EXAMPLES

Led biological surveys and Federal Endangered Species Act and Marine Mammal Protection Act consultations, and assisted with other permitting, for the **Alameda Point Seaplane Lagoon Ferry Terminal**.

Assisted the City of Alameda during amendment of the Biological Opinion (BO) for the transfer and **reuse of Naval Air Station Alameda**, and prepared a BO-required predator management plan, buoy/signage plan for watercraft, and summary of BO requirements for sub-areas of the Alameda Point Project.

Led biological resources work for CEQA approval and Federal Endangered Species Act consultation for the **San Mateo County Department of Public Works and Parks Department's countywide Routine Maintenance Program**.

Spearheaded biological planning, permitting, and Federal Endangered Species Act consultation for several large redevelopment projects involving both development and habitat restoration, including the Candlestick Point – Hunters Point Shipyard project in San Francisco County and Concord Reuse project in Contra Costa County.

Served as senior wildlife ecology expert on the South Bay Salt Pond restoration project in Santa Clara, San Mateo, and Alameda Counties — the largest (~15,000-acre) restoration project of its kind in the western United States.

Serves as senior wildlife ecologist for the SAFER Bay project, a **coastal flood management project between East Palo Alto and southeast Redwood City**.

Led H. T. Harvey's work on a number of private development projects along the edge of **San Mateo County's baylands**.

Led Federal Endangered Species Act consultation, assisted with CEQA and NEPA assessment, and leads biological compliance for the **U.S. Army Corps of Engineers' South San Francisco Bay Shoreline Project Phase 1** in San Jose.

Has led H. T. Harvey's work on the biological CEQA assessment and permitting for extensive/regional facilities and habitat management programs for the Santa Clara Valley Water District, San Jose Water Company, County of San Mateo, and Midpeninsula Regional Open Space District.

Serves as principal-in-charge for H. T. Harvey's work **performing biological resources-related planning** for the Santa Clara Valley Water District's seismic retrofit projects involving Anderson, Calero, Guadalupe, and Almaden dams in Santa Clara County.

Serves as contract manager for Santa Clara Valley Water District's Biological Resources On-Call contract. Under four successive contracts since 2009, H. T. Harvey has **fulfilled over 120 task orders covering a variety of biological resources issues**. Served as Valley Water's primary point of contact during contracting for all of these task orders and managed many of those task orders.

Served as senior wildlife ecologist for H. T. Harvey's **preparation of a Natural Environment Study (NES) and Fish Passage Assessment** for the Highway 101 Widening Project from Gilroy south to SR 129 in Santa Clara County. Supervised the study of wildlife movement through a number of undercrossings along the alignment to assess impacts and mitigation needs related to wildlife movement. **Serves as principal-in-charge** for H. T. Harvey's updates to this project's Highway 101/SR 25 interchange component.

Served as principal-in-charge of H. T. Harvey's **preparation of a Caltrans-format NES and Biological Assessment (BA) to facilitate permitting and CEQA/NEPA assessment** of Caltrans' SR 35 Horizontal Curve Safety Project along Summit Road in San Mateo, Santa Clara, and Santa Cruz counties.

Spearheaded development of a Conceptual Bird Management Plan and oversaw implementation of the approved plan for the 2-mile-long Antioch Bridge Seismic Retrofit project in Contra Costa County.

Served as senior wildlife ecologist on the I-80/I-680/SR12 Interchange project in Solano County, assisting with **preparation and processing of permits for the USACE, RWQCB, and CDFW**, and overseeing required preconstruction surveys for special-status species.

Under five on-call contracts for Caltrans District 4 (as a sub), **supervised and managed special-status species surveys; preparation of NES and BA;** and compliance assistance for 75+ projects under these contracts.

Served as principal-in-charge for H. T. Harvey's work **assessing biological impacts from, and identifying appropriate construction methods** for, the renovation of the Lucy Evans Baylands Nature Interpretive Center at the Palo Alto Baylands in Santa Clara County.

Served as principal-in-charge for H. T. Harvey's work **preparing long-term management plans** for several Santa Clara Valley Water District habitat reserves in Santa Clara County.

Served as senior wildlife ecologist for H. T. Harvey's work on **Federal Endangered Species Act consultation and biological compliance monitoring** for the Oakland Army Base outfall project in Alameda County.

Spearheaded H. T. Harvey's work preparing **biological sections of CEQA documents, permitting and endangered species consultation materials, and mitigation documents for, and coordinated agency consultation** regarding a number of projects at Las Positas College in Alameda County.

Served as principal-in-charge for work on **biological resources reports, nesting bird and roosting bat surveys, and a variety of other services** for a number of projects at colleges and universities in Santa Clara and Santa Cruz Counties, including Foothill College, Gavilan College, U.C. Santa Cruz, and Stanford University.

Served on the Technical Advisory Committees/Expert Panels for the Santa Clara Valley Water District's Upper Penitencia Creek, One Water, Science Advisory Hub, San Tomas/Calabazas/Pond A8 Restoration, and Coyote Creek Native Ecosystem Enhancement Tool efforts. Selected by the District and San Francisco Estuary Institute to serve on these panels owing to his expertise in South Bay wildlife, restoration, and riparian ecology.

As principal-in-charge, **oversaw preparation of biological assessments to facilitate Section 7 consultation with the USFWS and NMFS** for the Salinas River Lagoon Fisheries Enhancement project in Monterey County.

ILLINGWORTH & RODKIN, INC.
Acoustics • Air Quality

429 East Cotati Avenue
Cotati, California 94931

Tel: 707-794-0400 *Fax: 707-794-0405*
www.Illingworthrodkin.com *fsvinth@illingworthrodkin.com*

ATTACHMENT B

FREDERICK M. SVINTH, INCE, Assoc. AIA

Mr. Svinth holds degrees in both architecture and engineering. With this background he has focused his professional interests and experience in the control of sound and vibration within the built environment. In addition to experience working as a power plant field engineer and an architectural designer, he has consulted in the U.S. and internationally on various aspects of acoustics and vibration as an acoustical engineer continuously for over 25 years. During this period, he has consulted on a large number of projects for public, private and government clients, ranging from the study of environmental noise and vibration related to land-use compatibility to acoustic design within and without all types of residential structures, entertainment venues, religious facilities, and industrial buildings.

Mr. Svinth's unique educational background and professional experience in architecture and engineering enables the firm to develop complete solutions for projects with acoustic and vibration requirements. Fred's focus and technical specialties are involved in architectural acoustics and encompass the design and detailing of all types of new and renovated buildings, the control of noise and vibration for mechanical systems, transportation facilities, and entertainment venues within the built environment, airborne sound and impact isolation within new and retrofit residential projects, conventional and alternative energy power generation noise control, and noise & land-use compatibility planning.

Mr. Svinth's skills include freehand and computer aided drafting (AutoCAD), heliport and airport noise modeling, and the use of commercial and in-house software tools for architectural acoustics design and the development of noise control treatment options.

PROFESSIONAL EXPERIENCE

2009 to Present: Principal & Sr. Consultant January 2000 to 2009: Senior Consultant & Sept. 1990 to Aug. 1992: Staff Consultant	Illingworth & Rodkin, Inc. Cotati, California
August. 1997 to January 2000 Senior Acoustical Consultant	Jack Evans & Associates, Inc. Austin, Texas
August 1996 to August 1997 Architectural Designer/Project Manager	Chiles Architects, Inc. Austin, Texas
March 1996 to August 1996 Architectural Designer	Madison Graham Architects, Inc. Austin, Texas
June 1989 to September 1990 Power Systems Field Engineer	General Electric Corp. Oakland, California

EDUCATION

Master of Architecture Degree (1996) B.S.- Mechanical Engineering (1989)	University of Texas at Austin California Polytechnic State University San Luis Obispo, California

PROFESSIONAL AFFILIATIONS

Associate, American Institute of Architects
Member, Acoustical Society of America
Member, Institute of Noise Control Engineers

ATTACHMENT B

CHARLIE KNOX AICP

Principal

Charlie has more than 30 years of experience in public and private sector planning and has a thorough understanding of how to manage and coordinate staff and stakeholder efforts to best serve municipal staff, local citizens, city councils, and communities. Charlie's expertise includes shepherding high-profile projects through the entitlement process, including mixed-use developments and municipal energy-conservation projects. He also specializes in local and regional transportation and transit initiatives to help shorten commutes, reduce single-occupant vehicle travel, support Transit-Oriented Development, establish local Transportation Demand Management programs, and reduce Vehicle-Miles Traveled to meet City, regional, and State objectives. Prior to joining PlaceWorks, Charlie led the City of Benicia Public Works and Community Development Departments and used innovative leadership skills to provide superior customer service to residents despite significant resource constraints.

HIGHLIGHTS OF EXPERIENCE

Comprehensive Planning

- Menlo Park General Plan and Zoning Update | Menlo Park CA
- Stockton 2035 General Plan Update | Stockton CA
- Santa Rosa General Plan Update | Santa Rosa CA
- Vallejo Integrated Revitalization Program and Comprehensive General Plan Update | Vallejo CA
- Livermore Housing Element Implementation and Environmental Review | Livermore CA
- Marin Countywide Plan | Marin County CA
- Ventura General Plan | San Buenaventura CA
- Pleasant Hill General Plan | Pleasant Hill CA
- Morgan Hill General Plan | Morgan Hill CA
- Citrus Heights General Plan | Citrus Heights CA
- Cotati General Plan Background Report | Cotati CA
- Sonoma General Plan and EIR | Sonoma CA

Specific Plans and Zoning

- Oroville Sustainable Code Update and Climate Action Plan | Oroville CA
- Marinship Specific Plan Assessment and Evaluation | Sausalito CA
- Benicia Downtown Mixed Use Master Plan | Benicia CA
- Cotati Downtown Specific Plan | Cotati CA
- Morros Area Specific Plan | San Luis Obispo County CA

EDUCATION

- MA, Communications, University of Washington, Seattle WA
- BA, English, Whitman College, Walla Walla WA

CERTIFICATIONS

- American Institute of Certified Planners

AFFILIATIONS

- American Planning Association
- Bay Area Planning Directors Association

Team member since 2013

PLACEWORKS

ATTACHMENT B

CHARLIE KNOX
Principal
cknox@placeworks.com

Entitlements

- Fourth and University Project | Berkeley CA
- Bayside Village Project | Hercules CA
- Mountain Village Subdivision (Now Incorporated) | Telluride CO
- Aldasoro Ranch Subdivision | Telluride CO
- Lawson Hill Mixed-Use and Affordable Housing Subdivision | Telluride CO
- Telluride Ski Area Expansion | Telluride CO

Public Works Projects

- Telluride/Mountain Village Gondola Transportation System | Telluride CO
- Benicia High School Traffic Signal & Safety Enhancement Project | Benicia CA
- Interstate 780 Rose Drive Overcrossing Project | Benicia CA
- Benicia/Martinez Bridge-Bay Area Ridge Trail Connector | Benicia CA
- SolTrans Route 78 and Pedestrian Safety Support Project with the Solano Transportation Authority | Benicia CA

Sustainability Initiatives

- Sustainable Communities Strategy Base-Case Scenario and Implementation Project | Monterey Bay Area CA
- Vulnerability Assessment and Adaptation Plan | Benicia CA
- Renewable Energy and Conservation Project | Benicia CA
- Electric Vehicle Fast Charger and Solar Battery Backup Project | Benicia CA
- Valero Benicia Refinery Flue Gas Scrubber | Benicia CA
- Valero/Good Neighbor Steering Committee Settlement Agreement | Benicia CA
- Benicia Boatyard Marine Debris Cleanup | Benicia CA

SPEAKING ENGAGEMENTS

- Panelist, “The Future of Smart Cities,” Redefining Mobility Summit, San Ramon,
  CA 2017
- “Planning 2.0: The Drivers of Regional and Global Change and Land Use Innovation,” Plenary Lunch, 2015 APA California Annual Conference, Oakland CA
- “Company Town 2.0: How Facebook and Google are Rethinking the Corporate Campus,” Mobile Workshop, 2015 APA California Annual Conference, Oakland CA

LEADERSHIP & COMMUNITY

- Bay Area Planning Director’s Association, Steering Committee Member, 2006 to Present
- Association of Bay Area Governments, Regional Planning Commissioner, 2009 to 2011

AWARDS

- 2019 APA CA Statewide and Sacramento Valley Section, Comprehensive Planning Award: Large Jurisdiction, Envision Stockton 2040 General Plan
- 2018 APA CA Northern Section, Comprehensive Planning Award: Large Jurisdiction, Propel Vallejo General Plan 2040

ATTACHMENT B

ALEXIS MENA LEED AP

Senior Associate

A team member of PlaceWorks team since 2008, Alexis brings valuable experience in both the public and private sectors. As a project manager, she is organized and detail-oriented, works collaboratively with her clients, thinks strategically, and maintains a flexible and responsive work process. She is highly committed to providing high-quality graphic and written products on schedule and on budget.

Alexis' work at PlaceWorks has focused on environmental review and planning for a range of land use, smart growth, transportation, and sustainability projects. She is currently serving as the Assistant Project Manager for the ***Long Range Campus Plan Update and Golden Gate Avenue Project EIR*** for the UC San Francisco College of Law, the ***General Plan Update EIR*** for the City of Salinas, the ***General Plan Update EIR*** for the City of San Mateo, and the ***808 Alameda de las Pulgas Project EIR*** and ***501 Industrial Road Project EIR*** for the City of San Carlos. She recently served as Project Manager for the ***Terra Vi Lodge Project EIR*** for Tuolumne County and the ***Broadway Plaza Draft EIR*** for the City of Redwood City.

HIGHLIGHTS OF EXPERIENCE

Environmental Review

- General Plan Update EIR | Salinas CA
- General Plan Update EIR | San Mateo CA
- Long Range Campus Plan Update and Golden Gate Avenue Project EIR | San Francisco CA
- UC Berkeley 2021 Long Range Development Plan Update EIR | Berkeley CA
- UC Berkeley 2021 LRDP Update EIR Addendum for the Gateway New Academic Building Project | Berkeley CA
- UC Berkeley 2021 LRDP Update EIR Addendum for the Academic Replacement Building Project | Berkeley CA
- Comprehensive Plan Update EIR | Palo Alto CA
- General Plan Update EIR | Capitola CA
- General Plan Update EIR | Vallejo CA
- General Plan Update EIR | San Leandro CA
- Merced Station Relocation Preliminary Engineering and Environmental Reexamination | California High Speed Rail Authority
- Concord Hills Regional Park Land Use Plan EIR | Concord CA
- 808 Alameda de las Pulgas Project EIR | San Carlos CA
- 501 Industrial Road Project EIR | San Carlos CA
- In-N-Out Burger Project EIR | Campbell CA

EDUCATION

- Master of City and Regional Planning, University of California, Berkeley
- Bachelor of Arts, Vassar College

CERTIFICATIONS

- Leadership in Energy and Environmental Design Accredited Professional (LEED AP)

AFFILIATIONS

- American Planning Association

Team member since 2008

PLACEWORKS

ALEXIS MENA
Senior Associate
amena@placeworks.com

- 1700 Dell Avenue Office Development Project EIR | Campbell CA
- Terra Vi Lodge Project EIR | Tuolumne County CA
- Broadway Plaza Draft EIR | Redwood City CA
- Marina Plaza Project Initial Study/Mitigated Negative Declaration | Cupertino CA
- 975-1075 Main Street Retail Project IS/MND | Watsonville CA
- General Plan 2020 EIR Addendum for the Affordable Housing Overlay Zone | Los Gatos CA
- Alviso Park Master Plan Update IS/MND | San Jose CA
- Housing Element Assistance, General Plan Update, and Environmental Review | Menlo Park CA
- Cordes Ranch Specific Plan Review and EIR | Tracy CA
- Downtown Lafayette Specific Plan EIR | Lafayette CA
- The Terraces of Lafayette EIR | Lafayette CA
- Martial Cottle Park State Park General Plan/County Park Master Plan EIR | Santa Clara County CA
- Napa Pipe Site EIR | Napa County CA
- Tracy General Plan and EIR | Tracy CA
- Tracy Sustainability Action Plan | Tracy CA
- Napa Housing Element Update and EIR | Napa County CA

Land Use and Transportation Planning

- Merced Station Relocation Preliminary Engineering and Environmental Reexamination | California High Speed Rail Authority
- Land Use Analysis for Assembly Bill 2923 Transit-Oriented Development Zoning Standards| BART
- Dumbarton Rail Corridor Project | SamTrans/Caltrain/Peninsula Corridor Joint Powers Board
- Alameda Community-Based Transportation Plan | Alameda County Congestion Management Agency

AWARDS

- 2014 California Association of Environmental Planners Merit Award | Cordes Ranch Specific Plan Environmental Impact Report
- 2011 American Planning Association California Chapter Innovation in Green Community Planning Award | Martial Cottle Park Master Plan, Santa Clara County CA
- 2011 American Planning Association Northern California Chapter Innovation in Green Community Planning Award | Martial Cottle Park Master Plan, Santa Clara County CA
- 2007 American Planning Association Honorable Mention, Information Technology Division Student Paper Competition | “Urban Development and Infrastructure For The High-Tech: The Plan for a Wireless Silicon Valley”
- Department and General Honors | Vassar College | 2005

ATTACHMENT B

ERIKA LINDSTROM

Associate

Erika brings a wide variety of skills through her education and over six years of professional planning and housing experience in both the public and private sectors. Her passion for planning is driven by her desire to envision and create unique, enjoyable, and healthy places for all, especially community members who have historically been excluded.

At PlaceWorks, Erika works on a wide range of comprehensive planning projects. She is currently working on General Plan updates for the Cities of Modesto and Salinas, Sacramento County's Infill Program update, a transit pass policy for the Santa Clara Valley Transportation Authority, and an outreach campaign for an affordable housing development.

In her previous roles in the public sector, Erika served as project manager for residential and commercial planning entitlements including Architectural Site Approvals, Conditional Use Permits, Exceptions, Minor Modifications, and residential permits. While working in local government, Erika gained valuable experience in zoning and policy implementation and understands the value of clear, implementable content in policies, ordinances, development standards, and processes.

HIGHLIGHTS OF EXPERIENCE

- Sacramento County Infill Program Update | Sacramento County CA
- Santa Clara VTA Transit Pass Policy | Santa Clara County, CA
- East Santa Clara Affordable Housing Project | San Jose CA
- Modesto General Plan Update | Modesto CA
- Salinas General Plan Update | Salinas CA
- BCAG 2024 Sustainable Communities Strategy | Butte County CA

PREVIOUS EXPERIENCE

City of Cupertino | Associate Planner | 2016 - 2022

- Project manager for residential and commercial planning entitlements: efficiently managed project review timelines for multiple departments, agencies, and consultants; organized and approved project reports; regularly corresponded with applicants
- Project manager for the Heart of the City Specific Plan update: prepared and submitted grant funding application; prepared project scope of work; coordinated with regional agencies, City staff, and project consultant; prepared staff reports and presentations
- Assisted with 6th Cycle Housing Element update: assisted with consultant search and contract coordination; prepared staff reports and presentations; Attended staff and consultant meetings; assisted with sites inventory
- Prepared staff reports and presented to elected and appointed bodies,

EDUCATION

- Master of Geography, San Francisco State University
- Bachelor of Environmental Studies, San Diego State University

AFFILIATIONS

- American Planning Association

Team member since 2022

PLACEWORKS

ERIKA LINDSTROM
Associate
elindstrom@placeworks.com

including City Council, Planning Commission, and Housing Commission at regular meetings and study sessions

- Prepared written materials such as RFQs, RFPs, and grant applications for City funding
- Project manager for the City's Rotating Safe Car Park partnership: conducted program research and evaluation; coordinated with service providers, legal counsel, and City Manager's Office; presented recommendations to decision makers; reviewed and processed applications

ATTACHMENT B

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ATTACHMENT C

circlepoint® 35th ANNIVERSARY

February 9, 2023

PROPOSAL FOR

REDWOOD CITY FERRY PROJECT ENVIRONMENTAL REVIEW SERVICES

Submitted to

THE PORT OF REDWOOD CITY

ATTACHMENT C

February 9, 2023

Kristine A. Zortman, Executive Director
Port of Redwood City
675 Seaport Blvd.
Redwood City, CA 94063
Via email: kzortman@redwoodcityport.com

SUBJECT: REQUEST FOR PROPOSAL (RFP) REDWOOD CITY FERRY PROJECT—ENVIRONMENTAL REVIEW SERVICES

Dear Ms. Zortman,

On behalf of Circlepoint, I am pleased to submit our proposal to provide California Environmental Quality Act (CEQA) services to the Port of Redwood City (Port) for the Redwood City Ferry Project.

At Circlepoint our philosophy aligns with bringing the environmental review process back to its original intent and making it effective and beneficial. In doing so, we streamline the process making it more efficient. Public involvement is not a box to check off—it's a course of action to help strengthen projects so they better reflect the communities they serve and affect. The process not only looks to ways of minimizing or mitigating impacts but also ways projects can complement the environment and create opportunities for communities to thrive. We understand that details are important, and we take care of those, but we never lose sight of the bigger picture—environmental documents that are understandable and useful—reflecting meaningful public involvement; and synergistic scenarios that advance the potential in communities and help to better understand our environments.

Over the past 35 years, Circlepoint has successfully completed hundreds of environmental and planning studies establishing a proven track record of legally defensible CEQA/NEPA documents for large and complex projects. Our approach is simple—we use the best science and technical information available, prepare clearly written and comprehensive documents, and incorporate an inclusive and well-documented public involvement process. Our ability to streamline the environmental review process has allowed us to complete our projects on an expedited schedule. We look ahead and beyond entitlement approval to ensure we are setting up the project to succeed in the construction and operational phases.

Circlepoint has been on the forefront of major transportation mega-projects in the Bay Area and beyond. These projects will help transform the future by providing alternative modes of regional connectivity. Circlepoint led the environmental efforts and outreach/stakeholder program for the Dumbarton Rail Corridor Project, as well as for the BART to Silicon Valley Extension. Since 2015, Circlepoint has been the lead environmental consultant for the Palmdale to Burbank Section of the California High Speed Rail Project—whose San Francisco to San Jose section traverses Redwood City. Through our Dumbarton work, as well as our lead role in preparing the EIR for the Redwood City General Plan and the East Palo Alto General Plan, Circlepoint is highly conversant in local/bayfront development issues and concerns.

Our Project Team is under the leadership of the very capable Program Leader, Audrey Zagazeta, who has facilitated CEQA land use and transit and transportation projects of all sizes throughout the San Francisco Bay Area and state of California. Audrey will be supported by Environmental Lead, Brianna Bohonok and Community Outreach Lead, Ivy Morrison. Brianna specializes in providing CEQA/NEPA assessments for land use and

circlepoint®

OAKLAND
200 Webster Street
Suite 200
Oakland, CA 94607
(510) 285-6700

SAN JOSÉ
46 South First Street
San José, CA 95113
(408) 715-1515

ORANGE
2100 West Orangewood Avenue, Suite 215
Orange, CA 92868
(714) 653-1151

www.circlepoint.com

ATTACHMENT C

transportation infrastructure projects and has managed numerous environmental assessment and compliance projects throughout California including the City of Alameda's Seaplane Lagoon Ferry Terminal project. Ivy has 27 years of experience developing and directing public outreach and community relations programs for major Bay Area infrastructure projects, with an emphasis on transportation and land use. She brings exceptional experience from leading the development and implementation of an agency and stakeholder engagement plan to guide public participation in the NEPA/CEQA process for the Dumbarton Rail Corridor Project.

In addition to our internal team, Circlepoint maintains longstanding relationships with a bench of established subconsultants to provide the technical expertise to deliver broad, high-quality services that meet the needs of any project. For the Redwood City Ferry Project, we will be collaborating with our trusted teaming partners ICF (air quality/greenhouse gases, energy, noise, cultural/tribal/historic architecture), Mott MacDonald (stakeholder engagement, coastal analysis, geology/soil studies, hydrology/water quality), WRA (biological/ecological impacts), Fehr & Peers (traffic and transportation), and COWI (Design Liaison).

ICF served as lead environmental consultant for the Port of San Francisco Embarcadero Seawall Program, Caltrain Electrification Program, as well as the San Francisco to San Jose section of California High Speed Rail, bringing valuable local experience to the Port project team. In addition, ICF has supported WETA with preparation of the IS/MND under CEQA for the Central Bay Operations and Maintenance Facility.

Mott MacDonald brings experience providing similar technical studies in support of environmental review on many of the Bay's ferry terminals for Water Emergency Transportation Authority (WETA), including Redwood City, South San Francisco, Richmond, and Antioch. Mott MacDonald will also bolster our team with stakeholder relations by utilizing existing relationships and a strong understanding of the Port and City of Redwood City and WETA.

WRA has a strong portfolio of ferry terminal projects including biological assessment and impacts analysis for the Port of Redwood City Ferry Terminal preferred alternative; multiple projects for WETA including ferry terminals and waterfront facilities; and major redevelopment sites including those that are planned for future ferry and water crossing services.

Fehr & Peers has worked with Redwood City staff for over 25 years on a variety of planning efforts and CEQA-related projects such as the 2010 General Plan, Transit District and Plan-wide Amendments projects related to the Downtown Precise Plan, as well as recent studies like RWCmoves, South Main Street Mixed-Use development, and the City's Transportation Analysis Manual (TAM), which implements SB 743.

COWI will support the team acting as a bridge between the prior concept design efforts and the environmental tasks. They will be able to draw upon their experience working on the prior phases of the Redwood City Ferry Terminal project to provide input on the terminal alternatives. COWI will provide technical input to the team related to anticipated construction activities, equipment, and durations for the construction of the ferry terminal.

Circlepoint's 35 years of experience along with our team's proven track record and local presence and expertise make us uniquely suited to assist the Port in the preparation of CEQA-compliant environmental review and reports for the Redwood City Ferry Project. Thank you for your time and consideration and we look forward to the possibility of working with the Port on this exciting project. Please feel free to contact me at (408) 715-5103 or via email at a.zagazeta@circlepoint.com with any questions regarding our proposal.

Sincerely,

Audrey Zagazeta

President and CEO

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FIRM PROFILE

Since 1987, Circlepoint has been a guiding force in helping our clients address complex issues and strengthen communities. Through our Environmental and Communications practice areas, we provide a dynamic combination of strategic advice and focused service. Based in Oakland with offices in San José and Orange, Circlepoint is a privately held California corporation and certified Small Business Enterprise (SBE). Each member of Circlepoint's team is highly skilled in their field and dedicated to creating innovative solutions to complex issues and building a better future for communities. From project planning and environmental review to final design and construction, Circlepoint provides the full circle of resources clients need to successfully reach their goals.

Circlepoint's environmental practice is molded on an integrated approach to public and private planning projects—environmental evaluation, design, and community outreach. We work closely with planning and design teams to identify environmental constraints early on, focus environmental documents on the important issues, and effectively involve stakeholders to build the support essential to bringing projects to fruition. We work with our clients, ensuring that we are providing a document that captures the correct components that will pave the way for success during and after the entitlement process.

CEQA/NEPA Documentation

- Environmental Impact Reports
- Environmental Impact Statements
- Initial Studies
- Environmental Assessments
- FONSI
- Mitigated Negative Declarations
- Categorical Exclusions
- Categorical Exemptions

Environmental Technical Partnerships/Strategy

- Biological Resources
- Cultural Resources
- Noise Assessments
- Air Quality
- Greenhouse Gases
- Transportation
- Hazardous Materials
- Hydrology & Water Quality

Environmental Analysis

- Constraints Analysis
- Visual Impact Assessments
- Community Impact Assessments/ Environmental Justice
- Section 4(f) Evaluation
- Utilities/Public Services
- Interagency Coordination

ICF Jones & Stokes, Inc. (an ICF company hereafter referred to as ICF) provides professional services and technology-based solutions to government and commercial clients. ICF is fluent in the language of change, whether driven by markets, technology, or policy. Since 1969, ICF has combined a passion for their work with deep industry expertise to tackle their clients' most important challenges. Their environmental practice provides services in environmental planning, land use planning, regulatory compliance, regulatory implementation, natural resources, and supporting environmental review. ICF's full-time professional staff includes environmental compliance experts, land use and natural resource planners, wildlife and fisheries biologists, plant and wetland biologists, watershed planners, restoration experts, archaeologists, architectural historians, community affairs experts, attorneys, engineers, information technologists, acoustical specialists, and air quality/climate change analysts.

Mott MacDonald is a $2 billion global management, engineering, and development firm. It is one of the world's largest employee-owned companies, with 16,000 employees and over 180 offices delivering sustainable outcomes for clients in 150 countries worldwide.

Mott MacDonald's Coastal Practice specializes in coastal engineering analysis and design related to coastal and waterfront projects. These projects include coastal resilience measures such as shoreline protection, stabilization, beach and dune nourishment, evaluation of sea level rise and storm impacts, ecosystem enhancement, and optimizing harbors, marsh creation, waterways, and marine terminals.

Mott MacDonald is a pioneer in the development of new software tools to mitigate flood risk. Mott MacDonald's models convert weather forecasts into meaningful visual information that illustrates the potential consequences of flooding and storm surges, making it easier to understand where the impacts would be the most destructive.

WRA is an employee-owned, certified small business with 100 team members working from four offices in California with expertise working along the San Francisco Bay shoreline. WRA offers core services in plant, wildlife, wetland and aquatic ecology and regulatory strategy and compliance to support CEQA and NEPA. WRA supports their public agency clients in connecting the natural and built environments through ecologically sensitive and people-oriented planning, design, and implementation. With more than 40 years of experience in California's diverse ecoregions, WRA brings an understanding of the unique ecology of the San Francisco Bay balanced with the growing needs of the local community.

WRA understands that the key piece in navigating the resource agency puzzle is to identify permit requirements and biological constraints early. They work with federal, state, and local resource agencies to find workable solutions for both their clients and the regulating agencies. Many projects occur within the overlapping jurisdictions of multiple regulatory agencies, and WRA specializes in effectively coordinating and communicating with all of the parties involved to minimize project delays.

Fehr & Peers is passionate about transforming transportation consulting through innovation and creativity. The firm derives inspiration by partnering with communities to understand and shape local transportation futures objectively tailored to diverse needs. Fehr & Peers brings a great depth of technical expertise on SB 743 implementation and VMT mitigation. Fehr & Peers has been involved with the development and implementation of SB 743 for the past ten years, advising OPR and Caltrans on available VMT data and measurement methods, helping the big four MPOs (SCAG, MTC, SANDAG, and SACOG) determine how to incorporate VMT methods and strategies into their regional plans, and working directly with more than 100 local agencies statewide on implementing SB 743 through setting VMT thresholds and developing VMT analysis tools.

COWI North America (COWI) is a leader in marine engineering, built on over 90 years of experience in San Francisco Bay. COWI is deeply familiar with the Port of Redwood City Ferry Terminal project having provided engineering services in support of the Financial Feasibility Study. COWI also recently completed the Two Berth Concept Study on behalf of the Port of Redwood City. This prior knowledge of Port projects will allow COWI to provide the Circlepoint team detailed information on the current terminal concept designs.

COWI has provided planning, permitting, design, and construction management services for ten different ferry terminals in San Francisco Bay, including Richmond, Alameda Main Street, Harbor Bay, Alameda Sea Plane Lagoon, Oakland Jack London, Mission Bay, and Port of San Francisco Pier 48.5 ferry terminals. COWI also has a long history of providing engineering services to the Port of Redwood City. Port projects include Wharves 1 and 2 Replacement Project, Wharves 3 & 4 Mooring & Berthing System Upgrades (both part of a modernization program at the Port), Fishing Pier Inspection & Emergency Repair, and First Responder Dock Concept Study. COWI's services, on many of the ferry and Port projects, included offering services supporting the environmental process. With more than 20 years of experience in the regulatory environment of the Bay Area, COWI understands that accurate information is critical to a successful EIR. COWI will draw upon the firm's experience to provide information on the terminal components and anticipated construction process.

ATTACHMENT C

ORGANIZATIONAL CHART

Audrey Zagazeta*
Program Leader

James Connolly*
Design Liaison

Jean Banker*
Stakeholder Liaison

Brianna Bohonok, AICP*
Environmental Lead

Ivy Morrison*
Community Outreach Lead

CIRCLEPOINT ENVIRONMENTAL PLANNING STAFF

Andrew Metzger*
Project Manager

Juliet Martin
Sr. Associate Planner

Arun Bird
Associate Planner

Krysten McCue
Associate Planner

Justine Garner
Associate Planner

Danielle Keith
Associate Planner

Rose Redlich
Assistant Planner

Janet Kung
Assistant Planner

TECHNICAL PARTNERS

ICF

AQ/GHG
Energy
Noise
Cultural/Tribal/Historic
Architecture
Hazardous Materials

MOTT MACDONALD

Coastal (Wake) Analysis
Geology/Soil Study
Hydrology/Water Quality
Sea Level Rise

FEHR PEERS

Transportation/Traffic

wra

Biological/Ecological Impacts
Permitting

CIRCLEPOINT OUTREACH STAFF

Regina Merrill*
Project Manager

Susan Harden*
Facilitator

Simon Stahl
Art Director

Tracy Cook
Sr. Associate

Joaquin Carrig
Associate

*Key Personnel

PROJECT TEAM

circlepoint

NAME	ROLE	YEARS OF EXPERIENCE	EDUCATION
Audrey Zagazeta	Program Leader	22	B.S., Environmental Science California State University, San José
Brianna Bohonok, AICP	Environmental Lead	11	Master of Urban Planning and Policy, University of Illinois at Chicago B.S., Architecture, Philadelphia University
Ivy Morrison	Community Outreach Lead	27	M.F.A., Nonfiction Writing, Columbia University B.A., Slavic Languages and Literature with honors, Indiana University
Andrew Metzger	Environmental Project Manager	7	B.S., Environmental Science, Santa Clara University
Regina Merrill	Community Outreach Project Manager	5	M.A., Professional Communication, University of San Francisco B.A., Journalism, Loyola University of Chicago
Susan Harden, FAICP, CNU-A, LEED AP	Facilitator	27	M.E.P., Environmental Planning, Arizona State University B.A., Architectural Studies; B.A., Environmental Studies, University of Kansas

ICF

NAME	ROLE	YEARS OF EXPERIENCE	EDUCATION
John Cook, AICP	Technical Task Project Manager	26	M.A., City Planning, University of California at Berkeley B.A. (summa cum laude), American Studies, Colby College
Mario Barrera	Senior Environmental Planner	21	B.S., Engineering Technology, Environmental Technology; California State University, Long Beach
Aaron Carter	CEQA/NEPA Environmental Clearance/Compliance/ Review; Environmental Justice/Socioeconomics	18	B.A., Geography (emphasis in Environmental Analysis), California State University, Fullerton
Elizabeth Scott Foley	Senior Noise Specialist	13	M.A., Environmental Studies, University of Southern California B.A., Environmental Studies, University of Southern California

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NAME	ROLE	YEARS OF EXPERIENCE	EDUCATION
Susan Lassell	Senior Historic Preservation Planner	29	M.A., Historic Preservation Planning, Cornell University B.S., Environmental Design, University of California, Davis
Cory Matsui	Manager - Air Quality and Climate Change	12	B.A., Atmospheric Science, University of California Berkeley
Noah Schumaker	Noise Analyst	2	M.S., Mechanical Engineering, Michigan Technological University B.S., Audio Production and Technology, Michigan Technological University
Darrin Trageser	Air Quality and Climate Change Specialist	9	M.S., Atmospheric Sciences, University of California, Davis B.S., Atmospheric Sciences, University of Washington, Seattle
Jason Volk	Principal, Noise and Vibration	23	B.S., (with honors), Mechanical Engineering, North Carolina State University, Raleigh
Jennifer Wildt	Cultural Resources Specialist	22	Ph.D., M.A. Archaeology, Boston University B.A., Archaeology, University of Virginia
Laura Yoon	Air Quality and Climate Change Managing Director	14	M.S., Environmental Management, University of San Francisco B.A., (summa cum laude), Environmental Studies, University of Washington

MOTT MACDONALD

NAME	ROLE	YEARS OF EXPERIENCE	EDUCATION
Jean Banker	Stakeholder Liaison	30	M.P.P., Public Policy with an emphasis in Transportation, Harvard University, JFK School of Government B.A., Socio-Cultural Anthropology, Vassar College
Scott Fenical	Lead Coastal Engineer	27	M.S., Ocean Engineering, Texas A&M University B.S., Mechanical Engineering, University of California, Santa Barbara, 1994
Jongwon Lee	Geotechnical Lead	14	Ph.D., Civil Engineering (Geotechnical), University of Michigan M.S., Civil Engineering (Structural), University of Michigan B.E., Civil Engineering, Inha University, Korea

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NAME	ROLE	YEARS OF EXPERIENCE	EDUCATION
Justin Semion, PWS	Technical Services Director	23	M.B.A., Sustainable Management, Presidio Graduate School B.S., Resource Ecology and Management, University of Michigan
Jordan Rosencranz, D.Env., CE, CERPIT, PWS	Wetland and Vegetation Ecology Practice Leader	15	D.Env., Environmental Science and Engineering, University of California, Los Angeles M.S., Environmental Health Sciences, University of California, Los Angeles B.S., Wildlife Management and Conservation, Humboldt State University
Jason Yakich	Senior Biologist	22	M.S., Biology (Marine Biology), San Francisco State University B.A., Biology, University of California, Santa Cruz
Rei Scampavia, Ph.D.	Biologist	9	Ph.D., Entomology, University of California, Davis B.A., Biology, Mills College

FEHR PEERS

NAME	ROLE	YEARS OF EXPERIENCE	EDUCATION
Franziska Church, AICP, PTP	Transportation/Traffic Lead	17	M.U.R.P., Transportation Planning, California State University, San Jose B.A., Environmental Studies, University of California Santa Cruz

COWI

NAME	ROLE	YEARS OF EXPERIENCE	EDUCATION
James Connelly	Design Liaison	22	M.S., Structural Engineering. University of California, Berkeley B.S., Civil Engineering. University of Illinois at Champaign-Urbana
Jessica Rivas	Senior Waterfront Engineer	12	B.S., Civil Engineering, San Jose State University

Please see the Appendix for key staff resumes.

SIMILAR PROJECTS AND REFERENCES

REDWOOD CITY FERRY TERMINAL, WETA/PORT OF REDWOOD CITY

Circlepoint prepared a constraints analysis of three potential ferry terminal sites along the Redwood City bay frontage. This "fatal flaw" analysis identified the major environmental issues associated with each alternative site and determined whether any of these issues could adversely affect the feasibility of a particular location. The analysis considered landside/waterside issues, as well as the ability to provide maintenance and servicing at the proposed sites. Key environmental factors and issues being studied include hazardous materials contamination, dredging requirements, sensitive biological resources on an adjacent National Wildlife Refuge property, land use policies, and ferry service/ridership considerations. This approach was intended to help WETA select a viable project to carry forward into CEQA review. Due to State funding delays and other factors, the project was put on hold.

WRA conducted a Biological Resources Assessment of potential ferry terminal locations at the Port of Redwood City. The purpose of the assessment was to identify sensitive habitats and protected species that may be impacted by the construction and operation of a new ferry terminal and to develop strategies for addressing these potential impacts, including avoidance and minimization measures and potential mitigation measures. WRA also provided an assessment of the potential wave and wake impacts to surrounding sensitive resources on Bair and Greco Islands.

A preliminary wake wash impact analysis was conducted by Mott MacDonald to determine the level and location of potential impacts to shorelines and biological resources along the proposed ferry route from San Francisco to Redwood City and determine the preliminary location for the slow-travel zone seaward of the proposed ferry terminal sites.

COWI provided engineering services in support of the Port of Redwood City Ferry Terminal Financial Feasibility Study and recently completed the Two Berth Concept Study on behalf of the Port of Redwood City.

REFERENCE	**SCHEDULE**	**BUDGET**	**SERVICES**	**FIRMS INVOLVED**
Chad Mason, Planner/Analyst Water Emergency Transportation Authority (WETA) Pier 9, Suite 111 The Embarcadero San Francisco, CA 94111 (415) 364-3182 mason@watertransit.org	2007–2010	$311,117	Environmental Documentation Constraints Analysis	Circlepoint ICF WRA Mott MacDonald COWI

DUMBARTON RAIL CORRIDOR PROJECT, FACEBOOK

Through an agreement between Facebook and the San Mateo County Transit District (District), the Dumbarton Rail Corridor Project will enhance mobility between residential neighborhoods in the San Francisco East Bay and job centers on the San Francisco Peninsula.

Circlepoint led the composition of the project's environmental documentation. This included working with the District as the state lead agency and Federal Transit Administration (FTA) as the federal lead agency; collaborating and building consensus with the resources permitting agencies; developing a permitting strategy; assessing environmental constraints, advising the engineering team on establishing a refined environmental study limits and footprint; developing the project's purpose, need, and objectives statements; identifying and coordinating with permitting agencies, meeting with local jurisdictions and community organizations to identify key concerns; drafting the methodology for the environmental reporting (anticipated to be a joint environmental impact report/ environmental impact statement); and developing a comprehensive administrative record.

Circlepoint also led public, stakeholder, and community engagement, and oversaw the implementation of a series of public introductory meetings. Each meeting attracted over 100 participants. Circlepoint also managed the planning and implementation of a series of virtual stakeholder, neighborhood and public meetings.

REFERENCE	SCHEDULE	BUDGET	SERVICES	FIRMS INVOLVED
Winsome Bowen (*Formerly Director of Transportation at Facebook*) VP, Corporate Development Brightline 350 NW 1st Avenue, Suite 200 Miami, FL 33128 (954) 579-3583 winsome.bowen@gobrightline.com	2018–2021	$1,723,400	Environmental Documentation Public Outreach Community Engagement	Circlepoint WRA Fehr & Peers

REDWOOD CITY GENERAL PLAN EIR AND PUBLIC OUTREACH, CITY OF REDWOOD CITY

Circlepoint worked closely with the General Plan team in formulating policies and programs to make the new document largely self-mitigating. Innovations in the EIR include moving beyond standard "level of service" measurement of traffic impacts, addressing uncertainty on mid- and long-term water availability, and a GIS-based approach to modeling future greenhouse gas emissions. Ultimately, the greenhouse gas evaluation was prepared in a manner that reduced the need for future project-specific analysis.

To help determine a preferred citywide land use and transportation alternative, Circlepoint designed and implemented a multi-faceted public outreach program, including interactive public meetings, targeted communications materials, public surveys, and media relations. Circlepoint helped design and execute an open house festival workshop in September 2008 in the San Mateo County History museum in downtown Redwood City.

Circlepoint worked closely with the project team to produce the Draft EIR on a highly accelerated schedule. The Draft EIR was published in May 2010 and the Final EIR was certified in October 2010. The City faced no legal challenge to its certification of the Final EIR.

REFERENCE	SCHEDULE	BUDGET	SERVICES	FIRMS INVOLVED
Jill Ekas (*Formerly Planning Manager at the City of Redwood City*) Community Development Director City of Half Moon Bay 501 Main Street Half Moon Bay, CA 94019 (650) 726-8264 JEkas@hmbcity.com	2008–2010	$450,000	Environmental Documentation Public Engagement	Circlepoint ICF (John Cook)

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BART EXTENSION TO SANTA CLARA, SANTA CLARA VALLEY TRANSPORTATION AUTHORITY (VTA)

Over nearly two decades, Circlepoint has worked closely with the Santa Clara Valley Transportation Authority (VTA) to prepare CEQA/National Environmental Policy Act (NEPA) documents and provide communication services for the proposed extension of BART from the Fremont Warm Springs Station to the City of Santa Clara. Past environmental documents include an EIR, two supplemental EIRs and an EIS. Circlepoint most recently assisted with the preparation of a supplemental EIR/EIS for the last phase of the alignment (Milpitas to Santa Clara); this document was approved in spring 2018. During this phase, VTA is proposing to construct joint development around the four proposed BART stations, as well as along portions of the alignment. VTA proposes a total of approximately 1.9 million square feet of office space; 460,000 square feet of retail; and 495 dwelling units.

REFERENCE	SCHEDULE	BUDGET	SERVICES	FIRMS INVOLVED
Ann Calnan Environmental Resources Planning Manager Santa Clara Valley Transportation Authority 3331 N. First Street San Jose, CA 95134-1906 (408) 321-5976 Ann.Calnan@vta.org	2001–2018	$2.7 million, inclusive	Environmental Documentation Strategic Communications Public Involvement and Outreach Media Relations	Circlepoint

PANTAGES BAYS RESIDENTIAL DEVELOPMENT EIR, CONTRA COSTA COUNTY

Circlepoint prepared an Environmental Impact Report (EIR) to assess discretionary approvals necessary for the project and the mitigation, monitoring, and reporting program. Issues related to climate change and sea level rise have special relevance for this planned community on the shores of the delta. Circlepoint also evaluated issues related to increased scour resulting from planned widening of the waterway in the wake of boating enthusiasts. The project was delayed several times because of the volatile housing market and the costs associated with creating lots with deep water access. However, the Final EIR was certified by Contra Costa County in December 2013.

Subsequent to adoption of the Final EIR, the project applicant proposed modifications to the construction techniques, updated cut/fill and material import/export amounts, and a site reconfiguration with a reduction in the number of waterfront lots. Circlepoint prepared an Addendum in 2015 to evaluate the environmental effects of these proposed changes.

In 2019, the project applicant proposed additional project reconfigurations to eliminate deep water access and to avoid impacts to jurisdictional wetlands. Circlepoint prepared a second Addendum to evaluate these changes, which were subject to the updated version of the 2019 CEQA Guidelines.

REFERENCE	SCHEDULE	BUDGET	SERVICES	FIRMS INVOLVED
Jennifer Cruz, Senior Planner Contra Costa County Department of Conservation and Development 30 Muir Road Martinez, CA 94553 (925) 674-7790 Jennifer.Cruz@dcd.cccounty.us	2013–2019	$317,000	Environmental Documentation	Circlepoint

DUMBARTON EXPRESS CORRIDOR IMPROVEMENTS IDEA, AC TRANSIT

The Dumbarton Express IDEA Project aims to improve safety and travel times while reducing vehicle emissions along the Dumbarton Express corridor. The Project will include the installation of a Transit Signal Priority (TSP) system, bus queue-jumps, and bus stop improvements and relocations.

This project will ensure that the SR-84 corridor in the cities of Union City, Fremont, Menlo Park, and Palo Alto can handle current traffic volumes and support increased capacity that can connect residents and businesses in the South Bay to job centers in the East Bay and on the Peninsula.

Circlepoint developed a public outreach plan to build awareness and share project information throughout the preconstruction phase of the project. Circlepoint also developed engaging communications tools and collateral (print and digital) for use throughout the project, including notification letters, a fact sheet, FAQ, maps, and content for the project website.

REFERENCE	SCHEDULE	BUDGET	SERVICES	FIRMS INVOLVED
Mika Miyasato, Senior Transportation Planner Alameda-Contra Costa Transit District (AC Transit) 1600 Franklin Street, Oakland, CA 94612 (510) 891-7138 mmiyasato@actransit.org	2019–2020	$127,300	Public Engagement Stakeholder Outreach Multicultural Outreach Website content Public notice and mailer	Circlepoint

CALTRAIN ELECTRIFICATION PROGRAM, CALTRAIN

The Peninsula Corridor Electrification Project (PCEP) is the centerpiece of Caltrain's Electrification Program, which has the goal of significantly boosting ridership and lowering operating expenses to meet long-term sustainability challenges.

Circlepoint provided outreach and publicity services for the scoping phase of the EIR that included conducting four public meetings in the three counties served by Caltrain; developing a variety of informational materials; assisting Caltrain with social media and email blasts; and developing online video versions of the presentations given at the public meetings. During the public circulation of the Draft EIR, Circlepoint arranged and publicized four public meetings in a very limited timeframe. The turnout at the meetings met or exceeded expectations. Public comment was focused on the PCEP project and few comments relating solely to High Speed Rail were received during the comment period, demonstrating the success of Circlepoint's efforts to inform the public of the distinction between the PCEP and future "blended service" with High-Speed Rail. Circlepoint advised Caltrain on the use of social media and confirmed that Twitter drove some meeting turnout. Circlepoint was able to use Caltrain's existing brand standards to create attractive, contemporary informational materials.

Circlepoint has continued to provide outreach and engagement services for the electrification program and is now providing construction communications support.

ICF has been the Environmental Program Manager for the PCEP since 2012.

REFERENCE	SCHEDULE	BUDGET	SERVICES	FIRMS INVOLVED
Lori Low, Government & Community Affairs Specialist Caltrain | SamTrans 1250 San Carlos Avenue San Carlos, CA 94070 (650) 508-6391 lowl@samtrans.com	2013–Present	$710,000	Public Engagement Stakeholder Outreach Public Meetings Environmental Documentation	Circlepoint ICF

PROJECT UNDERSTANDING

The Port of Redwood City (Port), the City of Redwood City (City), and the Water Emergency Transportation Authority (WETA) are proposing to create a mid-peninsula transit hub, the Redwood City Ferry Terminal (Project) that will be the southernmost terminal in the San Francisco Bay Ferry system. The Project would be located on a portion of a 9.2-acre parcel, Assessor Parcel Number (APN) 054-300-3800, that is currently occupied with an existing bulk storage area. CDM Smith completed the Ferry Financial Feasibility Study & Cost Benefit and Economic Impact Analysis (Feasibility Study) for the City in April 2021, and a Business Plan for the Port in April 2022. Multiple options for the location of the proposed terminal were developed. It is our understanding that the Port would like the EIR to analyze Option 2, single-berth, with no dredging as the proposed Project, and analyze Options A, B, and C of the COWI report and Option 1 as alternatives to the proposed Project.

PROJECT BACKGROUND

Bringing ferry services to the South Bay, linking the Peninsula to San Francisco and East Bay, has been under consideration for many years, as echoed in numerous planning documents (including the Port's 2020 Strategic Vision, the City's General Plan and RWCmoves transportation plan, and WETA's Strategic Plan and Short-Range Plan, and Plan Bay Area 2050).

Circlepoint was contracted with WETA between 2008 and 2010 to complete the EIR/EIS for the Project. Severe State budget cuts curtailed the Project in 2010, but during the active period, Circlepoint worked with WETA in narrowing the range of alternative sites, eventually recommending a site very similar to Option 2 in the RFP. The City's strong interest in bringing ferry service to the area has never waned; the City and the Port have invested in further analyses (the Feasibility Study and Business Plan).

KEY ISSUES

Understanding the key technical and environmental issues associated with implementing the proposed ferry terminal in the San Francisco Bay and landside is crucial to ensuring a legally-defensible environmental document that also addresses the concerns of regulatory agencies, stakeholders, and the general public. We see the following issues as those most important in the environmental review process:

Biological and Ecological Resources

- Potential impacts of wave and wake generated by ferry operations on aquatic special status species at Bair and Greco Islands
- Potential impacts on special status fish species and marine mammals resulting from pile driving (hydroacoustic impact assessment)
- Evaluation of potential effects on Essential Fish Habitat (EFH)
- Consistency with regulatory planning documents governing biological resources based on input from stakeholders
- Window of construction—limited window of construction due to disturbance to endangered and special status-species that reside within the Project area

Hazardous Materials

- As a working Port site for many decades, construction of the Project could involve the encapsulation and/or excavation of substantial quantities of contaminated soil and water

Coastal Analysis

- Impacts associated with changes to waves and wakes

Recreational Activities

- Safety considerations for small boats and individuals participating in water recreational activities such as windsurfing, canoeing, kayaking, and paddle boarding

Sea Level Rise

- By 2100, several feet of sea level rise are expected throughout the Bay, potentially affecting the proposed ferry terminal site and access to it from downtown

Outreach

- Equity considerations for equity priority communities in the East Bay and the Peninsula associated with ferry service planning

First Mile/Last Mile

- More consideration for First Mile/Last Mile projects and timelines

WE BRING THE RIGHT TEAM

People make the difference—they are critical to the success of any project. Circlepoint's Project Team comprises local experts who bring comprehensive experience in the preparation of all types of environmental documents and regulatory compliance to the Project. The Project Team is under the leadership of the very capable Program Manager, Audrey Zagazeta, who has facilitated CEQA land use and transit and transportation projects of all sizes throughout the San Francisco Bay Area and state of California. Audrey will be supported by Environmental Lead, Brianna Bohonok and Community Outreach Lead, Ivy Morrison. Brianna specializes in providing CEQA/NEPA assessments for land use and transportation infrastructure projects and has managed numerous environmental assessment and compliance projects throughout California, including the City of Alameda's Seaplane Lagoon Ferry Terminal project. Ivy has 27 years of experience developing and directing public outreach and community relations programs for major Bay Area infrastructure projects, with an emphasis on transportation and land use. She brings exceptional experience from leading the development and implementation of an agency and stakeholder engagement plan to guiding public participation in the NEPA/CEQA process for the Dumbarton Rail Corridor Project. Together with support from Jean Banker, Vice President, Transportation Delivery, from Mott McDonald and James Connolly, Senior Marine Engineer from COWI, who will serve as liaisons for the Project Team, Circlepoint brings a strong top-notch group of leaders to efficiently and strategically manage the CEQA and outreach processes, leveraging existing relationships and knowledge of the Project.

The Circlepoint Team is composed of a group of technical experts that will prepare the required technical analysis for portions of the EIR, and whom all have direct local experience. John Cook, Managing Director from ICF, who previously managed and led both the WETA ferry terminal project (2008-2010) as well as the Redwood City General Plan Update EIR while working for Circlepoint, will serve as the technical task leader for various topical areas. This Team will provide strategic expertise, discuss technical methodology, conduct field visits, develop quantitative assessments, and prepare technical reports for the EIR. As specialists in the fulfillment of CEQA requirements in tandem with state and federal regulations, Circlepoint is well-qualified to ensure that specialized technical reports are sufficiently comprehensive, legally adequate, and delivered on time and within budget. The firms listed below represent our primary subconsultant partners for the Redwood City Ferry Project Environmental Review Services.

We understand the importance of engaging key stakeholders from Redwood City and partner agencies throughout the environmental review process to continuously "test the waters" on essential project support. Towards this objective we are including Jean Banker, Vice President of Transportation Delivery at Mott MacDonald, on the Circlepoint team to serve as a Stakeholder Liaison with RWC and partner agencies. Prior to joining the Mott MacDonald team, she worked at the Port of Oakland in the executive office overseeing Maritime, Aviation and Commercial Real Estate.

STRATEGIES FOR SUCCESS—OUR APPROACH

Without strong, strategic management, the environmental review process for any project can quickly veer off course and rack up delays. To hit the ground running, we have developed a 30-day action plan. This action plan identifies areas in which we will focus our efforts immediately, working with the Port to create a strong foundation for environmental review.

UNDERSTANDING THE PORT'S GOALS AND OBJECTIVES—Understanding the Port's goals and objectives is essential for project success and streamlining. The Circlepoint Team will work closely with the Port to identify, understand, and implement the Port's goals for the Project and future project phases.

CONFIRM THE PROJECT & ALTERNATIVES—We acknowledge and understand the work that has been developed for identifying the Project. We will build upon this work, and provide the necessary components to develop a project description that will be used consistently for outreach engagement, technical studies, and the EIR. Circlepoint also acknowledges the Port's desire to include other ferry terminal sites as alternatives studied in the EIR. CEQA requires that an EIR study alternatives that avoid or lessen significant environmental effects of the proposed Project (i.e., Option 2). At the outset, Circlepoint will engage with the Port to ensure that the alternatives strategy can both meet CEQA requirements as well as the Port's interest in considering other sites.

"FULL SPECTRUM OUTREACH"—By connecting with key stakeholders prior to the start of the formal environmental review process, we'll identify any new potential issues and concerns, as well as opportunities that may not have been considered previously. Stakeholder, agency and Equity Priority Communities (EPCs) input will help inform the development and implementation of a comprehensive stakeholder and public engagement program that ensures a streamlined and successful environmental review process. The plan will build upon previous outreach work and close the gaps on those efforts.

STREAMLINE THE PROCESS—Considering environmental issues early in the planning process is critical to successfully identifying potential "fatal flaws" such as extensive and costly mitigation, or significant permitting hurdles that may not be readily apparent when evaluating alternatives based on land use, engineering consideration, or any other factors in insolation. This process also allows discussion of ways in which the environmental review process can be streamlined, such as through early coordination between the lead agency and other responsible or permitting agencies.

HOW WE WILL GET IT DONE—SCOPE OF WORK

Circlepoint will prepare the EIR in accordance with the procedures, guidelines, and templates established or preferred by the Port. The technical documentation supporting the EIR will be driven by the eventual permitting and mitigation requirements of the resource agencies. As part of the early coordination efforts, the Circlepoint Team will work with the resource agencies to adequately define the scope of the technical analyses needed in order to reduce additional work in the permitting phase. For example, with the knowledge of many special-status species in the project area, the importance of identification of their presence and mitigation is essential to set the project up for success for the next phase (preliminary design and permitting).

TASK 1: INITIATE EARLY ACTIONS

The first 30 days will set the tone for the environmental review process to follow. Circlepoint and our technical partners will work closely and collaboratively with the Port on strategy and execution of the following steps to build a strong foundation for the entire project. Many of these steps will be addressed concurrently rather than in a linear progression.

- Launch a kick-off meeting with the Port and the Team
- Set expectations for the consultant team based on Port's goals and objectives
- With assistance from COWI, Circlepoint will define the project for use in the EIR
- Confirm the alternatives to be evaluated as part of the environmental process
- Coordinate with key stakeholders
- Form the Interagency Partnership
- Conduct stakeholder listening sessions to "test the waters" with key agency, elected officials and stakeholders prior to the start of the formal environmental review process and summary of key findings

Deliverables: Attendance at kick-off meeting; stakeholder listening sessions and summary of key findings; and preliminary project description.

Optional: Up to 10 follow-up virtual key stakeholder meetings of 30 minutes each prior to the second and third public meetings, if needed (prior to release of Draft EIR; and before Public Hearing/s).

TASK 2: MEETINGS

The proposed Program Manager and Environmental and Outreach Leads will participate in project meetings and conference calls throughout the course of the environmental review (16-months). Meetings include:

- Bi-monthly Project meetings with the Port to discuss strategy and report out on progress and status (Kick-off meeting is covered under Task 1 above)
- Participation in up to two public hearings on the EIR
- One Scoping Meeting

TASK 3: COMMUNITY OUTREACH & STAKEHOLDER ENGAGEMENT

Since the Port's most recent touchpoint with stakeholders and members of the public, there is new travel pattern and ridership data documenting commute patterns.

Based on our own recent experience conducting public and stakeholder outreach for return-to-transit initiatives, it's important to respond to new data and shifting public perception among key stakeholders to understand and incorporate these new findings by "testing the waters" among key stakeholders. These include key elected officials and project champions, ferry terminal tenants, representatives from Save the Bay, rowing teams, yacht clubs, kayak teams and other recreational users, and the Citizens Committee to Complete the Refuge. This streamlined research and planning phase will also incorporate WETA's analysis of Oakland/Jack London Square ridership data and potentially identify ways to leverage the City of Oakland's efforts to revitalize its waterfront neighborhoods through improved transit access. (Please see deliverables under Task 1 related to stakeholder listening sessions).

Task 3.1: Development and Implementation of a Full Spectrum, Actionable Stakeholder & Public Engagement Plan

The listening sessions will help inform the development and implementation of a "full spectrum" Engagement Plan, which will include the following elements:

- Communications Goals, Objectives, and Metrics;
- Recommendations for new communications channels to expand the level of stakeholder and public engagement, including in-person, online and digital engagement;
- Communications protocols and platforms for documenting and addressing stakeholder, regulatory and public comments;
- Engagement strategies for Equity Priority Communities (EPCs) that leverage the Best Practices for Equitable Engagement developed by Circlepoint for MTC/ABAG (June 2022) as well as our direct experience in North Fair Oaks and other communities;
- Development of a detailed, actionable stakeholder and public outreach implementation plan integrated with CEQA milestones to outline messaging, methods and timelines for engaging and informing stakeholders, regulatory agencies and the public through a steady drumbeat of information and innovative engagement.

Task 3.2: Communications Channels

Based upon our recent work on Caltrain Electrification and the Dumbarton Rail Corridor Project, we offer effective communications channels to expand the level of outreach and engagement to build a base of understanding and support leading up to and throughout the environmental review process and future construction and project launch:

These communications materials and forums may include:

- Direct Mailers/Perforated Comment Cards for engaging EPCs in Redwood City and Oakland's waterfront communities;
- Door hangers/flyers for engaging EPCs in Redwood City and Oakland's waterfront communities;
- A Communications Toolkit, including a project fact sheet, earned and social media content, press release boilerplate, and web and eblast content for distribution by RWC, CBOs and partner agencies;

Optional:

- Online engagement tools tailored to specific audiences and outcomes, which may include Konveio, Bang the Table, Mural and other interactive online platforms;
- A standalone, 508-compliant, interactive project website/webpages to serve as a repository for environmental documents, project fact sheets, meeting summaries and renderings and other information, as well as public comments and questions.

Task 3.3: Stakeholder Liaison

Jean Banker will serve as our designated stakeholder liaison. Jean brings relationships with the Port, City and partner agencies as well as direct and extensive experience with the Port of Oakland. In this capacity, she will conduct stakeholder listening sessions (Task 1) and may initiate follow-up discussions with stakeholders prior to each subsequent phase of public outreach to share findings, vet alternatives, and solicit their support in helping to engage their cohorts and constituents. She will also serve as an ongoing liaison with the Port, City and other partner agencies.

Task 3.4: Support for Public Meetings

Circlepoint will work closely with RWC and project partners to plan, facilitate and support public meetings during the environmental review process, including one public scoping meeting, one public hearing during EIR circulation, and two public hearings for approval.. Meeting support will include detailed logistics plans, public notification materials for distribution by RWC, meeting documentation and facilitation. Circlepoint will also support RWC with facilitation of stakeholder and regulatory agency meetings prior to each phase of public outreach.

As an optional service, Circlepoint is available to provide targeted neighborhood and community meetings—with an emphasis on EPCs. Conducting neighborhood-specific meetings at local community centers, as well as in residents' living rooms near the proposed project alignment was an effective strategy for the Dumbarton Rail Corridor Project in enabling community members to voice specific concerns and questions about the proposed project in an easily-accessible and familiar environment.

Deliverables:

- Draft and Final Stakeholder and Public Engagement Plan, as described above;
- Development of public notification and communications materials, which will be confirmed in the Public Engagement Plan;
- Support with the planning, implementation and documentation of four public meetings.

Optional Tasks:

- Optional engagement tools;
- Standalone, interactive project-specific website;
- Graphic design of final environmental report to make it accessible to general audiences, including non-English speaking/culturally diverse community members, as well as the visually-impaired;
- CBO stipends to enlist a network of CBOs in Oakland and Redwood City to support outreach activities and to ensure that project messaging and communications channels are appropriate for engaging EPCs in both locations;
- Additional community meetings in RWC and waterfront neighborhoods in Oakland.

TASK 4: DESIGN/ENGINEERING LIAISON

COWI will assist with the preparation of the project description, specifically the waterfront portions for use in the technical reports and EIR. COWI will also update the three optional drawings to show quantity and size of piles, overwater coverage dimensions of the pontoon/ramp/fixed access pier and estimate dredge volume. Pile quantity will need to be based on engineering judgement/experience based on anticipated loading and available geotechnical information from adjacent Port sites that include Wharves 1 and 2.

Optional Tasks:

- COWI will prepare an estimated construction schedule for the ferry terminal that lists duration of major construction activities. COWI will draw upon recent Bay Ferry terminal construction schedules.
- COWI will provide information on equipment (type / HP) and personnel (numbers and hours) that will be used to construct the ferry terminal for use by the Circlepoint's technical team.

TASK 5: EIR SCOPING

Task 5.1: Notice of Preparation (NOP)

The NOP triggers the scoping process and informs outside agencies, interested stakeholders, and the public at large of the pending environmental review of the project and solicits comments on the scope of the environmental review. Circlepoint will prepare and submit the NOP to the State Clearinghouse for publication. Circlepoint will assist the Port in any local distribution of the NOP to local agencies and interested parties.

Task 5.2: Scoping Meeting Report

Attendance at the Scoping meeting is covered under Task 2 above. Circlepoint will work with the Port to develop a Scoping Meeting Plan that clearly articulates the meeting format, materials, team member roles and responsibilities, and other logistical details. Circlepoint will fully document the scoping meeting in a formal Scoping Report summarizing comments on the proposed Project as well as resources areas that will be studied in the EIR.

Deliverables: Draft and Final NOP (print-ready copies), Scoping Meeting Plan, Scoping Noticing, Final Scoping Report

TASK 6: PREPARE TECHNICAL STUDIES

The following stand-alone technical studies will be prepared and used to prepare appropriate topical sections in the EIR. All other EIR sections, will incorporate research and technical analysis to provide existing conditions, impact analysis, appropriate mitigation measures and cumulative impacts as described in Task 8 below.

Task 6.1: Biological Resources Technical Report

WRA will complete a Biological Resources Technical Report that will provide information regarding the existing biological conditions, thresholds of significance, potential impacts, and mitigation measures at a level of detail required to complete the project's EIR. The report will evaluate the potential for all species known to occur in the Project vicinity, as well as document and map all habitats designated as sensitive by federal, state, and local laws' regulations and policies. Based on this background information the report will evaluate potential impacts to special-status species and sensitive habitats in the context of Appendix G of the CEQA Guidelines. In addition, avoidance, minimization, and mitigation measures will be included for impacts that are determined to be potentially significant under CEQA.

Deliverable: A draft and final Biological Technical Report

Optional Task: Preliminary Biological Constraints Summary

Task 6.2: Geotechnical Memorandum

Mott McDonald will develop site-specific seismic design parameters and a geotechnical ground model based on available information. This information will be used to develop recommendations for pile design (lateral and axial capacity estimates), potential for surface water management, and coastal erosion protection measures. Importantly for the project design schedule, they will develop a work plan for future geotechnical investigation that can be included in the EIR. The results of these analyses will be documented in a Geotechnical Technical Memorandum and a Geotechnical Investigation Work Plan that can be appended to the environmental impact documents.

Deliverables: Geotechnical Investigation Work Plan; Geotechnical Technical Memorandum

Task 6.3: Coastal Engineering

Mott MacDonald will perform coastal engineering analysis to evaluate potential impacts of ferry terminal construction, operations, and maintenance on the coastal environment and recreational uses. Primary analyses to be included in a technical study in support of environmental documentation include:

- **OPERATIONAL EVALUATION—**Evaluate potential ferry operations including vessel types, frequencies, sailing routes, and potential for wake generation at various operating speeds and loading conditions. Data will be derived from existing studies.

- **SITE EVALUATION—**Evaluate the site conditions around the ferry terminal and along the route, including wind and wind-wave conditions, tidal currents, and bathymetry in the Port area and along the route. Data will be derived from existing studies.
- **WAKE IMPACT ASSESSMENT—**Evaluate future shoreline change along nearby sand and oyster shell beaches, marshes, and other habitat areas, that could be attributable to the new ferry service. Analysis will include simplified ferry wake transformation modeling, as well as wind-wave growth and transformation modeling, to quantify the potential level of increase in the overall wave energy climate in areas of importance (environmentally sensitive areas) from ferry operations. Data to be used as input for the conceptual-level wake/wave transformation; modeling will be derived from existing studies.

Deliverable: A PowerPoint presentation of preliminary results, and technical memo (draft and final) summarizing the analysis

Task 6.4: Recreational Impact Technical Memorandum

Recreational impacts from ferry terminal construction are not anticipated. However, conflicts between maneuvering ferries in the Port channel and along the route may pose a hazard or inconvenience to recreational users of the Bay such as kayakers, wind surfers, powerboats, and sailboats (small craft). Mott MacDonald will perform conceptual-level ferry maneuvering analysis to evaluate the areas within which ferries must operate for safe ferry maneuvering, and ferry operating speeds (determined in coordination with the wake impact study), and the likely frequency or magnitude of potential conflicts with small craft. The analysis will also include recommendations on measures to warn or deter small craft from entering the active ferry maneuvering areas.

Deliverable: technical memo (draft and final) summarizing the analysis methodology and results. Reporting from all coastal engineering tasks described above in 7.3 will be combined into a single technical memo.

Task 6.5: Traffic & Transportation

The City has implemented SB 743 in their Transportation Analysis Manual (TAM), which provides specific guidance for VMT analysis and determination of significant impacts. The TAM, however, does not directly address new ferry or transit services, because transit project delivery is not in the pervue of the City.

A new ferry service is anticipated to reduce vehicle miles traveled. The Office of Planning and Research (OPR) Technical Advisory on Evaluating Transportation Impacts in CEQA, lists the initiation of new transit service as a project type that is not likely lead to a substantial or measurable increase in vehicle travel, and therefore generally should not require an induced travel analysis.

However, to confirm the presumption that the new ferry service would reduce VMT, we propose to conduct a VMT assessment that quantifies the reduction in vehicle miles traveled associated with shifting commute trips from vehicles on the freeway system to ferry riders. We will focus our analysis on the mid-week commute service and do not propose to evaluate weekend and special event ferry service. Our proposed tasks are summarized below.

- Existing Conditions
- Ridership Forecasts and Trip Generation Estimates
- VMT Estimates -Fehr & Peers will finalize the boundary VMT estimates for the following scenarios:
  - » Scenario 1: Baseline Conditions
  - » Scenario 2: Baseline with Project Conditions
  - » Scenario 3: Cumulative without Project Conditions
  - » Scenario 4: Cumulative with Project Conditions
- VMT Impacts

Deliverable: Traffic Report

Optional Tasks:

- **C/CAG MODEL—**Fehr & Peers would use the C/CAG model to develop ridership forecasts and VMT estimates. This task would supersede the methods presented above.
- **LOCAL TRANSPORTATION ANALYSIS—**Fehr & Peers would prepare a local transportation analysis (LTA) report as a standalone document to provide additional information regarding vehicle, transit, bicycle, and pedestrian network operations and constraints.
- **MULTIMODAL LAST MILE ACCESS—**Fehr and Peers would build upon the information identified in the Redwood City Ferry Business Plan to evaluate existing and proposed multimodal connections and identify any gaps and recommend improvements. This could include enhancements to the bicycle and pedestrian network, as well as transit and shuttler services, consistent with goals and multimodal improvements identified in RWCmoves, WalkBikeThrive, and other relevant plans.

TASK 7: EIR DOCUMENT – ADMINISTRATIVE, SCREENCHECK, AND PUBLIC DRAFT

This task is the core of the scope, ultimately leading to the preparation and publication of a public Draft EIR document. Similar to Task 1, Circlepoint will be strategic in preparing the administrative draft document, preparing as much of the document as possible with the information then available and working closely with the Team to close any data gaps. Given schedule needs, these tasks will also be conducted to the maximum possible extent in parallel, rather than linear processes. For this task we will:

- Confirm Project objectives
- Confirm alternatives to the Project
- Prepare administrative Draft EIR I and administrative Draft EIR II
- Prepare screencheck Draft EIR
- Prepare public Draft EIR

Task 7.1 - Topical Analysis

For the purposes of this proposal, the following key environmental are described in detail; however, the EIR will fully analyze all topical resource topics in the CEQA Appendix G checklist.

Air Quality and Greenhouse Gases; Energy Info for Appendix F

ICF will quantify construction emissions for the Project and up to three CEQA alternatives. Operational emissions will be quantified under existing, opening, and full buildout years with and without implementation of the Project. ICF will also analyze the effects of increased ferry service on displaced motor vehicle emissions (i.e., changes in vehicle miles traveled from mode shift) using traffic data from the transportation analysis and the EMFAC model. Operational emissions from the terminal building will be quantified using the California Emissions Estimator Model (CalEEMod). Net project emissions relative to existing and no build conditions will be compared to BAAQMD's operational criteria pollutant thresholds to determine project significance for air quality impacts. This scope of work assumes implementation of the project will not modify existing transit bus or passenger rail service or change terminal operations in San Francisco or Oakland.

Health Effects from Exposure to Project Emissions

The primary Toxic Air Contaminants (TACs) of concern are asbestos and diesel particulate matter (DPM). The potential for asbestos from demolition will be qualitatively assessed and compliance with BAAQMD rules will be discussed. Many emissions sources expected under the project, including ferries, harbor craft, and haul trucks, will emit DPM through the combustion of diesel fuel. As part of the EIR air quality analysis and in response to the Supreme Court decision in Sierra Club v. County of Fresno, ICF will also discuss potential regional and localized health effects from increased criteria pollutant emissions. This scope of work assumes the analysis will qualitatively and generally describe health risks associated with exposure to the types of criteria pollutant emissions expected under the project. ICF will review attainment plans for San Mateo County and existing community health data published by the California Department of Public Health. No project-specific photochemical modeling is currently proposed.

Energy

Using information generated in the above analyses, ICF generalist staff will provide responses supporting CEQA Appendix F checklist questions regarding the efficient use of energy resources.

Noise

In support of preparing the Noise EIR section, ICF will conduct a noise and vibration analysis to evaluate impacts from construction and operation of the proposed ferry terminal on sensitive receptors, as well as noise compatibility of the project to the project setting in a buildout-year context.

ICF will evaluate noise and vibration impacts associated with construction of the project based on information regarding construction phases, schedules, and equipment. Construction noise and vibration will be evaluated using widely-accepted methods recommended by the U.S. Department of Transportation. For pier installation at the ferry dock, noise and vibration levels from pile installation will be calculated for the nearest receptors on the basis of sound level data collected from similar projects conducted for Washington State Ferries. The analysis assumes no dredging would be done under the preferred alternative.

For project operation, ICF will evaluate noise levels from ferries, changes in traffic patterns, and permanent stationary sources at the new ferry terminal. Future noise and vibration levels at sensitive receptors in the project vicinity will be predicted to determine the significance of impacts from construction and operation of the project. The significance of noise and vibration impacts for will be based on FTA criteria and local noise standards.

Where significant noise or vibration impacts are identified, mitigation to reduce impacts to a less than significant level will be evaluated. Noise mitigation will be described at a level of detail appropriate for environmental review and not at a design level of detail.

Cultural Resources and Historic Built Resources

ICF will request a record search of the California Historical Resources Information System (CHRIS) through the Northwest Information Center at Sonoma State University in Rohnert Park. The records search will consult the NWIC's base maps of previous cultural resource studies and known cultural resources, as well as local historical resources inventories and maps. ICF will also search archaeological, ethnographic, and historical source materials in our cultural resources library in Sacramento for information pertinent to the project vicinity.

Two qualified architectural historians will conduct pedestrian surveys of the study area to record up to three historic-age (50 years old or older) built resources through digital photography and written descriptions. We will capture information on the architectural or structural characteristics of the resource (eg. design, materials, workmanship), as well as qualities of feeling, setting, and association that are critical in evaluating the resource's historical integrity. ICF will formally document using Department of Parks and Recreation (DPR) 523-Series forms during preparation of the cultural resources report. These forms will be attached to the EIR in an appendix that will be used to inform the CEQA document. ICF staff will analyze the background research and field results, and apply the CRHR criteria for evaluation to those resources that have no previous eligibility findings. We will present eligibility analysis and recommended eligibility findings for each of the historic built resources. A PDF and hard copy of the DPRs will be sent to the NWIC upon completion of the project in compliance with the terms of records search request through the CHRIS.

Deliverable: Up to 3 DPR forms for historic built resources (draft and final). Additional historic built resources would require an additional scope and cost.

Tribal Cultural Resources

ICF will conduct preliminary ethnographic and archaeological research to develop a brief cultural context of the project area. This will help the Port understand the prehistoric and historic cultural groups and the types of resources that may be discussed by consulting tribes, which in turn will help facilitate a meaningful and respectful dialog. Based on a preliminary review of the project location, the types of resources that may be of concern to tribes include resource procurement areas and significant waterways. During the background research, ICF will contact the Native American Heritage Commission to request a search of its sacred lands database, for the purpose of identifying previously recorded resources that may qualify as Tribal Cultural Resources.

The CEQA standard for determining the significance of an impact to CEQA historical resources (PRC 21084.2) will be applied, taking into account the views shared by the tribe(s), in preparing the impacts section of the CEQA document. In addition to the documentation of the presence of TCRs, the Port will provide ICF with a summary of tribal input regarding impacts and mitigation.

Hazards and Hazardous Materials

ICF will prepare the hazards and hazardous materials section of the Draft Environmental Impact Report (EIR) for the Redwood City Ferry Project. Hazards and hazardous materials impacts that may affect the proposed project will be discussed in the EIR with special attention on project features that could potentially expose construction personnel and the surrounding environment to hazardous materials impacts. The environmental and regulatory setting pertaining to hazards and hazardous materials in the study area, including past activities on the site, and the potential for human and environmental exposure to hazardous materials during their historic use will also be described.

Task 7.2 - Specifics and Deliverables

Circlepoint will prepare an administrative draft EIR. The administrative draft EIR will include the entire compiled document, including the project description, all technical sections, and the technical appendices. The EIR will describe the regional and local setting for each resource area, including both the existing environmental conditions and the regulatory setting related to each technical area. In accordance with Section 15163(a) of the CEQA Guidelines, the EIR will include the following:

- A discussion of general background and setting information for environmental topic areas
- Project impact analysis, and associated mitigation measures
- Evaluation of cumulative impacts

Circlepoint will amend the administrative draft EIR based on Port review comments, and prepare a second administrative draft EIR using redline/strikeout format showing additions and deletions. Once the Port is satisfied with the administrative drafts, Circlepoint will prepare a screencheck version of the draft EIR for a final review of the EIR prior to public circulation.

On the Port's behalf, Circlepoint will submit the public review draft EIR online to the Office of Planning and Research's CEQA Submit Database in accordance with California State Clearing House Guidelines. Circlepoint will provide twenty (20) hard copies of the draft EIR (Appendices on CD) as well as a print-ready version of the document if additional copies are desired.

Deliverables: Administrative draft EIR I; administrative draft EIR II; and Screencheck EIR. Submittal of public review draft EIR package to CEQA Submit Database. 20 hard bound copies, 1 print-ready copy of Public Draft EIR

Assumption: This scope assumes the Port will consolidate comments from various reviewers and provide Circlepoint with one set of review comments for each document.

TASK 8: FINAL EIR

Task 8.1: Administrative Final EIR

Circlepoint will prepare written responses to comments as part of the Final EIR on the project following the public review period. We will compile all comments with alpha-numeric codings and develop a list of major issues/ concerns. We will meet with the Port staff following the close of the comment period to discuss the best approach, which may include the use of master responses.

Circlepoint will include a summary of any changes made to the draft EIR that were incorporated into the final EIR, as an appendix.

Included in the administrative Final EIR will be: (1) a list of persons, organizations, and public agencies commenting on the draft EIR; (2) copies of all written comments, and the responses thereto; (3) summary of oral comments on the draft EIR received at public hearings and transcripts if available, and responses thereto; (4) a comprehensive mitigation monitoring and reporting program; and (5) an Appendix of any necessary clarifying or other minor revisions to the draft EIR.

Deliverables: Circlepoint will submit PDF and MS Word versions of the Administrative Final EIR and Appendices. Hard copies of the Administrative Final EIR can be provided on a time and materials basis.

Assumptions: This scope and budget assumes the Port will receive up to 100 distinct and substantive comments on the draft EIR (excluding similar, duplicative or repetitive comments; comments on the merits/policy aspects of the project; or Port drafted responses). Our scope and budget also assume responses do not require substantial additional research, analysis, or meetings with commenters.

Task 8.2: Final EIR/Notice of Determination

Following the Port's acceptance of the administrative final EIR, Circlepoint will prepare the public review final EIR suitable for publication.

On the Port's behalf, Circlepoint will submit the final EIR online to the Office of Planning and Research's CEQA Submit Database in accordance with California State Clearing House Guidelines. Circlepoint will provide twenty (20) hard copies of the final EIR (Appendices on CD) as well as a print-ready version of the document if additional copies are desired. Circleoint will also prepare and submit the Notice of Determination (NOD) once the Project is approved.

Deliverables: Submittal of final EIR package to CEQA Submit Database. 20 hard bound copies, 1 print-ready copy of Final EIR. To minimize costs, we will provide Appendices only in CD/electronic format. Draft and Final NOD.

Assumption: This scope assumes the Port will consolidate comments from various reviewers and provide Circlepoint with one set of review comments.

INFORMATION REQUIRED FROM THE PORT

As requested, the information below shows the key needs we anticipate from the Port.

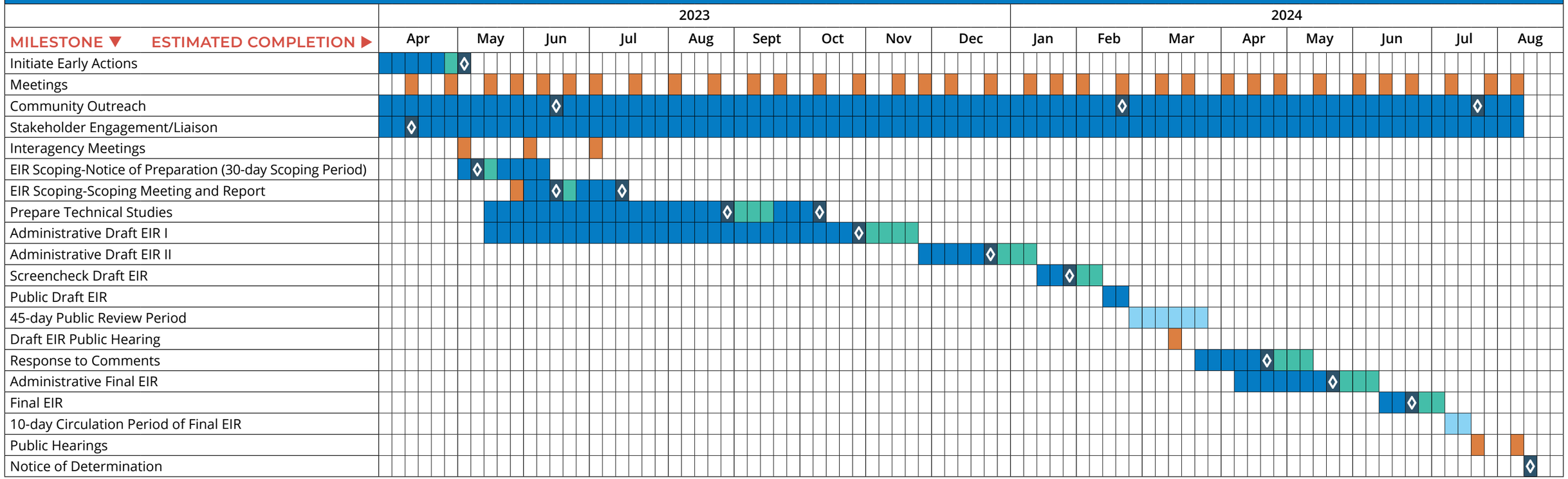
- Clarity around project goals/objectives and financial constraints, as well as future phases
- Clear, open, frequent communication
- Concise and timely decision making
- Insights into political sensitivities
- Background information including:
  - Previous outreach efforts, distribution lists, meeting minutes, etc.
  - Alternatives considered by rejected, and why
  - Available design information on the Project (i.e., Option 2) and alternatives, including but not limited to:
    - Types of vessels, expected travel speeds and course, and idle times
- We assume the Port will conduct CEQA consultation with the tribes and provide us with a narrative summary of consultation activities

Please note that COWI will assist us with waterside quantiles (shade, volume) of piles, pier, float, dredge, etc. As an optional task they can also prepare the preliminary construction schedule that lists duration of major construction activities and equipment.

SCHEDULE

Circlepoint's approach and scope are predicated on meeting a 16-month Project schedule. Our approach also endeavors to set up the Project for streamlining with future phases, including permitting. We understand everything we do in the environmental review process will influence the speed of the permitting process and ultimate construction of the proposed improvements. In our early action plan, Task 1, we have identified key steps that we believe need to be pursued at the project outset. Maintaining an aggressive schedule also demands day-to-day vigilance on the resolution of open issues, with an acute understanding of critical path items. Our conceptual schedule is framed to show the parallel nature of these early tasks as well as preparation of the draft documents. Our goal is to keep multiple elements of the Project moving forward simultaneously, all towards the shared goal of a speedy environmental review.

PROJECT SCHEDULE



- Circlepoint Work in Progress
- Port Review
- Meetings
- Deliverable
- Circulation Period

BUDGET

TASKS	TASK COST
Initiate Early Actions (First 30 Days)	$32,957
Meetings/Program Management	$61,832
Community Outreach and Stakeholder Engagement	$91,789
Design/Engineering Liaison	$35,010
EIR Scoping	$18,878
Prepare Stand Alone Technical Studies + EIR topical sections (AQ, Noise, Cultural Resources, Hazardous Materials, etc.)	$398,000
Administrative Draft EIR I	$50,000
Administrative Draft EIR II	$31,000
Screencheck Draft EIR	$8,120
Public Draft EIR	$2,100
Final EIR	$65,000
Labor Hours/Costs Subtotal 2,173 Hours	**$794,686**
Direct Costs	
Circlepoint Printing/Meeting materials, Travel	$1,200
Direct Costs Subtotal	$1,200
TOTAL COST ESTIMATE	**$795,886**

The total estimated fee for Circlepoint to complete the CEQA process and conduct an extensive outreach plan is **$795,886**. This a lump sum fee, and includes the general assumptions listed below. Please note, that Circlepoint is open to negotiate the fee to develop a scope that is line with the Port's needs and expectations. We have also identified various optional tasks to enhance and provide additional resources to the Port should the Port need this support, and can discuss them with the Port during contract negotiations.

- Circlepoint's proposed fee is valid for a period of 60 days from the date of this proposal.
- All costs for subconsultants and other direct costs include an administrative fee.
- In the event the Port receives more than 100 distinct comments on the draft EIR or if the comments received require additional studies or further consideration, Circlepoint will prepare a supplemental work scope and fee in close coordination with Port staff.
- We assume that there will be two rounds of review for each deliverable. Additional rounds may require a cost and scope amendment.
- We will provide electronic copies only (Word/PDF files); additional paper copies to those stated within our scope above will be charged on a time and materials basis if needed
- A majority of the meetings/discussions will be virtual
- Substantial changes to the project description following the commencement of work may require additional authorization.
- Assumes that public meetings will be 90 minutes each and will be virtual to enable more community members to participate. (The online public meeting for the Draft Alternatives Analysis for the Dumbarton Rail Project attracted 200 participants.)
- Assumes that all meetings will be held at Port/City-owned facilities and that room, AV equipment, insurance, print and production costs will not be incurred.
- Assumes that RWC will provide images for informational materials, as needed.

ATTACHMENT C

Audrey Zagazeta

Program Leader/Senior Managing Principal, Environmental Services

Audrey has 22 years of environmental planning experience. She is highly motivated with substantial experience in managing complex environmental documents throughout the State of California. She has successfully managed CEQA and NEPA documents for transportation, transit, mixed-use development, residential, and urban in-fill projects for various public agencies and private developers. Audrey's strategic approach, excellent management skills, and dedication to client service, compliments her technical capabilities resulting in high-quality legally defensible documents and a well-managed environmental process. She has worked on multiple high-profile complex and controversial projects throughout California where she strategically guided the project to a successful completion.

Years of Experience
22

Years with Circlepoint
13

Education
B.S., Environmental Science California State University, San José, 1994
Wetland Delineation Methodology Course, University of California Berkeley Extension
Ecological Risk Assessment Course, University of California Berkeley Extension

Affiliations
Committee Member/Program Volunteer, WTS South Bay Programs Committee

Member, San Francisco Planning & Urban Research Association (SPUR)

Member, South Bay Transportation Officials Association (SBTOA)

Expertise
CEQA and NEPA Documentation
Project Management
Land Use Planning and Entitlements
Environmental Policy

SELECTED EXPERIENCE

Principal-in-Charge, Dumbarton Rail Corridor Project, Facebook

The purpose of the Dumbarton Rail Corridor Project is to enhance mobility between residential neighborhoods in the East Bay and job centers on the San Francisco Peninsula. Through an agreement between Facebook and the San Mateo County Transit District, the project is moving forward to identify a range of reasonable alternatives that will improve transportation along this vital corridor. Circlepoint is working with multi-disciplines on the project Team including engineering and design, travel demand forecast, and political consultants, and is the lead on the Alternative Analysis Report, environmental topics, as well as public, stakeholder, and community engagement. Audrey serves as the Principal-in-Charge where she works collaboratively with Facebook, the San Mateo Transit District, and the Federal Transit Administration (FTA) to provide strategic advice on the project clearance process, regulatory agency coordination, and outreach/consensus building from a local and regional perspective. She is responsible for the overall quality and assurance of the document and CEQA/NEPA process.

Project Manager/Advisor/Technical Lead/Facilitator, BART to Silicon Valley Phase II Extension Project EIR/EIS, Santa Clara Valley Transportation Authority

Over nearly two decades, Circlepoint has worked closely with the Santa Clara Valley Transportation Authority (VTA) and FTA to prepare CEQA/NEPA documents and provide communication services for the proposed extension of BART from the Fremont Warm Springs Station to the City of Santa Clara. Past environmental documents include an EIR, two supplemental EIRs and an EIS. We most recently assisted with the preparation of a supplemental EIR/EIS for the last phase of the alignment (Milpitas to Santa Clara); this document was approved in Spring 2018. During this phase, VTA is proposing to construct joint development around

the four proposed BART stations, as well as along portions of the alignment. VTA proposes a total of approximately 1.9 million square feet of office space; 460,000 square feet of retail; and 495 dwelling units. Audrey has played a key role in the preparation of both Supplemental EIRs, as well as the EIS. She provided strategic CEQA/NEPA advice to the project team regarding complex issues including downtown construction, interruption to local businesses, and environmental justice issues. Additionally, she managed preparation of both Supplemental EIRs and the EIS. She also served as Facilitator at two scoping meetings during the 30-day CEQA scoping period for the Phase II project.

Project Manager, Pantages Bays Project EIR, Contra Costa County

Pantages Bay, a proposed residential community with individual docks and deep-water access, is located in unincorporated eastern Contra Costa County. The project applicant proposed a general plan amendment for the project site to allow 292 residential homes; with associated streets and infrastructure, on approximately 80 acres of the approximately 171-acre project site. Audrey managed the preparation of the EIR in compliance with the CEQA to assess the potential environmental impacts associated with the project, including issues related to climate change and sea level rise. Audrey was responsible for strategic planning and problem solving, overall management of the budget and schedule, and quality of the EIR.

Project Director, Animal Shelter Project, San Mateo County

The County of San Mateo proposed to demolish the existing animal shelter facility and construct a new facility in a different location on the project site. The project site is located adjacent to the San Francisco Bay and several physical constraints are located on and near the site. Circlepoint strategize with the County on the most streamline approach for environmental clearance and subsequent environmental permitting. A constraints analysis was prepared to identify sensitive resources on the site and to assist the design team with the placement of the new building. An initial study was prepared, and an MND was successfully adopted by the County Board of Supervisors. Audrey played an advisory role and helped the County navigate through the CEQA process. She was also responsible for the quality and accuracy of the environmental document and process.

Principal-in-Charge, Gateway Village Project EIR, City of Santa Clara

The Gateway Village project is a transit-oriented, mixed-use development that would be organized like a small village, with residences and shops combined around small courtyards, plazas, and a central public amenity plaza. Implementation of the project would allow the development of up to 476 apartment residences, and approximately 86,000 square-feet of pedestrian oriented retail and commercial space. Key issues include traffic and greenhouse gas emission impacts. Audrey oversaw the management of the project and served the role of quality assurance/quality control reviewer, as well as strategic leader. She worked closely with the City and design team to ensure a self-mitigating project is prepared to meet the goals of the community and future vision of the City.

Principal-in-Charge, Lawrence Station Area Plan Environmental Impact Report (EIR), City of Santa Clara

The Lawrence Station Area Plan proposed a transit-oriented mixed-use neighborhood around the existing Lawrence Caltrain Station in the City of Santa Clara. Circlepoint prepared a programmatic/project-level EIR and provided outreach services for the project. Audrey's primary role was to oversee the environmental documentation and outreach process. She worked collaboratively with the City and design team to provide strategic advice and a streamlined approach that enabled an efficient and legally defensible process. She was responsible for the quality and readability of the document. The EIR was successfully certified on a 5-1 vote by the City Council.

ATTACHMENT C

Brianna Bohonok, AICP

Principal/Environmental Lead

Brianna brings considerable experience as both a CEQA practitioner and land use planner to Circlepoint. After working in the public and private sector in the Bay Area, she is now leading Circlepoint's environmental group and is based in Southern California. She has managed CEQA and NEPA documents for projects across the State, including highway/roadway projects, transit line extensions, mixed-use development, and land use projects. Her work is enriched by her experience prior to Circlepoint, where she worked as an environmental planner at Caltrans, District 4 and on major BART projects. Brianna has worked with clients from the project initiation and programming phase through the final design and permitting phase of project approval. Her diverse experience allows her to be particularly effective in strategizing with clients about the most efficient and defensible approach to environmental review. She offers her clients flexible and thoughtful strategies based on the latest legislation, case law, emerging trends, and best practices.

Years of Experience

9

Years with Circlepoint

5

Education

Master of Urban Planning and Policy, University of Illinois at Chicago

B.S., Architecture, Philadelphia University

Registrations/ Certifications

American Institute of Certified Planners

Affiliations

Member, Association of Environmental Professionals

Member, American Planning Association

Member, SPUR

Expertise

Project Management

Environmental Policy

CEQA and NEPA Documentation

Case Law

Land Use Planning and Entitlements

SELECTED EXPERIENCE

Senior Project Manager, Dumbarton Rail Project, Facebook

The purpose of the Dumbarton Transportation Project is to enhance mobility between residential neighborhoods in the East Bay and job centers on the San Francisco Peninsula. Through an agreement between the Plenary Group and Facebook in partnership with the San Mateo County Transit District, the proposed project is moving forward through a public-private partnership (P3) to improve transportation along this vital corridor. Together, the District and Cross Bay Transit Partners are exploring new, environmentally appropriate alternatives for a high quality, high-capacity public transit system. The project may also facilitate mixed-use transit-oriented development at key transit connections. Circlepoint has been contracted to lead the composition of the project's environmental documents and community engagement. Brianna supports the Managing Principal on project strategy, management, and key areas of technical analysis.

Deputy Project Manager, Seaplane Lagoon Ferry Terminal, City of Alameda

As a part of the Alameda Point Project, the City of Alameda in partnership with the San Francisco Bay Area Water Emergency Transportation Authority (WETA) proposes to create a new ferry terminal in Seaplane Lagoon to expand ferry service from Alameda to San Francisco. The proposed ferry terminal was analyzed in the Alameda Point Project EIR at a program level, and in two program level EIRS prepared by WETA. Brianna worked as deputy project manager on preparation of an addendum to all

three of these EIRs which evaluated implementation of the new ferry terminal at a project level.

Project Manager, Lagoon Dredging IS/MND, City of Foster City

Brianna led a team of technical specialists to thoroughly analyze five full project alternatives for this unique infrastructure project. Building from a prior EIR, this project evaluated disposal of dredge spoils at several locations around the Bay Area. Key topics requiring special attention and innovative problem-solving included air quality, greenhouse gas emissions, and aesthetics.

Project Manager, Geary Corridor Bust Rapid Transit (BRT) Project FEIS/ROD and Addendum/Revalidation, San Francisco County Transportation Authority (SFCTA)

Since certification of the combined EIS/ROD in June 2018, the design of the Geary Bus Rapid Transit (Geary BRT project) has advanced as a result of public outreach, feedback, and the detailed design for Phase I of the project. Brianna led the preparation of FEIS/ROD documents in June 2018 and a CEQA addendum in August 2018.

Technical Task Leader, Palmdale to Burbank Section EIR/EIS, California High-Speed Rail Authority

Circlepoint is conducting the environmental analysis for the Palmdale to Burbank segment of the California High-Speed Rail system. The Palmdale to Burbank segment traverses some of the most substantial physical environmental challenges of the proposed system's entire route. Brianna is leading preparation of the Noise, Section 4(f), and Parks and Recreation analysis.

Project Manager, Lawrence Station Area Plan: 2904 Corvin Drive Residential Development, City of Santa Clara

Circlepoint worked with the City of Santa Clara and Allied Housing to provide environmental clearance for a new affordable housing development in the Lawrence Station Area Plan (LSAP) area. The LSAP EIR was prepared by Circlepoint as the lead environmental consultant in 2016 and evaluated the project site at a program level as a part of the LSAP Future Development area. Circlepoint worked on preparing an environmental compliance checklist under CEQA and an environmental assessment under NEPA. Brianna oversaw preparation of technical analysis and the environmental documents and coordinated regularly with the project applicant and City.

Principal-in-Charge, San Pablo Multi-Modal Corridor, Alameda County Transportation Commission (Alameda CTC)

San Pablo Avenue is the heart of a critical travel corridor that carries tens of thousands of people every day and connects multiple communities to job and activity centers. Alameda CTC is currently developing a long-term vision for the San Pablo Avenue corridor and identifying short-term projects to improve the safety and experience of all users. Circlepoint prepared an environmental constraints analysis, and is now leading preparation of NEPA and CEQA environmental analysis for near-term pedestrian safety improvements and dedicated/separated bike lanes.

Principal in Charge, I-880 Interchange Improvements Project (Winton Avenue and A Street), Alameda CTC

The I-880 Interchange Improvements Project includes interchange reconfigurations that will reduce congestion and improve traffic operations at the I-880/Winton Avenue and I-880/A Street interchanges, thereby enhancing mobility in the area, and improving accessibility to the Southland Mall. Brianna led the preliminary environmental review of the initial project designs and managed the CEQA and NEPA environmental process, including the preparation of project purpose and need, risk assessment, and is currently overseeing completion of the Initial Study and Environmental Assessment (IS/EA).

ATTACHMENT C

Ivy Morrison

Principal/Community Outreach Lead

Ivy has 27 years of experience developing and directing public outreach and community relations programs for major Bay Area infrastructure projects, with an emphasis on transportation and land use. She brings exceptional experience in project management, the development and implementation of strategic communications and community engagement plans, the deployment of online and traditional engagement tools, as well as public education materials and special events planning. Her expertise includes managing complex, high-profile projects involving multiple partner agencies and stakeholders, as well as planning and facilitating workshops to build stakeholder and public consensus. She is passionate about infrastructure projects that incorporate new technology and innovation in support of a sustainable future.

Years of Experience
27

Years with Circlepoint
17

Education
M.F.A., Nonfiction Writing, Columbia University, 1986
B.A., Slavic Languages and Literature with honors, Indiana University, 1981

Registrations/ Certifications
Leadership Oakland (June 2010)

Affiliations
Co-Chair, East Bay Leadership Council Transportation Task Force (2014-2015)
Member, Women in Transportation

Expertise
Strategic Communications Planning and Implementation
Behavior Change Marketing and Communications Campaigns
Public Outreach and Community Relations Programs
Construction Communications
Design of Public Engagement and Information Materials

SELECTED EXPERIENCE

Principal (Communications/Public Outreach), Dumbarton Rail Corridor Project, Facebook

The Dumbarton Rail Corridor Project will enhance mobility between residential neighborhoods in the San Francisco East Bay and job centers on the San Francisco Peninsula. Through an agreement between Facebook and the San Mateo County Transit District (District), the proposed project is moving forward to improve transportation along this vital corridor. The project encompasses multiple cities, counties, and agencies, and has required the casting of a wide net to build stakeholder and public support. Circlepoint is leading the environmental review process, as well as public, stakeholder, and community engagement. Ivy led the development and implementation of an agency and stakeholder engagement plan to guide public participation in the preparation of the EIS/EIR to inform the NEPA/CEQA process, as well as for the development of the alternatives analysis. In 2019, she oversaw the implementation of a series of public introductory meetings in the East and West Bay. Each meeting attracted over 100 participants. Ivy recently managed the planning and implementation of a series of virtual stakeholder, neighborhood, and public meetings in cooperation with the District (CEQA lead agency). The online public meeting on March 15, 2021 attracted 200 participants, and provided live interpretation in multiple languages, including Mandarin, Tagalog and Tongan. Circlepoint also worked closely with the District to engage community-based organizations and community leaders to help ensure that communities of concern along the corridor were kept informed and were able to fully participate in the public outreach process.

Principal, Dumbarton Express Corridor Improvements IDEA, AC Transit

The Dumbarton Express IDEA Project aims to improve safety and travel times while reducing vehicle emissions along the Dumbarton Express corridor. The Project will include the installation of a Transit Signal Priority (TSP) system, bus queue-jumps, and bus stop improvements and relocations. This project will ensure that the SR-84 corridor in the cities of Union City, Fremont, Menlo Park, and Palo Alto can handle current traffic volumes and support increased capacity that can connect residents

and businesses in the South Bay to job centers in the East Bay and on the Peninsula. Circlepoint has developed a public outreach plan to build awareness and share project information with residents and businesses throughout the preconstruction phase of the project (Fall 2020). We are currently developing engaging communications tools and collateral (print and digital) for use throughout the project, including a fact sheet, FAQ, maps, and content for the project website. Circlepoint is also developing a project notification letter and working with AC Transit and City governments in Fremont, Union City, Menlo Park, and Palo Alto to inform property owners, business owners, and residents prior to start of construction. Ivy oversaw the development of the Public Outreach Plan and other deliverables.

Principal, Caltrain Electrification Program Communications, Caltrain

Circlepoint is working with Caltrain to develop a comprehensive communications program for the Caltrain Electrification Program. The Program will electrify and upgrade the performance, operating efficiency, capacity, safety, and reliability of Caltrain's commuter rail service. Electrification is scheduled to be operational in the near future. We are currently working with Caltrain to implement a comprehensive communications program for the Electrification Program, which includes rebranding, construction communications, community outreach, and development of a website to educate the public. Circlepoint is also developing compelling animations and graphics, including the integration of virtual reality simulation to allow users to experience the future electric trains. Ivy oversees the Circlepoint team to ensure that we meet and exceed the agency's communications and public outreach goals.

Principal-in-Charge, West Oakland Link, Metropolitan Transportation Commission (MTC)

Circlepoint has supported this project through several iterations. The West Oakland Link was originally an element of the Gateway Park project near the Oakland touchdown of the San Francisco-Oakland Bay Bridge. Currently, the Circlepoint team is supporting the engineering and environmental teams with the development and implementation of a Public Engagement Plan and a comprehensive and equitable community outreach program to provide project information about this phase of work, as well as multifaceted online opportunities for meaningful input and participation in the planning process. Public engagement during the COVID-19 restrictions had been especially challenging -- resulting in Circlepoint working even more closely with neighborhood organizations in West Oakland to help ensure that all community members remained informed and engaged throughout the planning process. Ivy and the Circlepoint team planned and facilitated an online public meeting for project neighbors in late 2020 and are currently planning a public meeting to solicit input on the Draft Environmental Document (DED). Ivy also oversaw the development of an Equity Engagement Plan. In close coordination with MTC's Equity Group, Ivy is currently leading public engagement in support of the release of the DRAFT CEQA document. Outreach has been expanded to include translation of materials into Arabic, as well as Simplified Chinese and Spanish and a direct mailer and postage-paid comment card that will be broadly distributed to West Oakland neighbors, as well as through Bicycle shops and e-bike rental stations near the project area.

Principal, SR 37 Ultimate Seal Level Resilience Project, Metropolitan Transportation Commission

State Route (SR) 37 is a 21-mile corridor located along San Pablo Bay, connecting the North Bay counties of Marin, Sonoma, Napa and Solano. In 2016, the Metropolitan Transportation Commission, Caltrans District 4 and four North Bay transportation authorities formed a partnership to address SR 37's most critical issues: traffic congestion, vulnerability to flooding and sea level rise (SLR) on the corridor and the protection of the adjacent environmentally sensitive areas. These agencies created and currently oversee the SR 37 Resilient Corridor Project (Resilient SR 37) to identify a system of corridor improvements between US 101 and I-80. The project team is developing conceptual roadway design alternatives to address these chronic challenges on SR37. Circlepoint developed a corridor-wide communications plan, which encompasses Equity Guidelines for educating and engaging communities of concern along the corridor who represent a significant percentage of commuters, and who have been disproportionately impacted by roadway flooding and congestion. Circlepoint also developed a series of project fact sheets, webpage content posted to Sonoma County Transportation Authority's website, an online questionnaire, and a project "tagline": One Corridor. One Team. Multiple Solutions."

ATTACHMENT C

Andrew Metzger

Project Manager

Andrew approaches each project from an interdisciplinary perspective fostered by a diverse background including both scientific and artistic training. He is most interested in placemaking and the potential for development to strengthen local communities. An accomplished writer, Andrew enjoys the challenge of synthesizing information from a wide range of technical experts into straightforward and coherent environmental documents.

Years of Experience
6

Years with Circlepoint
6

Education
B.S., Environmental Science, Santa Clara University

Expertise
CEQA and NEPA Documentation

Interdisciplinary Communication and Coordination

Project Management

Research and Analytical Writing

Report Preparation Client and Customer Service

SELECTED EXPERIENCE

Project Manager, Dumbarton Rail Corridor Project, Facebook

The purpose of the Dumbarton Rail Corridor Project is to enhance mobility between residential neighborhoods in the East Bay and job centers on the San Francisco Peninsula. Through an agreement between Facebook and the San Mateo County Transit District, the project is moving forward to identify a range of reasonable alternatives that will improve transportation along this vital corridor. Circlepoint is working with multi-disciplines on the project Team including engineering and design, travel demand forecast, and political consultants, and is the lead on the Alternative Analysis Report, environmental topics, as well as public, stakeholder, and community engagement. As a Project Manager, Andrew is responsible for orchestrating the development of the Alternatives Analysis Report and laying the groundwork for an Environmental Impact Report/Environmental Impact Statement to be completed during the next phase of the project.

Project Manager, Diridon Station Area Plan Amendment - Environmental Review, City of San José

The City of San José proposes to amend the Diridon Station Area Plan in response to several factors including the arrival of the Downtown West (Google) project, which proposes an altered vision for approximately 84 acres of the original Diridon Station Area Plan area. Andrew has played a critical role in synthesizing the complex array of land use changes, development capacity increases, and transportation network adjustments into a clear and concise project description. Given the interplay between Diridon Station Area Plan, San José's Downtown Strategy 2040 (2018), and the Google Project, Andrew is coordinating closely with the City to carry out a unique environmental strategy that factors in all of these moving parts. Additionally, Andrew is working with Air Quality, Transportation, Cultural Resources, and Noise specialists to prepare technical studies to support the environmental document.

Project Manager, Palmdale to Burbank Section Environmental Impact Report/Environmental Impact Statement, California High-Speed Rail Authority

Circlepoint is conducting the environmental analysis for the Palmdale to Burbank segment of the California High-Speed Rail system. The Palmdale to Burbank segment traverses some of the most substantial physical environmental challenges of the proposed system's entire route. As a Project Manager, Andrew manages the preparation and continuing revisions to Environmental Impact Report/Environmental Impact Statement document sections including Agricultural Farmland and Forest Land, Regional Growth, Station Planning and Land Use, Safety and Security, Socioeconomics and Communities, and the Environmental Justice Chapter. Andrew also coordinated the preparation of technical reports including the Community Impact Assessment, Relocation Impact Report, and Economic Impact Report.

Project Manager, I-505/Vaca Valley Parkway Corridor Multimodal Improvements Project, California Department of Transportation District 4

The project would add a Class I separated facility for bicycles and pedestrians to improve connectivity and would modify existing intersections and on/offramps to improve performance and safety. As the project manager, Andrew oversees the project's scope, schedule, and budget. He also provides guidance as necessary on how changes within the Project Study Report-Project Development Support affect the Preliminary Environmental Analysis Report and could affect the environmental review process during Project Approval & Environmental Document stage. In this way, Andrew helps to manage the prime's risk while ensuring a proper level of environmental analysis.

Project Manager, I-80/Ashby Avenue (Route 13) Interchange Improvement Project, Alameda County Transportation Commission

The I-80/Ashby Avenue (Route 13) Interchange Improvement Project proposes to reconfigure the interchange to allow the full range of connections between I-80 and Shellmound Street, as well as to improve the access, safety, and operations from eastbound and westbound I-80 to the Cities of Emeryville and Berkeley. Andrew is responsible for coordination between Circlepoint, Alameda CTC, the engineering team, and technical subconsultants. He will also spearhead the writing of the environmental document.

Project Manager, 1214 Donnelly Avenue IS/MND, City of Burlingame

The applicant proposes to replace a mostly vacant lot created by a 2013 fire with a mixed-use development including 14 residential units and approximately 5,000 square feet of ground-floor commercial retail space. As the Project Manager, Andrew facilitated preparation of the document and coordinated with Air Quality, Noise, and Transportation specialists to prepare supporting technical documentation. Andrew guided the City through new transmittal and public circulation processes necessitated by COVID-19. He also attended Planning Commission and City Council meetings to respond to comments on the environmental document. The project and Initial Study/Mitigated Negative Declaration were unanimously approved by Burlingame City Council in September 2020.

Senior Associate Planner, Ball Estates Environmental Impact Report, Contra Costa County

Located in the unincorporated Alamo community, this project proposed to subdivide a 60.5-acre site into 35 residential lots and 40 acres of undeveloped, protected open space. Neighboring residents raised concerns related to inadequate site drainage, construction-period noise, and potential contamination associated with previous agricultural operations. Circlepoint evaluated these issues in an Environmental Impact Report that was certified by the Contra Costa County Planning Commission in August 2019. Andrew was involved in every aspect of EIR development, drafting resource sections, coordinating publication and public review, responding to community comments, and preparing the Final Environmental Impact Report for County Certification.

ATTACHMENT C

Regina Merrill

Project Manager

Regina is a marketing and public relations professional who has served a variety of clients throughout the Bay Area. She is experienced at forming strategic partnerships with a variety of stakeholders within a community, as well as transforming broad strategic plans into actionable information for the public and the media. She is well-versed in creating and implementing effective public relations and digital advertising campaigns tailored to an organization's specific needs and is passionate about developing and maintaining relationships with clients, journalists, and stakeholders. She excels at conveying the mission and goals of a project through clear and compelling communications materials to increase community awareness and engagement.

Years of Experience

5

Years with Circlepoint

2

Education

M.A., Professional Communication, University of San Francisco, 2021

B.A., Journalism, Loyola University of Chicago, 2016

Expertise

Website and Social Media Management

Copywriting and Copyediting

Event Coordination

Marketing Strategy

Media Relations

SELECTED EXPERIENCE

Senior Project Associate, Dumbarton Rail Project, Facebook

The Dumbarton Rail Corridor Project will enhance mobility between residential neighborhoods in the San Francisco East Bay and job centers on the San Francisco Peninsula. Through an agreement between Facebook and the San Mateo County Transit District (District), the proposed project is moving forward to improve transportation along this vital corridor. The project encompasses multiple cities, counties, and agencies, and has required the casting of a wide net to build stakeholder and public support. Circlepoint is leading the environmental review process, as well as public, stakeholder, and community engagement. In 2019, Circlepoint oversaw the implementation of a series of public introductory meetings in the East and West Bay. Each meeting attracted over 100 participants. Circlepoint also recently managed the planning and implementation of a series of virtual stakeholder, neighborhood, and public meetings, in cooperation with the District (CEQA lead agency). The online public meeting on March 15, 2021 attracted 200 participants, and provided live interpretation in multiple languages, including Mandarin, Tagalog and Tongan. Regina assisted in public meeting coordination and facilitation, and with drafting and preparing summaries of the community engagement process.

Senior Project Associate, Caltrain Electrification Program Communications, Caltrain

Circlepoint worked with Caltrain to develop a comprehensive communications program for the Caltrain Electrification Program, and is now implementing a strategic communications plan, managing a project-specific website, and developing animations and graphics. We are currently working on integrating virtual reality into communications activities to allow users to experience the electric trains. Regina assists the project team supporting day-to-day client communication and implementing communications tasks and deliverables.

ATTACHMENT C

Senior Project Associate, SR 37 Ultimate Seal Level Resilience Project, Metropolitan Transportation Commission

State Route (SR) 37 is a 21-mile corridor located along San Pablo Bay, connecting the North Bay counties of Marin, Sonoma, Napa and Solano. In 2016, the Metropolitan Transportation Commission, Caltrans District 4 and four North Bay transportation authorities formed a partnership to address SR 37's most critical issues: traffic congestion, vulnerability to flooding and sea level rise (SLR) on the corridor and the protection of the adjacent environmentally sensitive areas. These agencies created and currently oversee the SR 37 Resilient Corridor Project (Resilient SR 37) to identify a system of corridor improvements between US 101 and I-80. The project team is developing conceptual roadway design alternatives to address these chronic challenges on SR37. Circlepoint developed a corridor-wide communications plan, which encompasses Equity Guidelines for educating and engaging communities of concern along the corridor who represent a significant percentage of commuters, and who have been disproportionately impacted by roadway flooding and congestion. Circlepoint also developed a series of project fact sheets, webpage content posted to Sonoma County Transportation Authority's website, an online questionnaire, and a project "tagline": "One Corridor. One Team. Multiple Solutions." Regina assisted with drafting the public engagement plan, preparing public information materials and survey design.

Senior Project Associate, Courtland Creek Restoration Outreach, City of Oakland

The City of Oakland is designing a creek restoration project that will be built in three sections of Courtland Creek Park. Circlepoint supported the project be leading stakeholder engagement and supporting several meetings to keep community members informed about project progress. Circlepoint facilitated and provided a summary for an online stakeholder meeting as well as two public outreach meetings, one in-person and one virtually. Circlepoint also developed outreach materials, including website and social media content, a mailer inviting project neighbors to the public meeting, and fact sheets and comment cards to support project understanding and gain stakeholder feedback. Regina assisted with the planning and noticing of public meetings.

Senior Project Associate, West Oakland Link, Metropolitan Transportation Commission (MTC)

This project will connect the City of Oakland's growing network of walking and biking routes with the greater San Francisco Bay Trail and allow for greater pedestrian safety. Circlepoint has supported this project through several iterations. The West Oakland Link was originally an element of the Gateway Park project near the Oakland touchdown of the San Francisco-Oakland Bay Bridge. Currently, the Circlepoint team is supporting the engineering and environmental teams with the development and implementation of a Public Engagement Plan and a comprehensive and equitable community outreach program to provide project information about this phase of work, as well as multifaceted online opportunities for meaningful input and participation in the planning process. Public engagement during the COVID-19 restrictions had been especially challenging -- resulting in Circlepoint working even more closely with neighborhood organizations in West Oakland to help ensure that all community members remained informed and engaged throughout the planning process. Regina supported with planning and facilitating an online public meeting for project neighbors in late 2020 and assisted with the development of informational materials.

ATTACHMENT C

Susan Harden, FAICP, CNU-A, LEED AP

Facilitator/Senior Managing Principal, Communication

Susan J. Harden, FAICP, CNU-A, LEED AP, has a broad background in community development, engagement, and planning. For over twenty-seven years, she has built her career around community-based planning and visioning, striving to create a network of healthier, more livable communities. She has provided community engagement and planning services to public and private sector clients across the country. Susan is the co-author of "Placemaking on a Budget", designed as a handbook for community members to enhance sense of place. She is a member of the Advisory Board for the Department of Planning & Public Policy at UCI where she also teaches a graduate course on public participation. Her passion has always been and continues to be to directly involve communities in protecting and improving their physical, natural, and social environments.

Years of Experience

27

Years with Circlepoint

2

Education

M.E.P., Environmental Planning, Arizona State University, 1998

B.A., Architectural Studies; B.A., Environmental Studies, University of Kansas, 1993

Registrations/ Certifications

American Institute of Certified Planners (AICP), 1999

Certified Main Street Manager, National Main Street Center, 2002

Professional Certificate in Neighborhood Revitalization, NeighborWorks America, 2005

Certificate in Dialogue, Deliberation and Public Engagement, Fielding University, 2007

LEED Accredited Professional, 2008

Congress for the New Urbanism, CNU-A, 2009

Fellow, American Institute of Certified Planners (FAICP), 2018

SELECTED EXPERIENCE

Principal-in-Charge, San Leandro Shoreline Park Community Engagement Plan, San Leandro, California

After years of low-usage and degradation, the City of San Leandro is redeveloping the Marina and Monarch Bay Drive area. The existing Marina will be transformed into a 9-acre park to provide a valuable and accessible amenity to the local community. Circlepoint is leading the equity-based community engagement process. Susan's is leading the Circlepoint team in drafting a communications and engagement plan, conducting stakeholder research and developing content for the project website, social media, email blasts and flyers. Circlepoint is also leading pop-up events and organizing and facilitating three community meetings.

Principal-in-Charge/Facilitator, Ventura General Plan Update, City of Ventura

Susan is serving as the lead facilitator for the City's General Plan Advisory Committee which meets monthly to guide the planning process. Among the topics that are being addressed by the Committee include housing, resiliency, mobility, and climate change. Susan also facilitated a large-scale virtual community workshop on housing and the housing element. Circlepoint is also providing support of online engagement activities, pop-up events, stakeholder meetings and workshops.

Principal-in-Charge, Channel Islands Harbor Vision Plan, County of Ventura

Circlepoint is leading the engagement strategy for this urban design vision for the Channel Islands Harbor. Circlepoint is the lead facilitator for the regular meetings of the Project Advisory Committee and has helped to develop and promote an online survey that received over 1,200 responses. We are currently preparing for a large-scale online workshop to share the draft concepts for the Harbor.

ATTACHMENT C

Principal in Charge/Project Manager, Carlsbad Growth Management Committee, City of Carlsbad

Circlepoint is providing on-call engagement and facilitation services for the city on a variety of projects. Susan serves as lead facilitator for all meetings and workshops, as well as provision of strategic support and advisement. Over the past year, Susan has facilitated two affordable housing community-wide workshops, one complete streets workshop, and is leading a twelve-month growth management planning effort with the city that includes preparing and facilitating monthly meetings of a 38 person citizens committee.

Community Involvement Project Manager, PlanRC General Plan Update, City of Rancho Cucamonga

Rancho Cucamonga embarked on a multi-year planning effort to bring the community together to talk about the future and update the General Plan known as PlanRC. Circlepoint was part of the multi-disciplinary team leading this process in collaboration with the City. The community-based process established a long-term vision and provided policy direction and guidance to residents, City staff, decision-makers, and the broader community. The Plan Update includes a housing element, hazard mitigation plan, and climate action plan, in addition to traditional general plan elements. Susan served as the lead for all engagement and communications aspects of the Plan, along with contributing to the vision, policies, and land use alternatives. The bi-lingual community engagement process included several informational & educational videos, a robust website and online surveys. The team also organized and implemented a number of interactive and highly graphic virtual workshops, meetings, and events using a combination of Zoom, Webex, and Public Input.com. PlanRC was adopted in December 2021. Circlepoint continues to support the City with implementation of the plan.

Expertise

Public Participation Programs – Strategy and Implementation

Facilitation

Training & Education

Urban Planning

Affiliations

Member, California Planning Roundtable

Board Member, Jamboree Housing

Member, American Planning Association

Advisory Board Member, University of California Irvine Department of Planning & Public Policy

Facilitation & Engagement Services, City of Rancho Cucamonga, California

SJH, Inc. has provided a variety of public engagement and facilitation services to the City of Rancho Cucamonga. Susan was also invited by the City to organize and facilitate a one-time dialogue among the owners of a residential property, their architect, City staff, and several members of an HOA board who were opposing the construction of the new home. While the meeting was contentious, all parties, including the City, were pleased that the facilitation allowed for the issues to be discussed in a productive and respectful manner. Most recently, Susan facilitated a two-hour visioning and values session with Planning Commission and City Council members. The group included two new commissioners and two new council members. Post-it Note brainstorming followed by facilitated discussion yielded great results – a set of shared values, open and honest discussion, and effective relationship building.

Community Engagement Lead/Planner, Trancas Canyon Park, City of Malibu

Susan's previous firm was responsible for managing the preparation of the Park Master Plan and park construction documents for a 13.5-acres undeveloped site in Malibu, California. Susan led the community engagement process that included a number of stakeholder discussion groups, interactive community workshops, an online survey, and a youth design charrette. The park improvements consist of a multi-use turf field, children's play areas, picnic areas with shade structures, a dog park, ADA compliant walkways, parking, and a storage building.

ATTACHMENT C

MARIO BARRERA

Senior Environmental Planner

Mario Barrera has more than 18 years of experience in the environmental consulting field, including Underground Storage Tank (UST) remediation system (soil vapor and groundwater) operation and maintenance, along with associated management, permitting and reporting; collection of wastewater, groundwater, and soil samples; field data collection and management; National Pollutant Discharge Elimination System (NPDES) rules and regulations enforcement and implementation; Phase I and Phase II Environmental Site Assessments; Initial Site Assessments; Soil Management Plans, California Environmental Quality Act (CEQA), National Environmental Policy Act (NEPA) and State Environmental Policy Act (SEPA) hazardous material and geology technical lead for preparation of environmental documentation. He also has experience in transportation planning and agency sustainability; and stormwater and industrial waste site inspections and permitting. He also assists with project coordination and management and translates outreach documents to Spanish for various projects.

Years of Experience

- Professional start date: 10/2001
- ICF start date: 07/2004

Education

- BS, Engineering Technology, Environmental Technology; California State University, Long Beach, 2003

Professional Development

- 40-Hour HAZWOPER Training

Project Experience

2020 LA River Master Plan Program EIR —City of Los Angeles, California, 03/2020 – 11/2020

Technical Lead. Provided technical support to ICF's project manager on the project. Responsibilities included preparation of the Geology and Soils and Hazards and Hazardous Materials sections of the 2020 LA River Master Plan Program EIR. The project goal was to assess the potential environmental impacts that could result from the implementation of the proposed 2020 LA River Master Plan. The Program EIR provided geographic and regulatory settings (for all resource topics) and mitigation measures that would reduce or avoid significant impacts were identified. Ultimately, the project would improve 51 miles of connected open space along the LA River to improve health, equity, access, mobility, and economic opportunity for the diverse communities of the County while still providing flood risk management.

Viridis Eolia Wind Energy Development Master Plan Limited Phase I Environmental Site Assessment Report — Carbon County, Wyoming, 07/2019 – 9/2019

Technical Lead. Mario was the technical expert on the project. His responsibilities included analyzing environmental and historical land use information during the completion of a Phase I environmental site assessment conducted on the Viridis Eolia Wind Energy site. The Phase I included a site visit to characterize the 98,756-acre site, 86,543 acres of which are lands administered by the Bureau of Land Management (BLM). This Phase I ESA was conducted in support of the development of the Viridis Eolia Wind Energy Development Master Plan. Viridis Eolia Wind Energy Development Master Plan intended to maximize the wind resource development of the

Master Plan site, sequentially prioritizing the most efficient, vetted wind turbine generator locations within the Master Plan area.

The Hub Plan 30 Van Ness Avenue Project, 98 Franklin Street Project, and Hub Housing Sustainability District EIR—County of San Francisco, California, 01/2018 – 3/2018

Technical Lead. Mario provided support to ICF's project manager on the project. His responsibilities included analyzing environmental and historical land use information found in various technical documents along with the preparation of a Hazards and Hazardous Materials CEQA EIR section. The EIR document included a programmatic analysis of the Hub Plan area and a project-level analysis for three individual redevelopment projects contained within the Hub. The objectives of the Hub Plan were to encourage housing, create safer and more walkable streets as well as welcoming and active public spaces; increase transportation options and create a neighborhood with a range of uses and services to meet neighborhood needs.

Otay River Restoration Project HMMP IS/MND—Chula Vista, California, 10/2015 – 05/2016

Technical Lead. Mario provided support to ICF's project manager on the project. His responsibilities included analyzing environmental and historical land use information for preparation of a Hazards and Hazardous Materials CEQA IS/MND section. The project involved implementation of the Otay River Restoration Project Habitat Mitigation and Monitoring Plan to guide the restoration and enhancement of approximately 100 acres of aquatic and terrestrial habitat in the Otay River Valley. The IS/MND document was prepared to analyze potentially significant environmental effects associated with the project.

SeaCliff Siding Extension Project EIR/EA Services and Phase I ESA (Contract 75A0398 TO 2)—Caltrans District 7, Ventura County, California. Hazardous Materials Specialist. 06/2016 – 2019

Technical Lead. Mario's responsibilities included peer reviewing hazardous waste/materials content and conclusions included in the Preliminary Environmental Analysis Report (PEAR) for the project. Mario also completed an Initial Site Assessment (ISA) of the project site. The objective of the assessment was to identify and evaluate potential environmental issues associated with past and/or present operations at the project site and adjacent properties. The project consists of the construction of approximately 9,000 feet of new track siding on the existing UPRR Santa Barbara Subdivision main in unincorporated Ventura County.

Humboldt Bay Sediment Management Program—Humboldt Bay Harbor District (HBHD), Eureka, California, 09/2019

Technical Lead. Mario provided support to ICF's project manager on the project. Mario was the Hazards and Hazardous Materials primary author for the Programmatic Environmental Impact Report (PEIR) for the HBHD for the implementation of a regional sediment management plan for the Eureka Littoral Cell. The PEIR describes a long-term program for dredging via hydraulic or mechanical methods, as well as transport, dewatering, processing, and beneficial use or disposal of bay sediments. The primary beneficial use options considered are habitat restoration, sea level rise adaptation and protection, and beach replenishment.

ATTACHMENT C

AARON CARTER

Contract Role: CEQA/NEPA Environmental Clearance/Compliance/Review; Environmental Justice/Socioeconomics

Aaron Carter has over 15 years expertise managing complex and controversial projects from conceptual design through permitting and construction. He has a background preparing environmental documents and interacting with a wide variety of client and technical staff. His skills include managing all aspects of a project including deliverables, budget, schedule, and staff resources; conducting environmental analyses in compliance with the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA); preparing permit applications and coordinating with resource agency staff; evaluating potential project impacts and conflicts with existing plans, policies, and regulations; noise technical studies; spatial analysis using geographic information systems (GIS); aerial photo interpretation and mapping; database design and management; and site selection studies.

Years of Experience

- Professional start date: 04/2005
- ICF start date: 10/2006

Education

- BA, Geography (emphasis in Environmental Analysis), California State University, Fullerton, 2005

Professional Memberships

- Women in Transportation Seminar, San Francisco Chapter
- San Francisco Planning and Urban Research Association

Professional Development

- Advanced Project Management Training, ICF International, 2012
- Environmental Review Guidelines, San Francisco Planning Department, October 2012
- Advanced CEQA/NEPA Training and Legislative Updates, ICF International, 2013

Project Experience

San Francisco Waterfront Resiliency Project—Port of San Francisco, San Francisco California

Project Manager. Aaron is managing the ICF team in providing NEPA and CEQA compliance and regulatory permitting services for the Port of San Francisco's Waterfront Resilience Program, which is intended to ensure the waterfront, and its important regional and citywide assets, are resilient in the face of hazards such as earthquakes, flooding, sea level rise due to climate change, shoreline erosion, and others. The Port manages 7.5 miles of bayside shoreline that is home to some of the region's most popular open spaces and attractions, a national historic district, hundreds of small businesses, nearby housing, and maritime and industrial uses. The Port's jurisdiction includes transportation networks like BART and Muni, critical utilities including drinking and wastewater, and key emergency response facilities.

San Pedro Waterfront Project EIS/EIS, On-Call Environmental Services—Port of Los Angeles, San Pedro, California

Environmental Planner. The proposed project would involve extensive development of a variety of land uses within the project area, including public waterfront and open space areas, commercial development, transportation and parking facilities, and expansion of cruise ship facilities and operations. The proposed project would also add multiple recreational opportunities and facilities for land and water-based activities, including the extension of pedestrian promenades and bicycle paths along the waterfront, as well as facilities for cruise ship operations. Aaron conducted an analysis of recreational resources and assisted in the coordination of an extensive effort in responding to public comments. One of the major challenges confronted in this effort was coordinating responses from different authors to develop legally adequate, thorough, and consistent responses. The recreational resource impact analysis assessed existing

recreational opportunities on land and in the harbor, and evaluated the potential for impacts during construction and operation of the proposed project.

Wilmington Waterfront EIR, On-Call Environmental Services—Port of Los Angeles, California

Environmental Planner. The proposed project would involve the redevelopment of industrial and commercial land uses within the project area. Aaron analyzed the potential for impacts to population and housing and recreational resources. The analysis included an assessment of existing and future population and housing trends in the local and regional area surrounding the project site and evaluated the potential for impacts during construction and operation of the proposed project.

Better Market Street Project, California—City and County of San Francisco Department of Public Works

Environmental Planner. Preparation of CEQA and NEPA documentation for this re-imagining of Market Street, the City's main street and transit spine. The San Francisco Department of Public Works (DPW) is leading the environmental phase of the project, following a conceptual design phase headed by the Planning Department. The Metropolitan Transportation Agency (SFMTA) is cooperating with DPW to deliver the Better Market Street project. Currently, ICF is leading environmental, preliminary engineering and traffic studies required for recent publication of a CEQA EIR to be followed by a NEPA environmental assessment (EA).

Newark to San Jose Capacity Improvements Project—Capitol Corridor Joint Powers Authority, Fremont, Newark, Santa Clara, and San Jose, California

Project Manager. Aaron is responsible for deliverables, budget, schedule, staff resources, and client management. The project includes three distinct segments of proposed improvements in the western portion of the city of Fremont, in the city of Newark, and the cities of Santa Clara and San Jose. All proposed improvements would be located primarily or entirely within the existing railroad right-of-way adjacent to the existing railroad main line and sidings. ICF is responsible for preparing the environmental documentation for this project to comply with CEQA and NEPA.

Haystack Landing Bridge Replacement Project—Sonoma-Marin Area Rail Transit, Petaluma, California

Project Manager. Aaron managed technical teams, environmental planners, deliverables, schedule, and budget for the preparation of an EA/FONSI and permitting processes for replacement of the Haystack Landing Bridge near Petaluma. The NEPA process required compliance with Section 106 of the NHPA. He managed the cultural team through preparation of a finding of effect and memorandum of agreement and subsequent agreement on a treatment plan, which was triggered by the historic designation of the bridge being replaced. Additional responsibilities included close coordination with the U.S. Coast Guard, client's engineering team, and regulatory agency staff from the CDFW, USFWS, Corps, NMFS, San Francisco Bay Regional Water Quality Control Board, EPA, State Lands Commission, SHPO, and the Advisory Council on Historic Preservation.

California High-Speed Train, San Jose to Merced Section—California High-Speed Rail Authority, San Jose to Merced

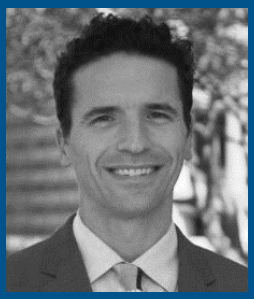
Deputy Project Manager. Aaron managed technical teams, environmental planners, deliverables, schedule, and budget for the preparation of the San Jose to Merced Section EIR/EIS. His additional responsibilities include close coordination with the client's program management team, agency staff, engineering staff, and other section teams. The San Jose to Merced Section EIR/EIS tiers from the 2005 Statewide Program EIR/EIS, the 2008 Bay Area to Central Valley Program EIR/EIS, and the 2012 Bay Area to Central Valley Partially Revised Program EIR. The San Jose to Merced Section of the statewide project is approximately 126 miles in length from San Jose in the west, through Gilroy in the Santa Clara Valley, through Pacheco Pass along SR 152, and to Merced.

ATTACHMENT C

JOHN COOK, AICP

Contract Role: Technical Task Project Manager

John Cook has 25 years of experience. He is a results-oriented, deeply engaged, and ground-breaking California Environmental Quality Act/National Environmental Policy Act (CEQA/NEPA) leader who has consistently delivered defensible, clear, and timely environmental reviews for complex transportation and land use projects. He has guided teams of upwards of 25 analysts/ specialists on projects with budgets exceeding $10 million and serves a trusted advisor to his client in resolving difficult California Environmental Quality Act/National Environmental Policy Act (CEQA/NEPA) challenges. John is passionate about synthesizing complex information into a clear and readable environmental "story" to give the public and decision makers a better understanding of the benefits and trade-offs of projects.



Years of Experience

- Professional start date: 10/1997
- ICF start date: 10/2018

Education

- MA, City Planning, University of California at Berkeley, 1997
- BA (summa cum laude), American Studies, Colby College, 1992
- ND, Visual and Environmental Studies and History, Harvard Extension School/Harvard Summer School, 1993-1995.

Professional Memberships

- American Institute of Certified Planners (AICP)

Professional Development

- American Planning Association, Northern California Section and California State – multiple board positions, 1996-1998, 2012-2014

Selected Project Experience

Redwood City Ferry Terminal and Service Project—Water Emergency Transportation Authority (WETA). Fall 2007 – Spring 2010.

Project Manager. While employed at Circlepoint, John was project manager for a planning/environmental review process to consider the feasibility of several ferry terminal sites in Redwood City that would provide service to the San Francisco Ferry Building. After completing a feasibility/ "showstopper" analysis in 2008, the project was eventually cancelled due to state budget cuts.

Redwood City General Plan & EIR. Summer 2007 – Fall 2010.

EIR Project Manager. While employed at Circlepoint, John served as project manager from start to finish on the multi-year preparation of a comprehensive general plan update and EIR. Among the issues he helped resolve in the EIR were a controversial land use plan ("the Saltworks") near the Port of Redwood City, the potential future development of a streetcar between downtown Redwood City and the Port area, and land use compatibility with the existing railroad line. John also helped contribute elements of the General Plan and conduct public outreach meetings. Redwood City certified the General Plan EIR in 2010; the City was not challenged on its certification.

Todd Shipyard Crane Demolition EIR – City of Alameda. 2011.

Project Manager. While employed at Circlepoint, John assisted Alameda in addressing the necessary removal of the Todd Shipyard Crane, a decaying, out of use structure immediately adjacent to the Alameda ferry terminal. The crane was an eligible historic resource, meaning that its demolition was considered a significant and unavoidable impact under CEQA. John worked with the City to develop a number of innovative mitigation measures that the City ultimately employed following the crane's demolition.

California High-Speed Rail Authority, various project sections and roles:

- **Palmdale to Burbank, Deputy Environmental Manager, 12/2014 – 09/2018**
- **Central Valley Wye (part of Merced to Fresno), Environmental Manager, 1/2019 – 9/2020**
- **San Francisco to San Jose, Expert Consultant, April 2021 – June 2022**

For the past several years, John has helped shepherd numerous HSR environmental documents through development to publication. For Palmdale to Burbank, he was instrumental in completing a supplemental alternatives analysis studying several long tunnel options. For the Central Valley Wye, he served as overall lead between distribution of the Draft EIR/EIS to issuance of the ROD. For San Francisco to San Jose, John played lead role in the development and review of a recirculated environmental document and further assisted the project team in crafting responses to several hundred comments on the Draft EIR/EIS.

State Route (SR) 37 Planning and Environmental Linkages (PEL) Study – Caltrans District 4, Marin, Sonoma, Napa, and Solano Counties – 10/2021 – 12/2022.

Project Manager. John successfully led an interdisciplinary team in preparing Caltrans's first-ever PEL Study, which examined a number of realignment options for this vital North Bay corridor which is expected to be permanently inundated by sea level rise in the near future.

Geary Bus Rapid Transit Project—San Francisco County Transportation Authority and San Francisco Municipal Transportation Agency, San Francisco, California. 6/2014 – 6/2018; March 2022-current

Project Manager/Project Director. While employed at Circlepoint, John provided limited environmental advice but was eventually promoted to lead environmental consultant status. John's team delivered the draft Environmental Impact Statement/Environmental Impact Report (EIS/EIR), a final EIR with five project changes, and a final EIS/Record of Decision (ROD), all on highly accelerated schedules.

General Plan Updates and EIR, City of East Palo Alto*:* 06/2013 – 11/2016
Project Manager. While at Circlepoint, John was day-to-day project manager for this landmark, multi-year, highly controversial planning and environmental project. The General Plan emphasized extensive infill development along major corridors and faced numerous threats of lawsuits. In addition to serving as project manager for the EIR from kickoff through certification, he cross-performed by drafting policy portions of the comprehensive general plan and developing strategy and management of public outreach activities. The EIR was certified unanimously and no litigation followed.

Recognition and Commendations

Comprehensive Planning Award, Small Jurisdiction. East Palo Alto General Plan/EIR (Part of Raimi + Associates Team). American Planning Association, California Chapter Northern Section, 2016.

Comprehensive Planning Award, Small Jurisdiction. Redwood City General Plan/EIR (Part of Hogle-Ireland Team). American Planning Association, California Chapter and Northern Section. 2012.

Employment History

ICF. San Francisco. Managing Director, Environmental Planning. 10/2018 – Present.

Circlepoint, Oakland. Director of Environmental Services 11/2006 – 9/2018

MIG. Berkeley. Project Manager. 01/2005 – 10/2006.

AECOM (dba Cotton Bridges Associates and P&D Consultants). Pasadena and Orange. Associate. 01/2003 – 12/2004.

ATTACHMENT C

ELIZABETH SCOTT FOLEY

Senior Noise Specialist

Elizabeth is a senior noise technical specialist with thirteen years of experience in the environmental sector, and eleven years conducting noise and vibration technical analyses. She has experience with an array of air quality and noise modeling software programs (TNM®, CADNA, RCNM, CalEEMod, EMFAC, CT-EMFAC, and Caline-4), and conducting traffic and construction noise monitoring with a variety of noise monitors. She also writes noise-specific proposals and has managed noise-only projects at ICF. Elizabeth's experience also includes fresh and marine water quality testing, stormwater quality analysis, micro and molecular biology research, database preparation and management, and report and manuscript writing.

Years of Experience

- Professional start date: 05/2010
- ICF start date: 05/2015

Education

- MA, Environmental Studies, University of Southern California, 2011
- BA, Environmental Studies, University of Southern California, 2010. Presidential Scholar.

Professional Memberships

- Association of Environmental Professionals
- Institute of Noise Control Engineering of the USA

Professional Development

- Advanced CEQA Workshop, AEP, 2015
- CEQA Basics Workshop, AEP, 2013

Languages

- Spanish: Conversational

Project Experience

Facebook/Meta Willow Village Master Plan Project – City of Menlo Park, California

Lead and senior technical noise technical specialist and author for the noise section of the Willow Village Master Plan Project (Proposed Project), which included the demolition of all buildings and landscaping on the 59 acre portion of the Project Site and the construction of new buildings, the establishment of various open space areas and the installation of infrastructure within a new Residential/Shopping District, Town Square District, and Campus District. Project analyses components included the assessment of construction noise and vibration, haul truck noise analysis, mechanical equipment and a central utility plant, emergency generator testing noise analysis, and the assessment of noise from amplified music and project-related traffic increases.

Bayhill Specific Plan EIR—City of San Bruno, California

Lead technical noise technical specialist and author for the noise section of the Specific Plan- and Project-level (Phase 1) EIR for a Specific Plan and Phase 1 for the 73-acre Bayhill Office Park, which is San Bruno's largest employment cluster, employing about one-third of the 15,000 employees in the City, including You-Tube, Walmart.com, Kaiser Permanente, Oracle, and others. Project analyses components included the assessment of construction noise and vibration, haul truck noise analysis, mechanical equipment and emergency generator testing noise analysis, and the assessment of noise from amplified music and project-related traffic increases.

Milpitas Metro Plan – City of Milpitas, California

Senior noise technical specialist and author for the Noise Technical Report for the proposed Milpitas Metro Specific Plan, or the "Metro Plan" in the City of Milpitas, CA. The Metro Plan was an update to the Transit Area Specific Plan (TASP) adopted in 2008 for the approximately 437-acre area surrounding the Milpitas Transit Center, which includes regional bus and light rail service as well as a new connection to the Bay Area Rapid Transit (BART) system.

959 El Camino Real – City of Millbrae, California

Senior noise technical specialist and author for the Noise Technical Report for this mixed-use development located at 959 El Camino Real in the City of Millbrae, California.

Southline Specific Plan—City of South San Francisco, California

Lead technical specialist and author responsible for preparing the noise analysis for the Southline Specific Plan in the City of South San Francisco. The Specific Plan that would redevelop a 26.5-acre industrial site in the City of South San Francisco adjacent to the San Bruno Bay Area Rapid Transit (BART) station with a transit-oriented office/research and development (R&D) campus with a maximum anticipated building area of 2.8 million square feet. Project analyses components including the assessment of construction noise and vibration during daytime and nighttime hours, haul truck and operational truck noise analyses, mechanical equipment and emergency generator testing noise, amplified music noise and traffic noise.

1421 Old County Road Noise Technical Report – City of Belmont, California

Senior and lead noise technical specialist for the 1421 Old County Road project in San Mateo County (noting that the site would be annexed by the City of Belmont as a part of the project). The project involved the demolition of existing commercial-industrial uses and the construction of a four-story life sciences building.

751 Gateway Project EIR—City of South San Francisco, California

Lead noise technical specialist and section author for the noise and vibration section of this EIR for the 751 Gateway Boulevard project in the City of South San Francisco. The project would involve the redevelopment of an approximately 7.4-acre, irregularly shaped site within the city's Gateway Specific Plan planning area with a research and development (R&D) facility and office building. The project site is currently occupied by an existing 6-story, approximately 176,235-square foot (sf) office building at 701 Gateway Boulevard and a surface parking lot containing approximately 558 parking spaces.

Multiple Menlo Park Office and Commerical Projects – Commonwealth, 1350 Adams Court, 1075 O'Brien, 1135 O'Brien—City of Menlo Park, California

Lead noise technical specialist and section author responsible for the noise and vibration analyses for multiple development projects in the office and light industrial portions of the City of Menlo Park.

ATTACHMENT C

Years of Experience

Professional start date: 01/1994
ICF start date: 11/2014 – Present and 03/1997 – 11/2002

Education

MA, Historic Preservation Planning, Cornell University, 1994

BS, Environmental Design, University of California, Davis, 1991

Professional Affiliations

Member, California Preservation Foundation (2010-present)

Former Vice President of Planning and Board President, Preservation Texas, Inc 2004-2010

Susan Lassell, MA, BS

Senior Historic Preservation Planner

Susan Lassell serves as ICF's cultural resources practice lead for the Northern California and Pacific Northwest region. Susan's technical leadership includes her ability to smoothly navigate highly complex projects and direct multi-disciplinary teams through NEPA, CEQA, and Section 106 compliance. Susan works closely with clients to develop cultural resources regulatory compliance strategies, including developing programmatic agreements under Section 106 and strategies for engaging tribal and historic preservation stakeholders. Susan has authored and directed projects throughout the United States with a focus on the West Coast, Mid-Atlantic, and Texas, including built environment survey and evaluation reports, cultural resources management plans, interpretive media and displays, and the full range of environmental documents. She also develops and teaches environmental education courses for UC Davis Extension and local and state agencies. Through a combination of 25 years of experience and her master's degree in historic preservation planning from Cornell University, Susan meets the Secretary of the Interior's professional qualification standards for architectural history, history, and preservation planning.

Project Experience

Pier 70 Crane Cove Park Master Plan + Comprehensive Design Services Crane Cove Park—Port of San Francisco, San Francisco, California, 03/2011 – 05/2013

Historic Preservation Planner. While employed by AECOM, Susan served as historic preservation planner in support of a multidisciplinary team providing park master planning and comprehensive design services for a 7-acre parcel at Pier 70, a brownfield site on San Francisco's waterfront. The former industrial shipyard will be transformed into a public park, rich with bay views, integration of historic structures such as two historic cranes, slipways, buildings and other traces, and new waterfront open space at the gateway of the Pier 70 historic district. Project tasks included consideration of the relationship between the proposed park and the San Francisco Embarcadero (historic Port of San Francisco) historic district recently nominated for NRHP listing.

Historic Resources Surveys—Port of Los Angeles, San Pedro, California, 1999 – 2001

Principal Investigator. While employed by Jones & Stokes, Susan served as principal investigator for over two years of continuous historic preservation services. She prepared a listing package for nomination of Warehouse No. 1 to the NRHP, including coordination with SHPO and Port personnel, historical research at regional repositories, and evaluation of the historical significance of this first warehouse built at the Port of Los Angeles. The nomination was approved by the Keeper of the National Register on April 21, 2000. Susan conducted the survey and evaluation of five additional facilities in support of the Port's environmental compliance efforts. The facilities that were evaluated were a fruit importing terminal (Berth 147), two oil transshipment facilities (Berths 171-173, Berths

108-120, and Berths 148-151), and a shipyard (Berth 240). As mitigation for environmental impacts, she developed the concept and structure for a web-based interpretive program that provides a dynamic experience of the stories, sights, and sounds of each terminal from its historic beginnings through to the present day.

Tenth Avenue Marine Terminal (TAMT)—San Diego Unified Port District, San Diego, California, 04/2015 – 04/2016

Senior Reviewer. Susan served as senior reviewer for built environment resources for the preparation of CEQA and Section 106 documentation for the proposed redevelopment of the TAMT. The survey identified a dozen built environment resources for evaluation, including railroad alignments, transit sheds, tanks and silos, and a dry-bulk loader system. These resources were evaluated as a district, and found to have historical significance but to lack historical integrity and thus not qualify as an historical resource for the purposes of CEQA or historic property for the purpose of Section 106.

Survey and Evaluation of the McJilton Machine Shop (Building G) Berth 73—Port of Los Angeles, San Pedro, California, 01/2015 – 04/2015

Project Manager and Senior Architectural Historian. Susan served as project manager and senior architectural historian for the survey and evaluation of a building identified for demolition as part of redevelopment activities for Berth 73 in support of Port staff's analysis of CEQA impacts. The evaluation updated and supplemented work previously conducted by ICF over 10 years prior to the subject study. The findings were prepared under an expedited schedule in support of urgent Port master planning efforts.

California High-Speed Train, San Francisco to San Jose and San Jose to Merced Sections—California High-Speed Rail Authority, Northern California, 11/2015 – 06/2022

Cultural Resources Task Manager and Quality Control Manager. Susan directed all cultural resources tasks for this complex, highly controversial design-build project, including archaeological and built resources technical studies, impacts analysis for NEPA and CEQA documents, and findings of effect and mitigation planning for Section 106 compliance. She provided quality control and technical direction for the production of inventory and evaluation reports for more than 3,000 historic properties between San Jose, Gilroy, Pacheco Pass, and Los Banos, California. The technical reports and the Finding of Effect was concurred with by the California SHPO upon their first review.

Parkline Master Plan EIR—City of Menlo Park, California, 12/2022 – Present

Technical Lead. ICF is conducting CEQA analysis for the proposed redevelopment of the former Stanford Research Institute (SRI) campus in Menlo Park and performing a peer review of the historical resources evaluation report prepared by the applicant's consultant. As one of the first detonation points for Silicon Valley's tech boom, the SRI campus represents an important part of Bay Area history; it's redevelopment represents an important part of the region's future. Susan is leading the effort to conduct the peer review, analyze impacts, and develop creative mitigation solutions for the proposed project in support of the CEQA lead agency's goals for disclosing the decision-making process to the public.

Strategic Planning Services—NASA Ames Research Center Moffett Field, Santa Clara, California, 01/2010 – 10/2014

Senior Historic Preservation Planner. While employed by AECOM, Susan served as senior historic preservation planner in support of comprehensive program management for master planning at NASA's Ames Research Center. She provided historic preservation expertise for a wide variety of NASA needs including: the historic preservation chapter of NASA's Facilities Design Guidelines applicable to all NASA facilities nationwide; the survey and evaluation of the landscape, buildings, and structures associated with the former Moffett Federal Airfield; preparation of the facility's first fence-to-fence, comprehensive Integrated Cultural Resources Management Plan; and a variety of Section 106 and Section 110 aspects of leasing a portion of Moffett Field to a private lease holder.

ATTACHMENT C

CORY MATSUI

Manager - Air Quality and Climate Change

Mr. Matsui is a manager and senior air quality and climate change specialist with experience in environmental impact analysis in accordance with the California Environmental Quality Act. In his more than twelve years of experience in the field of environmental science, Mr. Matsui has analyzed a diverse suite of projects, including rail and roadway projects, mixed-use development projects, and infrastructure projects. Mr. Matsui's skillset includes emissions modelling, quantitative excel-based assessments, and report preparation. His expertise includes point-, area-, and mobile-source air quality impact studies; GHG emissions inventory and reduction plan development; air quality conformity analyses; and air quality dispersion modelling. He has experience with standard air quality modelling software including EMFAC, OFFROAD, AERMOD, CALRoads, and CALEEMOD.

Years of Experience

- Professional start date: 01/2011
- ICF start date: 01/2011

Education

- BA, Atmospheric Science, University of California Berkeley, 2009
- AA, Physics, Cabrillo College, 2007

Professional Development

- CEQA: A Step-by-Step Approach, UC Davis Extension, Sacramento, California, 2012
- Program EIRs, ICF International, Sacramento, California, 2013
- California Air Resources Board: Health Risk Assessments & Dispersion Modelling, 2016

Project Experience

Altamont Corridor Express Ceres-Merced Extension – San Joaquin Regional Rail Commission, San Joaquin Valley, California

Air Quality/GHG Analyst. Mr. Matsui led the air quality analysis of the environmental document, including calculating the construction and operational emissions inventory associated with the project, and modelling the project's health risk impacts on surrounding land uses. The project is an extension of the ACE rail passenger service, extending from Ceres to Merced.

Eastridge to Bart Regional Connector – Santa Clara Valley Transportation Authority, San Jose, California

Air Quality/GHG Analyst. Mr. Matsui prepared the air quality section of the environmental document, including calculating the construction and operational emissions inventory associated with the project, and conducting carbon monoxide modelling to determine the Project's localized impacts.

Station East Residential/Mixed-Use Project – City of Union City, California

Noise Analyst and Air Quality/GHG Senior Reviewer. Mr. Matsui was the senior air quality and greenhouse gas reviewer and lead noise analyst for a large mixed-used development project in Union City. Mr. Matsui provided expert air quality oversight on the air quality analysis and comprehensively addressed comments from the public. He also led a noise monitoring survey and thoroughly evaluated noise impacts from project construction and operations. The project is a

residential and commercial development in Union City, in close proximity to the BART station, and would provide much-needed housing units in a transit rich area.

220 Park Road Development Initial Study – City of Burlingame, California

Air Quality Analyst. Mr. Matsui was the lead air quality analyst for an office and retail development in the former post-office building in downtown Burlingame. Mr. Matsui efficiently modelled the project's construction and operational emissions in accordance with Bay Area Air Quality Management District guidelines, and quantified the health risks for people living near the project site.

Mission Bay School Project – San Francisco Unified School District, California

Air Quality/GHG Analyst. Mr. Matsui was the lead analyst and author of an air quality-specific technical study to determine the suitability of Mission Bay Block 14 as the future location of a new SFUSD school. Mr. Matsui led a comprehensive analysis of the existing pollution sources in the Mission Bay area, which led to the conclusion that health risks in the area would not exceed applicable thresholds for students or teachers. Mr. Matsui was also the lead author of the air quality and greenhouse gas sections of the environmental document for the project, which was successfully adopted by the SFUSD Board.

College of San Mateo Building 20 Demolition Subsequent EIR —San Mateo Community College District, California

Air Quality/GHG Analyst. Mr. Matsui was the lead author and technical specialist of the air quality and greenhouse gas analyses for a supplemental EIR demolition project at a community college campus in San Mateo. Mr. Matsui evaluated criteria pollutant and greenhouse gas impacts with respect to appropriate significance thresholds, plans, and policies.

Santa Clara Building V5 Data Center Project & Santa Clara Building V6 Data Center Project – Santa Clara, California

Air Quality/GHG Analyst. Mr. Matsui conducted air quality and greenhouse gas analyses for two data center projects in the City of Santa Clara. He evaluated the impacts of construction and operational criteria pollutant emissions, including the impacts from a large number of back-up diesel generators at each project site. Additionally, he successfully assessed the significance of the projects' impacts on greenhouse gases, taking into consideration the substantial energy consumption typically associated with data centers.

California High Speed Rail Merced to Fresno Project Section: Central Valley Wye, Central Valley Region, California

Air Quality/GHG Analyst. Mr. Matsui prepared an air quality technical report and environmental document for the Central Valley Wye section of the High Speed Rail. He evaluated the project's air quality emissions with respect to the local air quality management district's emissions thresholds and the General Conformity de minimis thresholds. He also assessed the impacts of pollutant concentrations and health risks on sensitive land uses.

Newell Road at San Francisquito Creek Bridge Replacement Project—City of Palo Alto/NolteVerticalFive, Palo Alto, California

Air Quality Specialist. Mr. Matsui prepared an air quality technical memorandum, which included a construction and operational analysis, CO dispersion modelling, and an analysis of GHG emissions, to summarize the potential impacts of the project. The project would replace an existing bridge in the City of Palo Alto.

ATTACHMENT C

NOAH SCHUMAKER

Noise Analyst

Noah is a noise analyst who recently completed his Master of Science in mechanical engineering with a focus on noise and vibration. In his time working for ICF, Noah has gained experience modeling construction, traffic, and mechanical equipment noise as well as construction vibration. He has also conducted field monitoring efforts with a variety of sound level meters. Noah's experience also includes MIMO modal vibration testing and analysis, operating deflection shape analysis, digital signal processing, and various laboratory setting noise tests.

Years of Experience

- Professional start date: 06/2021
- ICF start date: 06/2021

Education

- MS, Mechanical Engineering, Michigan Technological University, 2021
- BS. Audio Production and Technology, Michigan Technological University, 2020

Certifications/Registrations

- Genie Lift Certified
- Red Cross CRP and First Aid Certified

Professional Development

- InterNoise, 2021
- CEQA: A Step-by-Step Approach, UC Davis, 2021

Project Experience

Mission Point, Kylli — City of Santa Clara, CA

Noise Analyst. Noah's contribution to Mission Point consisted of planning and leading field efforts to collect long- and short-term noise monitoring for this project. Responsibilities include monitor location selection; equipment management, calibration, and operation; record digitization; and authoring the existing conditions section of the noise chapter for the EIR.

Multiple Menlo Park Office and Commercial Projects — Commonwealth, 1350 Adams Court, 1075 O'Brien, 1125 O'Brien — City of Menlo Park, CA

Noise Analyst. Noah worked as a noise technical specialist and section co-author for the noise and vibration analyses for multiple development projects in the office and light industrial portions of the City of Menlo Park. As a field assistance, Noah was responsible for conducting long- and short-term noise monitoring for these four projects located in Menlo Park, CA.

Meta Willow Village — City of Menlo Park, CA

Noise Analyst. Noah is a noise analyst and co-author for the noise section of the project-level EIR for Meta's newest campus. Project analysis components include traffic noise, construction noise and vibration, generator testing noise, mechanical equipment noise and potential effects to the project from aircraft noise. Additionally, Noah conducted long- and short-term noise monitoring in the project vicinity.

959 El Camino Real — City of Millbrae

Noise Analyst. The 959 El Camino Real project was a proposed mixed-use development in the city of Millbrae. As a noise analyst, Noah was responsible for leading fieldwork efforts to collect short- and long-term ambient noise measurements. Responsibilities include monitor location selection; equipment management, calibration, and operation; as well as record digitization. Noah also worked on noise analysis components including the analysis of construction noise and vibration as well as operational noise for the project-level EIR.

Milpitas Metro Plan — City of Milpitas, CA

Noise Analyst. Noah was responsible for leading fieldwork effort to conduct long- and short-term noise monitoring for The Metro Plan project. The Metro Plan was an update to the Transit Area Specific Plan (TASP) adopted in 2008 for the approximately 437-acre area surrounding the Milpitas Transit Center, which includes regional bus and light rail service as well as a new connection to the Bay Area Rapid Transit (BART) system. Responsibilities include monitor location selection; equipment management, calibration, and operation; as well as record digitization.

1421 Old County Road Noise Technical Report— City of Belmont, CA, 09/2021 – 11/2021

Noise Analyst. Noah was responsible for leading fieldwork efforts and analyzing project components related to noise for the 1421 Old County Road noise technical report. Fieldwork responsibilities included monitor location selection; equipment management, calibration, and operation; as well as record digitization. Noah also analyzed project components including traffic noise, airport noise, construction noise and vibration, generator testing noise, and mechanical equipment noise.

2022 San Francisco Housing Element Update — City of San Francisco, CA

Noise Analyst. Noah has assisted with various aspects of the EIR for San Francisco Housing Element, including data consolidation of field and traffic data, summarizing existing noise conditions throughout the Project site, preliminary construction noise and haul truck noise modeling, and memo drafting.

Last Chance Grade, — Caltrans, CA

Noise Analyst. The Last Chance Grade project is a Noise Study Report which analyzed two new roadway design for a section of US 101 within Del Norte County CA. For this project, Noah assisted in remote training of field staff who collected long-term noise measurements and traffic counts for the Noise Study Report and post-processed field data for use in the Noise Study Report. He also conducted extensive construction noise modeling for the project's two alternative designs with use of SoundPLAN, including the creation of noise contour maps. Furthermore, he assisted with the Noise Study Report, including appendices and figures.

State Route 91/Adams Street Interchange Project — Caltrans, CA

Noise Analyst. State Route 91/Adams Street intersection Project is a Caltrans Noise Study Report which analyzed multiple design alternatives to improve the interchange and reduce traffic congestion. Noah assisted in the creation of FHWA TNM existing, no build, and build conditions based on CAD files. He also conducted traffic counts and validated the existing TNM model. Building conditions consisted of preparing two alternatives for the project which involved ramp realignment within the project area. In addition, he ran design year alternative models and prepared barrier design to provide abatement for impacted receivers. Noah also co-authored the Noise Study Report, including the preparation of all appendices and figures.

State Route 71/Pine Avenue Ramp Widening Project — Caltrans, CA

Noise Analyst. State Route 71/Pine Avenue Ramp Widening Project is a Caltrans Noise Study Report which analyzed multiple ramp design alternatives to reduce traffic congestion. For this project, Noah assisted in the creation of FHWA TNM existing, no build, and build conditions based on CAD files. He also conducted traffic counts and validated the existing TNM model. Noah also assisted in the preparation of all appendices and figures for the Noise Study Report.

I-15 ELPSE — Caltrans District 8, CA

Noise Analyst. Noah assisted in FHWA TNM editing and validation for various sections of I-15. Edits included adjustments to roadway on- and off-ramps, terrain, and barrier elements. Validation included running models to ensure errors were not present as well as verifying calculated results. He also contributed to the preparation of the NRS and Noise Abatement Decision Report and collecting addresses of benefited receivers in preparation for the soundwall surveys.

ATTACHMENT C

DARRIN TRAGESER

Air Quality and Climate Change Specialist

Darrin Trageser is a senior air quality specialist with ICF. He has extensive experience using various air quality models to conduct air quality and greenhouse gas analyses including CalEEMod, EMFAC, CT-EMFAC, CALINE, AERSCREEN, AERMOD, CMAQ, VISCREEN, and PLUVUE II, in addition to experience with UNIX/Linux operating systems. He also has gained experience writing a wide variety of California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) air quality and greenhouse gas (GHG) analyses for projects throughout California.

Darrin earned a Master of Science degree in Atmospheric Sciences from the University of California, Davis in 2014, and he earned his Bachelor of Science degree in Atmospheric Sciences from the University of Washington in 2009. His relevant coursework included aerosols, air pollution, atmospheric chemistry, atmospheric turbulence, FORTRAN, computer modeling, ecosystem biochemistry, and climate change, water and society.

Years of Experience

- Professional start date: 11/2014
- ICF start date: 11/2014

Education

- MS, Atmospheric Sciences, University of California, Davis, 2014
- BS, Atmospheric Sciences (minor in Mathematics), University of Washington, Seattle, 2009

Project Experience

Port of San Diego Air Emissions Inventory—Port of San Diego, California, 2018

Air Quality, Climate Change, and Noise Analyst. Darrin modeled operational criteria pollutant and GHG emissions associated with the Port. Darrin assisted with the preparation of the draft and final air quality and GHG inventory report.

California High-Speed Rail, San Francisco to San Jose EIS/EIR—California High-Speed Rail Authority/HNTB, San Francisco to San Jose, California, 09/2018 – 06/2022

Senior Air Quality, Climate Change, and Noise Analyst. Darrin is modeling construction and operational criteria pollutant and greenhouse gas emissions associated with the San Francisco to San Jose section of the project. He is assisting with the dispersion modeling and health risk assessments associated with the project. Darrin is assisting with the preparation of the draft air quality technical report.

555 West Middlefield EIR—City of Mountain View, California, 08/2018 – 05/2022

Senior Air Quality, Climate Change, and Noise Analyst. Darrin is modeling construction and operational criteria pollutant and GHG emissions associated with the project. Darrin is conducting the construction health risk assessment associated with the project. Darrin is preparing the draft air quality and GHG sections of the EIR.

777 Middlefield EIR—City of Mountain View, California, 07/2017 – 05/2019

Air Quality, Climate Change, and Noise Analyst. Darrin modeled construction and operational criteria pollutant and GHG emissions associated with the project. Darrin conducted the construction health risk assessment associated with the project. Darrin prepared the draft and final air quality and GHG sections of the EIR.

Dole Fresh Fruit Refrigerated EIR—San Diego Unified Port District, California, 2017

Air Quality, Climate Change, and Noise Analyst. Darrin modeled construction and operational criteria pollutant and GHG emissions associated with the project. Darrin assisted with the preparation of the draft and final air quality and GHG section of the EIR.

Gateway Park EIR/EA—TY Lin, Oakland, California, 06/2015 – 04/2018

Air Quality, Climate Change, and Noise Analyst. Darrin modeled construction and operational criteria pollutant and GHG emissions associated with the project. Darrin prepared the draft and final air quality and GHG sections of the EIR/EA.

1499 Bayshore Hotel MND—City of Burlingame, California, 03/2018 – 08/2019

Air Quality, Climate Change, and Noise Analyst. Darrin modeled construction and operational criteria pollutant and GHG emissions associated with the project. Darrin conducted the construction health risk assessment associated with the project. Darrin prepared the draft and final air quality and GHG sections of the MND.

1 & 45 Adrian Court CE—City of Burlingame, California, 2019

Air quality, climate change and noise analyst. Modeled construction and operational emissions associated with the project. Conducted dispersion modeling and calculated health risks associated with the project. Prepared the air quality section of the CE.

1066 Market Street IS/MND—1066 Market LLC c/o Shorestein Residential LLC, City of San Francisco, California, 02/2015 – 10/2015

Air Quality, Climate Change, and Noise Research Assistant. Darrin analyzed air quality impacts using the California Emissions Estimator Model (CalEEMod) and emissions were compared against BAAQMD thresholds. He prepared the Initial Study AQ Checklist included in the IS/MND. The IS Checklist identified effects related to air quality and proposed mitigation measures as necessary.

300 Airport Boulevard EIR Addendum—Burlingame Point, LLC, City of Burlingame, California, 01/2016 – 06/2016

Air Quality, Climate Change, and Noise Research Assistant. Darrin reviewed the air quality, climate change, and noise sections of the EIR. He prepared the air quality, climate change, and noise sections of the EIR Addendum.

2000-2070 Bryant Street CPE CEQA Documentation—2070 Bryant Street JV LLC, City of San Francisco, California, 12/2014 – 04/2016

Air Quality, Climate Change, and Noise Research Assistant. Darrin prepared the Criteria Air Pollutant Analysis Technical Memorandum for the CPE. Air quality impacts were analyzed using CalEEMod and emissions were compared against BAAQMD thresholds.

Initial Studies for 2015 Facilities Master Plan Update—San Mateo Community College District, San Mateo County, California, 04/2015 – 08/2015

Air Quality, Climate Change, and Noise Research Assistant. Darrin modeled construction and operational criteria pollutant and GHG emissions associated with the project. Darrin prepared the draft and final air quality and greenhouse gas sections of the Initial Studies.

ATTACHMENT C

JASON D. VOLK

Principal, Noise and Vibration

Jason Volk specializes in noise and vibration analysis, model development, and project management. His more than 20 years of professional experience includes National Environmental Policy Act (NEPA), Washington State Environmental Policy Act (SEPA), and California Environmental Quality Act (CEQA) impact assessment, and mitigation design for projects including rail facilities, highways, public utilities, and residential development.

Jason is proficient in Federal Transit Administration/Federal Railroad Administration (FTA/FRA) methodology for impact assessment of noise and vibration from construction and transit facilities, acoustical assessments of housing based on HUD noise standards, and sound insulation analysis. He is also proficient in the use of the Federal Highway Administration (FHWA) traffic noise model (TNM) and has conducted training courses in the use of the model to consultants and agency staff. Jason has extensive experience in acquisition and analysis of short- and long-term noise/vibration measurements for transportation studies, including vehicle pass-by noise emissions and spectral analysis using a variety of metrics and instrumentation.

Years of Experience

- Professional start date: 07/2000
- ICF start date: 09/2005

Education

- BS (with honors), Mechanical Engineering, North Carolina State University, Raleigh, 2000

Professional Memberships

- Institute of Noise Control Engineering
- Transportation Research Board

Project Experience

San Francisco Housing Element Update 2022 EIR—San Francisco, California, 2020-2022. Technical lead for noise. Jason provided noise and vibration analysis for the update to the city's Housing Element, which guides planning for future development of housing citywide. He led a noise monitoring program and compiled a collection of noise monitoring data collected for previously completed development projects in the city. He conducted a programmatic analysis of a range of building types previously developed in the city, to characterize construction noise and vibration of potential future development projects. He provided guidance to the city regarding screening criteria to be used for new projects to determine characteristics of construction and operation of individual projects that may result in potentially significant impacts. Based on traffic volume modeling data developed by the city, Jason conducted a citywide analysis of traffic noise levels for the entire city roadway network, to characterize noise level trends in the city's planning districts from year 2020 to 2050, for the proposed action and several project alternatives. Based on this information, Jason conducted an impact assessment using CEQA thresholds and provided mitigation measures to reduce impacts for projects consistent with the housing element update.

220 Park Road Redevelopment Project Initial Study—Burlingame, California, 2020. Technical lead for noise. Jason conducted a noise and vibration study for a mixed retail/office building that would preserve and integrate a historic post office building currently on the building site. He used FTA and Caltrans methodology for assessment of construction noise and vibration, developed a CEQA assessment to evaluate impacts in the context of the Downtown Specific Plan. He assessed the potential for building damage to the historic post office building as well as office buildings directly

adjacent to the site. He designed a vibration control plan to provide monitoring and inspection of affected buildings, and restrictions to operation of high-impact equipment near adjacent buildings.

450-474 O'Farrell Street Mixed-Use Development Project Technical Study--San Francisco, California, 2016-2017. Technical lead for noise. Jason developed a noise analysis related to a mixed-use development in the City of San Francisco. Conducted a field study to document existing noise levels, and used methodology developed by FTA and FHWA to predict noise levels due to construction and operation of the development. Assessed exterior and interior noise levels consistent with HUD and California Title 24 building standards. Specified minimum Sound Transmission Class ratings for window-wall assemblies to meet interior noise level requirements. Noise and vibration from temporary and permanent sources were also assessed according to applicable CEQA thresholds.

Delta Conveyance EIR—California Department of Water Resources (DWR)/HDR Engineering, Sacramento, California. 2011-Present. Technical expert on noise and vibration. The Delta Conveyance Project is a giant water supply project in the Central Valley that included a program of conservation measures to be implemented in the Sacramento-San Joaquin Delta. Jason evaluated conveyance alignments and operational scenarios for nineteen (19) project alternatives and documented the complete analysis for the EIR. He conducted noise and vibration analysis of multi-year construction scenarios including use of earthmoving equipment, pile driving, transmission lines, tunneling, and borrow/spoil areas. Jason developed environmental commitments and mitigation measures to minimize or avoid impacts and responded to public comments on the project. He also provided expert testimony related to the noise analysis in public hearings for the State Water Resources Control Board.

Van Nuys Fire Station No. 39 CEQA EIR—City of Los Angeles Bureau of Engineering, California, 2015-2016. Technical Lead for noise. Jason conducted a noise and vibration analysis of a new fire station in the neighborhood of Van Nuys in Los Angeles. He developed a noise measurement protocol for capture of emergency vehicle noise emissions, so that individual emergency events involving varying numbers and types of vehicles could be characterized in the model. The noise modeling was done using SoundPLAN for the development of noise contours and noise levels at receptor locations in residential areas. The on-site noise emissions from construction and operation of the new facility were also evaluated. Noise impacts were assessed based on City of Los Angeles CEQA thresholds. The impact and noise abatement analysis was documented in the EIR for the project.

Capitol Corridor Joint Powers Authority, San Jose segment Double Tracking–San Jose, California, 2015-2016. Technical lead. ICF conducted a noise and vibration analysis to support an environmental study for a double-tracking project for a 4-mile segment of the Valley Subdivision of LA Metro. Using FTA General Assessment methods and data from a detailed noise monitoring program, including assessment of passbys from commuter and freight rail events and horn noise at grade crossings, noise and vibration impacts were assessed for the future double-tracked segment on the corridor. This information was then used to disclose projected impacts and feasible mitigation measures in the technical report.

Stanislaus County General Plan Update EIR—Stanislaus County, California, 2015. Technical Lead for noise. Jason developed an analysis of stationary and transportation noise levels to characterize anticipated noise emissions throughout the County, in support of an EIR for an update to the County General Plan. Jason developed the noise contour analysis for transportation sources and presented the results in the noise section of the EIR.

ATTACHMENT C

JENNIFER WILDT

Cultural Resources Specialist

Dr. Jennifer Wildt has over 20 years of archaeological experience, working for Cultural Resource Management firms, the National Park Service, in museums, and at universities. She has a wide range of experience throughout the United States. Dr. Wildt is a member of the Register of Professional archaeologists and earned her Ph.D. in Archaeology from Boston University. She meets the Secretary of the Interior's Professional Qualifications Standards for archaeology.

Dr. Wildt has extensive experience in historical and prehistoric archaeology. As a project manager, her duties include project oversight, proposal writing, budgeting, QA/QC, meeting with clients and regulatory agencies, employee mentoring, directing fieldwork, research, technical writing, and editing. She is well-versed in CEQA, NEPA, Section 106 and Section 110, has worked on phase 1, 2, and 3 projects, and has managed projects of all sizes with budgets from a few thousand dollars to over a million dollars.

Years of Experience

- Professional Start Date: 2001
- ICF Start Date: 10/2020

Education

- Ph.D., M.A. Archaeology, Boston University, 2015
- B.A., Archaeology, University of Virginia, 2001

Professional Memberships

- Register of Professional Archaeologists # 37597549
- Placemaking Leadership Council
- Society of California Archaeology

Language

- Intermediate Spanish
- Intermediate French

Areas of Expertise

- Project Management
- Archaeological Research Design
- Public Interpretation
- Landscape Archaeology

Project Experience

The Grove Archaeological Monitoring—Edenbridge Homes, Redwood City, CA, 2016-2017.

Project Director. While at PaleoWest, Dr. Wildt was responsible for overall project direction, preparation of SOWs, budget, monitoring, reporting, and QA/QC during the construction of a residential neighborhood near an archaeologically sensitive stream in Redwood City.

South San Francisco: Southline Specific Plan—City of South San Francisco, 2021

Cultural chapters author. Wrote chapters on potential environmental impacts to Cultural Resources (archaeology only) and Tribal Cultural Resources. Researched archaeological and historical past of San Francisco and the development of the city. Based on the past and environmental conditions, analyzed potential impacts to cultural and tribal cultural resources.

Mission Bay Block 14 Initial Study, San Francisco, 2020-2021

Cultural chapters author. Wrote chapters on potential environmental impacts to Cultural Resources (archaeology only) and Tribal Cultural Resources. Researched archaeological and historical past of San Francisco and the development of the city. Based on the past and environmental conditions, analyzed potential impacts to cultural and tribal cultural resources.

ATTACHMENT C

San Francisco Housing Element EIR, San Francisco, 2020-2021

Cultural chapters author. Wrote chapters on potential environmental impacts to Cultural Resources (archaeology only) and Tribal Cultural Resources. Researched archaeological and historical past of San Francisco and the development of the city. Based on the past and environmental conditions, analyzed potential impacts to cultural and tribal cultural resources.

567 Airport Boulevard Initial Study—EW-PG Airport Owner, Burlingame, 2020-2021

Cultural chapters author. Wrote chapters on potential environmental impacts to Cultural Resources (archaeology only) and Tribal Cultural Resources. Researched archaeological and historical past of Burlingame and the development of the city. Based on the past and environmental conditions, analyzed potential impacts to cultural and tribal cultural resources.

San Rafael Transit Center Environmental Impact Report – City of San Rafael, CA, 2020-2021.

Cultural chapters author. Wrote chapters on potential environmental impacts to Cultural Resources and Tribal Cultural Resources. Researched archaeological and historical past of San Rafael and the development of the city. Based on the past and environmental conditions, analyzed potential impacts to cultural and tribal cultural resources.

San Francisco Public Utilities Commission (SFPUC) Bay Corridor Transmission and Distribution Project (BCTD), Rail Track/Illinois Archaeological Monitoring Report, 2021-2022.

Archaeologist. Excavated early 20th century seawall and monitored infrastructure construction. Edited Phase II archaeological monitoring results report.

Alemany Boulevard Pavement Renovation and Sewer Replacement Project – San Francisco Public Utilities Commission, San Francisco, CA, 2021.

Lead author. Analyzed and summarized archaeological monitoring logs to write report for monitoring project replacing water infrastructure.

Transbay Block 9 Archaeological Monitoring—Essex Homes, San Francisco, CA, 2016-2019.

Project Director. While at PaleoWest/WSA, in accordance with the project's construction permit, Dr. Wildt was responsible for overall project direction and oversight, preparation of the scope of work, budget, reporting oversight, QA/QC, client and agency coordination for construction of a 43-story tower. She co-authored the archaeological results report for the City and County of San Francisco for the testing and monitoring phases. The project used a consolidated version of the Section 106 process agreed to by the Memorandum of Agreement between the Federal Transit Administration, the Federal Transit Administration, and the Federal Railroad Administration, and the California State Historic Preservation Officer; San Francisco Office of Community Investment was the lead agency.

Dublin Boulevard Extension—City of Dublin, CA, 2017-2019.

Co-Principal Investigator, Co-Project Director. While at PaleoWest, Dr. Wildt co-directed a project for the Cities of Dublin and Livermore and the County of Alameda. They were constructing a 1.5-mile extension of Dublin Boulevard to meet North Canyons Parkway. The project is receiving funding from FHWA through Caltrans and must therefore comply with Section 106 of the NHPA and Caltrans cultural resources policy. It must also comply with CEQA. In support of the project's Section 106 of the NHPA obligations, Dr. Wildt prepared SB-18 letters for the City of Dublin, met with Caltrans District 4 and City of Dublin staff to develop a survey plan, and co-authored the project's archaeological survey report and historic property survey report.

ATTACHMENT C

Years of Experience

Professional start date: 06/2009
ICF start date: 06/2009

Education

MS, Environmental Management, University of San Francisco, 2013

BA (summa cum laude), Environmental Studies (minor in Resource Management), University of Washington, 2009

Professional Affiliations

Association of Environmental Professionals (2010 – Present)

Association of Women in Water, Energy, and Environment (2020 – 2021)

Laura Yoon, MS

Managing Director

Ms. Yoon is an air quality and climate change managing director with experience in preparing criteria pollutant and greenhouse gas (GHG) inventories for both public and private sector projects. She focuses on technical modeling and report preparation in support of California Environmental Quality Act (CEQA), National Environmental Policy Act (NEPA), and recent GHG legislation. Laura's expertise includes air quality impact studies; conformity analyses; dispersion modeling and health risk assessments; GHG inventories; and climate action plan (CAP) development. She has served as the technical lead and project manager for numerous air quality and climate change analyses throughout California. Prior project work provides a solid background for understanding and evaluating air quality, climate change, and energy impacts from projects.

Project Experience

San Francisco Giants Mission Rock Seawall Lot 337 Pier 48 EIR—Seawall Lot 37 Associates LLC, San Francisco, CA, 2013 – 2016

Air quality and climate change specialist. Laura served as technical analyst for CEQA review, conducting the air quality analysis, HRA, and climate change analysis. Seawall Lot 337, LLC proposes a mixed-use, multiphase waterfront development of Seawall Lot 337, rehabilitation/reuse of Pier 48, and construction of associated open spaces, public access areas, assembly areas, and an internal grid of new streets and utilities. In total, the project would include approximately 3.6 million gross square feet of flexible development including residential, commercial, and retail uses.

Central Bay O&M Facility IS/MND—Water Emergency Transportation Authority (WETA), Alameda County, California, 2013

Air Quality and Climate Change Specialist. Laura prepared the IS/MND to assess emissions associated with construction and operation of WETA's new central bay operations and maintenance facility. Construction activities involve both on-shore and in-water activities. She estimated emissions using URBMEIS 2007 and current emissions standards for marine diesel engines. Laura quantified operational emissions from employee vehicle trips and maintenance activities. Laura also discussed GHGs generated by facility water and electricity usage, as well as wastewater production.

South Delta Temporary Construction Barriers—DWR, San Joaquin County, California, 2010

Air Quality and Climate Change Specialist. Laura analyzed emissions associated with the biannual installation and removal of rock barriers in the South Delta. On-shore equipment was modeled using URBMEIS, while emissions from tugboats and dredges were estimated using emission factors based on the most federal standards for marine diesel engines.

Lower Missouri River Dredging EIS—U.S. Army Corps of Engineers, Missouri, 2009 – 2011

Air Quality and Climate Change Analyst. Laura prepared the air quality and climate change chapter of the EIS. She quantified emissions from commercial dredger and tugboats using emission factors based on the most federal standards for marine diesel engines. She also quantified emissions from on-shore earthmoving equipment, processing facilities, and truck traffic using the EPA's NONROAD emissions model.

Manchester Subsea Cable Project—RTI Infrastructure, Inc., Mendocino County, California

Lead Air Quality and GHG Analyst. Laura led the air quality and GHG analyst for this MND evaluating a subsea fiber-optic cable routed from Asia to the United States and proposed to land in Mendocino County. She is evaluated terrestrial construction and maintenance activities using the CalEEMod, EMFAC, EPA's AP 4.2, and other accepted tools. Marine emissions generated up to 24 nautical miles offshore were quantified using marine emission factors from the CARB.

Grover Beach Subsea Cable Project—RTI Infrastructure, Inc., San Luis Obispo County, California

Lead Air Quality and GHG Analyst. Laura led the air quality and GHG analyst for this MND evaluating a subsea fiber-optic cable routed from Asia to the United States and proposed to land in San Luis Obispo County. Approach and analysis was similar to describe for the Manchester project.

Eureka Subsea Cable Landing MND— RTI Infrastructure, Inc., Eureka, California

Lead Air Quality and GHG Analyst. Laura led the air quality and GHG analyst for this MND evaluating a subsea fiber-optic cable routed from Asia to the United States and proposed to land in Samoa. Approach and analysis was similar to describe for the Manchester project.

Belmont General Plan and Specific Plan EIR—City of Belmont, CA, 2017 – 2019

Lead Air Quality and Climate Change Specialist. Laura prepared the air quality and climate change chapters for the City of Belmont's 2035 General Plan Update and Belmont Village Specific Plan. Construction emissions from buildout of both the General Plan and Specific Plan were estimated using CalEEMod. Air quality and GHG impacts from motor vehicles operating within the General Plan and Specific Plan areas were evaluated using the CT-EMFAC2014 model whereas area and energy emissions were estimated using CalEEMod. Carbon monoxide hot-spots from increased traffic were modeled using the CALINE4 dispersion model. The analysis also evaluated health risks from receptor exposure to asbestos containing material and particulate matter. GHG emissions from buildout of the General Plan were evaluated by examining consistency of the plan, which includes the CAP, with the recommendations of the California Air Resources Board.

Bayhill Specific Plan EIR—City of San Bruno, San Bruno, CA, 2018 – 2021

Air Quality and Climate Change Specialist. Laura oversaw the air quality and climate change chapters for the EIR. The Bayhill Specific Plan will outline a cohesive, long-term, community driven vision for this key district, that is home to the largest cluster of offices in San Bruno, including headquarters of YouTube, as well as several other uses. Construction and operational emissions were quantified using CalEEMod, EMFAC, the EPA's AP 4.2, and other accepted tools. A detailed health risk assessment was also prepared to analyze potential receptor exposure to diesel emissions generated during construction of the new YouTube headquarters.

Greenhouse Gas Mitigation Measures and California Emissions Estimator Model—Sacramento Metropolitan Air Quality Management District, California, 2020 – 2022

Project manager. Laura led a team of ICF subject matter experts and three subconsultants to incorporate climate adaptation and environmental justice into the California Air Pollution Control Officers Association (CAPCOA) *Quantifying Greenhouse Gas Mitigation Measures* handbook and to expand the GHG reduction measures to reflect the latest methodologies and best practices. Concurrently, ICF transformed CalEEMod into a web-based platform that integrated the updated Handbook to help mainstream climate adaptation and public health planning into project-level analysis.

ATTACHMENT C

Jean Banker

Vice President, Transportation Delivery/Stakeholder Liaison

Jean Banker has 30 years' experience as a public service and transportation policy professional. Before joining Mott MacDonald five years ago, Jean worked at the Port of Oakland in the executive office overseeing the three revenue businesses: Maritime, Aviation and Commercial Real Estate and in the Maritime division as finance and administrative manager. As Principal Assistant to the Executive Director she performed Port-wide policy and program development and led and coordinated the planning and implementation of strategic plans and special projects. She was also the Deputy Executive Director (DED), Acting Maritime Director, and a Manager of Finance and Administration for the maritime division. Jean was the project manager for the first port-related Public-Private Partnership (P3) in the US that brought the Port a $60M upfront payment. Prior to the Port, she worked at the New York Metropolitan Transportation Authority (MTA) where she managed, planned, and secured the funding for the capital program for all the MTA agencies; buses, subways, commuter rail, bridges, and tunnels. Jean is a seasoned project manager and helps grow three different practices: Ports and Coastal, Transportation Planning, and Advisory.

SELECTED EXPERIENCE

Author, American Society of Civil Engineers (ASCE): Coasts Oceans, Ports, Rivers Institute (COPRI)

Authored a white paper titled "submitting successful grant applications for Ports." The paper outlined several winning strategies based on interviews with subject matter experts.

Consultant, National City Marine Terminal Planning, San Diego Unified Port District

Identified and analyzed the impact of possible financial, business, and infrastructure improvements to the district's National City Marine Terminal. The report provided short, medium, and long-term recommendations to improve the financial success of the district's land holdings and increase cargo.

Principal Assistant, Maritime Special Projects, Port of Oakland

Led several maritime related initiatives including: Leading strategic planning; convening a Port Efficiency Task Force for seaport stakeholders; implementing an intelligent transportation system (ITS) project that tracks wait time for trucks; grant-making for a major grade separation capital project; creating partnership of local entities to improve goods movement; leading emergency preparedness activities such as developing a comprehensive emergency plan and managing incident command system (ICS) training and functional exercises and operations.

Years of Experience

30

Education

MPP, Public Policy with an emphasis in Transportation, Harvard University, JFK School of Government, Cambridge, MA, 1994

BA, Socio-Cultural Anthropology, Vassar College, Poughkeepsie, NY, 1987

Executive Development Course, New York University, Wagner Rudin Center for Transportation Policy, 2006

Women's Transportation Seminar (WTS) San Francisco (SF) Chapter Leadership program 2015

Affiliations

WTS – SF Chapter President, 2020-2022
- VP, 2018-2020
- Treasurer, 2014-2018

Expertise

Stakeholder engagement

Transportation policy

Grant Management

Business analysis

Strategic planning

Capital Program Management

MOTT MACDONALD

Deputy Executive Director, Asset Management, Port of Oakland

Oversaw the engineering, information technology (IT), social responsibility, human resources (HR) and environmental departments of the Port. Worked with American Association of Port Authorities (AAPA) consultants to determine best practices in asset management for ports. This project introduced the concept and processes needed for successful asset management implementation and the Port developed training and educational opportunities for Port staff to learn how asset management may help their work.

Manager and Acting Director – Maritime Division, Maritime Capital Development, Port of Oakland

As Manager and Acting Director of the Maritime division was the project manager for a completed public private partnership with a terminal operator during the recession of 2008l. Negotiated new and revised leases with Maritime tenants and planned for several large capital developments including a redevelopment of 180 acres of former Army Base property, and a new 4000 sq ft cold storage facility. Managed state and federal grant making processes for an upgrade of electrical infrastructure to allow ships to connect to the electrical grid while at berth; a new rail facility expanding capacity at the Port; a new grade separation project to remove truck congestion during train movements, and several Federal Emergency Management Agency (FEMA) security grants. Represented Oakland as coordinator for the California Association of Port Authorities and served as co-chair of the California and Pacific Northwest Ports Tariff and Practices committee; and served as member of the Port's Strategic Planning Task Force, the Information Technology Advisory Committee, and on the Board of Pacific Transportation Association.

Consultant, Operational Readiness for Silicon Valley Berryessa Extension (BSV Ph I), Santa Clara Valley Transportation Authority (VTA)

Assisted VTA staff to strategically prepare for oversight, management, and operations for the first phase of the Bay Area Rapid Transit (BART) rail extension to San Jose. BART will operate the service for VTA, the asset owner, and will manage the station campuses. Responsible for coordinating all stakeholders who will be managing, maintaining, and operating the assets associated with the phase I extension. Developed a governance structure and is laying out the details of scope, schedule, and budget for staff and other third-party contracts needed to efficiently manage the extension assets.

Consultant, Capital Program Support, Alameda Corridor Express (ACE)/San Joaquin Regional Railway

Helped ACE staff manage and progress their $1.3 billion capital program including several new station developments and service expansion. Working closely with agency consultants, acted as an extension of staff to ensure that the agency complies with funding requirements and that projects are progressing on schedule and budget.

Deputy Director, Capital Program Planning and Funding, MTA

Planned, collected, monitored and reported on sources of funds for the capital improvement program for all MTA agencies; New York City Transit, Long Island Rail Road, Metro North Railroad, Bridges and Tunnels, Capital Construction Company, and MTA Bus Company. Developed and wrote the MTA Financial Capacity Assessment which justified to the Federal Transit Administration the $10 billion cost of two regional expansion projects and resulted in awards of over $3 billion in Federal New Start Grants; coordinated Federal Emergency Management Agency grants for reconstruction of property damaged by the terrorist attacks of September 11, 2001. Participated in Transportation Improvement Program development for the Metropolitan Planning Organization and represented the MTA with other governmental and regulatory agencies on a variety of political and financial issues.

ATTACHMENT C

MOTT MACDONALD

Scott Fenical, PE, D.CE, D.PE

Coastal Practice Leader, Vice President

Scott Fenical serves as Coastal and Maritime Practice Leader in the Americas for Mott MacDonald. Scott has 25 years of professional experience specializing in coastal processes analysis and numerical modeling, shoreline protection, marine habitat design, dredging, scour protection, vessel hydrodynamics, mooring analysis, ship maneuvering/berthing, and navigation hazards evaluation. Scott's coastal analysis experience includes development, verification, and application of advanced numerical models to simulate tidal and river current circulation, sediment transport under waves and currents, water quality, and wind-wave generation and transformation. Scott's maritime specialty analysis includes deep-draft vessel pressure fields, high-speed ferry wakes, propeller/jet wash, static/dynamic mooring analysis, floating structure motion/loading, passing ship hydrodynamic loading, and ship maneuvering and berthing. He prepares and reviews engineering plans and specifications for scour and shoreline protection, coastal structures including breakwaters, groins, revetments and beach nourishment, and dredging.

SELECTED EXPERIENCE

Project Manager, Ferry Terminal EIRs in San Francisco Bay, Water Emergency Transportation Authority (WETA)

Performed coastal engineering analysis and numerical modeling in support of Environmental Impact Reports for new high-speed ferry terminals at South San Francisco, Richmond, Redwood City and Antioch, CA.

Project Manager, Ferry Terminal EIRs in San Francisco Bay, WETA

Performed coastal engineering analysis and numerical modeling in support of Environmental Impact Reports for new high-speed ferry terminals at South San Francisco, Richmond, Redwood City and Antioch, CA.

Project Manager, Redwood City Ferry Terminal Concept Design, Port of Redwood City

Conducted coastal processes analysis (winds, waves, tides) and wake wash impact analysis to determine potential impacts to shorelines and biological resources along proposed ferry route.

Project Manager, Central Bay Operations and Maintenance Facility, WETA

Concept design of dredging and float layouts, and coastal analysis (winds, waves, currents, tides) for WETA's primary operations facility for all Bay Area ferries.

Years of Experience

27

Education

B.S., Mechanical Engineering, University of California, Santa Barbara, 1994

MS, Ocean Engineering, Texas A&M University, 1996

Registrations/ Certifications

Professional Engineer

CA, 59466, 1999

Affiliations

American Society of Civil Engineers (ASCE)

Author, ASCE Mooring Subcommittee

Member, ASCE Ports & Harbors Committee

Academy of Coastal, Ocean, Port & Navigation Engineers (ACOPNE): Diplomate in Coastal Engineering

Academy of Coastal, Ocean, Port & Navigation Engineers (ACOPNE): Diplomate in Port Engineering

Expertise

Wake Impact Assessment

Beach/Marsh Erosion

Coastal Processes

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MOTT MACDONALD

Project Manager, North Bay Operations and Maintenance Facility, WETA (Baylink)
Evaluated proposed float layouts, sea level rise and peak river stage/tide analysis, circulation modeling, and 3D modeling of wave/current loads.

Project Manager, Berkeley Pier Ferry Terminal Feasibility Study, City of Berkeley
Performed coastal analysis, dredging evaluation, maneuvering evaluation and concept design of new ferry terminal at rehabilitated municipal pier.

Project Manager, Berkeley Ferry Terminal, City of Berkeley
Performed concept design of navigation channel and breakwater and coastal analysis for new passenger ferry terminal, including coastal modeling and wake wash analysis.

Project Manager, Hercules Ferry Terminal, WETA
Performed concept design of navigation channel, coastal processes analysis and dredging/sedimentation evaluation for new passenger ferry terminal.

Project Manager, Richmond Ferry Terminal, WETA
Performed concept design of navigation channel and coastal analysis for new passenger ferry terminal.

Project Manager, Antioch Ferry Terminal, WETA
Performed concept design of navigation channel and coastal analysis for new passenger ferry terminal.

Project Manager, Port of Oakland Water Taxi Feasibility Study, Port of Oakland
Conducted feasibility study for new water taxi terminal in the Inner Harbor Waterway, including coastal processes (winds, waves, tides), concept design of float layout and vessel wake field data collection.

Project Manager, Pier 52 Boat Launch and Small Craft Floats, Port of San Francisco
Responsible for coastal processes analysis and design of boat launch, low-freeboard small craft floats and shore protection structure.

Project Manager, Mission Bay Ferry Landing Sediment Transport and Scour Analysis, Port of San Francisco
Performed coastal processes analysis, sediment transport evaluation, remediation area recontamination and propwash/scour evaluation for proposed new ferry terminal adjacent to the Golden State Warriors stadium.

Senior Technical Advisor, Washington State Ferries System-Wide Sea Level Rise Impact Assessment, Washington State Department of Transportation (WSDOT)
Reviewed and directed coastal processes analysis, numerical modeling of wave transformation, operational downtime analysis, future storm impact evaluation, and assisted in development of a planning tool for the ferry system to use in making future design decisions as ferry terminals in the system require upgrades or replacement to properly account for future conditions under climate change.

Project Manager, Kingston Ferry Terminal Scour Analysis, Washington State Ferries
Managed coastal processes analysis, propwash CFD modeling, scour analysis, and evaluation of rock stability for previous scour protection installation.

Project Engineer, Keystone Ferry Terminal Wave Protection Analysis, WSDOT
Performed wind evaluation, wave growth and transformation modeling, Puget Sound circulation modeling, and conceptual design of jetty modifications to reduce wave penetration.

ATTACHMENT C

Jongwon Lee, PhD, PE

Technical Principal - Geoseismic

Dr. Jongwon Lee is a geo-seismic expert with 14 years of industry experience. He has led geo-seismic tasks for a range of high-profile projects around the world for various structures including nuclear power plants. Jongwon uses the latest techniques in seismic hazard study involving seismic source and ground motion characterizations and their uncertainty modelling in probabilistic seismic hazard analyses (PSHA), seismic site response analyses along with developing dynamic soil properties and ground motion time histories. He also has expertise in liquefaction susceptibility and seismic slope stability developing empirical correlation models. He leads a new center of gravity in Mott MacDonald's growing geo-seismic offering from its downtown San Francisco office.

SELECTED EXPERIENCE

Geoseismic Technical Principal, Piers 39 to 45 Sediment Remediation, Port of San Francisco

Responsible for review of geoseismic evaluations of the proposed remediation design approaches in support of Pacific Gas & Electric Company's environmental remediation activities between Piers 39 and 45 in San Francisco. The relevant review items included geotechnical investigation, mediation approaches, and their associated seismic evaluation including slope stability subject to a design basis earthquake.

Geoseismic Technical Principal, Portable Emergency Firefighting Water System (PEFWS) Pipeline Project, San Francisco Public Utilities Commission (SFPUC)

Responsible for geoseismic tasks for geotechnical evaluation report in support of Conceptual Engineering Report (CER) that include site-specific deterministic and probabilistic seismic hazard assessments incorporating directivity effects; developing design response spectra per ASCE7-16 and ASCE41-17. Also, include evaluations of liquefaction potential and seismic slope stability, and estimating seismic earth pressures and earthquake-induced settlement.

Geoseismic Technical Principal, Downtown Rail Extension (DTX), Transbay Joint Powers Authority (TJPA)

As a subject matter expert responsible for developing geoseismic sections of Design Criteria Manual (DCM) and overseeing geoseismic tasks for compliance. DTX is a 1.3-mile rail extension between Salesforce Transit Center and Caltrain commuter rail terminus at Fourth and King streets, and below grade using cut-and-cover and mined tunneling methods underneath Townsend and Second Streets in San Francisco.

Years of Experience

14

Education

PhD, Civil Engineering (Geotechnical), University of Michigan, 2009

MS, Civil Engineering (Structural), University of Michigan, 2005

BE, Civil Engineering, Inha University, Korea, 2002

Registrations/ Certifications

Professional Engineer (Civil), CA, #83674

Professional Engineer (Civil), MI, #6201058952

Affiliations

Seismological Society of America

Earthquake Engineering Research Institute

Consortium of Organizations for Strong Motion Observation Systems

Expertise

Seismic Hazard Assessment

Ground Motions

Seismic-induced Soil Liquefaction

Seismic Slope Stability

MOTT MACDONALD

Geoseismic Technical Principal, Sepulveda Transit Corridor Partners (STCP), Los Angeles County Metropolitan Transportation Authority (LA Metro)

Responsible for performing geoseismic tasks including site-specific probabilistic seismic hazard assessment and ground motions development. LA Metro contracted STCP in the collaborative planning and design of a new fixed-guideway transit line, approximately 14.7-mile long, connecting the San Fernando Valley to the Westside through the Santa Monica Mountains.

Geoseismic Technical Principal, Bay Area Rapid Transit (BART) Silicon Valley Phase II (BSVII) Extension Project, Santa Clara Valley Transportation Authority

Responsible for developing geoseismic sections of DCM based on BART Facilities Standards and overseeing geoseismic tasks including ground modeling, seismic hazard assessment, site response analysis, liquefaction evaluation, and estimation of seismic lateral earth pressure. The peer review panel included Dr. Norm Abrahamson for seismic hazards and ground motions. The BSVII Extension is a 6.5-mile BART system extension from north San José through downtown San José to Santa Clara.

Geoseismic Technical Principal, 7th Street Grade Separation Projects, Port of Oakland

Responsible for geoseismic review of the design work packages that include code-compliant seismic design parameters and liquefaction susceptibility evaluations. The 7th Street corridor is one of three major gateways to the Port area for trucks and for Railroads. With Railroad crossings at grade and trucks moving in three different directions at the heart of Port property, the intersection of Maritime and 7th St. is frequently the most congested locations in all of Oakland, which will be alleviated through the projects.

Geoseismic Technical Principal, Port of Portland Terminal 6 Assessment, Port of Portland

Responsible for geoseismic aspects of the desktop assessment, basis of design, and concept design work of wharf structures for accommodating the updated loadings from mobile harbor cranes in Terminal 6.

Senior Seismic Engineer, Seismic Hazard Assessment and Development of Design Ground Motions for The Transbay Parcel F Tower, HKS Architects, Inc

Responsible for developing site-specific risk-targeted Maximum Considered Earthquake spectra and a suite of design ground motion time histories, for which PSHA incorporating near-fault effect (forward directivity) per Jack Baker's probabilistic approach were performed in addition to conventional PSHA. The Tower is a 61-story mixed-use building located in downtown.

Senior Seismic Engineer, Central Bayside System Improvement Project (CBSIP), San Francisco Public Utilities Commission

Responsible for technical support on site-specific design ground motions for soil-structure-interaction (SSI) analyses and estimating soil lateral displacements. The work scope included SSI modeling for a 110-foot diameter, 180-foot deep shaft in a variable-thickness Bay Mud site.

Senior Seismic Engineer, Mariposa Pump Station Improvements, San Francisco Public Works

Responsible for developing site-specific design ground motions for structure-soil-structure- interaction (SSSI) analyses for the proposed pump station. The site response analyses were performed using a computer program, LS-DYNA to propagate the design-level bedrock motions per ASCE7 through the overlying local soils reflecting the characteristics of the site's dynamic responses.

Seismic Engineer, Estimation of Earthquake-Induced Settlement for Gerald Desmond Bridge Replacement, Port of Long Beach

Responsible for performing settlement analyses and sensitivity analyses to identify sources of differences in liquefaction-induced settlements estimated by three investigators for this 2000-foot-long, 6-lane signature cable-stayed bridge (1000-foot main span in the Port of Long Beach.

ATTACHMENT C

Justin Semion, PWS

Technical Services Director

YEARS OF EXPERIENCE
23

EDUCATION
M.B.A., Sustainable Management, Presidio Graduate School

B.S., Resource Ecology and Management, University of Michigan

LICENSES / CERTIFICATIONS
Professional Wetland Scientist (#2072)

PROFESSIONAL AFFILIATIONS
Association of Environmental Professionals

Member, Port of San Francisco Waterfront Plan Resilience Advisory Team

Restoration Subcommittee Member, Subtidal Habitats Goals Project, California Coastal Conservancy

Member, Bay Planning Coalition (Dredging and Beneficial Reuse Committee)

SPECIALIZED TRAINING
Ecosystem Services Valuation, International Society of Sustainability Professionals, January – April 2014

Section 7 Endangered Species Act Biological Assessment Workshop, U.S. Fish and Wildlife Service, June 2007

San Francisco Bay Eelgrass Workshop, November 2006

wra Environmental Consultants

Justin Semion serves as a Principal and is WRA's Technical Services Director with more than 20 years of experience in regulatory permitting and San Francisco Bay and Delta aquatic resources ecology. Justin's experience with environmental permitting agencies includes the entire suite of regional, state, and federal agencies with jurisdiction over San Francisco Bay and Estuary. He also regularly leads implementing permit compliance, as well as mitigation and monitoring requirements of these permits. He has also managed the completion of CEQA and NEPA documentation for federal, state, and local municipalities and private organizations. He regularly applies this knowledge to help clients implement practical solutions that help move projects forward and achieve ecological goals.

RELEVANT PROJECT EXPERIENCE

Port of Redwood City | San Mateo County, California
Redwood City Ferry Terminal Assessment | Project Manager

Justin managed the completion of a biological resources assessment and impacts analysis for a previously proposed location for the Redwood City Ferry Terminal at the Port of Redwood City. The assessment identified sensitive habitats and special status species that may be impacted by construction and operation and developed strategies for addressing these potential impacts. The analysis included an assessment of alternative ferry locations, and an analysis of potential wave and wake impacts to sensitive biological habitats on nearby Bair and Greco Islands. Justin also prepared an analysis of regulatory agency permitting requirements for the proposed terminal location. WRA's Biological Resources Assessment was incorporated into the Preliminary Assessment for the Port's proposed ferry terminal.

California State University Maritime Academy | Vallejo, California
Waterfront Master Plan EIR | Principal-in-Charge

The Cal Maritime Waterfront Master Plan includes reconstruction of the pier berthing Cal Maritime Training Ship Golden Bear, reconfiguration and expansion of the boat basin, waterfront recreation improvements and shoreline habitat enhancements. As a subconsultant to Ascent Environmental, WRA is completing EIR sections related to hydrology and water quality as well as biological resources. WRA is also providing support for permit planning to meet a tight project schedule ahead of delivery of a new training ship which will be berthed at the reconstructed pier. Justin is the Principal in Charge of the project overseeing project delivery and technical details related to permitting and the EIR sections.

Silicon Valley Clean Water I Redwood City, California
Conveyance System RESCU Program | Principal-in-Charge

Silicon Valley Clean Water (SVCW) is replacing its aging sewage conveyance system, which brings raw waste from member cities to the SVCW waste treatment plant. The City of Redwood City is SVCW's majority stakeholder. The program involves multiple design build projects within the treatment plant, within local right of way, and within federal land located on Inner Bair Island. Justin is responsible for overseeing permit strategy, obtaining regulatory permits, CEQA and NEPA biological resource impact assessment, ecological best management practices, and environmental compliance during construction. These responsibilities apply to each of the four separate design build contracts as part of the

ATTACHMENT C

program. He also leads management of engagement with the U.S. Fish and Wildlife Service (USFWS) Don Edwards National Wildlife Refuge, a critical stakeholder for a portion of the SVCW conveyance system.

Golden Gate Bridge, Highway and Transportation District | Corte Madera, California

Corte Madera Tidal Marsh Restoration | Principal in Charge

WRA designed and managed four acres of restored tidal marsh and a quarter acre of restored seasonal wetland located within the District's 72-acre property adjacent to the Corte Madera Ecological Reserve. The project fulfils mitigation requirements from the District's previous Larkspur Ferry Terminal expansion project and provides restored tidal marsh habitat for Federal-listed species such as the California Ridgway's Rail and the salt marsh harvest mouse. The project design includes a new public trail segment adjacent to the restored tidal marsh and public amenities such as benches and interpretive panels. Justin assumed the role of principal in charge in 2020, and oversaw the completion of construction as well as monitoring and adaptive management at the site. Project construction was completed in January 2021 and WRA is currently managing and monitoring the site during the five-year monitoring period. Based in large part on active maintenance during the monitoring period by WRA's subsidiary restoration contractor, the site is ahead of schedule for meeting the monitoring criteria.

Cross Bay Transit Partners | San Mateo and Alameda Counties, California

Dumbarton Rail Corridor | Principal-in-Charge

San Mateo County Transit District partnered with Cross Bay Transit Partners to advance the exploration of feasible, modern transit options along the Dumbarton Rail Corridor, which includes a railroad crossing over San Francisco Bay that is more than 100 years old and passes through a National Wildlife Refuge. The rail corridor included a proposed temporary marine terminal staging area at the proposed location of the Redwood City Ferry terminal. As a subconsultant to Circlepoint, WRA was responsible for developing biological constraints and impacts analyses, developing the permitting strategy for the project, and leading technical discussions as part of the project's robust stakeholder outreach program. Justin was WRA's Principal-in-Charge of the project, leading the project's biological resources and permitting strategy development and discussions with environmental stakeholders.

Cargill | Newark, California

Cargill Salt Permitting and Compliance | Principal-in-Charge

Cargill Salt operates approximately 12,000 acres of solar salt production ponds in Newark. Maintenance and operations of the salt production system requires work within tidal waters and wetlands, as well as habitat for endangered species. WRA has worked with Cargill managing permitting and permit compliance for more than 25 years. This includes managing compliance with existing programmatic permits issued by the U.S. Army Corps of Engineers, USFWS, San Francisco Bay Conservation Development Commission, and the Regional Water Quality Control Board. WRA assists in reporting on operations and maintenance work, providing input on application of best management practices, and obtaining new permits periodically for work that is not covered under the programmatic permits. Justin began leading this effort for WRA in 2018 and is ongoing.

Port of San Francisco/Jacobs | San Francisco, California

Seawall Resiliency Project | Principal-in-Charge

The Port of San Francisco is in the process of planning for the rehabilitation and reconstruction of approximately 3 miles of seawall that forms the backbone for the City's waterfront infrastructure, transportation, public access, and public safety. The project will ultimately address seismic safety risks, emergency management, sea-level rise, public access, and aquatic resources enhancement along the reach of shoreline. As a subconsultant to Jacobs, Justin leads the WRA team in identifying biological and aquatic resources constraints and opportunities, assessing biological impacts, developing regulatory permitting strategy, and ultimately securing permits for project implementation.

San Francisco Bay Area Water Emergency Transportation Authority | Alameda, California

Central Bay Operations and Maintenance Facility | Principal-in-Charge

The San Francisco Bay Area Water Emergency Transportation Authority (WETA) is building a new operations and maintenance facility for trans-bay ferries near Alameda Point in Alameda. Justin is the principal in charge of the project overseeing marine mammal monitoring during pile driving and dredging as per the project's Incidental Harassment Authorization from the National Marine Fisheries Services (NMFS, which requires two simultaneous observers), and surveys for the listed California least tern in accordance with the project's Biological Opinion.

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Jordan Rosencranz, DEnv, CE, CERPIT, PWS *(in renewal)*

Wetland and Vegetation Ecology Practice Leader

YEARS OF EXPERIENCE
15

EDUCATION
DEnv, Environmental Science and Engineering, University of California, Los Angeles

MS, Environmental Health Sciences, University of California, Los Angeles

BS, Wildlife Management and Conservation, Humboldt State University

LICENSES / CERTIFICATIONS
Certified Ecological Restoration Practitioner in Training (CERPIT), Society for Ecological Restoration, #212

Professional Wetland Scientist (#2892) Society of Wetland Scientists Certification Program, Inc. **currently in renewal*

CERTIFIED ECOLOGIST, ECOLOGICAL SOCIETY OF AMERICA (ESA)SPECIALIZED TRAINING
16-Hour Advanced Wetland Delineation Training

40-Hour Basic Wetland Delineation Training

wra Environmental Consultants

Dr. Jordan Rosencranz is a wetland ecologist with 15 years of professional, academic, and government experience and serves as WRA's Wetland and Vegetation Ecology Practice Leader. Jordan contributes to regulatory permitting and natural resource assessment efforts for a wide variety of projects and works across disciplines to solve complex environmental challenges. He is experienced in climate change vulnerability assessments and adaptation solutions, especially those related to sea-level rise issues affecting tidal wetlands in California. As a Southwest Climate Science Center fellow, Jordan worked as a research ecologist in the U.S. Geological Survey Western Ecological Research Center on applied conservation research projects in tidal wetland habitats, specifically on the vulnerability of salt marsh obligate bird species such as the California Ridgway's rail and Belding's savannah sparrow. He continues to conduct research to help managers assess salt marsh vulnerabilities, as well as develop sea-level rise adaptation strategies, especially thin-layer sediment augmentation. That work resulted in several lead and co-authored peer-reviewed publications.

RELEVANT PROJECT EXPERIENCE

California Coastal Conservancy | Novato, California

Bel Marin Keys V Restoration | Project Manager

The project restores an approximately 1,600-acre parcel to a mixture of tidal marsh, seasonal wetlands, alkali meadows, and uplands. WRA is part of the construction management team, assisting with the implementation of Phase 1 construction including reviewing project plans and specifications for details, management of environmental compliance requirements, construction oversight for alkali and seasonal wetland construction, and interface with the contractor for restoration goals.

Ecosystems Investment Partners | Solano County, California

Lookout Slough Restoration | Wetland Ecologist, Permitting Specialist

This is an expansive, multi-benefit restoration project located in the North Delta's Cache Slough Complex. The state-funded work will restore approximately 3,165 acres of subtidal channels and tidal wetlands by breaching and relocating an U.S. Army Corps of Engineers (USACE) flood control levee. Benefiting numerous threatened and endangered species, including Delta smelt, Chinook salmon and steelhead, the project will also provide important improvements for regional flood capacity. WRA is providing restoration design services, complete baseline biological reports, regulatory permitting, and preparation of the appropriate California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) documents. Jordan reviewed relevant research, digitized potential reference tidal creeks, and contacted several tidal freshwater salt marsh experts to assist with the planning and design of tidal creek geometries. He also assisted in preparing a permit application package for submittal to federal and state regulatory agencies.

Children's Health Council | Palo Alto, California

San Francisquito Creek Bank Restoration, Task Manager

Erosion of San Francisquito Creek within the Children's Health Council (CHC) facility has resulted in a loss of CHC property and outdoor learning area, as well as unstable creek banks. WRA was retained to design and implement a bank stabilization design that would minimize

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impacts to special-status species known to occur within this watercourse. Given the location of bank stabilization work within jurisdictional waters and the presence of federal- and state-listed species, this effort required consultation and permits from regulatory agencies including the USACE, Regional Water Quality Control Board, California Department of Fish and Wildlife (CDFW), and National Marine Fisheries Service, as well as consultative approval by stakeholders including the San Francisquito Creek Joint Powers Authority, Santa Clara Valley Water District, and Stanford University, who leases the property to CHC. Jordan was task manager for a key part of the city permitting process that involved obtaining a Building Permit for a shear pin wall.

Wetland Resources | Santa Barbara County, California

Elsie Gridley Mitigation Bank | Permitting Specialist

The Elsie Gridley Mitigation Bank is the second largest mitigation bank in California at more than 1,800 acres and is a central component of the largest contiguous vernal pool preserve in the United States. The project included preservation of approximately 390 acres of existing wetlands, including seasonal wetlands, vernal pools, alkali playa pools, and marshes. The bank is approved by five different agencies and covers two different districts of the USACE. In addition, the bank sells both numerous species credits such as California tiger salamander (CTS), vernal pool crustaceans, Swainson's hawk, and burrowing owl, as well as wetland credits to offset impacts under the Clean Water Act. Jordan was task manager for a key part of the permitting phase that required agency negotiations with CDFW and U.S. Fish and Wildlife Service related to a CTS relocation plan. His work ultimately resulted in getting a California Endangered Species Act concurrence, and construction was able to start on schedule.

Private Client | Sonoma County, California

Confidential Mitigation Bank, Permitting Specialist

Working with a local Bay Area landowner, WRA assisted in the process of entitling the mitigation bank along the Petaluma River that would restore historical tidal wetlands, an intermittent stream, and wet meadow habitat to agricultural fields that had been drained and diked. The proposed restoration will also benefit numerous plant and wildlife species including Ridgway's rail, California black rail, salt marsh harvest mouse, several fish species, and California red-legged frog. Jordan prepared a regulatory permit package including a Section 1602 Lake and Stream Bed Alteration Agreement, Section 404 Nationwide Permit 27, and Section 401 Water Quality Certification. He also provided expertise for the conceptual design of the project.

West County Transportation Agency | Santa Rosa, California

West Robles Avenue Development, Permitting Specialist

In an effort to consolidate bus and employee parking, the client purchased an adjacent parcel with the intent of constructing a new parking lot facility. The parcel contained sensitive habitat and designated critical habitat for California tiger salamander (CTS). WRA provided biological surveys, mitigation, and regulatory permitting services. The project required environmental permitting with the USACE (Individual Permit and 404(b)(1) analysis), RWQCB, USFWS, and CDFW. Jordan prepared several permit application components for this project, including a section 2081 Incidental Take Permit, Section 404(b)1 alternatives analysis.

Private Client | Marinwood, California

The Oaks Assisted Living Development | Wetland Ecologist

This project aims to develop a several hundred unit assisted living center in Marinwood, and received local approvals over a decade ago, but was never constructed. WRA helped the development team update past biological studies on the property and obtained permits for the project from several regulatory agencies. In addition, WRA developed restoration design plans for wetland, riparian, and native grassland habitat restoration on the site. Jordan prepared a response to a request from the Regional Water Quality Control Board (RWQCB) to analyze the practicability of on-site and several off-site alternatives that could avoid impacting a seasonal wetland, riparian habitat, and non-wetland waters of the state. He also prepared a habitat mitigation and monitoring plan detailing on-site riparian, wetland, and tree mitigation that was accepted by the regulatory agencies.

ATTACHMENT C

Jason Yakich

Senior Biologist

YEARS OF EXPERIENCE
22

EDUCATION
M.S., Biology (Marine Biology), San Francisco State University

B.A., Biology, University of California, Santa Cruz

PERMITS/SPECIALIZED TRAINING
USFWS 10(a)1(A) Recovery Permit

TE-58760A-0

- California Ridgway's (clapper) rail (active surveys)
- California tiger salamander (larval surveys)
- Vernal pool branchiopods

California Department of Fish and Wildlife Scientific Collecting Permit MOUs

- California black rail (active surveys)
- California tiger salamander (larval surveys)

Airport Wildlife Hazard Management Workshop, Embry-Riddle Aeronautical University, 2011

Fairy Shrimp of California Identification Course, 2010

wra Environmental Consultants

Jason Yakich earned a Master's degree in Biology (marine biology focus) from San Francisco State University, and a Bachelor's degree in Biology from UC Santa Cruz. He has over 20 years of experience as a wildlife biologist with a particular focus in avian biology.

At WRA, Jason is responsible for managing and participating in and diverse field activities including site assessments, surveys and habitat assessments for special-status species, nesting bird surveys, and biological monitoring. He prepares and oversees many types of work products and technical reports and assures permit compliance for a wide array of public and private projects that range from construction of single-family residences to broad-scale development and mitigation projects. Jason has permit authorizations from the U.S. Fish and Wildlife Service and/or California Department of Fish and Wildlife to conduct active (call-playback) surveys for California Ridgway's (formerly clapper) rail (CRR) and California black rail (CBR), larval surveys for California tiger salamander, and surveys for listed vernal pool branchiopods (fairy shrimps, tadpole shrimp).

RELEVANT PROJECT EXPERIENCE

San Francisco Bay Area Water Emergency Transportation Authority | Alameda, California

Central Bay Operations and Maintenance Facility, Biologist

WETA built a new operations and maintenance facility for trans-bay ferries near Alameda Point in Alameda. Jason was the primary biologist handling biological resource compliance issues for the project. His work included overseeing marine mammal monitoring during pile driving and dredging in compliance with the project's Incidental Harassment Authorization from the National Marine Fisheries Service (NMFS, which required two simultaneous observers) and conducting surveys for the listed California least tern in accordance with the project's Biological Opinion.

San Francisco Bay Area Water Emergency Transportation Authority | San Francisco, California

San Francisco Ferry Terminal Expansion Project, Biologist

To support existing and future planned water transit and emergency services operated by WETA, the ferry berthing capacity at the San Francisco Ferry Terminal was expanded. The project included construction of three new gates and overwater berthing facilities, as well as related landside improvements and the construction of new facilities. Jason was responsible for biological resources compliance issues for the project. His primary work involved overseeing marine mammal monitoring during pile driving and dredging in compliance with the project's Incidental Harassment Authorization from NMFS. Jason was also the Designated Representative/Biologist under the project's Incidental Take Permit from the California Department of Fish and Wildlife (CDFW) and managed other compliance documentation duties.

Transportation Authority of Marin | Larkspur, California

Central Marin Ferry Connection Multi-Use Pathway Phase 1 | Biologist

The Transportation Authority of Marin sponsored the construction a new multi-use pathway intended to further promote non-motorized commute alternatives and enhance travel within the City of Larkspur in Marin County. A portion of the pathway's footprint is located within a

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patch of tidal marsh near the mouth of Corte Madera Creek, and WRA was responsible for the protection of sensitive biological resources as per the project's permits. Jason was the project manager and primary biologist on the project; his duties included leading two consecutive years of protocol-level surveys for CRR and CBR, coordinating biological monitoring, supervising tidal marsh re-vegetation at the site, and handling correspondence with the regulatory agencies. This project was completed in the winter of 2015 with no take of listed species.

Cargill | Redwood City, California

Redwood City Saltworks Biological Baseline Study, Biologist

Jason led a broad, ongoing avian survey effort at a salt production facility in South San Francisco Bay from 2009 to 2012. The purpose of the survey effort is to document existing conditions in wildlife utilization. The survey effort has included: 1) waterbird surveys focused on species identification, enumeration, and activity; 2) breeding bird surveys in tidal marsh habitats using point-count methodology; 3) a habitat assessment for western snowy plover; 4) a habitat assessment for California clapper rail; and 5) general documentation of use of the site by other wildlife, including special-status and non-special-status species. Jason is responsible for the waterbird and tidal marsh breeding bird survey designs and has participated in all aspects of field work at the site to date, as well as the analysis of all survey data and contributions to biological resource documents.

Silicon Valley Clean Water | Redwood City, California

48-inch Force Main Project, Biologist

Silicon Valley Clean Water (SVCW; formerly SBSA) is undertaking the 48-inch Force Main Reliability Improvement Project. The existing 2.5-mile section of force main sewer pipeline crosses several jurisdictions, and a number of environments, including urban and wetland areas. For the portion of the pipeline within Inner Bair Island, Jason has led both reconnaissance and protocol-level survey efforts for California Ridgway's rail (CRR), including handling relevant agency correspondence. Jason has also conducted biological monitoring at the site.

The Exploratorium | San Francisco, California

Exploratorium Relocation Project, Biologist

The Exploratorium is a children's science education institution located in San Francisco and relocated the former museum to Piers 15 and 17 along The Embarcadero. The relocation involved repair, replacement, and expansion of the existing piers, including pier support piles and decking. Jason conducted biological monitoring for marine mammals and Pacific herring spawning during pile driving activities as required by NMFS and the California Department of Fish and Game and authored a monitoring summary report that was submitted to NMFS. Jason also obtained and led the implementation of a Wildlife Depredation Permit from the U.S. Fish and Wildlife Service. This permit allowed for the limited management of western gulls nesting within active work areas to reduce health and safety hazards to workers. The project was completed successfully.

MOTCO | Concord, California

Marine Ocean Terminal Concord Pier 3 Repair Project, Biologist

To extend its operational capacity and support ammunition transhipment missions, Pier 3 at the Military Ocean Terminal Concord (MOTCO) required substantial repairs. Over 1,500 timber piles supporting the pier were infested by marine borers and required cleaning followed by the installation of non-reactive high-density polyethylene jackets. Partnered with Power Engineering Construction, WRA provided biological services over the duration of the project, which occurred in two distinct phases. Jason was the project manager and oversaw daily biological monitoring, turbidity monitoring, pre-construction surveys for listed species, and other regulatory permit compliance efforts. Jason also handled post-construction compliance reporting to the USFWS and NMFS. Both phases of the project were completed successfully on schedule.

City of Larkspur | Marin County, California

Bon Air Bridge Rehabilitation Project, Biologist

The Bon Air Bridge spans Corte Madera Creek in Marin County, providing a critically important link between Larkspur and adjacent communities. The bridge was replaced correcting structural deficiencies to provide a stable and safe structure. WRA provided biological services throughout the pre- and construction phases of the project, and Jason served as the project manager and primary biologist. Relevant services included multiple years of surveys for the federal and state listed CRR, biological monitoring for salt-marsh harvest mouse during vegetation removal and related activities and monitoring to avoid impacts to marine mammals during pile driving.

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Rei Scampavia, PhD

Biologist

YEARS OF EXPERIENCE
9

EDUCATION
Ph.D., Entomology, University of California, Davis

B.A., Biology, Mills College

PROFESSIONAL PERMITS
USFWS10(a)(1)(A) Recovery Permit, Listed Large Branchiopod Species, #TE67250D-0

LICENSES / CERTIFICATIONS
Adult and Pediatric First Aid/CPR/AED, 2019

SPECIALIZED TRAINING
Basic Wetland Delineation Training (40 hr), 2019

Vernal Pool Branchiopod Identification and Field Survey Course with Mary Belk and Carol Witham, 2019

California Department of Fish and Wildlife Pacific Herring Construction Monitoring Training, 2018

Mine and Health Safety Administration (MSHA) Part 46 New Miner Training, 2019

wra
Environmental Consultants

Rei Scampavia specializes in plant, wetland, and invertebrate ecology and holds a Ph.D. in Entomology. At WRA, Rei conducts wetland delineations and biological resource assessments; assists in permitting and fish salvage/relocation efforts; and supports a variety of projects requiring invertebrate expertise and/or data analysis and management.

RELEVANT PROJECT EXPERIENCE

Cross Bay Transit Partners | San Mateo and Alameda Counties, California
Dumbarton Rail Corridor | Biologist

San Mateo County Transit District partnered with Cross Bay Transit Partners to advance the exploration of feasible, modern transit options along the Dumbarton Rail Corridor, which includes a railroad crossing over San Francisco Bay that is more than 100 years old and passes through a National Wildlife Refuge. WRA led all biological technical studies and environmental permitting tasks pertaining to the future project. This included extensive mapping of biological habitats and identifying biological constraints on project design and construction. Rei assisted with an analysis of potential permitting constraints, mapping of vegetation communities and invasive plants, mapping of aquatic resources, and investigations for geotechnical activities.

East Bay Regional Park District | Hayward, California
Restore Hayward Marsh | Wetland Specialist/Botanist

The Park District is planning to restore approximately 145 acres of wastewater treatment ponds constructed along the Hayward Regional Shoreline in the 1980s. The project's primary goals are to enhance wildlife habitat, plan for sea level rise, improve public access opportunities, and make management of the site more sustainable. Under contract to an engineering design firm, WRA is leading the environmental aspects of the planning phase. Rei is the lead wetland specialist/botanist for the project. She led the field team in completing a wetland delineation and land cover mapping of the 300-acre study area. Rei was primary author and data manager of the wetland delineation report and is authoring sections of the Biological Resources Technical Report that will support development of the project's environmental document, anticipated to be an Initial Study/Mitigated Negative Declaration or Environmental Impact Report.

Cargill Salt | Newark and Redwood City, California
Permitting and Maintenance Project | Biologist

One of two sea salt works left in the United States, Cargill contains approximately 8,000 acres of evaporation ponds devoted to salt production in South San Francisco Bay, California. Maintenance and operations of the salt production system requires work within tidal waters and wetlands, as well as habitat for endangered species. WRA has worked with Cargill managing permitting and permit compliance for more than 25 years. This includes managing compliance with existing programmatic permits issued by the Corps of Engineers, USFWS, BCDC, and RWQCB, assistance in reporting on operations and maintenance work, providing input on application of best management practices, and obtaining new permits periodically for work that is not covered under the programmatic permits. Rei has updated the BCDC permit application to reflect changes in projected sea level rise. She also assisted in drafting of the Biological Assessment. Rei assists with compliance monitoring, including salt

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marsh harvest mouse exclusion fence inspections and vegetation removal monitoring, related to the construction of the Plummer Slough Bridge.

Power Engineering | San Francisco, California

Treasure Island/Yerba Buena Island Redevelopment | Biologist

This project involves the conversion of 460-acres of the former Naval Base Treasure Island to mixed-use development, a ferry terminal, parks, and open space sponsored by the City of San Francisco and a consortium of private developers. It is one of the largest and most visible projects in the San Francisco Bay Area in the last 30 years. The project requires shoreline improvements and construction of a new ferry terminal located within an existing Anchorage Zone designated by the U.S. Coast Guard. In accordance with project permits, Rei has conducted marine mammal monitoring during pile driving with both impact and vibratory hammers.

Confidential Client | Contra Costa County, California

Antioch Wharf Rehabilitation | Permitting Specialist

WRA is assisting an undisclosed client with repair of an aging receiving wharf in Antioch, California. Regulatory authorization with the Corps, NMFS, USFWS, CDFW, and RWQCB will be required prior to the start of construction due to the project's location at the mouth of the California Delta and presence of several endangered species in the area. WRA's permitting work also includes application to State Lands Commission for a new General Lease for Industrial Use. Rei assisted in permit application preparation and submission to Corps and the State Lands Commission.

Private Client | Alameda County, California

Alameda Point Project | Biologist

The project includes modifications to Main Street in the City of Alameda to accommodate projected sea level rise. WRA was contracted to perform wildlife surveys and mitigation compliance services for the redevelopment and reuse of approximately 878-acres of former Naval Air Station Alameda. Rei assisted in demarcating potential jurisdictional wetlands in a public open space between Willie Stargell Avenue and Atlantic Avenue prior to commencement of construction activities to ensure avoidance of these features.

Town of Hillsborough | Hillsborough, California

Sandra Hayne Storm Drain Replacement and Creek Daylighting | Biologist

The Town of Hillsborough is improving lower reaches of Cherry Creek to address energy dissipation of flows from the upper reaches of Cherry Creek through upgrades and replacement of headwalls, culverts, tunnels, and failing corrugated metal storm drains to handle stormwater flows from the surrounding developed areas. In addition to replacing the failing storm drains, the project purpose is to restore a section of Cherry Creek to a more natural state. WRA responsible for regulatory permitting, surveys, a biological resources assessment, wetland delineation, and preparation of California Environmental Quality Act (CEQA) documentation and a Habitat Restoration and Monitoring Plan. Rei is assisting with the preparation of permit applications for Corps, CDFW, and RWQCB in support of this ongoing project.

City of East Palo Alto | San Mateo County, California

Runnymede Storm Drain Phase II and O'Connor Pump Station Outfall Structure Repair | Project Manager/Biologist

To improve local water conveyance and reduce the potential for flood events, the Runnymede Storm Drain was constructed to alleviate flooding along the urban/bay interface in East Palo Alto. Working with the City and its engineers, WRA assisted in developing alternatives to reduce project impacts to wetlands. WRA completed a biological resources evaluation, CEQA Initial Study and Mitigated Negative Declaration (IS/MND), regulatory permitting compliance, and construction monitoring, particularly for Salt Marsh Harvest Mouse and California Ridgway's rail. Rei conducted the Year 2 annual monitoring, and currently manages the five-year mitigation monitoring to comply with permit conditions. The monitoring period is currently underway and she most recently assisted the City to obtain approval for minor project improvements to install trash control screening at the pump station and update the outfall flap gates to redirect flows.

ATTACHMENT C

FEHR PEERS

Franziska Church, AICP, PTP

Principal, Fehr & Peers

Franziska has proven an effective project manager for various transportation studies in California and Hawaii. She has been responsible for the successful completion of transportation impact studies, environmental impact reports, specific plans, transit area plans, parking studies, and various traffic calming and traffic engineering studies.

Franziska has a long history of working on complex CEQA transportation impact as well as planning studies within Redwood City. Recent project examples include the Transit District and Plan-wide Amendments in the Downtown Precise Plan area, the Housing Element General Plan Amendment, RWCmoves, South Main Street Mixed-Use development, SB 743 Implementation, and development of the City's Transportation Analysis Manual. She continues to serve as senior oversight for our transportation On-Call for the City of Saratoga, where Fehr & Peers serve as staff extension and represent the City on the Traffic Safety Commission.

SELECTED EXPERIENCE

Principal-in-Charge, Transit District General Plan Amendment, City of Redwood City.

The project includes the amendment of the Redwood City General Plan and Downtown Precise Plan (DTPP) to accommodate growth in jobs and housing with a relocated Transit Center for trains and buses in downtown Redwood City. Franziska's role included close collaboration with the project team and City staff to develop the VMT analysis framework and transportation system improvements.

Deputy Project Manager, RWCmoves, City of Redwood City

RWCmoves, Redwood City's Citywide Transportation Plan features a vision for a safe, multimodal, and accessible transportation network that minimizes environmental and neighborhood impacts, and provides a strategic, innovative, and solutions-oriented approach to transportation that can meet the mobility needs of all. The development of the plan included a multifaceted outreach effort to target all area and demographics of the community.

Principal-in-Charge, South Main Street Mixed-Use Development, City of Redwood City

The study evaluated potential comprehensive, multimodal improvements within the triangular-shaped area bounded by El Camino Real, Maple Street, and Main Street south of downtown Redwood City. Some of the proposed improvements studied in VISSIM. include consolidating off-set intersections, removal of one at-grade railroad crossing, consolidating SR 84 southbound ramps, and road closures/realignment.

Years of Experience

17

Years with Fehr & Peers

17

Education

MURP, Transportation Planning, California State University, San Jose, 2005

BA, Environmental Studies, University of California Santa Cruz, 2001

Registrations/ Certifications

American Institute of Certified Planners (AICP)

Professional Transportation Planner (PTP)

Expertise

CEQA Transportation Impact Analysis

Citywide Transportation Plans

Traffic Operations Analysis

Multi-Modal Access

Parking Analysis

Traffic Calming

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FEHR PEERS

Principal-in-Charge, South Main Circulation Study, City of Redwood City

The study evaluated potential comprehensive, multimodal improvements within the triangular-shaped area bounded by El Camino Real, Maple Street, and Main Street south of downtown Redwood City. Some of the proposed improvements studied in VISSIM. include consolidating off-set intersections, removal of one at-grade railroad crossing, consolidating SR 84 southbound ramps, and road closures/realignments

Project Planner, General Plan Update and EIR, City of Redwood City

Fehr & Peers prepared the Circulation Element update to the Redwood City General plan as part of a multi-disciplinary team. Fehr & Peers worked closely with other team members and city staff to develop policies and programs to address all travel modes, including pedestrians, bicycles, buses, trains, automobiles, and trucks. A unique aspect of this circulation element was development of street typologies that consider the local context and prioritize different travel modes for each corridor to ensure a balanced multi-modal transportation network. The typologies would provide a network of “complete streets” that accommodate the various travel modes.

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COWI

James Connolly

Senior Marine Engineer

Mr. Connolly's waterfront engineering experience includes structural design and permitting of ferry terminals, piers, wharves, and other shoreline structures. With more than 20 years of experience in the design of waterfront facilities, James's experience similar to the Port of Redwood City Ferry Terminal Environmental Review Services project includes providing engineering input for the Mission Bay Ferry Landing EIR and permitting.

SELECTED EXPERIENCE

Project Principal, Alameda Main Street Replacement, WETA

The project is a part of Water Emergency Transportation Authority's (WETA) vision to develop, operate and manage an expanded and enhanced regionwide ferry system that provides a reliable, state-of-the-art and attractive transportation option for the Bay Area. James led the planning, design and permitting of the Alameda Main Street Ferry terminal replacement. Improvements include new steel float, guide piles, donut fender piles, gangway, access bridge, potable water, lighting, and shore power system.

Lead Marine Engineer, Redwood City Ferry Terminal Financial Feasibility Study, City & Port Redwood City

As Lead Marine Engineer, James was responsible for developing ferry terminal alternative layouts for the Redwood City Ferry Terminal. Provided evaluation of pros and cons for each layout and associated construction costs.

Project Manager, Richmond Ferry Terminal, WETA

COWI provided structural and geotechnical design and analysis for replacing guide piles at the terminal, in addition to providing input for permitting. Responsibilities included coordinating structural, coastal, geotechnical, civil, electrical, and mechanical designs. James led the design of concreate float, guide piles, gangway, and passenger shelter. Also led design of ferry plaza and parking lot.

Project Manager, Mission Bay Ferry Terminal, Port of San Francisco

The Mission Bay Ferry Landing project, in the Mission Bay Area of San Francisco's southern waterfront, is an essential component of the City's program to expand transportation infrastructure to support growing transit needs and serve the Golden State Warriors arena. The project included designing a new ferry landing and water taxi landing, which is expected to serve over 6,000 passengers per day. James was responsible for the design of floating dock, gangway, access pier, passenger shelter, dredging, and shoreside ferry plaza. Led project through the EIR process and permitting by BCDC, USACE, RWQCB, and DMMO. Provided bid and construction support services during Phase 1 – Demo & Dredging. Phase 2 – Terminal Construction is scheduled for 2023-24.

Years of Experience
22

Years with COWI
22

Education
M.S., Structural Engineering. University of California, Berkeley, 2000.

B.S., Civil Engineering. University of Illinois at Champaign-Urbana, 1999.

Registrations/ Certifications
Registered Civil Engineer, 2003, CA C64532

Registered Structural Engineer, 2007, CA S5037

LEED Accredited Professional, 2009

California Emergency Management Agency (CalEMA) Safety Assessment Program

Expertise
Structural, Marine, and Coastal Engineering

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COWI

Project Manager, Alameda Sea Plane Lagoon Ferry Terminal, City of Alameda

The Seaplane Lagoon Ferry Terminal is part of an overall strategy for reducing traffic congestion Alameda by creating a Transbay transit hub in the heart of Alameda Point. As Project Manager, James led the design of waterside components of the new Ferry Terminal. His responsibilities also included structural design of the new ferry float, gangway, guide piles, access pier, canopy structure, and shoreside ADA access ramps, in addition to coordinating integration of electrical and mechanical utilities servicing the design vessels.

Project Principal, East Bay Ferry Terminals Renovation Projects, WETA

In addition to providing condition assessment of Clay Street, Alameda Main Street, and Harbor Bay Ferry Terminals, COWI was responsible for developing conceptual repairs for any necessary repairs or upgrades based on the evaluations. As Project Principal, James was responsible for the renovation of the three East Bay ferry terminals. Prepared design build procurement documents for terminal renovations including replacement piles, new fenders, new ADA-compliant gangway and boarding ramps, electrical upgrades, and miscellaneous structural repairs. Obtained agency approval and permits for construction at each site.

Project Engineer, Port of Redwood City Wharves 1 and 2 Replacement Project, Port of Redwood City

COWI led a modernization project to upgrade Wharves 1 & 2. This replacement project included demolition of an existing timber wharf and construction of a new concrete wharf, coordinating site investigations, and streamlining the permit process with multiple agencies. James' responsibilities included design review of the design-build documents for the replacement concrete wharf and seawall at the aggregate offloading terminal.

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Jessica Rivas

Senior Waterfront Engineer

Ms. Rivas has twelve years of experience in the design of ferry terminals, piers, and port facilities. She also has experience in fender systems, floodwalls and marine concrete repairs and designed in accordance with AASHTO, USACE, ASCE, CAN/CSA, S6-06, NYBC and other jurisdictional requirements. She has been responsible for the design and permitting of numerous projects on behalf of WETA. She has worked on all phases of planning, design, and construction including conceptual layout, analysis, detailed design, construction document preparation, specification preparation, agency approval, construction observation and construction management.

Years of Experience
12

Years with COWI
12

Education
B.S., Civil Engineering, San Jose State University, 2007

Registrations/ Certifications
Transportation Worker Identification Credential (TWIC)

Affiliations
Structural Engineers Association of Northern California (SEAONC)

Society of Women Engineers (SWE)

Expertise
Structural and Marine Engineering

SELECTED EXPERIENCE

Project Manager, Alameda Main Street Replacement, WETA

WETA retained COWI, as the prime firm managing three subconsultants, to provide pre-construction, final design, and construction phase services for a replacement terminal with improved post seismic performance. The project is a part of Water Emergency Transportation Authority's (WETA) vision to develop, operate and manage an expanded and enhanced regionwide ferry system that provides a reliable, state-of-the-art and attractive transportation option for the Bay Area. Jessica led the design of the new steel float new steel float, guide piles, donut fender piles, gangway, and access bridge. She was also responsible for input provided to the environmental team including project description, existing and new shade area calculations, construction schedule, and input on construction equipment.

Project Manager, Alameda Harbor Bay Ferry Landing, Alameda, WETA

COWI provided structural and geotechnical design and analysis for replacing guide piles at the terminal, in addition to providing input for permitting. Jessica's responsibilities included the final design and analysis of the donut fender piles and final specifications, as well as assisting with obtaining regulatory permits for the installation of piles. Additional responsibilities included participating in the review panel during bid process, review of contractor submittal and participating in the contractors site visit.

Project Manager, Main Street Terminal and Vallejo Terminal Modification Study, WETA

Responsibilities included the assessment of existing terminal upgrades to public access areas such as ADA access ramps and gangway, fixed piers, and steel float for Main Street Terminal. Similar duties applied to Vallejo Terminal along with the assessment of reconfiguring and relocating terminal to avoid high siltation area.

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COWI

Project Engineer, Pier 48.5 Temporary Ferry Landing, WETA/Port of San Francisco

Responsibilities included construction administration (review of 100% calculations, shop drawings, welder's qualification, and material grades) for San Francisco's Pier 48.5 Temporary Ferry Landing that services the new Chase Center.

Project Manager, East Bay Ferry Terminals Renovation Projects, WETA

As part of an effort to improve ferry service, WETA retained COWI to undertake improvements modifying the terminals to allow safe berthing of various ferry vessels in WETA's fleet, provide improved ADA access, and make repairs needed to extend the service life of each berthing facility. Jessica was responsible for preparing the technical RFP specifications and drawings for three Ferry Terminal Landings, which required the installation of new steel pipe piles, installation of new ADA ramps, installation of typical/corner fenders, and relocation of steel float. Assisted with regulatory permits (BCDC, USACE, POA, and SFRWQCB), as well as assisting with Request for Information and Submittal Reviews. She also provided construction management services overseeing the award and construction on behalf of WETA.

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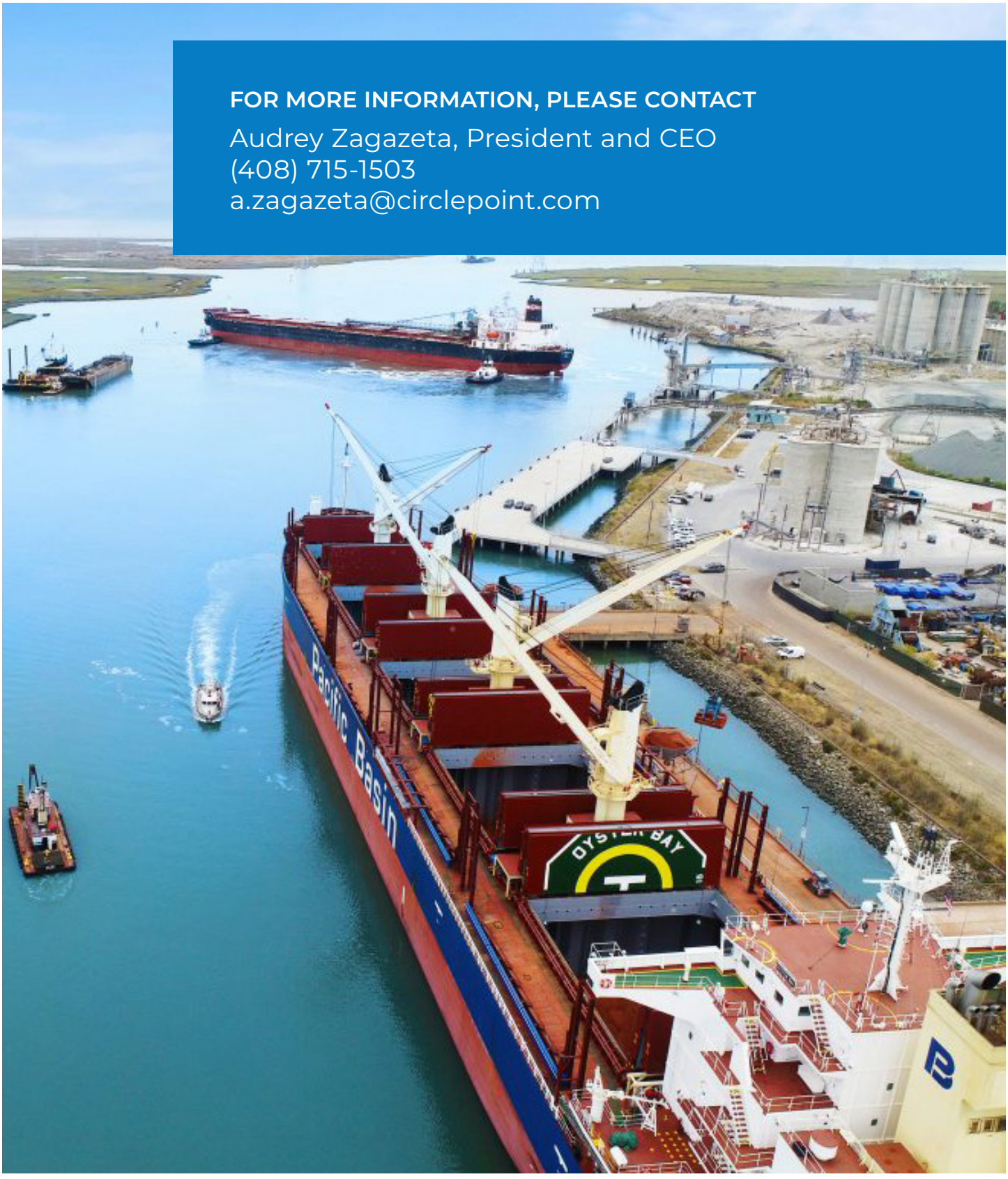

FOR MORE INFORMATION, PLEASE CONTACT

Audrey Zagazeta, President and CEO
(408) 715-1503
a.zagazeta@circlepoint.com

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200 Webster Street, Suite 200
Oakland, CA 94607

www.circlepoint.com

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Jacobs

Challenging today.
Reinventing tomorrow.

Redwood City Ferry Project
Environmental Review Services

February 9, 2023

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San Francisco, CA 94111
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www.jacobs.com

February 9, 2023

Kristine Zortman, Executive Director
Port of Redwood City
Phone: (650) 306-4150
Email: kzortman@redwoodcityport.com

Subject: Request for Proposals – Professional Consulting Services Redwood City Ferry Project

Dear Ms. Zortman,

The Redwood City Ferry is integral to a comprehensive water transit network serving the San Francisco Bay Area. A core component of this plan is developing service further South along the peninsula and the South Bay. Completing the Port of Redwood City Ferry Terminal project is essential to establishing a regional network. The Jacobs Engineering Group Inc. (Jacobs) project team brings the technical expertise, local knowledge, and strong relationships with the key regulatory agencies needed to deliver the project.

With over 75 years of history as a Northern California and national firm, Jacobs offers the Port of Redwood City (Port) access to our multidisciplinary resources and staff to best address your project's needs. We have successfully delivered environmental documents for transportation projects for various clients throughout Northern California. Our relevant projects include ferry terminal development work for Golden Gate Ferry (Larkspur), WETA (Alameda Main Street and San Francisco), and Caltrans District 4 (the Real McCoy Ferry in the Delta); consistent success with environmental clearance and permitting for Bay Area transportation and coastal/waterfront projects (Caltrans District 4, PG&E, SFPUC, water districts); and a strong track record working on Port and marine terminal projects (Port of Oakland, Port of San Francisco).

Incorporating stakeholder and community feedback in the project development process is a key component for successful delivery. Our public outreach team has extensive experience in Redwood City and with waterfront development projects and is prepared to hit the ground running. Our team is led by the following:

Project Management: Michael Gebman, Ph.D., PE, brings 20 years of experience in design, construction, project management, and resident engineering for large-scale marine and transportation infrastructure projects, including storm surge barriers, flood gates, sea walls, US Navy pier structures, bridges, floating structures, bridge foundation demolition, and ferry terminals. He designed the post-tensioned reinforced concrete pontoon for the Richmond WETA ferry terminal and is a subject matter expert for the Alameda Main Street Ferry Terminal Replacement project. In his work with the Richmond terminal, he learned firsthand the importance of adequately sizing project features in the EIR phase. The pontoon width was set during the environmental phase. In the design phase, numerous components along the pontoon ends had to overlap, such as bollards, water rescue ladders, embeds for fenders, and pile collars. This overlapping worked; however, construction was challenging due to the high density of embeds needed within the reinforcement. An additional 3 feet of width would have benefitted the design and construction.

Outreach and Stakeholder Engagement: Eileen Goodwin from Apex Strategies has been shepherding outreach and building consensus for the Larkspur Ferry Terminal and the San Rafael Transit Center. She has conducted extensive public outreach for Redwood City and other South Bay communities. Her understanding of what is required to forge consensus on sensitive projects will help foster project understanding and acceptance with stakeholders and the community.

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San Francisco, CA 94111
415.356.2040
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Environmental Clearance: Loretta Meyer managed environmental services for transportation and infrastructure projects at the Port of Oakland for ten years and brings over 30 years of Port, marine, and shoreline transportation projects, including ferry terminals. Loretta will provide strategic guidance to successfully deliver the environmental document for this project. She and our in-house environmental team have worked on the Larkspur Ferry Terminal project for the Golden Gate Highway and Bridge District and continuously for Caltrans District 4 on numerous in-water construction projects in coastal areas and San Francisco Bay (Real McCoy Ferry, San Rafael Harbor Bridge Replacement) for almost 20 years. She has a deep understanding of how to navigate the CEQA/NEPA and agency permitting process through her projects in the broader North Bay. This experience will streamline environmental clearance for projects from strategic planning and conceptual and engineering design through permit issuance.

Susanne von Rosenberg, PE brings decades of experience and will coordinate CEQA documentation, based on her recent experience preparing the EIR/EIS for the Port of Redwood City and USACE's Harbor Navigation Improvements project and the Cargill Salt Environmental Assessment. **Claudio Fassardi,** our in-house naval architect, and coastal engineer is currently leading the Larkspur Ferry Terminal wake and shoreline erosion and sea level rise analyses. **Kevin Fisher,** our biology lead, has 22 years of experience working with regulatory agencies for large projects in SF Bay and is an expert in wetlands, endangered species, and aquatic resources analysis. He recently led the preparation of a Natural Environments Study on Bair Island. Our Jacobs team is currently working for BCDC on securing environmental clearance for a Cargill Salt development along the South Bay shoreline. **Ellen Johnck,** former Executive Director of the Bay Planning Coalition, is currently providing environmental services to the Port of Redwood City and has regulatory agency outreach and permitting experience working with BCDC, USACE, CDFW, and the SF Water Board.

Maximizing Local Subconsultant Participation with Specialist Expertise. Our partners provide specialty skills that enhance our ability to respond to Port requirements and fulfill our commitment to support diversity and small businesses. Each project will have its specific needs and specialties, and we have assembled a team of subconsultants with a long history of working on similar projects. Our solid relationships and communication with these firms allow us to collaborate and keep the project on schedule and on budget with high-quality deliverables.

Full Commitment and Immediate Availability of our team's key staff and depth of resources translate into responsiveness from a team to commence work as soon as requested. We look forward to the opportunity to discuss our qualifications with you. If you have any questions or wish to discuss this proposal further, please contact Michael Gebman at 858.336.3440 (cell) or Michael.Gebman@jacobs.com.

Sincerely,

Jacobs Engineering Group Inc.

Michael Gebman, PhD, PE
Project Manager

Table of Contents

1. Firm Overview

Founded in 1947, Jacobs is one of the world's largest professional and technical services providers. With 60,000+ employees worldwide, we offer a comprehensive range of services to assist the Port of Redwood City. Our full-service approach allows us to understand the Port's challenges and unique circumstances, anticipate your needs, and deliver solutions that serve you in the short and long term. Jacobs is currently **Ranked #1 by Engineering News-Record (2022)** for environmental consulting and studies, recognizing the value we provide to clients as a global industry leader.

Jacobs provides CEQA and NEPA environmental planning and project development expertise and delivery, agency negotiation and consultation, fishery biologist experts, coastal engineering, and mitigation services. Our work ranges from small, single-discipline consulting assignments to providing complete, comprehensive suites of environmental planning, design, and operations support services.

Services and Areas of Expertise: The Jacobs team works closely with clients and stakeholders to provide innovative solutions that address issues of natural resource management, biology/ecology, air/water quality, noise impacts, flood risk, transportation/traffic, socioeconomics, social equity, cultural resources, environmental justice, cultural resources, wetland habitats, endangered species, and many other environmental considerations Under CEQA, we provide environmental planning and strategic guidance, technical expertise, agency consultation, and mitigation services.

With offices in San Jose, Oakland, and San Francisco, Jacobs has provided local environmental expertise on numerous transportation projects, including 20 years on the Port of Oakland on-call environmental planning contract and on Caltrans District 4 Environmental Services contracts in the Bay Area and are currently leading the Port of San Francisco's Waterfront Resilience Plan.

Size and Local Organization Structure: While Jacobs draws on global expertise, we are locally focused, working closely with clients, such as Santa Clara Valley Transportation Authority (VTA), WETA, the Port of Oakland, and Caltrans, to successfully deliver their projects. In Northern California, we have 400+ employees, including environmental planners, biologists, coastal engineers, project managers, and transportation planners focused on moving projects seamlessly from concept to approval and delivery.

Capacity and Resources: With over 1,900 employees in California, Jacobs offers a robust reach-back resource pool. When unanticipated needs or challenges arise, our project managers can call upon these resources to provide their technical expertise and skill. The ability to quickly access the right resources ensures faster, more efficient, and cost-effective project delivery. Our capacity and strength as a firm give us an unprecedented ability to deliver comprehensive services that meet clients' needs.

2. Team Experience and Competencies

Jacobs has assembled a Redwood City Ferry Terminal Environmental Review team with technical knowledge encompassing the unique combination of experience this project requires, local insight, and political savvy to overcome obstacles. The Jacobs team offers a unique skill set for this project gained from:

- Our team's track record working with Infrastructure, Transportation, and Maritime clients
- Our comprehensive environmental planning group's success in environmentally clearing and permitting Bay Area projects
- Our team's environmental- and design-focused ferry terminal experience with the Water Emergency Transportation Authority (WETA), the Golden Gate Bridge, Highway, and Transportation District (District), Washington State Ferries, and the Alaska Department of Transportation and Public Facilities
- Our worldwide leadership in transportation infrastructure and transit service design projects
- Building on this, we have partnered with local firms whose insights complement and reinforce our own:

Apex Strategies specializes in developing funding strategies, facilitating interagency collaboration, and tailoring community participation programs. The firm works closely with public and private sector clients to solve complex procedural, community acceptance, and funding challenges that often require innovative and sensitive political solutions. Infrastructure improvement programs and land use issues are the firm's specialty. Apex Strategies is a sole proprietorship established by Eileen Goodwin in 1997. In addition, Ms. Goodwin is recognized statewide and nationally as an expert and innovator in the field of community participation, strategic planning, and public involvement program design. Her over 30 years of professional experience includes political campaign management, marketing, and organization and government management.

CHS Consulting Group is a multimodal transportation planning and engineering firm with a reputation for high-level strategic vision, creative approaches to project delivery, extensive hands-on experience in transportation systems and operations, and attention to detail for the final design. CHS was responsible for the Vision and Blueprint for Water Transportation for the Bay Area Council that created the San Francisco Bay Area Water Emergency Transit Authority (WETA). Since then, CHS has led and participated in the feasibility study of ferry services for San Francisco (Ferry Terminal Expansion), South San Francisco, Martinez, Redwood City, and Google's Mountain View campus. CHS worked closely with DLR as part of the team for the recently completed Long-Term Parking Garage No. 2 at San Francisco International Airport and provided landside transportation planning and engineering design for the Port of San Francisco's James R. Herman Cruise Ship Terminal. CHS is currently on the Jacobs team for the Larkspur Ferry Terminal project.

COWI North America (COWI) is a leader in marine engineering, built on over 90 years of experience in San Francisco Bay. COWI is deeply familiar with the Port of Redwood City Ferry Terminal project, having provided engineering services in support of the Financial Feasibility Study. COWI also recently completed the Two Berth Concept Study on behalf of the Port of Redwood City. This prior knowledge of Port projects will allow COWI to provide the Jacobs team with detailed information on the current terminal concept designs. COWI also has a long history of providing engineering services to the Port of Redwood City. Port projects include Wharves 1 and 2 Replacement Project, Wharves 3 & 4 Mooring & Berthing System Upgrades (both part of a modernization program at the port), Fishing Pier Inspection & Emergency Repair, and First Responder Dock Concept Study. COWI's services on many of the ferry and Port projects included offering services supporting the environmental process.

Ellen Joslin Johnck is a leader in the development of strategies featuring public-private sector collaborations to achieve the objectives of the maritime industry and shoreline business for economic growth and environmental stewardship. Ellen is the "go-to" consultant for planning and permitting of dredging and dredged material placement, marine and shoreside project construction, fish and wildlife habitat restoration, parks and recreation, flood protection and cultural resource documentation, and landscape analysis.

GAIA Consulting, Inc. (GAIA) is a WBE-certified, woman-owned environmental consulting and engineering firm founded in 1993 and located in Napa, California. GAIA specializes in NEPA/CEQA, habitat restoration, and ports and dredging support. We have been assisting the Port with the development and implementation of the 2020 and Beyond Plan since 2018. GAIA's work is focused on near-shore and water resources projects, primarily in the San Francisco Bay Area. GAIA specializes in managing complex, cross-disciplinary, strategy-driven projects. GAIA projects frequently involve broad ranging, engaged stakeholder communities. GAIA brings extensive experience working on projects located in ecologically and culturally sensitive areas. GAIA's work has been predominantly in support of public agencies, including the Port of Oakland, U.S. Army Corps of Engineers, the California State Coastal Conservancy, the California Department of Fish and Game, and Pacific Gas and Electric Company.

DR Reed & Associates Inc. (REED) is a nationally recognized 8(a)-certified, a disadvantaged woman-owned small business specializing in environmental sciences, planning, resource management, impact assessment, surveys and monitoring, adaptive management, and regulatory compliance. The REED team comprises over 30 water resources planners, engineers, economists, scientists, and technical and policy experts with tested expertise across broad services nationwide. The majority of REED staff are former US Army Corps of Engineers (USACE) employees with over 20 years of experience who have served at all levels of the Federal government. The REED team has completed numerous projects in the State of California, ranging from CEQA/NEPA documentation for water resources projects to fisheries monitoring and sediment sampling for dredging projects.

Founded in 1987, **Illingworth & Rodkin, Inc. (I&R)** provides a complete range of consulting services in acoustics, hydroacoustics, and vibration to governmental agencies, private sector clients, and other environmental and design professionals. The firm has completed thousands of projects in the past 35 years in architectural acoustics, community noise and vibration, industrial noise, and vibration control, hydroacoustics, tire/pavement noise research, and air quality studies. The firm is experienced with local, State, and federal environmental regulatory processes. I&R's main office, which will serve the needs of this proposal, is located near Petaluma, California.

Specific Local Experience Preparing Environmental Documentation. The Jacobs team has comprehensive knowledge and experience within the Bay Area, and competency in delivering coastal and SF Bay projects with layers of complexity in terms of sensitive biological and cultural resources and a wealth of engaged stakeholders and regulatory agencies. In working for various regulatory agencies for the past 20 years throughout Northern California and the Bay Area, Jacobs has built an expansive network and relationships with regulatory agencies with jurisdiction within the Port's service area by providing biological surveys, agency consultation, permitting support, and environmental compliance tracking and monitoring. We have conducted environmental projects for a variety of transportation modes, including Ferry, highways, bridge, transit, pedestrian, and multi-modal services, and performed various services, including:

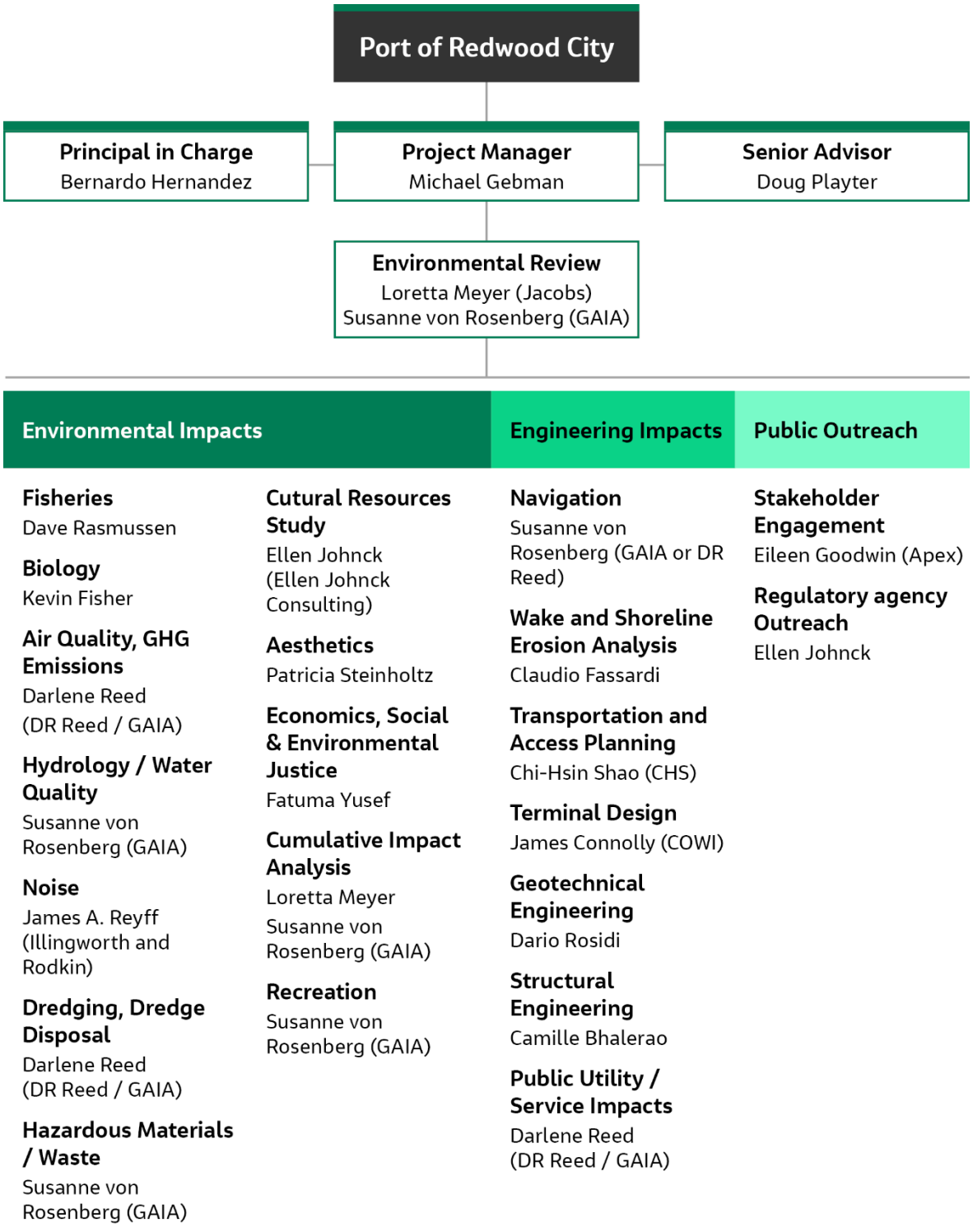
Our Environmental Services include:

- CEQA and regulatory compliance for local Bay Area agencies
- Environmental permitting, including BCDC
- Environmental compliance tracking and specialty monitoring
- Dredge sediment assessment and permitting
- Navigation channel permitting and risk analysis
- Cultural Resources – archaeological, geoarchaeological, historical architecture, and tribal consultation
- Air quality and Greenhouse Gas Emissions studies
- Hydroacoustic Analysis
- Noise and hydroacoustic assessments and studies
- Hydrology and water quality assessments and permitting
- Biological –fisheries, wildlife, botanical, and wetlands surveys and permitting
- Groundwater and catchment management
- Community impacts assessment, environmental justice, and transportation equity
- Community and stakeholder engagement and communication
- Land development, master planning, urban design, and approvals

Commitment to Diversity, Inclusion, and Small Business. Jacobs has a history of strong support and alliance with small, disadvantaged, minority- and women-owned businesses, aligning with our corporate TogetherBeyond global strategy. As an example, we have been key partners with Caltrans District 4's CalMentor program, where Jacobs has mentored small and disadvantaged protégé firms. Several of our protégé firms have graduated from the program and remain our valued partners. For this project, we have teamed with Apex, a woman-owned and small business enterprise (SBE); DR Reed, a woman-owned SBE; Ellen Johnck Consulting, a woman-owned SBE; and GAIA, a woman-owned SBE.

The Jacobs Team

Exhibit 2-1: Organizational Chart



The chart on the following page summarizes our core team's recent collective experience with projects similar in type and scope.

Exhibit 2-2: Our core team's experience

Jacobs Team Experience at a Glance

Projects	Team				Project Type	Scope											
							Alternatives Development, Screening, and Preliminary Design						Environmental Review and Compliance				
	Jacobs	Apex	CHS	GAIA/DR	Water Transit/Waterfront	Stakeholder Engagement & Public Outreach	Alternatives Analysis & Screening	Preliminary Design	Architectural Design	Engineering Design	Travel Demand Forecasting	Traffic, Parking, Circulation	CEQA/NEPA	Transportation	Visual Impact Assessment	Wake and Shoreline Erosion Analysis	Permitting (BCDC, USACE)
Alameda CTC GoPort Program	●		●		●	●	●	●		●	●		●	●			●
Caltrans D4 Environmental – North Counties	●				●	●	●					●	●	●	●	●	●
Central Marin Ferry Connection	●				●	●	●	●		●			●				●
Embarcadero Seawall	●				●	●	●	●		●		●	●	●	●		●
Gateway Park	●				●		●	●		●						●	●
Golden Gate Ferry Terminal Renovations					●		●	●	●								
James R. Herman Cruise Ship Terminal			●		●		●	●		●	●	●	●	●			
Larkspur Ferry Terminal	●	●	●		●	●	●	●		●	●	●	●	●	●	●	●
Port of Redwood City Harbor Navigation Improvements	●			●	●	●	●	●		●		●	●	●		●	
San Rafael Transit Center		●				●	●	●					●				
SFO Long Term Parking Garage 2			●	●				●	●	●	●	●					
San Francisco Ferry Terminal Expansion	●		●		●	●	●	●				●					●
Seattle Multimodal Ferry Terminal at Colman Dock	●				●	●	●	●	●	●							

3. Team Experience

CLIENT
Golden Gate Bridge, Highway and Transportation Port

PROJECT BUDGET
$2,514,000

START DATE: 2020

END DATE: 2023

CONTACT:
Ron Downing,
Director of Planning

Phone:
(415) 257-4583

Email:
rdowning@goldengate.org

Larkspur Ferry Service and Parking Expansion Study

LARKSPUR, CA

Project Description/ Services Provided

Jacobs is currently helping the Golden Gate Bridge, Highway, and Transportation District plan and implement increased ferry service through the highly popular Larkspur Ferry Terminal in Marin County. The project will identify increasing demand for ferry service and develop parking and access solutions that serve ferry customers and decrease congestion along the US-101 corridor.

To meet these goals, the Jacobs team is performing ferry service demand analysis, developing innovative access, and parking structure alternatives, providing environmental analyses and clearance, and supporting a stakeholder outreach and community engagement strategy customized for Larkspur Ferry service patrons and the Marin County community.

Active Transportation Planning

In developing demand forecasts and landside access alternatives, Jacobs is incorporating Travel Demand Strategies that support multi-modal access. This includes assessing potential strategies to reduce parking demand through increased usage by pedestrians and bicycles. Landside access alternative development will identify potential modifications to existing roadways, pedestrian ways, and bikeways, facilitating multi-modal transportation alternatives.

Transit Planning

The project is grounded in transit planning and engineering, as work begins with Jacobs developing 5-, 10- and 20-year ferry demand forecasts. The demand and parking forecasts will be used to develop parking structure alternatives; concurrently, Jacobs will develop evaluation criteria incorporating Port objectives and stakeholder input. Jacobs will develop a preliminary parking structure design for the selected alternative and environmental analyses (including ferry wake wash and erosion analyses) and clearance (CEQA) for the parking structure and increased ferry service. The project will incorporate robust outreach and stakeholder engagement to meet community participation goals.

Personnel on Project

- David Dick – Project Manager
- Loretta Meyer – Environmental Lead
- Claudio Fassardi – Coastal Engineering, wake wash and erosion analyses
- Eileen Goodwin - Apex – Community Outreach and Strategies
- Chi Hsin Chao - CHS Consulting – Ferry Demand Forecasts, Landside access and circulation, multi-modal demand and VMT traffic analysis

CLIENT
Water Emergency Transportation Authority

PROJECT BUDGET
$6M

START DATE: 2/2022

END DATE: 2024

CONTACT:
Chad Mason, Senior Planner/Project Manager

Phone:
(415) 291-3377x745

Email:
mason@watertransit.org

WETA Alameda Main Street Terminal Project

The project requires design and construction to replace the existing steel fabricated float with a new steel fabricated float and new steel pipe guide piles. The project includes a new support system for the existing gangway and consists of a new or refurbished gangway, refurbished electrical and mechanical components, and the future capability to charge electric ferries. The project's first phase will finalize the design-build contract procurement documents and support WETA bringing on the contractor. The project's second phase will include overseeing and coordinating the design-build submittals, beginning construction locally, off-site in the San Francisco Bay, constructing a new float, and finishing construction on-site at the Alameda Main Street Ferry Terminal. Construction off-site will be maximized to reduce the duration that the Alameda Main Street Ferry Terminal is closed, with passengers directed to the Alameda Sea Plane Lagoon Ferry Terminal. Once on-site, the new float will be installed at the exact location as the former float, and new steel pipe guide piles will be installed. New support piles will also be installed for the gangway, and the gangway and ramp will be restored to their original position. Electrical and mechanical components will be refurbished, and the existing land-based passenger gates and pavilion will remain undisturbed by this project.

The project recently completed a CEQA environmental evaluation (Initial Study/Mitigated Negative Declaration) and is currently under public review. The next phase includes regulatory permitting with the USACE, BCDC, the SF Water Quality Control Board, and California Department of Fish and Wildlife.

Personnel on Project

- Camille Bhalerao – Project Manager
- Michael Gebman – Structural Engineering Subject Matter Expert
- Loretta Meyer – Environmental Advisor
- Ellen Johnck – Regulatory Permitting Lead

CLIENT
San Francisco Bay Conservation and Development Commission (BCDC) and Cargill, Inc.

PROJECT BUDGET
$325,000

START DATE: 2019

END DATE: 2023

CONTACT:
Schuyler Olsson, Senior Environmental Scientist, Bay Restoration Regulatory Integration Team

San Francisco BCDC

Phone:
(415) 352-3668

Email:
schuyler.olsson@bcdc.ca.gov

Cargill, Inc. - Don Brown

Phone:
510-790-8193

Email:
Don_J_Brown@cargill.com

Cargill Salt Project

GAIA and Jacobs prepared an Environmental Assessment (EA) that evaluates the environmental impacts of proposed continued maintenance and operation activities of Cargill's Solar Salt System in Newark and Redwood City, CA. Cargill's continuation of its salt production using a systematic process of evaporation along the shoreline of the S.F. Bay and within historic salt flat areas requires a permit from BCDC. Current operations are authorized under a BCDC permit issued in 1995; Cargill now seeks to renew the BCDC permit for another 10-year period. The EA evaluates the environmental impacts of Cargill's salt evaporation operations in order to obtain BCDC permit renewal.

Personnel on Project

- Susanne von Rosenberg – Project Manager
- Kevin Fisher – Biology
- David Rassmussen – Fisheries

CLIENT
USACE

PROJECT BUDGET
$921,000

START DATE: 9/2014

END DATE: 10/2016

CONTACT:
Joseph (Joe) Viola, USACE

Phone:
(415) 503-6883 (office)

Email:
Joseph.J.Viola@usace.army.mil

Don Snaman, Port of Redwood City

Phone: (650) 642-8600

Email:

c-dsnaman@redwoodcityport.com

LEAD AGENCIES
Port of Redwood City, USACE

RESOURCE/REGULATORY AGENCIES
RWQCB, BCDC, NOAA-Fisheries, USFWS

SERVICES

Draft EIS/EIR

Port of Redwood City Harbor Navigation Improvements Study EIR/EIS for Port of Redwood City

The Port of Redwood City, located in South San Francisco Bay, is primarily a commodity port, importing building materials such as cement and sand, and exporting scrap metals and other materials for recycling. Vessels calling on the Port are limited by the tides. The vessels have to pass under the San Mateo bridge, and then need sufficient depth of water to enter the Port. For larger vessels this typically means waiting for a lower tide to pass beneath the bridge, and then waiting for a higher tide for sufficient depth of water to enter the Port. The proposed project would have deepened the approach to the Port (the San Bruno Shoal channel) and the channel within Redwood Creek to enable the majority of vessels to enter the Port without suffering tidal delays. Several depths were considered for the deepening project, requiring the dredging of between approximately 1.7 and 7 million cubic yards. The project included the consideration of multiple reuse locations throughout San Francisco Bay, as well as ocean disposal at SFDODS. Following the completion of the Draft EIS/R, USACE determined that the cost-benefit analysis did not support federal participation in the deepening project, and the project was put on an indefinite hold.

GAIA Activities

GAIA served as local/deputy project manager and prepared the project description and several impact analyses. GAIA also worked with USACE to identify and develop information on several critical project components, such as a Transbay petroleum pipeline relocation. In addition, GAIA worked with USACE to identify and develop descriptions for potential reuse locations. GAIA also defined the potential dredged material allocation scenarios considering the capacities and acceptance criteria for the various reuse sites. GAIA was the team lead during the USACE QA/QC process, developing comment responses and coordinating with USACE to address issues identified by the comments.

Personnel on Project

- Darlene Reed – Project Manager
- Susanne von Rosenberg – Deputy Project Manager
- Ellen Johnck – Environmental Consultant

4. Project Approach and Understanding

The San Francisco Bay Area is one of a few major metropolitan regions in the United States that has a passenger ferry system as part of its transportation network. Between 2009 and 2016, the number of jobs in the San Francisco Bay Area, specifically in San Francisco and San Jose and on the Peninsula, increased by 19.9 percent to over 3.8 million jobs, representing the fastest growth rate in the United States. Traffic congestion was at an all-time high, with the number of highway miles traveled in congested conditions rising from 3.1 percent to 5.8 percent between 2009 and 2016 (Vital Signs, Metropolitan Transportation Commission, 2016). To address these needs the Bay Area is planning for and investing in multimodal solutions to ease congestion, including expanding the regional ferry system.

In 2007 the Port of Redwood City and the Water Transportation Authority (predecessor to the Water Emergency Transportation Authority, or WETA) undertook a ferry terminal assessment to investigate the viability of water-based transportation to the South Bay; followed by additional coastal engineering and site assessment work in 2011 and 2012. In the intervening years, planning for a Redwood City ferry has remained active in concept as WETA adopted a strategic plan in 2016 that includes Redwood City among 11 terminals and eight routes to be added by the year 2035.

Activities to develop the Redwood City ferry service restarted after inclusion in the Citywide Transportation Plan adopted by Redwood City in 2018. The following Financial Feasibility & Economic Impact Analysis and Ferry Business Plan projects laid the groundwork for the current project, confirming viability and qualifying the project for San Mateo County Transportation Authority (SMCTA) Measure A funding.

This project comprises the next steps in implementation: preliminary design and site selection (and associated environmental and permitting activities) for the construction of the ferry terminal. In the following section, the Jacobs team provides a project delivery approach that integrates engineering project design with the development of a CEQA project description for evaluation in the EIR. Through his experience on other ferry terminal and maritime projects in SF Bay, Michael will work closely with the environmental team to develop the optimum level of project design, project description, and optimal alternatives to minimize impacts and streamline the environmental review process.

Project Delivery Approach

PROJECT MANAGEMENT. The Jacobs approach to project management is built on strong communication, accountability, and availability, providing the Port with the expertise and services necessary to support staff and successfully achieve project goals. Our team is built around a core responsibility for delivering the project description and alternatives development, community outreach, and environmental analysis work streams for the Redwood City Ferry project.

Led by **Michael Gebman, Ph.D., PE,** the key decision makers in developing our work plan will be environmental leads **Loretta Meyer and Susanne von Rosenberg**. Loretta and Susanne will work in coordination to prepare the required EIR documentation. Susanne was integrally involved in the preparation of the Redwood City Harbor Navigation Improvements Study and DEIR/DEIS and was crucial to incorporating the USACE project requirements in the Study, including economic feasibility, cost-benefit analysis, and project navigation design. As a professional engineer and working with Michael and COWI, Susanne will be key to incorporating design details into an adequate level of the project description to accelerate the CEQA process. Together, Loretta and Susanne provide the technical knowledge, availability, capacity, and experience to shepherd the environmental documentation process to project approval.

WORK PLAN AND SCHEDULE. Work plan development will include key staff from the Port with the project manager, the environmental leads, and the public outreach/stakeholder engagement lead. Jacobs will work as an extension of the Port team. Michael will organize a chartering workshop to identify project goals and objectives, define the project sequence and schedule, confirm roles and responsibilities, define expectations, and kick off the project.

Jacobs will submit the Work Plan and Schedule in draft form to the Port's project team for review and approval. Once approved, the key milestones, decision points, and dependencies identified in the documents will form the baseline for project delivery.

A 10% to 30% design for the ferry terminal and the landside improvements are needed for the EIR. These design drawings would show relevant details such as the quantity and size of piles, overwater coverage, dredge volume, and paved area dimensions (parking lot, road, sidewalk). It will take time for the Port to put this design effort out to bid and to obtain the drawings with this information, potentially up to one year. To expedite the EIR, we will work with our engineering experts to make conservative assumptions on these details such that we will be confident that the final design will be within the parameters set for the EIR. This will save one year on the project, as the 10% to 30% design does not need to be completed before the environmental study phase begins. This will allow the ferry terminal to be open for passenger service and for revenue generation one year sooner. Having an engineer on board as Project Manager will ensure the engineering details cited in the environmental study will be adequate for the final engineering design.

Elements of the Proposed Work Plan

CEQA and Supporting Studies Approach. The focus of our work will be to produce a streamlined, cost-effective EIR that will effectively support future permitting and construction activities. Our extensive experience with environmental permitting in the Bay Area, our familiarity with regulatory agencies and their concerns, and our extensive construction experience inform our CEQA approach and analysis. We will develop mitigation strategies that are cost-effective by being tiered to different impact thresholds, if appropriate, and are practicable because they can be readily implemented during and following construction. Further, because CEQA does not require additional data collection to support environmental impact analysis, additional studies primarily serve the CEQA process by reducing uncertainties (and therefore potential mitigation requirements), and by providing additional information regarding topics of particular concern to stakeholders.

Our proposed Work Plan will consist of three phases, as explained in more detail. Our goals for Phase 1 will be to clarify the problem, define the purpose and need, define the project in detail with all project components, understand needed waterside and landside improvements, develop a range of feasible project alternatives, and document those decisions transparently reflecting input and buy-in from key stakeholders. Information in the "Ferry Financial Feasibility Study & Cost-Benefit and Economic Impact Analyses will be utilized, and any gaps in the data will be filled. When we apply this approach, re-work and re-analysis are minimized as the project moves into Phase 2 (environmental evaluation of alternatives). In Phase 3 implementation, our team will focus on environmental clearance while delivering a solution that is permittable and fits the Port's schedule and budget. This approach is designed to deliver an Administrative Draft EIR in March 2024, followed by a Final EIR.

PHASE 1. Public Outreach, CEQA Project Definition, Alternatives Identification, Scoping and Initial Study

Phase 1 will consist of concurrent CEQA and stakeholder outreach/engagement activities. The stakeholder outreach/engagement activities are described in the section below. We will begin the CEQA work by reviewing available data and information (including the existing design, other publicly available studies, and data, results of stakeholder engagement to date), defining the project footprint for the various resource areas, and developing the detailed Project Description. We will work with the Port to develop the preferred Option into the Project Description. The Project Description will require not only a description of the physical features of the proposed terminal but all associated operations and construction activities. We will use our existing knowledge of waterfront construction, including the development of ferry terminals, to make reasonable assumptions to supplement the available information and data.

Preliminary Design for Ferry Terminal, Parking, and Final Report

Waterside Design. The prior conceptual alternatives development phase will guide the desired terminal and its components, which can now be finalized. The ferry terminal design is expected to be based on one of the three location options per RFP Attachment D. Dimensions for the features such as access platform, piles & pile quantity, float size, and water coverage will be stated on the design drawing to be included in the EIR.

Landside Design. We will determine the footprint of the paved areas, which include a parking lot, access road, transit stop for shuttles/rideshare, pedestrian sidewalks, and bike parking. Additional landside features include electrical, communication, and water utilities serving the ferry terminal, lighting, and signage. Construction access and staging will also need consideration. The two main drivers are the sizing and siting of the parking lot and the effects on traffic, queuing, and access/egress from the terminal to Sea Port Blvd. The parking lot will be sized for 250 cars per the RFP. Dimensions for the on-land facilities such as parking, sidewalks, etc. will be stated on the design drawing to be included in the EIR. Other context-sensitive elements to consider include the design of the parking lot to better blend in with the environment and community.

Project alternatives (i.e., the other 2 Options) will also be described, at a level that is consistent with CEQA alternatives analysis. Defining the project footprint for the various resource areas is required to enable our technical specialists to compile the appropriate information for the entire footprint, for example, the records search for cultural resources. In addition to defining the physical and operating characteristics of the proposed project, the Project Description may include environmental protection measures to reduce project impacts. Including certain environmental protection measures as part of the Project Description, rather than adding them as mitigation measures, would reduce the number of significant impacts documented in the EIR, and may make the EIR more acceptable to stakeholders. We will work with the Port to define the environmental protection measures to be included in the Project Description.

Using the Project Description and available information regarding the project setting, we will prepare the Draft Initial Study (see description of approach to specific resource areas below). We will provide the Draft Initial Study to the Port for review and comment.

The Project Description, alternatives descriptions, and Draft Initial Study will also support stakeholder communications conducted as part of the outreach/engagement activities. In turn, the concerns and ideas expressed by stakeholders will inform the development of and revisions to the Project Description and alternatives.

Concurrent with the development of the Draft Initial Study, we will prepare the Notice of Preparation (NOP). The NOP will provide an overview of the proposed project, describe the opportunities for public comment during the scoping phase, and define the locations and dates and times for the scoping meetings. The NOP will be provided, at a minimum, in English and Spanish. Because some stakeholders may not have ready access to the internet and/or be uncomfortable accessing information in this way, the NOP will be distributed in hardcopy as well as electronically.

The final step in Phase 1 is conducting the scoping meetings. We will work with the Port to prepare the information and presentation for the scoping meeting, lead the scoping meeting, record public comments, and manage the administrative aspects of the meeting. We recommend that the Port hold at least two scoping meetings, one during the day (this time will be preferable for agencies and business stakeholders) and one in the evening or on a weekend (this time will be preferable for most members of the general public). The stakeholder outreach/engagement effort will help narrow down the preferred times and location(s), as well as specific support required to equitably engage disadvantaged and minority members of the community. Such support may include translation services, transportation, selection of a specific location convenient to these stakeholders, as well as other support. Our scope includes a third scoping meeting; this meeting may be a focused meeting for a specific stakeholder community (e.g., recreational

boaters), or may supplement the other two meetings by providing another opportunity for stakeholders to attend (e.g., on a weekend versus weekday evening). The scoping meetings will be attended by Apex, our project manager and CEQA leads, and select technical specialists. We will provide stand-alone graphics (e.g., poster boards) as well as a power point presentation. Apex will manage the meetings, provide translation services, collect written and individual oral comments (some stakeholders will not want to speak to the entire room and/or be uncomfortable providing written comments). In addition, the meeting will be recorded by a court reporter.

PHASE 2. Environmental Evaluation and Public Review

Phase 2 will begin with the compilation and analysis of scoping comments. Given the stakeholder outreach to date, the additional outreach that will be conducted during Phase 1, and our knowledge of the issues in the project area, we expect that the comments will be predictable. We will review the Project Description in light of the scoping comments, and work with the Port to make appropriate refinements. For example, the Port may prefer to include additional environmental protection measures as part of the Project Description. Once the Project Description has been finalized, we will finalize the Initial Study (IS). The Final IS will address Port comments on the Draft IS, as well as changes resulting from any changes to the Project Description.

Impact Analysis. The Final IS will form the basis for the EIR by determining which resource areas require analysis in the EIR, and which can be eliminated from further analysis. In addition, for those resource areas that require analysis, the IS will determine which potential impacts require evaluation. While we will typically rely on the impacts considered in the IS, it may be appropriate to consider potential site-specific impacts as well. We will rely on objective standards (e.g., noise thresholds in the local noise ordinance) for significance criteria, and qualitative thresholds where quantitative thresholds are not available or applicable. Our past experience with developing CEQA document enables us to be strategic in the selection of significant criteria. Another key element in development of an effective CEQA document is selection of the correct baseline. Existing activities at the proposed ferry terminal location are associated with a baseline level of activity that should be accurately characterized to ensure that impacts are not overstated.

Mitigation Measures. Our mitigation approach focuses on creating maximum flexibility for the Port's ferry terminal construction and operational activities. There are two primary ways to provide the project flexibility with regard to mitigation. First of all, mitigation requirements should be tied to a specific threshold of activity or impact (duration of pile driving). Mitigation can then be defined for different levels of activity, with higher levels of activity requiring more extensive mitigation. By constructing mitigation in this manner, the design engineer completing the ferry terminal design will have some flexibility in developing the final design (provided the appropriate levels of mitigation are implemented during construction) without needing to re-engage in the CEQA process. Similarly, the ferry terminal operator will have some flexibility in its operations, provided the appropriate mitigation is implemented. Secondly mitigation should be practicable, that is it should impose an undue burden on the construction contractor(s) and ferry operator. For example, mitigation measures related to management of contaminated dredged sediment (if encountered), should minimize rehandling and monitoring and sampling requirements.

EIR Preparation Process. We will prepare an Administrative Draft EIR for Port review and recommend that to continue to foster effective relationships with regulatory agencies that the Port consider holding an agency workshop to present the draft impact findings and provide time for agency input. Agency input would be incorporated into the Draft EIR. Jacobs will provide the Port with a "pre-publication" draft of the Draft EIR for final review and approval prior to finalizing the document for distribution. Jacobs will prepare a draft Notice of Availability (NOA) for Port review and finalize the NOA in accordance with Port's comments. We will translate the NOA into Spanish and up to two other languages if appropriate, as determined by the stakeholder outreach/engagement process. Jacobs will also draft the Notice of

Completion (NOC) for submittal to the State Clearinghouse, incorporate the Port's comments on the NOC, and provide the final NOC to the Port for submittal.

Release of the Final NOA to the public will begin the public comment period for the Draft EIR. The Public Draft EIR will primarily be distributed in electronic format. All electronic public documents, including the notices, Draft and Final IS, and Draft and Final EIR, will be provided in web-accessible format. We assume that the Port will post the documents on its website. In addition to the electronic version, the Draft EIR will be provided to select community organizations and possibly local libraries in hard copy format (up to 10 copies total). In addition, our scope contemplates two hard copy EIRs for the Port to allow public review of the EIR at the Port.

Phase 2 will conclude with the public comment meetings for the Draft EIR. Similar to the scoping meetings, we assume that a minimum of two meetings will be required and that a third meeting may be targeted toward (but not limited to) a specific stakeholder group. The meetings will follow the same approach and format as the scoping meetings and provide the same types of support to disadvantaged community stakeholders. We will coordinate with the Port on designing the meetings to be virtual, in-person or both. The public comment meetings will also be recorded by a court reporter.

PHASE 3. Final Environmental Clearance

The first step in Phase 3 is to compile and analyze the comments on the Draft EIR. We will group the comments into topic categories and will craft a comprehensive response for each of the major topic categories, as well as responses to those comments that do not fit into the major topics. We will review our draft comment responses with the Port and then make revisions to affected sections of the Draft EIR. We will compile the comments, comment responses, and changes to the DEIR in the Administrative Final EIR for Port review. This method of preparing a final EIR is consistent with the typical CEQA approach and reduces overall document preparation costs.

The Administrative Final and Final EIRs will contain the following main sections:

1. Impact Summary. This section will provide a summary of the findings from the Draft and the Final EIR. This section will be a revision of a similar section in the Draft EIR with additions/revisions made in the Final EIR shown in underline and strike-through.
2. Revisions to the Draft EIR. This section will provide changes to the text and graphics of the Draft EIR, again in underline and strike-through format.
3. List of Commentors. Names of agencies and individuals who commented on the Draft EIR.
4. Comments and Responses. This section will provide reproductions of letters and other correspondence received from agencies and the public. The responses will be linked to the comments. This section will also provide the comments from the public meetings. A likely majority of the comments will be addressed through master comment responses on the major comment topics. Some comments will require individual responses.

Following Port review and comment on the Administrative Final EIR, we will prepare a pre-publication Final EIR for final Port review, and then prepare the Final EIR. Phase 3 will conclude with development of a Draft Notice of Determination. Jacobs will provide the Draft NOD to the Port for review and comment. We will revise the NOD per Port comments and provide the Port with a Final NOD ready for submittal. We will also provide the Port with an administrative record. **Exhibit 7-1** illustrates how critical milestones fit into ouroverall work plan.

Technical Analysis Approach

As described above, Jacobs will focus on streamlining the preparation of the EIR by using the results of the IS to narrow down the resource areas to be analyzed. Based on our current understanding of the proposed project, the following resource areas may require analysis in the EIR:

- **Aesthetics**
- **Air Quality**
- **Biological Resources**
- **Cultural Resources**
- **Coastal Study: Wake Wash, Shoreline Erosion and Sea Level Rise**
- **Geotechnical Study: Geology, Soils, and Seismicity**
- Greenhouse Gases
- **Hazards and Hazardous Materials**
- Hydrology and Water Quality
- Land Use and Planning
- **Noise and Vibration**
- Public Services
- **Recreation**
- **Transportation and Traffic**
- **Community Impact Assessment Study**
- Tribal Cultural Resources
- Utilities

We anticipate that the resource areas shown in bold text will require quantitative and/or detailed analysis, while the analysis for the remaining resource areas would be more limited. The analytical approach for the resource areas shown in bold is provided below.

Aesthetics - Visual Impact Study. The aesthetics of the site are important to the user experience. The study will focus on ensuring the site blends in aesthetically with its neighbors. It will examine the views the riders will have while waiting for the ferry. For example, the view from the terminal looking West towards the CEMEX buildings is not aesthetically pleasing. The study may recommend measures to screen out that view such as trees along the property line.

Air Quality and Greenhouse Gases. Ferry service should contribute to regional air quality improvements and greenhouse gas reductions, and therefore is supported by regional air quality management plans. The report should focus on policy consistency but also tease out the project-specific impacts and benefits from detailed traffic studies and modal alternatives.

Air pollutant and GHG impacts associated with construction and operational activities would be evaluated in accordance with the most recent Bay Area Air Quality Management District (BAAQMD) CEQA Air Quality Guidelines. BAAQMD is the regulatory authority for projects with air quality considerations in Redwood City.

Construction is expected to include both in-water (e.g., dredging, pile driving, construction of over-water structures, etc.) and landside activities (e.g., demolition, grading, paving, construction, etc.). Operational activities would include primarily ferries and vehicles. Depending on the complexity of construction and operational activities, CalEEMod software may be used to quantify criteria pollutant and GHG emissions. CalEEMod is approved by the BAAQMD. However, although CalEEMod is well suited to the analysis of typical land development projects, unique activities such as anticipated in-water dredging and ferry transit may require the use of other calculation software in addition to or in place of CalEEMod. For this reason, sufficient flexibility will be built into the analysis to allow consideration of unique activities outside of the main CalEEMod calculation module. In cases where the use of CalEEMod is ill-suited, industry standard California Air Resources Board (CARB) inventories and Environmental Protection Agency (EPA) AP42 compilation of emission factors would be used to quantify emissions.

It is not anticipated that air dispersion modeling, quantification of cancer risk or quantification of noncancer impacts would be needed for this project. The scope of work assumes that the assessment of these impacts on the basis of quantified emissions, the anticipated reduction in vehicle emissions, and qualitative consideration of project activities as a whole would be sufficient. If air dispersion or quantitative risk assessment is needed, it would be considered outside of this scope of work.

No CEQA Baseline is assumed in this scope of work. This is a conservative assumption because there are existing Cemex operations which would be displaced by the Ferry Terminal. This assumption is intended to save cost as quantification of a CEQA Baseline associated with Cemex would require additional data review and calculations of emissions specific to Cemex operations.

Jacobs will also prepare a technical study document summarizing the qualitative and quantitative analyses for air quality and GHGs. This document may either be attached as an appendix, or simply become part of the Administrative Record.

Biological Resources.

Biology will be supported by three studies as described below.

Natural Environment Study. A Natural Environment Study (NES) provides technical information to determine the extent to which the project may affect plants, wildlife, and natural communities including special-status species, jurisdictional wetlands, and waters, and protected natural plant communities. The NES will evaluate adjacent natural habitats and known and potential special-status species occurrences (e.g., salt marsh harvest mouse, Ridgway's rail, black rail) require study to determine potential short-term and long-term impacts and develop a mitigation strategy. Nearby eelgrass bed surveys may be required based on the wake wash and shoreline erosion analysis.

Aquatic Resources Delineation Study. Given the construction's proximity to Bay wetlands and potential wake impacts, aquatic resource (wetlands and other waters) boundaries should be delineated following USACE and RWQCB protocols. BCDC jurisdiction and shoreline band will also be identified.

Dredging and Sea Floor Impact Study. We will confirm if dredging is needed for the ferry location options shown in the RFP, attachment D. Critical information for CEQA analysis and permitting agencies include dredge volume, amount of overwater coverage, shading, the area of seafloor impacted by fill and piling, and the type and quantity of piling. We estimate the dredge volume for option C (RFP Attachment D) to be roughly 6,000 cubic yards which is very small compared to the proposed channel deepening study (2015). Dredge disposal sites will be coordinated, potential sites which are permitted and mentioned in the 2015 study (Cullinan Ranch Wetland and Montezuma Wetland). Only clean sediments can be placed at the San Francisco Deep-Ocean Disposal Site (SF-DODS). Another option we will investigate is a reuse of sediments (upland disposal) at the proposed ferry terminal location for preliminary site preparation. Our team will investigate the potential aquatic benefits of other upland disposal sites (in coordination with the LTMS group) to solicit valuable buy-in from the community and permitting agencies.

Cultural Resources. Jacobs will review the project site and conduct research necessary to assemble enough material for the Project Description on which to base a cultural resources' research request to the Northwest Information Center, Cotati, CA. (NWIC); and the Bay Area center of the California State Historic Preservation Office (SHPO). This is a required archival research request for cultural resources that includes archaeological, paleontological, and historic resources, including the historic built environment within the project area; we will evaluate the results of the research and conduct additional evaluation of identified resources to determine historical significance and/or integrity to determine if the proposed Project has the potential to impact historical resources as defined by CEQA. The NWIC research will also identify the tribe of record to whom the Port of Redwood City/City should consult regarding the Project.

Based on the results of the NWIC study, we will identify the next steps and the invitation for a consultation and will assemble the invitation letter for the Port/City to be sent to the tribe(s) and advise on the conduct of the consultation process.

Following this step, we will prepare the Cultural Resource Management documentation for the EIR, e.g., summarize records search results, NAHC SLF search results, review of buried archaeological resource potential, and other appropriate archival results. We will advise on the inclusion of tribal resources' mitigation and/or alternatives, if necessary, in the EIR.

Coastal Study. Wake Wash and Shoreline Erosion and Sea Level Rise. Per the 2020 Ferry Financial Feasibility Study & Cost Benefit and Economic Impact Analyses ferry boats will operate at a reduced speed of 5 knots in the channel. New ferry boats have minimal wake, therefore with a limit of 5 knots we anticipate minimal if any wakes. To assess the impact of wakes the study would need to:

- Collect information from the Port and public sources on ferry characteristics, site physical and environmental conditions
- Actual and future site characterization (water levels, depths, actual ship traffic, future ferry routes, speeds/headings, inventory of shoreline and bottom, metocean conditions)
- Define Baseline conditions
- Define Future conditions
- Impact assessment

As dredging is required for the terminal, recommendations will be made for any protection required on the dredge slope. Any mitigation measures required will be recommended in the study.

The coastal study will address the impact of sea level rise (SLR) on the terminal and on the landside project components. The fixed access pier will need to satisfy WETA's requirement that all terminals be constructed to address 100-year SLR.

Geotechnical Study

Our geotechnical team is well prepared to develop a comprehensive approach incorporating available data, value-oriented, and cost-effective solutions for the mid-term and long-term landside improvements. A review of available/existing geotechnical and topography data, information, and reports is necessary to establish existing conditions and to be able to develop additional data collection programs, if needed, for the pile design and construction. In addition, an Initial Site Assessment (ISA) will be prepared, including a document/record search to determine past uses that may have contributed to contaminants at the site or other releases of hazardous materials. Since the ferry terminal is located on Bay fill, this is anticipated to be a concern; however, an ISA will inform the geotechnical investigations.

Geology and Seismic Analyses. The following subtasks will be performed for facility foundation design and construction, as well as for environmental review/documentation:

- Characterization and development of subsurface soil profiles.
- Characterization of seismic sources and earthquake ground motions that may affect the facilities.
- Evaluation of seismic-geologic hazard potential, including liquefaction and fault rupture.
- Development of foundation and other supporting system recommendations for the proposed facilities, in order to describe foundation construction techniques, durations and environmental impacts.
- Preparation of geotechnical design report that documents the above activities.

Hazards and Hazardous Materials. This study will address the potential impacts included on the Appendix G CEQA checklist. It will not address seismic or flood hazards. Sediment quality will be addressed in the hydrology and water quality section, except to the degree that sediment may be rehandled upland.

Noise and Vibration. Changes in local noise levels anticipated from ferry traffic will require study, as it will impact aquatic life and the local community. Special attention to in-water construction methods will be required for this study as equipment operating from barges, such as pile drivers, dredges, and generators, will be needed. The geotechnical study will identify whether pile driving requires a vibratory hammer or a (louder) impact hammer. A hydroacoustic plan will be prepared for in-water construction work to minimize impacts to fisheries.

Recreation. Recreational effects include potential effects on boaters of all types, anglers, bird watchers, users of the nearby park and possibly cyclists using Seaport Boulevard. Effects to recreational resources can be difficult to quantify, especially when the potential effect is episodic, as for a ferry route, and our analysis will be qualitative. Ms. von Rosenberg will lead the analysis of potential recreational effects. Ms. von Rosenberg led the development of the San Francisco Bay Area Water Trail EIR and was involved with the development of the Accessibility Plan for the Water Trail as well as early implementation of the Water Trail and is thus familiar with the issues pertaining to hand launch watercraft/commercial vessel

interactions. The stakeholder outreach/engagement effort will involve detailed outreach to the boating community and will elicit information on preferred routes and destinations, as well as the frequency of use. We will request information on marina activity from the Port to assess potential effects on motorized watercraft; however, because motorized watercraft are more capable of avoiding other vessels, the primary effect would likely be on kayakers and other users of hand-launch watercraft. We will also consult with the US Coast Guard to obtain information on the frequency and type of ferry/recreational watercraft interactions. Possible mitigation measures include increased communication regarding the ferry route and schedule (e.g., signage and online information for nearby Water Trail sites), safety education for boaters (such as working with rental facilities and instructors to share the "Rules of the Road") and reducing ferry speeds in the entrance channel and main ship channel (this would also help reduce wake-induced erosion).

Transportation and Traffic. CHS will conduct a transportation impact study that generally follows the guidance from the *Redwood City Transportation Analysis Manual (July 2020)* for the preparation of a CEQA-compliant transportation study and coordinate with staff from the Port of Redwood City (Port) as needed. CHS will collect intersection turning movement counts for up to four locations along Seaport Boulevard during the AM and PM peak periods. CHS will document the current transportation conditions, including the traffic volumes along Seaport Boulevard, the public transit system, and pedestrian and bicycle facilities serving the project site. CHS will review the assumptions used for the ferry ridership forecasts and daily and peak period boat trips recommended in the *Ferry Financial Feasibility Study & Cost-Benefit and Economic Impact Analyses (October 2020)* and *Redwood City Ferry Business Plan (June 2020)*. The study will also assess transportation impacts for the project options under the Baseline and Year 2040 Cumulative Conditions. CHS will propose mitigation measures if significant project-related impacts have been identified.

Community Impact Assessment Study (Socio-Economic and Environmental Justice). Although not required for CEQA, the Community Impact Assessment will document the surrounding community and transit users' concerns and will also look at recreational users' issues (such as recreational vessels, kayakers, rowing clubs, bicyclists, etc.); this study will also review the demographics of the community, including environmental justice and will study equity issues in transportation that affect the community.

5. Project Background, Public Outreach, and Stakeholder Engagement

Background and History. As part of the Redwood City Ferry Financial Feasibility Study and Cost-Benefit and Economic Impact Analysis, Redwood City employed tools and strategies to solicit input from waterfront users, the business community, and the general public regarding ferry service to and from Redwood City. The Jacobs team will build upon the public outreach outcomes from this previous study, as outlined below.

Outreach Approach

Stakeholder Engagement and Public Outreach. The consulting team outreach efforts are led by Eileen Goodwin of Apex Strategies. Eileen will develop a robust public outreach strategy to solicit input on the proposed project and alternatives and work toward consensus in the community. We will leverage our local understanding to expedite a focused review process by executing a strategic Outreach Plan that proactively manages the outreach process and focuses on early consensus-building.

The Outreach Plan will be a part of the Work Plan delivered at the start of the project. It will incorporate pre-scoping screening and buy-in of the proposed project during Phase 1, to be carried forward for environmental review in Phase 2. In partnership with the Port outreach team, we will work as an integrated, multi-disciplined team to anticipate issues, achieve effective decision-making, and build stakeholder support. This will help avoid backtracking caused by a lack of stakeholder buy-in or unanticipated complexities.

Outreach Goals

- Partner with the community, businesses, local leaders, and stakeholders to gather information and ideas and develop a solution that addresses multiple interests.
- Build consensus
- Develop partnerships for future funding opportunities.

Our outreach approach is highly collaborative and focused on creating benefits for agencies and end-users, such as ferry riders, nearby residents, nearby businesses, and maritime/recreation users of Redwood Creek. Other stakeholders include the regulatory agencies, the San Francisco Bay Long Term Management Strategy Working Group for dredging, and the US Fish and Wildlife Service, which manages the nearby Don Edwards National Refuge, which includes Greco Island and also the CDFW Bair Island that border Redwood Creek. Through ongoing strategic engagement with stakeholders, we will gain clarity and buy-in on the critical challenges facing the community's goals for traffic relief and ferry service to develop shared goals from the outset, which will drive the process toward a solution supported by the Technical Advisory Committee (TAC), Port of Redwood City Board, key stakeholders, and the community. Our proposed approach to public and stakeholder engagement involves the following:

Conducting a stakeholder assessment. A stakeholder assessment will provide the opportunity to understand the needs, issues, and drivers of a range of stakeholders, including ferry riders, cyclists, nearby residents, and businesses, marine traffic at CEMEX, recreational boating community (including kayak & paddleboarders), and community groups. Community groups include local high school and collegiate rowing teams, yacht clubs, Save the Bay, and Citizens.

Committee to Complete the Refuge. Methods include one-on-one conversations, documented leadership interviews, media reviews, and a survey tool.

Developing a Public Outreach and Engagement Plan. Based on the findings of the Stakeholder Assessment and our work with the Port, Apex Strategies will draft the engagement plan with input from the Project Team. The Plan will detail the comprehensive road map for all outreach activities, including internal agencies, the cities of Redwood City, key civic and community stakeholders, regulatory agencies, and the public. It will map the decision-making process and include CEQA milestones.

Developing a Regulatory Agency Outreach Plan

Our Jacobs team will work with the Port and Project stakeholders, including regulatory agencies, and the National Wildlife Refuge to understand how the proposed project and project alternatives can be shaped by their locations and needs of the agencies and communities.

Our multidisciplinary team will ensure that the Proposed Project is feasible to permit and construct. Since waterside improvements are part of this project scope, permits from the United States Army Corps of Engineers (USACE), the Dredged Materials Management Office (DMMO), and the Regional Water Quality Control Board (RWQCB) will be required, among others. Ellen will hold one pre-application meeting with the USACE San Francisco District to coordinate permitting under the 1899 Rivers and Harbors Act 33 USC 408 (a Section 408 federally authorized Civil Works project) and 1899 Rivers and Harbors Act Section 10 and Section 404 of the Clean Water Act, to facilitate potential project dredging in the federal channel.

This project also falls under the jurisdiction of the Bay Conservation and Development Commission (BCDC) as it has project components in the water and within the 100-foot jurisdiction band on the shoreline. They will be reviewing agencies under the CEQA public comment phase. Ellen, Loretta, and Susanne have extensive experience working with BCDC and will use this expertise to gain understanding of BCDC's regulatory approach to the project and modify or re-design the project to minimize permitting and project impacts to the Bay. The California Department of Fish and Wildlife (CDFW) be a reviewing agency for the analysis of impacts on biological resources, and the U.S. Coast Guard will also be a reviewing agency for the analysis of impacts on marine navigation and ferry schedules.

Our approach also assumes that impacts to all jurisdictional and sensitive species habitats will be minimized and/or avoided such that approvals with CDFW, USFWS, NMFS, would be streamlined. Appropriate seasonal work windows will be adhered to for noise-generating work near salt marshes (concerns are ridgeways and black rails). It is anticipated that the new ferry service will have noise footprints/levels that will increase ambient sound levels in the water. Potential noise impacts to fish and marine mammals would result from construction and pile driving. Our approach assumes that a hydroacoustic assessment associated with the construction work and new ferry service will be required.

The regulatory agencies interested in the scoping and review of the CEQA documentation are included in the table below, along with the key concerns of those agencies and potential approaches to address these potential concerns. The Port's permit application process (although not part of this scope of work) will be accelerated and consist of engagement with regulatory agencies and other project stakeholders early in the project process to identify and solidify mitigation strategies. This review will also consider construction phasing, which will likely be needed to minimize traffic and other impacts. Table 5-1 outlines stakeholder agencies that will require permits or reviews.

Convening GM Level/Elected Official stakeholder meetings at key milestones. To keep stakeholder agencies such as the Port of Redwood City, the City of Redwood City, SamTrans, and WETA apprised of project details and milestone decisions, periodic briefings of key management and/or elected officials for these agencies may be desirable during the project. The Project Team proposes up to four (4) General Manager Level/Elected Official Level collective briefings at key milestones such as alternative development, alternative screening, and choosing alternatives for study in the formal environmental process. Port of Redwood City, the City of Redwood City, and WETA Board briefings may also be desired.

Executing a Public Outreach and Engagement Plan. With support from the project team, Apex will lead the execution of the outreach activities that will inform the development and evaluation of alternatives and support consensus building.

Achieving Project Buy-In and Tools for Outreach and Engagement. Public meetings and workshops will be the primary tool to solicit input, gain trust, and achieve community acceptance of this proposed ferry project. Collateral materials, including language interpreters, will support these meetings developed to notice the meetings, such as social media posts and meeting flyers, as well as Project Factsheets, developed for use at the meetings and online. The Factsheets and other collateral will be updated at project milestones. To facilitate a robust and inclusive public engagement process, we will work with the Port to identify the most efficient communication tools for public engagement, including strategies for engaging non-English-speaking and disadvantaged community members. Additional outreach tools include providing briefings to the Port Board and Committees and preparing supporting fact sheets, mailers, and other printed materials. Interactive web-based communications, such as an e-newsletter, FAQ document, website and social media content, web-based project hotlines, telephone or online town halls, and surveys, may also be used.

Table 5-1: Regulatory Requirements and Strategies

AGENCY	PERMIT/APPROVAL	KEY CONCERNS	APPROACH TO AVOID PERMITS OR SPEED APPROVALS
Bay Conservation and Development Commission (BCDC)	Major Permit depending on location of in-water ferry improvements and landside parking footprint. BCDC would also be engaged for scoping and review of CEQA documents.	Public access, development in the water, and on land within 100 ft shoreline band, sea level rise.	*Early outreach to BCDC during alternatives development will aid in incorporating concerns into site selection and location of parking to address impacts to Bay viewsheds and public viewing corridors. Protection of public access to the shoreline or other public features, minimizing impacts where feasible within the 100 ft shoreline band and designing for sea level rise. Avoid impacts to eelgrass beds.*
U.S. Army Corps of Engineers (USACE)	Permit/approval required. USACE would engage in scoping and review of CEQA documents.	Dredging of potentially contaminated sediments, float partially located within navigable channel, ferry vessels berthing within navigable channel.	*Early outreach to USACE so they understand the site constraints, and tradeoffs of the 3 ferry terminal options (RFP Attachment D).*
California Department of Fish and Wildlife (CDFW)	An Incidental Take Permit approval required. CDFW would be engaged for scoping and review of CEQA documents.	Special-status species impacts including potential impacts to California Fully Protected species (salt marsh harvest mouse, Ridgway's rail, black rail), plants, longfin smelt, and Pacific herring.	*Minimization of impacts to salt marsh habitat, avoidance of take of fully protected species. Mitigation for project impacts to salt marsh habitat. Utilization of seasonal work windows identified in the BCDC Long Term Management Strategy (LTMS). Avoid impacts to eelgrass beds.*
U.S. Fish and Wildlife Service (USFWS)	No permit required, but a LOC/BO might be issued. USFWS would be engaged for scoping and review of CEQA documents.	Direct and indirect impacts to Special-status species, key species are salt marsh harvest mouse, Ridgway's rail, and black rail.	*Minimization of impacts to salt marsh habitat. Mitigation for project impacts to salt marsh habitat. Utilization of seasonal work windows identified in the BCDC Long Term Management Strategy (LTMS).*
Regional Water Quality Control Board (RWQCB)	Permit/approval required under Section 401. RWQCB would be engaged for scoping and review of CEQA documents.	Water quality impacts, discharges into the water, potential mobilization of contaminants. Impacts to wetlands and waterbodies.	*Development of strong project description, and minimization of impacts to the minimum needed to construct the project.*
National Oceanographic and Atmospheric Administration National Marine Fisheries Service (NMFS)	No permit/approval required. NMFS would be engaged for scoping and review of CEQA documents.	Direct and indirect impacts to anadromous fish.	*Avoidance of impacts associated with noise from construction and operations, and implementation of measures to minimize sound impacts. Utilization of seasonal work windows identified in the BCDC Long Term Management Strategy (LTMS).*

AGENCY	PERMIT/APPROVAL	KEY CONCERNS	APPROACH TO AVOID PERMITS OR SPEED APPROVALS
National Oceanographic and Atmospheric Administration Office of Protected Resources (NOAA Fisheries)	No permit/approval required. NOAA Fisheries would be engaged for scoping and review of CEQA documents.	Marine mammal impacts and take, including impacts associated with construction and operations noise.	*Avoidance of impacts associated Avoidance of impacts associated with noise from construction and operations, and implementation of measures to minimize sound impacts. Seasonal work windows during construction activities.*
State Lands Commission	Permit/approval may be required. State Lands Commission would be engaged for scoping and reviewing CEQA documents.	Impact areas and duration of use of state lands (submerged waters).	*Coordination during CEQA process and after if submerged State Lands are part of project footprint.*
U.S. Coast Guard (USCG)	Permit/approval required. USCG would be engaged for scoping and review of CEQA documents.	Impacts to navigation associated with new ferry service, and with ferry terminal and berthing located partially within a navigable channel	*Analysis of impacts to navigation and coordination of construction impacts and ferry scheduling.*
Dredged Material Management Office	Permit/approval required if proposed project includes dredging. DMMO would be engaged for scoping and review of CEQA documents.	DMMO reviews dredged sediment quality sampling plans, analyzes the results, and makes suitability determinations for disposal options in SF Bay.	*Avoid dredging or minimize quantity of dredge volumes and avoid contaminated sediment locations in the Bay.*

6. Information, materials, and/or work assistance required from the Port for this project.

As mentioned in the Project Delivery Approach section, the site plan drawings for options A, B, and C (RFP Attachment D) need additional details (at a 10% to 30% level) to support the environmental study and permitting.

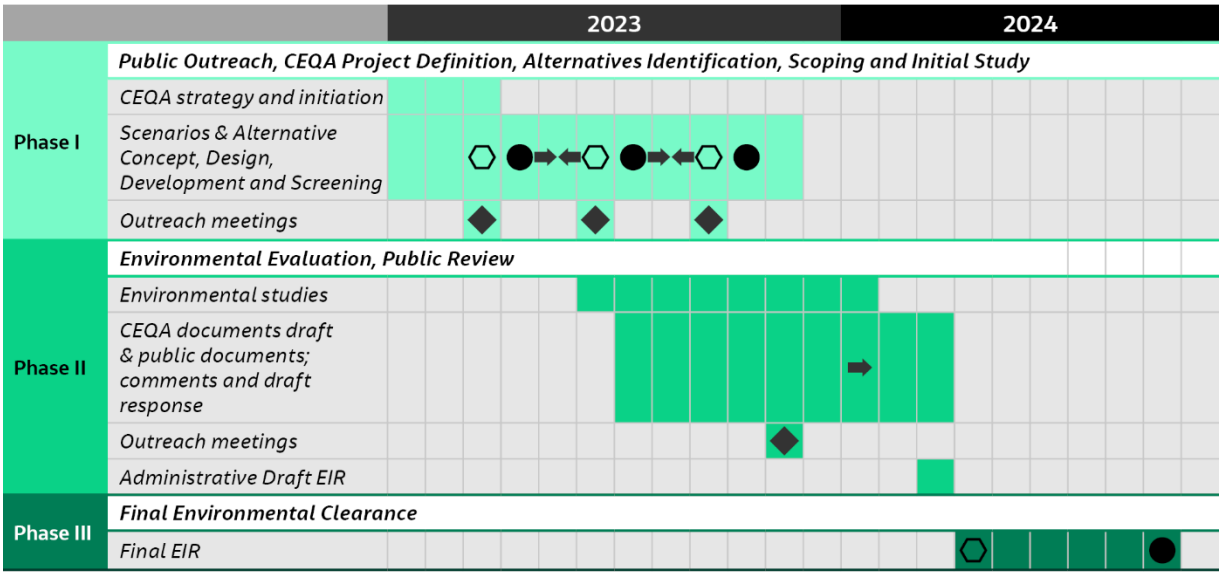
Additional information is needed for the location and size of certain facilities. The parking lot and bus lane need reconfiguration to be located next to the terminal location on Redwood Creek (instead of the prior terminal location on Westpoint Slough). Bicycle parking, handicapped parking, and electric vehicle stations should be provided to ensure the parking lot is adequately sized. The entrance roadway should be re-aligned to avoid the building at 1315 Seaport Blvd and allow bus traffic to make the necessary turns. Landscaping, trails, and sidewalks should also be shown on the site plan. Per our site visit, we noted that the Port may also want to consider a row of trees to screen out the view of the CEMEX buildings. A landscaping berm with trees is located along Seaport Blvd to help conceal CEMEX buildings from the Pacific Shores office complex.

Optional Task (not in the budget): Update Ferry Ridership Forecast. CHS can update the ferry passenger ridership estimation, considering the impacts of working from home (WFH) due to Covid-19. CHS has recently performed similar analyses for Golden Gate Transit ferry services.

Optional Task (not in the budget): Parking Demand Analysis. CHS would use the data from *Optional Task Update Ferry Ridership Forecasts* to estimate revised parking demand. Parking demand analysis will include accumulation by boat trips.

7. Project Schedule

Exhibit 7-1: Schedule



Note: Schedule for Administrative Draft EIR assumes achieving goals under Phase 1 and Phase 2 per schedule.

Legend:

Outreach Event | Draft Deliverable | Deliverable | Comment | Response

8. Project Budget

Exhibit 8-1: Budget

$$	Task 1: Project Management	Task 2: Stakeholder Engagement and Outreach	Task 3: Phase I - CEQA Project Definition, Alternatives Identification, Scoping and Initial Study	Task 4: Phase II - Environmental Evaluation, Public Review	Task 5: Phase III - Final Environmental Clearance	Task 6: Other Direct Costs (ODC)	Total $$
Jacobs	$ 209,324	$ 32,516	$ 44,579	$ 514,506	$ 61,889	$ 3,000	$ 865,814
APEX	$ 7,998	$ 75,983	$ -	$ -	$ -	$ 1,000	$ 84,982
CHS	$ 6,046	$ -	$ -	$ 57,891	$ -	$ 610	$ 64,547
COWI	$ -	$ -	$ -	$ 61,720	$ -	$ 500	$ 62,220
Ellen Johnck Consulting	$ 7,500	$ 7,500	$ -	$ 24,000	$ -	$ 1,800	$ 40,800
DR Reed and GAIA	$ 76,634	$ 53,544	$ 27,503	$ 184,587	$ 21,700	$ 2,000	$ 365,968
Illingworth and Rodkin, Inc.	$ 840	$ -	$ -	$ 36,300	$ -	$ 500	$ 37,640
Total $$ =	$ 308,342	$ 169,544	$ 72,082	$ 879,004	$ 83,589	$ 9,410	$ 1,521,971
Note							
1) The total does not include a subconsultant							

9. Appendix A - Resumes

ATTACHMENT D

Michael Gebman, PhD, PE | Project Manager

Education

PhD, Structural Engineering, UC San Diego

MS, Civil Engineering, San Diego State University

BS, Civil Engineering, UC Davis

Licenses & Certifications

Professional Engineer (Civil) State of California, Certificate No. C 76334

Member of Deep Foundations Institute

Years of Experience

20

QUALIFICATIONS AND BACKGROUND

Engineer with 20 years of experience in design, construction, project management, and resident engineering for large scale marine and transportation infrastructure projects including: storm surge barriers, flood gates, sea walls, US Navy pier structures, bridges, subway stations, tunnels, floating structures, bridge foundation demolition, and full-scale structural testing. Projects completed have a cumulative value over $7 billion. In his prior position at WSP he was part of the construction engineering support team for the San Francisco Central Subway (the three subway stations). Also at WSP he worked on final design of the Mitchell Point (Oregon) pedestrian mountain tunnel, and was part of the cost estimate team for the new US Navy Dry Dock 5 at Pearl Harbor.

Prior to WSP he worked at COWI for 12 years where he worked on the design of: IHNC (New Orleans) storm surge barrier & barge gate, Seattle Elliott Bay seawall, SR-520 floating cofferdam (for repair of new bridge pontoons), and bid design for the Panama Canal third set of locks. He was design project manager for the one-of-a-kind floating barge gate for the IHNC barrier which required extensive integrated design of mechanical and electrical systems for gate opening/closing & ballasting. He worked on the final design of US Navy Pier 12 San Diego, design of a drydock railway system, final design of a high-speed railway trough in Denmark, and bid design (winning) for the Fehmarn Belt immersed tube. He has field experience that includes inspection and load rating of piers such as the Naval Base Point Loma submarine piers, US Army munitions pier at Concord, CA, marine oil terminals in Concord and Martinez, CA, and was resident engineer for demolition of the San Francisco-Oakland Bay Bridge (East span) marine foundations.

Prior to COWI, he was a post-doctoral researcher at UC San Diego and project manager for proof-of-concept tests of the US Navy floating double deck pier, located on Naval Base San Diego. His PhD dissertation research and testing was on the axial force transfer within cast-in-steel shell piles.

RELEVANT PROJECT EXPERIENCE

San Francisco Central Subway, San Francisco, CA | Supervising Engineer

Provide engineering during construction support for the three subway stations (Chinatown, Union Square-Market Street, Yerba Buena Moscone). Responsible for RFI and Submittal responses prepared by design subconsultant firms (structural, mechanical, electrical, architectural, fire resistance, art, landscape). Assist with design tasks as needed to resolve site issues and as-built conditions (ceilings, architectural paneled walls, custom steel fabrication, duct routing over train catenary wiring). Coordinate with WSP design team. Subway to be opened to public in early 2022. Client and Owner: San Francisco Metropolitan Transportation Agency.

Mitchell Point Pedestrian Tunnel, Hood River, OR | Engineer

Engineer for the 90% and 100% final design of the tunnel portals. Portals will be covered with large stone masonry to match the historic Toothrock tunnel in Oregon. Responsible for structural drawings and calculations for the portal structures and wing walls. Coordinate with WSP design team. Client and Owner: Federal Lands Division.

Pearl Harbor Naval Shipyard Dry Dock 5, Pearl City, HI | Engineer

Engineer on the cost estimate team. Provide construction engineering input on construction sequence, drydock precast, float-in and site work. Propose engineering concept designs for construction techniques utilizing gantry crane & trestle (4,500 ton lift), berm, dredge & fill, marine skidway, float-in concept for entire U cross section.

Provide structural quantities for new 640 ft x 100 ft submarine drydock (in ground reinforced concrete and temporary sheet pile cofferdam walls). Assist with mechanical, electrical, plumbing cost estimate effort. Client: Moffat & Nichol. Owner: US Navy.

Inner Harbor Navigation Canal Hurricane (IHNC) Protection Project, Gulf Intracoastal Waterway (GIWW) Floating Barge Gate – Gerwick Project, New Orleans, LA | Design Project Manager

Design Project Manager for the one-of-a-kind floating reinforced concrete barge gate. The purpose of the floating barge gate is to close a 150 ft wide navigation channel in the event of a hurricane with protection to EL +26, and provide a bridge way for a service truck to the IHNC Storm Surge Barrier. The structure is 190 ft x 62.5 ft x 43.5 ft, made of a lightweight marine concrete (maximum 115 pcf wet), and a design life of 100 years. Responsible for the design team efforts: bid design, final design, design criteria, finite element analysis, hydraulic analysis, naval architecture, structural design, 3D CAD modeling for hull properties, specifications, drawings, ballast pipe support design, design submittals, progress reports, work packages, meetings and communication with client. Responsible for management/coordination of Mechanical and Electrical systems design subcontractors, coordination with the foundation designers and with client. Mechanical/Electrical/Ballast system design coordination and integration with structure. Embedments throughout the structure for equipment/pipe supports and pipe penetrations. Point of contact during design phase: work with contractor (client) and owner to develop design, criteria, and coordination of foundation/interface design with client. Point of contact for Engineering During Construction (EDC) effort: responsible for design team review of submittals, RFIs, NCRs, DCNs, and out of scope support requests from the client. Coordination with Gerwick on-site engineers. Design and EDC support used ACI Code, USACE Engineering Manuals and ASTM Manuals.

Storm Surge Barrier Field Verification Test, (IHNC) Protection Project, New Orleans, LA | Design Project Manager

Design Project Manager for the field verification test. Responsible for the design team efforts: analysis, specifications, drawings, design submittals, progress reports, work packages, meetings and communication with client. Field test to verify the $1.2 billion storm surge barrier design. Test design consisted of steel sheet pile cofferdam with hydrostatic loading up to EL +26 ft and support reaction wall. Test was intended to verify the performance of the constructed storm surge barrier for its force-displacement response and water seepage. Client: Shaw E&I. Owner: USACE.

Seattle Elliott Bay Sea Wall, Seattle, WA | Engineer

Engineer on the design team, which provided final design of the new reinforced concrete sea wall with a 15 ft cantilevered walkway along its 0.7 mile length. Work with design team on drawings, and to develop an innovative construction technique consisting of precast zee superstructure segments, precast wall panels and precast deck panels with cast-in-place closure pours. Evaluate load cases (seismic, tsunami, live load). Provide final design calculations for structural member sizing, reinforcement and structural stability. Use AASHTO code and WSDOT code. Conduct SAP 2000 analysis to determine live load distribution throughout structure and bearing pressures on jet grout improved cellular soil mass. Provide engineering during construction support: submittal and RFI review. Client: Parsons. Owner: City of Seattle. Construction cost: $400 million.

SR520 Floating Replacement Bridge – Float-In Cofferdam, Seattle, WA| Engineer

Engineer on the design team which provided final design of a float-in steel fabricated cofferdam structure to repair the new bridge pontoon structures. Conduct floating stability calculations for the highly asymmetric design during transportation, during side launch from a launch barge, and installation to bridge pontoon. Client: Kiewit/General/Manson. Owner: WSDOT. Cofferdam successfully launched on 11/26/13, with bridge pontoon repairs completed in 2014. Cofferdam fabrication cost: $5 million.

ATTACHMENT D

San Francisco-Oakland Bay Bridge Foundation Demolition Project, San Francisco, Oakland, CA | Resident Engineer

Resident Engineer for the mechanical demolition of Pier E3 (2015), and Piers E6 to E18 (2017). On site full time 9 months with work crews on barges. Provide on-site construction engineering support. Design steel fabricated work platforms to support 110,000 lb excavators used to demolish the pier structure above waterline. Design steel frame lifting system with large diameter pins (for lifting) to remove 180,000 lb saw cut foundation blocks (88 blocks removed). Responsible for layout of wire saw cut locations and core drill locations for lifting. Develop demolition sequence drawings. Prepare bridge girder erection plan for Piers E23 to E21 (to be reused as a public pier). Design formwork for Pier E3 (to be reused as a public pier). Client: Kiewit/Manson. Owner: Caltrans. Cost: $160 million for E3 – E18 demolition. Cost: $100 million for E2, and E19 – E23.

Richmond Ferry Terminal, Richmond, CA | Structural Engineer

Provide design and analysis for a post tensioned reinforced concrete pontoon (80'x24'x10') to be used as a ferry landing. Provide naval architecture calculations to evaluate floating stability, draft, heel and trim for live load cases. Design marine components: fenders, pile collars bollards, and access ladders. Consult on design of raised access walkways, access ramps, gates, utility routing, lighting and cameras. Prepare design drawings and specifications. Provide engineering support during construction (submittal and RFI review). Owner: WETA

Alameda Main St Ferry Terminal, Alameda, CA | Structural Engineering Subject Matter Expert

Structural engineering specialist on the Construction Management team for the replacement Ferry Terminal. Terminal consists of new steel fabricated pontoon and gangways. Review and provide comments on RFP drawings, specifications, and design basis. Project currently underway. Owner: WETA

San Francisco Waterfront Resilience, San Francisco, CA | Structural Engineering Subject Matter Expert

Subject Matter Expert for the six early projects (Ferry Building, Pier 15, Pier 9, Wharf J9, Pier 5 to 22.5, Pier 24 to 28.5) proceeding with concept design and needs assessment. Review proposed seismic design criteria, provide input to satisfy ASCE 61 code and provide performance-based design. Review and input on proposed design options for retrofit and sea level rise. Provide structural strategy recommendation to meet future sea level rise, widen the existing embarcadero, and do so in a phased process such that wharfs are typically prioritized over piers. Client: Port of San Francisco

Marine Oil Terminal Concord (MOTCO), Concord, CA | Structural Engineer

In this project an aging and deteriorated ½ mile long timber wharf structure required demolition. Contractor desired to operate heavy demolition equipment atop the structure. Prepare calculations to evaluate timber pier and reinforced concrete pier load capacity for heavy equipment (excavators and mobile cranes) needed to demolish the structure. Provide guidelines on where heavy equipment (excavators, mobile truck cranes, front loaders, etc) could operate. Site visits to evaluate existing structure capacity and provide engineering support. Client: Kiewit/Manson. Owner: US Army

Blackball Ferry Terminal; City of Victoria; Victoria British Columbia | Structural Engineer

Engineer on the design team member for final design of reinforced concrete ferry terminal.

ATTACHMENT D

Loretta Meyer, AICP | Environmental Review

Education

BS, Political Economy of Natural Resources, University of California—Berkeley

Licenses & Certifications

Certified Planner, American Institute of Certified Planners

Years of Experience

30

QUALIFICATIONS AND BACKGROUND

Loretta Meyer has over 30 years of experience as an environmental project manager with extensive experience with roadway, infrastructure, airport, and maritime projects in the San Francisco Bay Area and Northern California. Prior to Jacobs, Loretta Meyer served as the Environmental Planning Supervisor for all Port infrastructure projects, overseeing CEQA/NEPA and regulatory permitting. Loretta has specialized experience in NEPA/CEQA project management, working with federal and state agencies, and regulatory permitting with the Army Corps of Engineers, San Francisco Bay Conservation and Development Commission, and other regulatory permitting agencies. Loretta has provided environmental planning support on the Caltrans District 4 Environmental On-Call contracts for over 15 years and on the Port of Oakland Environmental On-Call for over 10 years.

RELEVANT PROJECT EXPERIENCE

Caltrans, District 4 On-call Environmental Services (04A6021, 04A5473, 04A4614, and 04A4803,) Bay Area, CA | Environmental Task Manager

For the Gleason Beach State Route 1 Roadway Realignment Project, Loretta was the task lead with an accelerated 6-month schedule to prepare a complex EIR/EA to meet Caltrans project approval/funding requirements. The project would realign SR 1 inland, between Bodega Bay and Jenner, due to severe damage from multiple erosive forces. Lead author of several environmental studies/reports including Community Impact Assessment, sea level rise/adaptation studies, Section 4(f), farmlands analysis, Cumulative Impact Evaluation, and Coastal Zone compliance with the California Coastal Commission and the Sonoma County Local Coastal Plan. Loretta provided technical oversight of all studies in support of the Environmental Analysis; Draft EIR/EA was completed in June 2015 and Final EIR/EA was certified by Caltrans in June 2016.

Loretta also prepared the EIR/EA for Caltrans for the Real McCoy Ferry project in the Delta, near Rio Vista, which required replacement pilings and upgrades to the existing ferry dock. The Real McCoy Ferry provides a critical automobile water connection over the Delta for State Route 84. The project was designed to avoid/minimize impacts from pile driving to the delta smelt, an endangered species. Extensive coordination with CDFW was required to obtain project approval.

Caltrans, Lagunitas Creek Bridge Replacement Project, Marin County, CA | Task Order Manager/Principal

Located on Lagunitas Creek in the Coastal Zone and within a sensitive riparian corridor, the Project would replace an existing bridge located near Point Reyes National Seashore to meet current seismic standards and ADA requirements. Loretta authored key sections of the EIR/EA including Community Impacts Assessment, Section 4(f), Cumulative Impact Evaluation, and Coastal Zone compliance with the California Coastal Commission and Marin County Local Coastal Plan. As a result of sizable public input, with over 400 individual letters/emails received with over 1,000 comments cataloged, Loretta coordinated with Caltrans senior project leaders including Branch Chief, PM, Design and Engineers on response to public and agency comments to develop and refine technical engineering information to address the public's comments; Loretta conducted senior review of several iterations of the administrative Final EIR/EA including the Section 4(f), CIA, biology, wetlands, threatened and endangered species, hydrology, air quality, traffic, noise, hydrology, and sea level rise analyses.

Water Transit Authority, San Francisco, CA | Project Manager

Project Manager for providing public involvement, environmental program management in support of technical studies, an EIR and an Implementation and Operation Plan to facilitate this new state agency to expand ferry service on San Francisco Bay.

ATTACHMENT D

Golden Gate Bridge, Highway and Transportation District, Larkspur, CA | Lead

Jacobs is currently assisting the Golden Gate Bridge, Highway, and Transportation District plan and implement increased ferry service through the highly popular Larkspur Ferry Terminal in Marin County. The project will identify increasing demand for ferry service and develop parking and access solutions that serve ferry customers and decrease congestion along the US-101 corridor.

To meet these goals, the Jacobs team is performing ferry service demand analysis, developing innovative access, and parking structure alternatives, providing environmental analyses and clearance, and supporting a stakeholder outreach and community engagement strategy customized for Larkspur Ferry service patrons and the Marin County community. Loretta is leading the environmental process to prepare an EIR to evaluate the impacts of increasing ferry service and the development of a parking structure at the main ferry terminal site.

Federal Highways Administration, Central Federal Lands Division, Don Edwards National Wildlife Refuge, Fremont, CA | Environmental Task Leader

Environmental task leader for the preparation of technical studies in support of an Environmental Assessment, including land use, wetlands delineation, biological assessment, and an archaeological survey/cultural resources report. The technical studies supported roadway, infrastructure, and public access improvements at this national refuge located in the South Bay, CA.

Port of Oakland and U.S. Navy, Redevelopment of US. Navy Fleet Industrial Supply Center, Oakland, CA | Environmental Project Manager

Working with the U.S. Navy, Loretta managed the environmental review, permitting, public planning process and NEPA/ CEQA coordination for the disposal of the Fleet Industrial Supply Center, Oakland. In addition to preparing an EIR/EIS to facilitate the redevelopment of a military base into a 500-acre marine terminal with 4 shipping container terminals, berth deepening, roadway and intermodal and railyard infrastructure, a public shoreline park including a beach and wetlands restoration (Vision 2000 Reuse Plan), she was also responsible for securing historic preservation agreements with SHPO. Loretta assisted in schedule management of the project to secure $7.8 million in ISTEA funds for the Joint Inter-modal Terminal, a component of the Vision 2000 Reuse Plan for the Port of Oakland.

On-Call Environmental Planning Services, Port of Oakland, CA | Project Manager

For 10 years, managed CH2M's current and previous on-call environmental services contracts with the Port, providing oversight of a wide range of technical studies. Responsible for managing budget, schedule, staffing, and quality of deliverables for task orders ranging from less than $10,000 to more than $250,000. Thoroughly familiar with Port of Oakland jurisdiction, projects, environmental procedures, and document standards, and has successfully led team to ensure timely project delivery within budget, and with a high level of written and technical quality.

San Leandro Harbor Study, San Leandro, CA | Project Manager

Prepared technical and engineering studies and a conceptual master plan to support the removal and replacement of the existing marina with an open water area with small boating and recreational amenities. Other scoped tasks included consultation with BCDC and its SF Bay Plan, as well as strategies regarding bay fill, sources of sediment material for shoreline stabilization and public access improvements, provision of non-motorized boating amenities (such as kayaks and paddle boards), long-term harbor siltation, ongoing dredging requirements, and shoreline impacts due to sea level rise.

Grain Export Terminal Rail facility, Middle Harbor, Port of Oakland, CA | Project Manager

CH2M (now Jacobs) and GAIA assisted the Port of Oakland in preparing an Initial Study/Negative Declaration (IS/ND) for a proposed export grain terminal that would transport grain from the Central Valley (Modesto) by rail to the Port's former Union Pacific Roundhouse property. The IS/ND evaluated rail movements, traffic, air quality, GHG, rail noise, community impacts, and visual/aesthetics. The Port certified the IS/ND in 2016.

ATTACHMENT D

Bernardo Hernandez | Principal In Charge

Education

BS, Civil Engineering, San Diego State University, 1997

Title

Vice President

Years of Experience

25

QUALIFICATIONS AND BACKGROUND

A seasoned Business Leader with a proven history of delivering innovative solutions to complex sales and marketing challenges while simultaneously managing multiple large-scale projects.

RELEVANT PROJECT EXPERIENCE

Jacobs - Vice President/Client Account Manager

Responsible for top-line growth across the Bay Area Transportation market. Additionally, working with our delivery team, Bernardo ensures that Jacobs achieves complete client satisfaction to make sure that Jacobs has a thorough understanding of the client's needs and is seen as their best advocate for accomplishing their goals.

British Airways SFO Lounge Renovation Project, San Francisco, CA | Project Manager

Served as the owner's project manager for the $5 million design-bid-build lounge renovation for British Airways at San Francisco International Airport. Improvements to the 7,500 SF lounge will include new floor-to-ceiling finishes, storefront upgrades, and ancillary IT work for Levels 2 and 3 and the adjoining stairway. Provided project updates and maintained communication necessary to integrate activities. Conducted site visits and generated design exhibits of potential constraints and opportunities for the site. Managed the designer of record from schematic design through design development.

Northeastern University, Tenant Infill Project, San Jose, CA | Project Manager

Managed Hill's project and construction management services for Northeastern University (NEU). This tenant infill project comprised remodeling a 9,000 SF space within an existing, fully occupied Class A office building. Phase 1 of the project consisted of constructing a branding wall in the main lobby of the Integrated Device Technology, Inc. (IDT) headquarters building, including A/V, lighting and security additions, and enabling MEP modifications to prepare for the second phase of the project. Phase II included extensive demolition, space planning and permitting, mobilization and demobilization protection of existing fixtures and improvements, coordination of work activities with the IDT facilities group, final cleaning, and FF&E installation.

City and County of San Francisco, San Francisco International Airport (SFO) As-Needed Project Management Support Services, San Francisco, CA | Project Manager

Oversaw project management and construction management tasks for the City and County of San Francisco Airport Commission for various facets of the airport's capital program as part of a three-year contract. Staff augmentation needs ranged from providing the Authority Having Jurisdiction (AHJ) subject matter experts for SFO's Building Inspection Code Enforcement (BICE) department to providing executive management reporting services for SFO's Capital Improvement Program. Task order assignments have included office engineering, BICE Inspection services, estimating functions, wayfinding design, BIM modeling services, geotechnical services, report managing, and project administration.

Lennar Urban, Candlestick Point Center Retail Development, San Francisco, CA | Outreach Manager

Assisted Lennar with outreach services for the development of Candlestick Point in San Francisco. The $1 billion project was located on a 24-acre parcel of the now demolished Candlestick Park, former home of the San Francisco 49ers and Giants. The retail complex will be supported by 2,400 parking spaces configured below the complex and adjacent parking structure. The complex also featured 262 residential homes and an entertainment facility.

ATTACHMENT D

BART, Earthquake Safety Program, Bay Area, CA | Task Manager

Task Manager for BART's $1.3 billion Earthquake Safety Program. Managed a multi-disciplinary team and HNTB's contract to effectively deliver all aspects of the scope, schedule, and budget. Assisted in developing unique civil strategies to complement the structural retrofits to minimize disrupting BART patrons, maintain pedestrian and vehicular traffic flows, and reduce the surrounding communities' overall impact. Assisted BART with an extensive public outreach campaign, encompassing the environmental, design, and construction phases. Outreach included town hall meetings, flyers, and questionnaires. Led interface between the project and BART operations during construction phases, including station, aerial guideway, and Transbay Tube retrofits work both day and night.

PCJPB/Caltrain, General Engineering Contract, Bay Area, CA | Contract Manager

Contract Manager for this $50 million contract. Provided a wide range of on-call planning, design, construction management, and administration services to PCJPB/Caltrain. Under this contract, the team completed more than 245 work directives, including work from San Francisco to San Jose.

BART, General Engineering Services, Bay Area, CA | Contract Manager

As Contract Manager for this $1.5 million contract, Bernardo oversaw a team of engineers that provided a wide range of on-call engineering, quality management, and train operation management services to BART.

San Francisco Department of Public Works, Bayview Transportation Improvements Project EIR/EIS, San Francisco, CA | Public Outreach

Assisted in administering the public participation program (as an element of the EIS/EIS) targeting the San Francisco Bayview Hunters Point Shipyard community. The project activities included conducting ongoing outreach and managing project-related communications and coordination activities associated with advisory committees, residents, businesses, property owners, community- based organizations, local organizations, agencies, and local/elected officials. The team was also responsible for developing stakeholder outreach and communications strategies, tracking/ resolving issues, creating/updating project information materials, including notifications, fact sheets, required legal and display ads, Public Service Announcements, and meeting materials (documentation/distribution).

ATTACHMENT D

Camille Bhalerao, PE | Structural Engineering

Education

MS, Structural Engineering, University of California at San Diego

BS, Civil Engineering, California State University at Sacramento

Licenses & Certifications

Professional Engineer: CA, #79039

Years of Experience

13

QUALIFICATIONS AND BACKGROUND

Camille has an extensive background in managing and designing heavy civil projects for marine and transportation business sectors. She has led projects with cross-functional teams spread across many office locations, managing large construction projects' schedule, budget, and progress, regularly interfacing with stakeholders. Camille also volunteers as the Marketing Director for a public outreach podcast about structural engineering funded through the Structural Engineers Association of Northern California (SEAONC).

RELEVANT PROJECT EXPERIENCE

BART On-Call, SF Bay Area, CA | Program Manager Support

Camille is providing program-level support for the Maintenance & Engineering division, which includes over 200 active projects across ten disciplines, totaling $3B. She is responsible for coaching project managers and reviewing and implementing project control systems.

Downtown SF Ferry Terminal Expansion Project, Water Emergency Transportation Authority, San Francisco, CA | Construction Manager

The Downtown San Francisco Ferry Terminal Expansion Project includes the construction of up to three new ferry gates and vessel berthing facilities that will support new ferry services from San Francisco to Richmond and Treasure Island and other potential locations currently under study. The Project will also improve landside conditions at the Ferry Terminal by providing new amenities such as weather-protected canopies, the construction of a new plaza area south of the Ferry Building, the extension of pedestrian promenade areas, and other public access improvements. The new gates and amenities will significantly improve waiting and queuing conditions for existing riders and expand the space available for WETA to stage emergency water transit services in the event of a regional transportation disruption or disaster.

Camille provided construction management for the $75M addition of two new ferry gates, one refurbished gate, and a pile-supported plaza adjacent to the San Francisco Ferry Building. She was responsible for leading a lean CM team, managing the schedule, time, and materials payment tracking, change management, and issues between stakeholders.

East Bay Bus Rapid Transit, AC Transit, Oakland and San Leandro, CA | Project Controls

Camille provided project controls management services and Primavera P6 schedule analyses during construction of the new $108M, 10-mile long bus rapid transit route from San Leandro to Oakland. She was responsible for establishing the earned value methodology and report data given to the FTA, tracking delays and construction cost, producing schedules with scenarios for delay mitigation, and conducting time impact analysis. Her responsibilities also included preparation of monthly status reports and PowerPoint presentations for negotiations with stakeholders.

Port of Los Angeles, Berths 238 ExxonMobil Terminal Topside Design ExxonMobil, Los Angeles, CA | Project Manager

Camille was responsible for the topside design for the new fueling platform, which was installed as part of the Marine Oil Terminal Engineering & Maintenance Standards (MOTEMS) improvement work. She was responsible for creating project scope, budget, resource loaded schedule, and keeping team members on budget and schedule. She conducted risk assessment review meetings, constructability review meetings, and cost schedule review meetings, including cost analysis of seismic concept options, with ExxonMobil.

ATTACHMENT D

California High-Speed Rail, California High-Speed Rail Authority, Madera to Fresno, CA | Structural Engineer

Camille provided value engineering for the first phase of the California High Speed Rail Project, from Madera to Fresno. Responsible for engineering of pile and tunnel concept designs, including PowerPoint presentations of proposed concepts. Researched options for reducing the construction cost and designed post-grouted drilled shaft piles with significantly shorter pile length for cost and time savings.

Alameda Main St Ferry Terminal, Alameda, CA | Project Manager

Project Manager of the Construction Management team for the replacement Ferry Terminal. Terminal consists of new steel fabricated pontoon and gangways. Coordinate efforts of designer (COWI) with client and contractor (to be selected). Manage Jacobs team review of contract documents: drawings, specifications, and design basis. Coordinate Jacobs team construction management work in the upcoming construction phase. Project currently underway. Owner: WETA

ATTACHMENT D

Claudio Fassardi | Wake and Shoreline Erosion Analysis

Education

MS, Ocean Engineering, Oregon State University, Corvallis, OR

Naval Architect, Marine and Mechanical Engineer, Universidad de Buenos Aires, Buenos Aires, Argentina

Years of Experience

34

QUALIFICATIONS AND BACKGROUND

Claudio has 34 years of experience in project management, supervision, and execution of coastal engineering projects. He provides planning, fieldwork, analysis, and design to support the development of marine infrastructure and waterfront facilities and in the analysis and development of solutions to natural and anthropogenic impacts on the coastal environment. His areas of specialization include surveys and metocean measurements, physical and numerical modeling of coastal processes, design of marine and coastal protection structures, navigation, risk analysis, and sea level rise (SLR) impact assessments and adaptation. Claudio has a strong and broad technical background; he has lectured in seminars and has served on various expert groups. He was a member of FEMA's Working Group for the development of the new Guidelines for Coastal Flood Hazard Analysis and Mapping for the Pacific Coast of the United States. He was the US Representative on PIANC's EnviCom Working Group 178 on Climate Change Adaptation for Maritime and Inland Port and Navigation Infrastructure.

RELEVANT PROJECT EXPERIENCE

Caltrans District 4, Miner Slough Bridge Replacement, Solano County, CA | Coastal Engineering Lead

For Caltrans' Initial Study with Proposed Mitigated Negative Declaration/ Environmental Assessment, responsible for the sea level rise (SLR) impact assessment, including vulnerability and risk assessments, and adaptation assessment and planning for a) no project, b) existing bridge rehabilitation and c) new bridge alternatives.

Caltrans, District 4 (04A4614, 04A4149SR) 1 Gleason Beach Roadway Realignment Project, Sonoma County, CA | Coastal Engineering Lead

For Caltrans' Draft Environmental Impact Report /Environmental Assessment, responsible for the sea level rise (SLR) impact assessment, including hazard, vulnerability and risk analyses, adaptation assessment and planning for the Scotty Creek Bridge relocation.

Caltrans, Gateway Park Project Approval/Environmental Document (PA/ED), Oakland, CA | Coastal Engineering Lead

For the Bay Area Toll Authority (BATA), Caltrans, and seven other agencies, responsible for the sea level rise (SLR) impact assessment, including vulnerability and risk assessments, adaptation assessment and planning; boat wake impact analysis, and conceptual design and cost estimation of shoreline treatments including natural vegetated slopes and tidal marsh habitats, protection structures and recreational facilities.

County of Santa Cruz, Twin Lakes Beachfront Improvements, Santa Cruz, CA | Project Manager

Responsible for all coastal engineering studies and conceptual design of a seawall to protect the proposed realignment of a roadway, parking areas, bike lanes, pedestrian walkways and beach access. Supervised numerical wave modeling, estimated extreme total water levels (TWL) for three sea level rise (SLR) scenarios due to climate change, and defined ground elevations of the improvements. Supervised the development of conceptual shoreline protection designs and structural systems and assessed the likelihood of bluff erosion to justify the construction of protection structures. Provided support to obtain California Coastal Commission permits.

San Francisco Waterfront Resiliency Study, Port of San Francisco, San Francisco, CA | Coastal Engineering Lead

Responsible for the development of an inventory of mitigation measures to reduce flood risk from coastal storms along approximately 7 miles of waterfront property extending from Aquatic Park to the north to Heron's Head Park to the south in San Francisco. Identified structural and nature-based flood protection measures and ecological enhancements. From several perspectives, the inventories depicted, described and analyzed levees, seawalls, bulkheads, flood walls, fixed and deployable barriers, gates, reefs, marshes, polders, beaches, ecological piles, etc. Developed conceptual designs and cost estimates.

San Leandro Harbor Study, San Leandro, CA | Coastal Engineering Lead

Prepared technical and engineering studies and a conceptual master plan to support the removal and replacement of the existing marina with an open water area with small boating and recreational amenities. Other scoped tasks included consultation with BCDC and its SF Bay Plan, as well as strategies regarding bay fill, sources of sediment material for shoreline stabilization, long-term harbor siltation, ongoing dredging requirements, and shoreline impacts due to sea level rise.

Golden Gate Bridge, Highway and Transportation District, Larkspur, CA | Coastal Engineering Lead

Jacobs is currently assisting the Golden Gate Bridge, Highway, and Transportation District plan and implement increased ferry service through the highly popular Larkspur Ferry Terminal in Marin County. The project will identify increasing demand for ferry service and develop parking and access solutions that serve ferry customers and decrease congestion along the US-101 corridor. To meet these goals, the Jacobs team is performing ferry service demand analysis, developing innovative access, and parking structure alternatives, providing environmental analyses and clearance, and supporting a stakeholder outreach and community engagement strategy customized for Larkspur Ferry service patrons and the Marin County community. Claudio is the coastal engineering lead and is preparing ferry wake and wash analysis for the EIR to evaluate the impacts of increasing ferry service at the main ferry terminal site.

ATTACHMENT D

Dario Rosidi, PhD, GE, PE | Geotechnical Engineering

Education

PhD, Earthquake Geotechnical Engineering, University of California at Davis

MA, Transportation Engineering, University of California at Davis

BS, Structural Engineering, Petra Christian University, Indonesia

Licenses & Certifications

Professional Engineer (Civil): California, 1992 (No. C 49650); Texas. 2014 (No. 117417)

Professional Engineer (Geotechnical): California, 1996 (No. GE 2392)

QUALIFICATIONS AND BACKGROUND

Dr. Rosidi has nearly 30 years of experience in geotechnical and earthquake engineering. He manages, supervises, and executes various geotechnical and seismic design and analyses and performs constructability reviews. Additionally, Dario is an expert in earthquake engineering, soil dynamic, soil-structure (soil-foundation) interaction modeling, and dam and levee seismic safety evaluations including dynamic response and deformations analyses.

RELEVANT PROJECT EXPERIENCE

California High-Speed Rail, Construction Package 2-3 (CP 2-3), CA | Segment Geotechnical Lead

Leads and manages staff for geotechnical designs and construction of this multi-billion-dollar train project in Central California. The project is a Design-Build (D-B) project to design and construct about 65 miles of High-Speed Train alignment that passes through portions of Fresno, Kings, and Tulare Counties.

Cogeneration Facility, PDB San José-Santa Clara Regional WWTF, San Jose, CA | Geotechnical Lead

Leads the geotechnical design of the various facilities. This project involves the design, construction, testing, commissioning, and permitting, and includes advanced generation internal combustion engines, a new digester gas treatment system, control system, and monitoring.

SFPUC, Biosolids Digester Facilities, San Francisco, CA | Senior Reviewer

Reviewed subconsultant design submittals and performed independent dynamic time history soil-structure interaction analysis of the digester complex to evaluate the effects of liquefaction in the foundation soils to seismic responses of the digester tanks and the supporting structures.

Port of San Francisco; Embarcadero Seawall Resiliency Program; San Francisco, CA | Senior Reviewer

Reviews subconsultant analysis and design submittals on soil investigation plan; development of site-specific earthquake ground motions; liquefaction, dynamic settlements and lateral spreading evaluations; dynamic soil-structure interaction and deformation analyses; development of mitigation measures.

Caltrans, State Route (SR) 710 Study, Los Angeles, CA | Senior Consultant and Seismic Design Lead

Provided technical expertise and review in the development of design seismic loads and performance criteria for freeway tunnel and light rail transit (LRT) tunnel. The proposed tunnels include 60-foot diameter, 4.2-mile-long, twin bored tunnels, and cut-and-cover sections.

Golden Gate Bridge, Highway and Transportation District, Larkspur, CA | Geotechnical Engineering Lead

Jacobs is currently assisting the Golden Gate Bridge, Highway, and Transportation District plan and implement increased ferry service through the highly popular Larkspur Ferry Terminal in Marin County. The project will identify increasing demand for ferry service and develop parking and access solutions that serve ferry customers and decrease congestion along the US-101 corridor. To meet these goals, the Jacobs team is performing ferry service demand analysis, developing innovative access, and parking structure alternatives, providing environmental analyses and clearance, and supporting a stakeholder outreach and community engagement strategy customized for Larkspur Ferry service patrons and the Marin County community. Dario is the geotechnical engineering lead and is preparing geotechnical soil borings and soil studies to evaluate the ground impacts and seismicity of the proposed parking structure.

ATTACHMENT D

Dave Rasmussen | Fisheries

Education

MS, Biological Sciences, California Polytechnic State University, San Luis Obispo

BS, Ecology, and Systematic Biology, California Polytechnic State University, San Luis

Years of Experience

18

QUALIFICATIONS AND BACKGROUND

Dave Rasmussen leads Jacobs' global Coastal and Offshore Community of Practice. This Community of Practice focuses on environmental and biological issues associated with work in the coastal zone and offshore. Responsibilities include leading monthly meetings with CH2M employees from around the globe that are working in or are interested in coastal and offshore issues, keeping up to date on relevant environmental issues and regulator updates in the coastal and offshore arenas, and providing information to the Community of Practice, assisting with staffing of projects, and advising on permitting strategy and issues on coastal and offshore projects.

RELEVANT PROJECT EXPERIENCE

BART On-Call, SF Bay Area, CA | Program Manager Support

Camille is providing program-level support for the Maintenance & Engineering division, which includes over 200 active projects across ten disciplines, totaling $3B. She is responsible for coaching project managers and reviewing and implementing project control systems.

Caltrans District 4 San Rafael Harbor Bridge Replacement Project, San Rafael, CA | Fisheries and Aquatic Biologist

Dave led the permitting efforts with the National Oceanographic and Atmospheric Administration's National Marine Fisheries Service and the United States Fish and Wildlife Service to prepare Biological Assessments for aquatic species protected under the Federal and State Endangered Species Acts. He prepared the Biological Assessments, conducted site surveys, and discussed impacts with resource agency personnel.

PG&E Embarcadero Potrero 230 kV Transmission Project, San Francisco, CA | Lead Biologist

Dave produced and reviewed a biological constraints analysis and the biological section of the Proponents Environmental Assessment (PEA) and Initial Study/Mitigated Negative Declaration (IS/MND) sent to California Public Utilities Commission (CPUC) for this PG&E transmission line project. Through the use of a PEA and meetings with the CPUC the IS/MND was finalized and accepted by CPUC approximately 6 months ahead of the expected date. He also prepared the relevant resource agency permits including United States Army Corps of Engineers Nationwide Permits that involve coordination with the Dredged Material Management Office, a Biological Assessment for potential affects to longfin smelt, steelhead, coho salmon, Chinook salmon, North American green sturgeon, and several marine mammals that are protected under the Marine Mammal Protection Act.

Caltrans District 4 Annual Fish Passage Assessment, San Francisco Bay Area, CA | Biologist

Since 2007, Dave has been participating in biological resources analyses on District 4 projects and assisting with compiling fish passage assessments that District 4 had conducted in the previous calendar year. Dave also reviewed the assessments and assisted with creating the Annual Fish Passage Assessment Report for District 4.

Caltrans, District 4 On-call Environmental Services (04A6021, 04A5473, 04A4614, and 04A4803,) Bay Area, CA | Environmental Task Manager

Dave was the fisheries expert for the Real McCoy Ferry project in the Delta, near Rio Vista, which required replacement pilings and upgrades to the existing ferry dock. The Real McCoy Ferry provides a critical automobile water connection over the Delta for State Route 84. The project was designed to avoid/minimize impacts from pile driving to the delta smelt, an endangered species. Extensive coordination with CDFW was required to obtain project approval. Dave was integral with CDFW negotiations.

ATTACHMENT D

Doug Playter | Senior Advisor

Education

MS, Civil Engineering, University of Washington

BS, Civil Engineering, University of Washington

Licenses & Certifications

Professional Engineer, Washington (1992 #28609); Alaska (2002 #10667)

CH2M HILL Certified Project Manager: 1997

Years of Experience

28

QUALIFICATIONS AND BACKGROUND

Doug Playter is a project manager and client service manager who specializes in port facilities. He has more than 28 years of experience in marine structure design, marine structure permitting, and construction management. He has completed marine structure design and permitting at more than 30 port and dock facilities in the United States, primarily in Puget Sound. Mr. Playter has designed a new environmentally friendly, energy-dissipating fender system now used by Washington State Ferries. Patent No. 5927903 (CH2M HILL) was issued for Mr. Playter's design. The fender design uses steel pipe piles developed as a cantilever with an energy-absorbing facing material made of recycled truck tires. This design proved significantly better for the environment at no additional cost than the existing creosote timber dolphin.

Mr. Playter is a seasoned project manager who has 23 years of local and state agency design and construction experience. He understands the project delivery process from feasibility through construction and has planned, designed, gained environmental clearance for, and constructed many multidiscipline projects in Washington and Alaska. His career has been a balance between design and construction, taking lessons learned from each process and making continual improvements to the other. Mr. Playter excels at projects that are environmentally sensitive and challenging from a technical perspective.

- More than 28 years of experience, and has led and completed permitting and marine structure design at more than 30 port and ferry terminal facilities
- Managed planning, engineering, and environmental on-call contracts for Washington State Ferries, the largest ferry system in the United States, for the past 15 years completing over 100 separate task assignments. His work has led to 8 consecutive reselections for terminal on-call work.
- CH2M's national leader for the ferry practice, a 9-year member of the Transportation Research Board Committee on ferry transportation, and frequently presents at national conferences on ferry issues

RELEVANT PROJECT EXPERIENCE

Seattle Multimodal Terminal Replacement, Washington State Ferries, Seattle, WA | Project Manager

Project manager for the planning and preliminary design phases of the Seattle Ferry Terminal Replacement project. Historically known as Colman Dock, the Seattle Multimodal Terminal is arguably the most operationally complex ferry terminal in the United States. Serving a diverse mix of users, from pedestrians and bicycles to general and commercial traffic, the facility is a key regional multimodal transportation hub, annually providing transportation to 9 million riders, including 4.8 million foot passengers. Originally constructed in 1964, the facility is being rebuilt to address its seismic vulnerability and support ferry operations over the next 75 years. CH2M developed the construction phasing and operations plan insure the terminal remains operational throughout the 5-year construction schedule.

Port of Anchorage (POA) Intermodal Expansion Project Suitability Study, U.S. Army Corps of Engineers (USACE) Alaska District, Anchorage, AK | Project Manager

In early 2013, CH2M completed an independent, in-depth technical analysis for the USACE to assess the Open Cell Sheet PileR (OCSP) seawall in the north end of the ongoing POA Intermodal Expansion Project. CH2M provided geotechnical, structural, civil, coastal, corrosion, and construction engineering analysis and modeling to assess the suitability of OCSP for the wharf and berthing areas of the POA's planned intermodal expansion.

The purpose of the suitability study was to identify any major deficiencies in the design and/or construction approaches and whether a change in design is warranted. Detailed analyses included: seismic loadings with an emphasis on seismic design criteria; hydrological conditions with an emphasis on sedimentation and scour processes and also ice forces on the bulkhead and moored ships; internal/external stabilities of the OCSP system; soil structure interaction of the constructed OCSP system and numerical modeling to provide estimated performance of the OCSP system; constructability of the designed OCSP bulkhead considering construction means and methods, the contractor selection process, and construction inspection procedures; and lifecycle costs of the OCSP with regard to long-term performance and construction inspection procedures.

Skagway Port Development, Municipality of Skagway (MOS), Skagway, AK | Project Manager

CH2M was hired to develop a master plan for MOS. Managed the development of a Port master plan for MOS. The plan needed to consider all of the uses of the Port which included cruise, bulk freight, containers, pleasure craft, and the AMHS dock. The impetus for the plan was a desire by the MOS to develop a stepwise approach to increasing the bulk freight, without impacting the cruise business or the AMHS. CH2M worked closely with the Port Steering Committee and the City Manager to produce planning-level designs and cost estimates for improvements for improvements to Railroad Dock, Broadway Dock, AMHS Dock, and the Ore Dock. The plans were incorporated into the final study, "Skagway Port Development Plan, 2008."

BC Ferries Modifications, BC Ministry of Transportation and Infrastructure (BC MoT), Victoria, BC, Canada | Reviewer

Provided due diligence review and oversight of proposed BC Ferries vessel, terminal and service modifications on behalf of BC MoT. Reporting to the Director of the Marine Branch, reviewed the terminal and vessel modification projects for terminals on the Discovery Coast route, (Bella Bella, Denny Island, Klemtu, Ocean Falls and Bella Coola). All terminals on this route required extensive modifications when the Queen of the North was lost and then replaced by square-sterned vessels.

Hawaii Superferry Terminal Facilities, Hawaii Superferry Inc., Honolulu, HI | Senior Consultant

CH2M was the engineering consultant for Hawaii Superferry, Inc. The company operated a high-speed inter-island vehicle and passenger ferry service connecting Oahu with Kauai, Maui, and the Big Island of Hawaii. CH2M provided planning and engineering services for the shoreside facilities at all four ports of call. This included preparation of traffic studies, ferry operation plans, parking, and circulation plans, and facility modification plans. CH2M has led the coordination efforts with the Hawaii Department of Transportation (HDOT), including addressing issues with the affected harbor users.

Terminal Engineering On-Call, Washington State Ferries, Seattle, WA | Project Manager

Managed five consecutive 2-year, on-call contracts involving varied tasks. Up to 10 tasks occurred simultaneously, requiring the ability to be organized and to understand the needs of multiple WSF project managers. Work managed includes all aspects of ferry terminal engineering, including, structural, civil, electrical, and mechanical. Other tasks have included traffic planning, ferry terminal design, public involvement, Web site design, and developing a project management system. Accomplished multiple projects at each of WSF terminals in Washington State. Over the course of 14 years, managed more than 100 separate task orders for WSF. All tasks have been managed within budget.

Port Townsend – Keystone Ferry Terminal Improvements, Washington State Ferries, Seattle, WA | Project Manager

Managed the preliminary design and environmental documents for the improvements on this route. The Keystone-Port Townsend route has the most cancellations of any route in the WSF system due to the narrow entrance to Keystone harbor and the strong currents. This project required an EIS on the Keystone side of the route due the impacts and expected controversy of the various sites under consideration. On the Port Townsend side, an EA was required to expand the terminal. Both documents were completed to the draft stage when the project succumbed to the state's budget crisis. The documents were completed on time and under budget up to

that point. Discipline reports were completed for all disciplines in 6 months along with Biological Assessments, eel grass surveys, and the draft documents. For the vessel replacement considered on the route, prop scour studies were completed to orient the berthing structures so that prop wash was directed away from the sensitive eel grass beds. There was also an eel grass mitigation plan to plant new eel grass as mitigation for overwater shading.

Water Transit Authority, San Francisco, CA | Engineering Advisor

Engineering Advisor in support of technical studies, an EIR and an Implementation and Operation Plan to facilitate this new state agency to expand ferry service on San Francisco Bay. Advised on the prototype design to standardize the WETA pontoon access ramp design. Project management and oversight of other consultant work on behalf of the WETA Program Manager. Significant assignments have included terminal design standards review, passenger loading processes, docking configurations, coordination with vessels designers, and turnaround time analysis.

ATTACHMENT D

Fatuma Yusuf | Economic, Social & Environmental Justice

Education

PhD, Agricultural Economics

MS, Statistics

MA, Agricultural Economics

BS, Range Management

Years of Experience

25

QUALIFICATIONS AND BACKGROUND

Dr. Yusuf is an economist and statistician with 25 years of experience. She has conducted economic analyses for energy, water supply, water quality, agriculture, transportation, and recreation projects; evaluated project feasibility; and assessed economic impacts associated with project implementation. She has experience managing energy projects including renewable solar and wind energy projects in California and Washington State. She has been an economics task lead and task manager for a number of Environmental Impact Statements/Reports (EIS/R) including water resource issues (Bay-Delta Conservation Plan), highway development or expansion, high speed rail development (California High Speed Rail), and light rail development. She has extensive experience in the preparation of socioeconomic analysis, regional economic impact analysis, cost-benefit analysis, and rate impact analysis. Areas of expertise include:

- Expert in resource and regional economics
- Experienced in providing economic analysis, including benefit-cost analysis, cost allocation, project feasibility and economic impact analysis, for federal, state, and local agencies.
- Experienced in socioeconomic and environmental justice analysis
- Experienced in statistical analysis and international economic development

RELEVANT PROJECT EXPERIENCE

Union Pacific Railroad, Environmental Permitting, Nationwide | Senior Review

Provides senior review of confidential sites in support of environmental documentation and permitting efforts throughout California, including the SF Bay area.

California High-Speed Rail, Merced to Fresno Segment, CA | Economics Task Lead

Evaluated the economic impacts associated with the construction and operation of the CHSRA and prepared the economic analysis section of the Community Impact Assessment (CIA) of the Draft Project-Level Draft EIR/EIS for the Merced to Fresno section.

SR 79 Realignment Project Community Impact Assessment (CIA) and EIR/EIS, CA | Socioeconomics/Environmental Justice Task Lead

Prepared the socioeconomics and environmental justice analysis sections of the Draft CIA and EIR/EIS for the SR 79 Realignment Project Domenigoni Parkway to Gilman Springs Road in the San Jacinto-Hemet area of southern California.

AFC, Eastshore Energy Project; Hayward, CA | Socioeconomics Task Lead

Prepared the socioeconomics analysis section of the AFC. Also, analyzed the regional economic impacts of the project on employment and income.

Solano County Water Agency HCP EIR/EIS, Solano County, CA | Socioeconomics Task Lead

Provided senior review on the Socioeconomics and Environmental Justice analyses.

ATTACHMENT D

Kevin Fisher, PWS | Biology

Education

MS, Ecology, Colorado State University

BS, Environmental Health, Colorado State University

Licenses & Certifications

CA, Professional Wetlands Scientist (PWS #2107)

Years of Experience

23

QUALIFICATIONS AND BACKGROUND

Kevin is an ecologist and certified Professional Wetlands Scientist (PWS) with 20 years of experience working on resource management and infrastructure projects in the western United States. He has managed dozens of resource studies and regulatory compliance projects for public sector clients such as Caltrans, California Department of General Services, California Department of Fish and Wildlife, water districts, and local government agencies. Kevin frequently prepares permit applications (CWA 404, F&GC 1602, CWA 401 Cert), mitigation plans, and leads ESA consultations. His construction management and monitoring experience includes pre-construction wildlife surveys, environmental awareness training, water quality testing, and revegetation and erosion control inspection. This experience enables him to develop practical and effective measures to minimize impacts to aquatic and terrestrial resources. Certification/Training:

- California Rapid Assessment Method (CRAM). 2020
- California Tiger Salamander Workshop. Elkhorn Slough Coastal Training Program. Instructor: Trenham. 2008
- Geomorphic and Ecological Fundamentals for River and Stream Restoration. University of California Extension. Instructors: Kondolf, Wilcock, and Powers. 2006
- OSHA Hazardous Waste Operations and Emergency Response Training (HAZWOPER). Geo Line. 2002
- Wetland Delineation. Wetland Training Institute. 2001

RELEVANT PROJECT EXPERIENCE

Caltrans, District 4 On-Call Environmental Services (04A6021, 04A5473, 04A4803), San Francisco Bay Area, CA | Principal Biologist

Kevin is responsible for oversight and execution of environmental permitting and compliance for multiple large-scale transportation projects. Work involves site assessments, preparation of permit applications, agency coordination, and construction support. He provides Caltrans' Senior staff with strategic support to obtain regulatory approvals and adhere to permit conditions during construction. Notable accomplishments include:

- **CWA Regional General Permit (RGP) with the U.S. Army Corps of Engineers:** Kevin has served as task order manager and facilitated Caltrans's effort to obtain this programmatic permit to streamline CWA Section 404 authorizations.
- **Lagunitas Creek Bridge and Gleason Beach Wetland Mitigation:** Kevin has identified mitigation opportunities and developed wetland mitigation plans for these important projects.
- **U.S. 101 MSN C2:** Kevin helped Caltrans and local assistance rapidly identify and develop an on-site habitat mitigation plan. Approved by CDFW and the Water Board with minimal comments, the plan allowed the project to meet schedule and save significant cost otherwise incurred by off-site mitigation.
- **SON SR 1 Projects:** In the past 2 years, Kevin has supported Caltrans staff on six projects covering approximately 50% of SR 1 in Sonoma County. His work has included PA/ED, PS&E, and construction support. He has also provided Caltrans staff technical support with identifying and evaluating regional opportunities to provide wetland and habitat mitigation.
- **Gleason Beach:** Kevin currently oversees construction compliance on multiple projects including SR 1 Gleason Beach Realignment and Fort Baker.

Caltrans, District 4, Clean Water Act Regional General Permit, San Francisco Bay Area, CA | Task Order Manager/Principal Wetland Scientist

Kevin is serving as Task Order Manager and lead wetland scientist to help Caltrans District 4 obtain programmatic agreements for Clean Water Act (CWA) and Endangered Species Act (ESA) compliance. We are in the final stages of helping the District secure a CWA Regional General Permit (RGP) with the U.S. Army Corps of Engineers (USACE) that will streamline authorization for routine projects that effects waters and wetlands. Kevin has facilitated coordination with several Caltrans functional groups and the USACE to develop the RGP. Our Jacobs team has analyzed historical data and presented the information in a manner that has built understanding and confidence that the programmatic agreements will meet the needs of the District while complying with the agency's regulatory mandates. The outcome of these programmatic agreements will be reduced timelines and staff effort, which would have beneficial outcomes for all projects.

Caltrans, Lagunitas Creek Bridge Project, Marin County, CA | Principal Biologist

Kevin is serving as Jacobs' lead biologist for the replacement of the Lagunitas Creek Bridge over State Route 1. He is overseeing the preparation of regulatory permit applications, including CWA 404 compliance and an ITP for California freshwater shrimp and coho. He has worked with the Caltrans team of engineers and landscape architects to develop instream habitat enhancements and plan in-water construction activities.

Caltrans, Sonoma 101 Big Pave II, Sonoma County, CA | Task Order Manager/Principal Biologist

This project includes roadway resurfacing and drainage improvements along 20 miles of U.S. 101 in Sonoma County. Kevin managed the CWA 404 and 1602 permit application preparation and supporting studies, including the aquatic resource delineation, habitat characterization, fish passage assessment, and biological surveys for the project's drainage improvements covering more than 60 culvert replacements. Kevin is currently overseeing the Jacobs construction support team.

Caltrans, Gleason Beach Roadway Realignment Project, Sonoma County, CA | Principal Wetland Scientist

Kevin led an alternatives evaluation and developed a Conceptual Wetland Mitigation Plan to create 0.5 acre of wetlands in the project's conservation easements. Developing this on-site mitigation plan is critical for obtaining final project approval from the Coastal Commission.

ATTACHMENT D

Patricia Steinholtz | Aesthetics

Education

M.A.Sc., Environmental Policy and Management (emphasis on Natural Resource Management), University of Denver, 2010

BA, Communications and English, University of Colorado, 1999

AA, Graphic Design, Community College of Denver, 1984

Years of Experience

25

QUALIFICATIONS AND BACKGROUND

Patti Steinholtz is a senior environmental planner focusing on compliance with the National Environmental Policy Act (NEPA). As a former graphic designer, she also applies her visual training and skills to developing visual impact analyses (VIAs). Patti has worked on a wide variety of projects and with various federal and state agencies, as well as private clients. She has applied Visual Impact Assessment (VIA) guidance developed by the Federal Highway Administration, Bureau of Land Management, U.S. Forest Service, and various state Departments of Transportation to various projects and developed a method of merging multiple policies where jurisdiction overlaps.

With nearly 20 years of experience as an environmental planning consultant, Patti has developed an ability to discern potential public concerns, enabling her to focus on those issues most critical to project acceptance. Her laser-sharp focus on crafting solid methodologies and attention to detail and quality results in minimal document revisions and helps her analyses withstand public scrutiny. She currently leads the Jacobs Visual Resources Community of Practice, where she mentors and provides guidance to junior VIA staff and strives to instill a passion for the practice.

RELEVANT PROJECT EXPERIENCE

GoPort/7th Street Grade Separation East and West Projects – Alameda County Transportation Commission, Oakland, CA | Visual Resources Specialist

Developed VIA for a package of landside transportation improvements within the Port of Oakland to support a mode shift from truck to rail. Determined anticipated change to visual character and visual quality, expected viewer response and sensitivity, visual impacts of the alternatives, and mitigation measures based on Federal Highway Administration's (FHWA) methodology. Also identified impacts to scenic vistas, visual character, scenic resources, and light and glare as required by CEQA.

The project is located along the eastern shore of San Francisco Bay within the Port's Seaport area, one of the busiest container ports in the U.S. Described the primarily industrial project setting, including an original railroad bridge of historic age, as well as dominant visual features.

Metro Gold Line Foothill Extension Visual Impact Assessment, LA Metro, Los Angeles, CA | Visual Impacts Analyst

Prepared an updated VIA in compliance with CEQA requirements for changes to aesthetics based on a 12-mile extension of an existing light rail line in Los Angeles. Analysis included adding new flyovers, changing grade separations, creating new parking structures, and introducing new elements into historic settings. Worked with artists to create visual simulations to support analysis. Identified potentially significant issues that had been overlooked by previous firm and alerted client. Received few comments from client upon draft submission.

Develop VIA addendum to California Environmental Quality Act (CEQA) analysis previously done by prior firm to evaluate impacts to a light rail expansion. Project Size: 12.3-mile extension of the Metro Gold Line Light-Rail Transit alignment to the east.

U.S. 34 Big Thompson Permanent Repair Project, CDOT, Estes Park to Loveland, Larimer County, CO | Visual Impacts Analyst

Prepared a VIA in compliance with US Forest Service (USFS) Landscape Aesthetics: A Handbook for Scenery Management guidance to analyze visual impacts of relocating substantial sections of damaged roadway onto

bedrock, requiring new rock cuts and other similar visual changes. Worked with CDOT and USFS Landscape Architects to develop guidance for mitigating impacts. Identified Key Observation Points (KOPs) to use for analysis. Toured site and photographed KOPs; worked with simulation developer to create before and after renderings of specific KOPs to aid in analysis. Also prepared CE for this project based on technical reports developed by other resource specialists.

Develop CE and support technical reports to implement permanent roadway repairs along US 34 between Estes Park and Loveland as a result of catastrophic flooding in 2013. Project Size: 23 linear miles.

ATTACHMENT D

Ellen Joslin Johnck, RPA

Environmental and Cultural Resources Permitting, Planning and Management

Education

--M.A. Cultural Resources Management, Sonoma State University, Rohnert Park, CA

-- B.A., Political Science, Elmira College, Elmira, NY

--Master's Certificate studies in urban and regional planning, University of California, Berkeley

Credentials *The Register of Professional Archaeologists (RPA)*

SF Mayoral HistoricPreservation Commissioner 2011-2019

Appointee of 3 CA Governors to the California Coastal Commission, North Central Region (1972-1983) and elected Chairman (1982-83)

Candidate for the Nomination of Assistant Secretary of the U. S. Army for Civil Works (Senator Dianne Feinstein) (2005;2009)

Instructor, University of California at Berkeley Ext, Landscape Architecture 2012-17

Affiliations

-PIANC (2018 World Congress Working with Nature Port Oak Project1st place award**ee;** AAPA**,** ;CMANC; Co-Chair SF Port Maritime Committee; Founder S. F. Bay Trail Board Member; Society CaliforniaArchaeology; Calif. Preservation Foundation

Certifications

Women-Owned Small Business Concern (S.F. CCR, OBSCR, S.F.City) **Years' Experience**: 50

Professional Profile

Ellen Joslin Johnck, RPA is a sole proprietor firm providing project consultant services for environmental and cultural resources planning, permitting and management. These services also include government and community relations and political, legislative and funding strategies. Prior to establishing her business in 2009, Ellen was the founding executive director of the Bay Planning Coalition (1983-2011) and served the dual roles as chief executive officer and also consultant to the Coalition's 200 S. F. Bay business and industry members' for environmental permitting in-water and landside projects.

Her project consulting experience is in the areas of maritime and shoreside project planning and construction; dredging and dredged material beneficial reuse; water quality compliance; flood risk management and climate change adaptation; fish and wildlife habitat restoration; environmental stewardship projects; water and shoreside recreation facilities', e.g. marinas, parks and trails; With the award of a Master's Degree in Cultural Resources Management (CRM) in 2008, Ellen's consulting practice also includes cultural resources management archaeology covering historic resources' surveys, archaeological site and materials recording, monitoring, documentation and analysis; cultural landscape reports and treatments.

Ellen's work has also involved the creation of stakeholder organizations to achieve collaboration and partnerships and a consensus-based approach for needed infrastructure projects linked to environmental improvements. Over the course of her 50-year career, Ellen has written new and shaped existing, California and federal environmental laws and policy related to Bay fill; public access, water and air quality; dredging and dredged material disposal and beneficial reuse, parks and recreation, fish and wildlife habitat restoration. She has assisted to secure over $800 million in federal civil works funding for dredging and beneficial reuse projects.

Fees: Hourly rate, Time and Materials: Upon Request.

101 Lombard Street, #217E
San Francisco, CA 94111
ellen@ellenjohnckconsulting.com

www.ellenjohnck.com
office: 415-480-4344
cell: 415-297-0920

ATTACHMENT D

EILEEN GOODWIN

President
Apex Strategies
(408) 309-1426
apexstr@pacbell.net

EDUCATION

Certificate in Finance; University of California, Santa Cruz; 1998
California Community Colleges Lifetime Instructor Credentials, Marketing and Social Science, credentials issued in 1987
Masters of Science, Political Communication; University of Chicago; 1982
Bachelor of Arts, Double Major with Honors; Claremont McKenna College, 1981

AFFILIATIONS AND AWARDS

Strategic Advisor, US Market Access Inc., USMAC- provide international technology companies with advice, mentoring and access to markets via Silicon Valley 2020-on-going
Adjunct Professor San José State University's Lucas Graduate School of Business, core class: MTM 203: Transportation Marketing & Communications Management 2021
Founding Board Member, Women of Wellness Council, Dominican Hospital Foundation, 2019
Board Member, Association of Junior Leagues International, Inc. International Board, 2012-2015, Diversity and Inclusion Association-wide Task Force Chair 2014-2015, Policy Oversight Committee 2013-2015, Fiscal Accessibility and Dues Task Force member 2019-2020
Board Member, University of California, Santa Cruz Board of Councilors, 2011-2016, Chair Nominating Committee
Board Member, Claremont McKenna College Alumni Association Board of Directors, Chair of the Pioneers Committee, Class Reunion Chair 2015-2016
Advisory Board Member, Earthmine, Inc. a 3D imaging company 2009 – 2012-company purchased by Nokia in November 2012
Peer Reviewer for Published Research, Mineta Transportation Institute San Jose State University, 2000- on-going
Board Member, Junior League of San Jose Endowment Fund Board, 2005-2007
Contributing Author, *Transportation Funding Options: A Survey of California Voters,* Mineta Transportation Institute at San José State University, 2006
Board Member, California Transportation Foundation Board, 1998
Chair, Valley Transportation Authority Technical Advisory Committee, 1996
Chair, Capital Improvement Program Committee, Valley Transportation Authority, 1995
Member, Self-Help Counties Coalition
Grand Award, Metropolitan Transportation Commission, 1995
Excellence in Transportation, Caltrans, 1995

California Transportation Foundation, Outstanding Project, 1995
President, Junior League of San Jose, 1991-1992
California Transportation Foundation, Special Award, 1991
Silver Anvil, Finalist, Public Relations Society of America, 1995
Woman of the Year, Women's Transportation Seminar, 1994
Outstanding Business Woman, American Business Women's Association, 1993
Award of Merit, Metropolitan Transportation Commission, 1991

SUMMARY OF EXPERIENCE

Ms. Goodwin has thirty years of leadership experience in building consensus and in completing complex projects involving numerous parties on time and within budget. As Executive Director of the Santa Clara County Traffic Authority, Ms. Goodwin successfully delivered the $1.6 billion Measure A Highway Improvement Program including building 18 miles of new Highway 85 and widening Highways 101 and 237.

Since completing the mission of the Traffic Authority, Ms. Goodwin has been President of Apex Strategies, counseling and assisting public agencies and private parties in favorably positioning their projects and programs with the community, government agencies and the media. Strategic Plans, Expenditure Plans, project messaging, project funding, stakeholder engagement, and program management for sales tax programs are specific areas of expertise. Community outreach for county-wide services, transportation and water projects, and land use issues are her specialty. Ms. Goodwin is recognized state-wide and nationally as an expert and innovator in the field of community participation, meeting facilitation, strategic planning and sales tax programs. Her thirty years of professional experience include political campaign management, marketing, and organization and government management.

ATTACHMENT D

PROFESSIONAL PROFILE

SUSANNE M. VON ROSENBERG, P.E.

Susanne von Rosenberg, P.E., is a chemical engineer with over 35 years of experience in environmental consulting, engineering and research. Ms. von Rosenberg has worked on projecys for the Port since 1989. Most recently, she prepared the Seaport Air Quality 2020 and Beyond Plan and the 2021 Port Infrastructure Development Program grant application that yielded the Port a $5.2 million grant from MARAD. Her experience includes managing, reviewing, and preparing major NEPA/CEQA documents for infrastructure and restoration projects. She has extensive experience planning and managing major restoration projects in the Bay Area, and implementing other projects along the Bay margin. She is also experienced with permit applications and biological assessments. She has developed habitat monitoring plans and negotiated permit requirements. Additionally, Ms. von Rosenberg has comprehensive experience conducting remedial investigations and feasibility studies for various types of industrial sites, and is experienced in litigation support for remediation projects. Other experience includes extensive regulatory agency negotiations, implementation of monitoring and mitigation programs.

Representative Project Experience

- Served as project manager for preparation of the Seaport Air Quality 2020 and Beyond Plan. Worked with Port staff to design strategy and methodology, compile technical information, and address stakeholder comments. Subsequently prepared comprehensive screening of over 200 implementing action and detailed evaluation of 20 implementing action. Currently facilitating 2020 and Beyond Plan Technical Working Group.
- On behalf of the California Department of Fish and Wildlife (CDFW, formerly California Department of Fish and Game) and the Resources Legacy Foundation, managed the restoration planning (incuding EIR and permitting) and design for the 1,400-acre Napa Plant Site (the former Cargill Napa Salt Production Plant) in Napa County, CA. Also assisted with coordination during construction and monitoring. Estimated Project cost was in excess of $4 million.
- On behalf of the California State Coastal Conservancy (CSCC), USACE, and CDFW coordinated planning, permitting, and design and construction of multiple phases of the 9,460-acre Napa Salt Marsh Restoration Project. Estimated project cost was approximately $20 million.
- Project manager for preparation of an Environmental Assessment (EA) for the Bay Conservation and Development Commission to address potential impacts associated with reissuance of the Cargill salt pond maintenance and operations activities permit. (Cost to date approximately $230,000)
- Prepared mitigated negative declarations for several trail projects, the Pinole Creek Fish Passage Improvement Project, in-Bay wastewater pipeline removal project, and industrial site redevelopment project.
- Led development of EIS/R component of Integrated Document (EIS/R/FS) for Port of Redwood City channel deepening project. Developed detailed project description including petroleum pipeline protection/relocation requirements.

EDUCATION

Massachusetts Institute of Technology — Cambridge, MA
B.S., Chemical Engineering; June, 1983

REGISTRATION

Professional Engineer, CH5055 (California)

ATTACHMENT D

JESSICA RIVAS

SENIOR WATERFRONT ENGINEER

YEARS OF EXPERIENCE:

12

SPECIALIZATION:

Structural and Marine Engineering

EDUCATION:

B.S., Civil Engineering. San Jose State University, San Jose, CA.

MEMBER:

Structural Engineers Association of Northern California (SEAONC)

Society of Women Engineers (SWE)

Transportation Worker Identification Credential (TWIC)

KEY QUALIFICATIONS

Ms. Rivas has twelve years of experience in the design of ferry terminal, piers, and port facilities. She also has experience in fender systems, floodwalls and marine concrete repairs and designed in accordance with AASHTO, USACE, ASCE, CAN/CSA, S6-06, NYBC and other jurisdictional requirements. She has been responsible for the design and permitting of numerous projects on behalf of WETA. She has worked on all phases of planning, design, and construction including conceptual layout, analysis, detailed design, construction document preparation, specification preparation, agency approval, construction observation and construction management.

SELECT PROJECT EXPERIENCE

WETA – Alameda Main Street Replacement, Alameda, CA. 2021-2022. Project Manager for the Alameda Main Street Ferry terminal replacement. Led the design of the new steel float, guide piles, donut fender piles, gangway, access bridge. The replacement terminal is designed as an essential facility with improved post seismic performance over the existing terminal. Participated in the EIR and permitting for the project. Provided input to the environmental team including project description, existing and new shade area calculations, construction schedule, and input on construction equipment. The construction contract was awarded in January 2023 on budget.

City & Port Redwood City – Ferry Terminal Financial Feasibility Study, Redwood, CA. 2018-2020. Project Engineer responsible for preparing conceptual design of a new ferry landing. Provided cost estimates to establish expected construction cost.

WETA – Alameda Harbor Bay Ferry Landing, Alameda, CA. 2020. Project Manager. Responsibilities included the final design and analysis of the donut fender piles and final specifications, as well as assisting with obtaining regulatory permits for the installation of piles. Additional responsibilities included participating in the review panel during bid process, review of contractor submittal and participating in the contractors site visit.

WETA – Main Street Terminal and Vallejo Terminal Modification Study, Alameda/Vallejo, CA. 2019. Project Manager. Responsibilities included the assessment of existing terminal upgrades to public access areas such as ADA access ramps and gangway, fixed piers, and steel float for Main Street Terminal. Similar duties applied to Vallejo Terminal along with the assessment of reconfiguring and relocating terminal to avoid high siltation area.

WETA/Port of San Francisco – Pier 48.5 Temporary Ferry Landing, San Francisco, CA. 2019. Project Engineer. Responsibilities included construction administration (review of 100% calculations, shop drawings, welder's qualification, and material grades) for San Francisco's Pier 48.5 Temporary Ferry Landing that services the new Chase Center.

WETA – East Bay Ferry Terminals Renovation Projects, San Francisco Bay, CA. 2012-2015. Project Manager. Prepared the technical RFP specifications and drawings for three Ferry Terminal Landings, which required the installation of new steel pipe piles, installation of new ADA ramps, installation of typical/corner fenders, and relocation of steel float. Assisted with regulatory permits (BCDC, USACE, POA, and SFRWQCB), as well as assisting with Request for Information and Submittal Reviews. Provided construction management services overseeing the award and construction on behalf of WETA.

ATTACHMENT D

JAMES CONNOLLY, P.E., S.E.

SENIOR MARINE ENGINEER

YEARS OF EXPERIENCE:

22

SPECIALIZATION:

Structural, Marine, and Coastal Engineering

EDUCATION:

M.S., Structural Engineering. University of California, Berkeley, USA.

B.S., Civil Engineering. University of Illinois at Champaign-Urbana, USA.

REGISTRATIONS:

Registered Civil Engineer, 2003, CA C64532

Registered Structural Engineer, 2007, CA S5037

LEED Accredited Professional, 2009

TRAINING:

California Emergency Management Agency (CalEMA) Safety Assessment Program

KEY QUALIFICATIONS

Mr. Connolly's waterfront engineering experience includes structural design and permitting of ferry terminals, piers, wharves, and other shoreline structures. With more than 20 years of experience in the design of waterfront facilities, James's experience similar to the Port of Redwood City Ferry Terminal Environmental Review Services project includes providing engineering input for the Mission Bay Ferry Landing EIR and permitting.

SELECT PROJECT EXPERIENCE

WETA – Alameda Main Street Replacement, Alameda, CA. 2021-2022. Project Principal for planning, design and permitting of the Alameda Main Street Ferry terminal replacement. Improvements include new steel float, guide piles, donut fender piles, gangway, access bridge, potable water, lighting, and shore power system.

City & Port of Redwood City - Redwood City Ferry Terminal Financial Feasibility Study, Redwood City, CA 2018-2020. Lead Marine Engineer responsible for developing ferry terminal alternative layouts. Provided evaluation of pros and cons for each layout and associated construction costs.

WETA – Richmond Ferry Terminal, Richmond, CA. 2017-2019. Project Manager for a new ferry terminal. Responsibilities included coordinating structural, coastal, geotechnical, civil, electrical, and mechanical designs. Led design of concreate float, guide piles, gangway, and passenger shelter. Also led design of ferry plaza and parking lot.

Port of San Francisco – Mission Bay Ferry Terminal, San Francisco, CA. 2015-Present. Project Manager for design and environmental approval of a new ferry terminal in the Mission Bay shoreline of San Francisco. Responsible for the design of floating dock, gangway, access pier, passenger shelter, dredging, and shoreside ferry plaza. Led project through the EIR process and permitting by BCDC, USACE, RWQCB, and DMMO. Provided bid and construction support services during Phase 1 – Demo & Dredging. Phase 2 – Terminal Construction is scheduled for 2023-24.

City of Alameda – Alameda Sea Plane Lagoon Ferry Terminal, Alameda, CA. 2018-2020. Project Manager for design of waterside components of a new Ferry Terminal. Responsible for the structural design of the new ferry float, gangway, guide piles, access pier, canopy structure, and shoreside ADA access ramps. Coordinate integration of electrical and mechanical utilities servicing the design vessels.

City of Sausalito – Ferry Terminal PEER Review, Sausalito, CA. 2017-2018. Structural Engineer Specialist. Provided PEER review and value engineering input for a new ferry terminal. Developed concepts to reduce the size of the steel float in order to obtain City approval for the project.

WETA – East Bay Ferry Terminals Renovation Projects, San Francisco Bay, CA. 2012-2015. Project Principal for the renovation of the Clay Street Ferry Terminal Oakland, Alameda Ferry Terminal, and Harbor Bay Ferry Terminal. Prepared design build procurement documents for terminal renovations including replacement piles, new fenders, new ADA compliant gangway and boarding ramps, electrical upgrades, and miscellaneous structural repairs. Obtained agency approval and permits for construction at each site.

Port of Redwood City Wharves 1 and 2 Replacement Project; Redwood City, CA. 2011-2013. Project Engineer responsible for design review of the design-build documents for the replacement concrete wharf and seawall at the aggregate offloading terminal.

ATTACHMENT E

Proposal Scoresheet with Comments

	CDM Smith		Circlepoint		Jacobs		
	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	
Completeness of the Proposal - 10 Pts - Wtg = 1.0							
Does the proposal fully detail the steps to complete the EIR? Vague details = 0, Some steps not detailed = 1, Fully detailed = 2	2	2	1	1	1	1	CDM Smith very detailed. Circlepoint did not discuss Cumulative Impacts, MMRP, Statement of Overriding Considerations and Administrative Record. Jacobs did not discuss Cumulative Impacts, MMRP and SOC.
Does the proposal have detailed analyses of EIR Environmental Factors? Few detailed analyses = 0, less than half of the Environmental Factors = 1, more than half of the Environmental Factors = 2	2	2	1	1	2	2	CDM Smith had detailed analyses in 13 of 18 factors. Circlepoint had 8 factors with no discussion of Equity/economics/Envionmental Justice. Jacobs had 11 factors.
Are resumes included for PM, key personnel, and subconsultants? Few provided = 0, most provided = 1, all provided = 2	2	2	1	1	1	1	Circlepoint did not have resumes for 7 members of Planning Staff and 3 members of Outreach Staff. Jacobs did not have resumes for D.R. Reed, CHS Consulting and I&R.
Is there a detailed budget? No detail/lump sum = 0, minimal detail = 1, detailed budget = 2	2	2	2	2	1	1	CDM Smith and Circlepoint had detailed budget. Jacobs not as detailed.
Is there a detailed schedule? Very few details = 0, missing some critical steps = 1, detailed budget = 2	2	2	2	2	1	1	CDM Smith and Circlepoint had detailed schedule. Jacobs not as detailed.
Total - Max. Pts. = 10	10	10	7	7	6	6	
Overall Project Approach - 25 Pts - Wtg = 2.5							
Is there a clear understanding of the project history and previous studies? Not demonstrated = 0, demonstrated but not complete = 1, complete understanding = 2	2	5	1	2.5	1	2.5	Circlepoint and Jacobs provided minimal project history and did not seem to understand the details in the COWI additional engineering. Circlepoint only to evaluate WETA weekday service. Jacobs did not mention WETA service and destinations.
Are the key personnel members and their roles clearly identified? Not clearly identified = 0, identified but some ambiguity to compositions or role or not all roles provided = 1, clearly and concisely provided = 2	2	5	1	2.5	2	5	Circlepoint key personnel roles not identified for 7 members of the Planning Staff and 3 members of the Outreach Staff.
Are the subconsultants members and their roles Not clearly identified = 0, identified but some ambiguity to compositions or role or not all roles provided = 1, clearly and concisely provided = 2	2	5	2	5	2	5	
Have the critical tasks/activities in the EIR process impacting costs and scheduling been identified? No or minimal discussion = 0, discussed but not comprehensive = 1, clearly identified = 2	2	5	1	2.5	2	5	CDM Smith very clear on skipping Initial Study. Circlepoint vague on skipping IS and no discussion of Cumulative Impact, MMRP, SOC and Admin. Record. Jacobs includes IS but no discussion of Cumulative Impact, MMRP and SOC.
Have the key elements of the environmental Little discussion = 0, some discussion but not comprehensive = 1, clearly described = 2	2	5	1	2.5	1	2.5	CDM Smith includes construction health assessment, GHG reduction goals, energy consumption analysis, english/spanish, environmental justice assessment, first/last mile projects and costs, additional traffic counts, ferry ridership forecast,1 Draft EIR mtg., 5 pop-up events, 5 virtual mtgs. with employers/CBO's/agencies, and 1 onsite mtg. with water users/environmental groups. Circlepoint requires additional services for first/last Mile projects and costs, unclear of scope and number of 'stakeholder listening sessions', door hangers, 2 Draft EIR mtgs. Jacobs includes wetlands delineation report, english/spanish, community impact assesment, new traffic counts, 1 additional scoping mtg., 2 Draft EIR mtgs., 1 onsite mtg. with water users/ environmental groups, 2 virtual agency mtgs., court reporter at public mtgs., and requires additional preliminary engineering.
Total - Max. Pts. = 25	10	25	6	15	8	20	
Qualification of Key Project Team Members - 15 Pts - Wtg = 1.0							
Does the resume of Project Manager show qualifications and experience consistent with EIR Minimal to no experience = 0, some experience = 1, substantial experience = 2	0	0	2	2	0	0	CDM Smith PM had one EIR document. Jacobs PM had no EIR document experience.
Does the resume of Project Manager show qualifications and experience consistent with Ferry/Marine projects? Minimal to no experience = 0, some experience = 1, substantial experience = 2	1	1	0	0	2	2	CDM Smith PM had some projects related to ferry/marine projects, but not most. Circlepoint PM resume had one marine related project.

ATTACHMENT E

Proposal Scoresheet with Comments

Do the resumes of Key Personnel show Minimal to no experience = 0, some experience = 1, substantial experience = 2	2	2	2	2	2	2	
Do the resumes of Key Personnel show Minimal to no experience = 0, some experience = 1, substantial experience = 2	2	2	1	1	2	2	Circlepoint key personnel had few marine related projects.
Do the PM and Key Personnel have expertise in the EIR Environmental Factors? Little to none of the factors = 0, some of the factors = 1.5, most of the factors = 3	3	3	0	0	1.5	1.5	CDM Smith showed expertise in 10 of 13 environmental factors. Circlepoint only showed expertise in Public Outreach/Stakeholder Engagement. Jacobs showed expertise in 3 of 18 factors.
Do the resumes of Subconsultants show Minimal to no experience = 0, some experience = 1, substantial experience = 2	2	2	2	2	2	2	
Do the resumes of Subconsultants show Minimal to no experience = 0, some experience = 1, substantial experience = 2	2	2	2	2	2	2	
Total - Max. Pts. = 15	12	12	9	9	11.5	11.5	
Relevant Work Experience - 20 Pts - Wtg = 2.0							
Are the reference projects located in SF Bay area? No projects = 0, some all projects = 1, all projects = 2	1	2	2	4	2	4	CDM Smith 3 of 7 projects. Circlepoint 7 of 7 projects. Jacobs 1 of 4 projects.
Are the reference projects consistent with Ferry/Marine projects? Not consistent = 0, somewhat consistent = 1, very consistent = 2	2	4	1	2	2	4	CDM Smith 5 of 7 projects. Circlepoint 2 of 7 projects. Jacobs 4 of 4 projects.
Do the reference projects involve the Project Manager? No involvement = 0, less than 50% of projects = .5, more than 50% of projects = 1	1	2	0.5	1	0.5	1	CDM Smith 4 of 7 projects. Circlepoint 3 of 7 projects. Jacobs 1 of 4 projects.
Do the reference projects involve the Key personnel? No involvement = 0, less than 50% of projects = .5, more than 50% of projects = 1	1	2	0.5	1	1	2	CDM Smith 4 of 7 projects. Circlepoint 1 of 7 projects. Jacobs 3 of 4 projects.
Do the reference projects involve the Subconsultants? No involvement = 0, less than 50% of projects = 1, more than 50% of projects = 2	1	2	1	2	2	4	CDM Smith 2 of 7 projects. Circlepoint 1 of 7 projects. Jacobs 2 of 4 projects.
What is average age of reference projects? 10+ years = 0, 5-10 years = 1, 0-5 years = 2	2	4	1	2	2	4	CDM Smith - 2019; RWC Ferry Feasibility Study and Business Plan (2019-2021). Circlepoint - 2014; RWC Ferry Constraints Study (2007-2012). Jacobs - 2020; Larkspur Ferry Expansion Study (2020-2023) and Alameda Main Street Construction (2022-2024).
Total - Max. Pts. = 20	8	16	6	12	9.5	19	
Proposal Evaluation Total Score - Max. Pts. = 70		63		43		56.5	
Proposed Project Cost - Max. Pts = 30 ((High bid-Proposed bid)/(High bid-Low bid))*30	$1,253,270	11.10	$795,886	30.00	$1,521,971	0.00	Additional services either added to Circlepoint's scope or removed from CDM Smith's scope will reduce the cost difference and increase CDM Smith's points.
Grand Total		74.10		73.00		56.50	

ATTACHMENT F

AGREEMENT

PROFESSIONAL CONSULTING SERVICES
Port of Redwood City

(CDM Smith, Inc.)

THIS AGREEMENT, (the "Agreement") made and entered into this _____ day of _____ (the "Effective Date"), by and between the City of Redwood City, by and through its Board of Port Commissioners, a municipal corporation of the State of California, ("Port"), and CDM Smith, Inc., a Massachusetts company, of San Francisco, California ("Consultant");

W I T N E S S E T H :

WHEREAS, Port desires to conduct a CEQA-compliant Environmental Review (the "Project") in connection with Redwood City Ferry Terminal at the Port of Redwood City; and

WHEREAS, in connection with the Project, the Port requires professional services; and

WHEREAS, Consultant represents that it possesses the experience, and is qualified to perform the aforesaid services for the Project.

NOW, THEREFORE, the parties hereto agree as follows:

1. **CONSULTANT'S SERVICES**. Consultant shall perform consulting and related services described on Consultant's proposal dated February 9, 2023, consisting of 76 pages, marked Exhibit "A," attached hereto and by this reference incorporated herein (the "Proposal").

ATTACHMENT F

2. COMPENSATION; EXPENSES; PAYMENT. (a) Port shall compensate Consultant for all services performed by Consultant pursuant to the Proposal in an amount based upon Consultant's hourly rates set forth on Exhibit "A".

Notwithstanding the foregoing, the combined total of compensation and reimbursement of costs payable pursuant to the Proposal shall not exceed the sum of One Million Two Hundred Fifty Three Two Hundred Seventy and NO/100 dollars ($1,253,270.00).

(b) Port shall compensate Consultant for all services performed by Consultant for Additional Services requested in writing by the Port at the hourly rates set forth on Exhibit "A".

(c) Compensation and reimbursement of costs and expenses hereunder shall be payable upon monthly billing therefor by Consultant to Port, which billing shall include an itemized statement briefly describing by task and labor category or cost/expense items billed, the date services were rendered, the name of the person who rendered the services and the time spent each day on each task. Each billing shall provide an allocation of time spent per task.

3. ADDITIONAL SERVICES. In the event that additional services are requested by the Port in writing (the "Additional Services"), Consultant shall provide such services pursuant to the terms and conditions of this Agreement. In the event Port desires the performance of additional services not otherwise included or contemplated within the services described in Exhibit "A," such services must be authorized by the Board of Port Commissioners if such Additional Services exceed the sum of Fifty Thousand and No/100 Dollars ($50,000) in the aggregate. Otherwise, the Additional Services may be authorized by the Port Executive Director in writing.

4. **ASSIGNABILITY**. Neither Consultant nor Port shall subcontract any part or portion of the services to be performed by Consultant (except as set forth below) and/or assign, sell, mortgage, hypothecate or otherwise transfer their respective interests or obligations in this Agreement without the express prior written consent of the non-transferring party. Notwithstanding the prohibition to subcontract set forth above, Consultant may subcontract architectural services.

5. **STATUS**. In the performance of services hereunder, Consultant shall be, and is, an independent contractor, and shall not be deemed to be an employee or agent of Port.

6. **PERFORMANCE STANDARDS**. In performing services hereunder, Consultant shall adhere to the standards generally prevailing for the performance of expert consulting services similar to those to be performed by Consultant hereunder.

7. **DOCUMENTS**. All documents, reports, plans, drawings, renderings, and other papers (collectively, the "Documents") or copies thereof, as finally rendered, prepared by Consultant pursuant to the terms of this Agreement, shall, upon preparation and delivery to Port, become the property of Port.

8. **SCHEDULE**. Consultant shall generally adhere to the schedule set forth in Exhibit "A"; provided, that Port shall grant reasonable extensions of time for unavoidable delays occasioned by circumstances; provided, further, that such unavoidable delay shall not include strikes, lockouts, work stoppages, or other labor disturbances conducted by, or on behalf of, Consultant's officers or employees.

Consultant acknowledges the importance to Port of Port's Project schedule and agrees to put forth its best professional efforts to perform its services under this

Agreement in a manner consistent with that schedule. Port understands, however, that Consultant's performance must be governed by sound practices. Time is of the essence.

9. **TERM; TERMINATION**. (a) The term of this Agreement shall commence upon the date first hereinabove written and shall expire upon completion of performance of services hereunder by Consultant.

(b) Notwithstanding the provisions of (a) above, Port may terminate this Agreement without cause by giving written notice thereof not less than ten (10) days prior to the effective date of termination, which date shall be included in said notice. In the event of such termination, Port shall compensate Consultant for services rendered, and reimburse Consultant for costs and expenses incurred, to the date of termination, calculated in accordance with the provisions of paragraph 2. In ascertaining the services actually rendered to the date of termination, consideration shall be given both to completed work and work in process of completion. Nothing herein contained shall be deemed a limitation upon the right of Port to terminate this Agreement for cause, or otherwise to exercise such rights or pursue such remedies as may accrue to Port hereunder. In no event shall the amount due Consultant upon termination of this Agreement pursuant to this Paragraph 9, exceed the amount of compensation set forth in Paragraph 2, above.

10. **RECORDS**. Consultant shall keep and maintain accurate records of all time expended and costs and expenses incurred relating to services to be performed by Consultant hereunder. Said records shall be available to Port for review and copying during regular business hours at Consultant's place of business or as otherwise agreed upon by the parties.

11. **HOLD HARMLESS**. Consultant hereby agrees to defend, indemnify, and save harmless Port, its Board, the City of Redwood City ("City"), its Council and their respective boards, commissions, officers, employees and agents, from and against any and all claims, suits, actions, liability, loss, damage, expense, cost (including, without limitation, costs and fees of litigation) of every nature, kind or description, which may be brought against, or suffered or sustained by, Port, its Board, City, its Council, and their respective boards, commissions, officers, employees or agents caused by, or alleged to have been caused by, the negligence, intentional tortious act or omission, or willful misconduct of Consultant, its officers, employees or agents in the performance of any services or work pursuant to this Agreement.

The duty of Consultant to indemnify and save harmless, as set forth herein, shall include the duty to defend as set forth in Section 2778 of the California Civil Code; provided, however, that nothing herein contained shall be construed to require Consultant to indemnify Port, its Board, City, its Council and their respective boards, commissions, officers, employees and agents against any responsibility or liability in contravention of Section 2782 of the California Civil Code.

12. **INSURANCE**. Consultant shall acquire and maintain Workers' Compensation, employer's liability, commercial general liability, owned and non-owned and hired automobile liability, and professional liability insurance coverage relating to Consultant's services to be performed hereunder covering Port's risks in form subject to the approval of the Port Attorney. The minimum amounts of coverage corresponding to the aforesaid categories of insurance per insurable event, shall be as follows:

Insurance Category	**Minimum Limits**
Workers' Compensation	statutory minimum.

ATTACHMENT F

Employer's Liability	$1,000,000 per accident for bodily injury or disease.
Commercial General Liability	$1,000,000 per occurrence and $2,000,000 aggregate for bodily injury, personal injury and property damage.
Automobile Liability	$1,000,000 per accident, $2,000,000 aggregate for bodily injury and property damage (coverage required to the extent applicable to Consultant's vehicle usage in performing services hereunder).
Professional Liability	$1,000,000 per claim and aggregate.

Consultant hereby waives any and all right of recovery against the additional insureds listed in Paragraph 12(c), below, for any loss occurring on or about the Premises and/or in connection with the work performed by Consultant, and the insurance policy required by this Paragraph shall contain an endorsement recognizing this release by the Consultant and waiving all rights of subrogation by the insurer.

Concurrently with the execution of this Agreement, Consultant shall furnish Port with certificates and copies of information or declaration pages of the insurance required hereunder and, with respect to evidence of commercial general liability and automobile liability insurance coverage, original endorsements:

(a) Precluding cancellation in coverage before the expiration of thirty (30) days after Port shall have received written notification of cancellation in coverage by first class mail;

(b) Providing that Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability (cross-liability endorsement);

(c) Naming the Port, its Board, City, its Council, and their respective officers, boards, commissions, employees, and agents, as additional insureds; and

(d) Providing that Consultant's insurance coverage shall be primary insurance with respect to Port, its Board, City, its Council, and their respective officers, boards, commissions, employees, and agents, and any insurance or self-insurance maintained by Port for itself, its Board, City, its Council, and their respective officers, boards, commissions, employees, or agents shall be in excess of Consultant's insurance and not contributory with it.

(e) Containing a "waiver of subrogation" endorsement recognizing Consultant's release as set forth above.

13. **COVENANT AGAINST CONTINGENT FEES**. Consultant hereby warrants that Consultant has not employed or retained any company or person, other than a *bona fide* employee working for Consultant, to solicit or secure this Agreement, and Consultant has not paid or agreed to pay any company or person, other than a bona fide employee, any fee, commission, percentage, brokerage fee, gift, or any other consideration contingent upon or resulting from the award or formation of this Agreement. For breach or violation of this warranty, Port shall have the right to annul this Agreement without liability, or at Port's discretion, to deduct from the Agreement price or consideration, or otherwise recover, the full amount of such fee, commission, percentage, brokerage fee, gift or contingent fee.

14. **NOTICES**. Written notices required or convenient hereunder shall be delivered personally or by depositing the same with the United States Postal Service, first class (or equivalent) postage prepaid and addressed, in the case of Consultant to:

William E. Hurrell, PE
CDM Smith, Inc.
220 Montgomery Street, Suite 1418
San Francisco, CA 94104

and, in the case of Port, to:

Port Executive Director
Port of Redwood City
675 Seaport Boulevard
Redwood City, CA 94063

ATTACHMENT F

15. **PARAGRAPH HEADINGS**. Paragraph headings as used herein are for convenience only and shall not be deemed to be a part of such paragraphs and shall not be construed to change the meaning thereof.

16. TIME OF THE ESSENCE. Time is of the essence in the performance of the services by Consultant.

17. CONFLICT. In the event of a conflict between this Agreement and the Proposal, the terms and conditions of this Agreement shall prevail.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement the day and year first hereinabove written.

The City of Redwood City, a municipal corporation, by and through its Board of Port Commissioners.

By: _____
Kristine A. Zortman
Port Executive Director

ATTEST:

_____
Executive Secretary/Clerk of the Board

By: _____

_____
(title)

BOARD OF PORT COMMISSIONERS
PORT OF REDWOOD CITY

STAFF REPORT

DATE: March 22, 2023

ITEM NO: VIII.A.1

SUBMITTED BY: Rajesh Sewak, Director of Finance and Administration

TITLE: RECEIVE THE CERTIFIED SEMI-ANNUAL INVESTMENT REPORT

RECOMMENDATION

Staff recommends that the Board of Port Commissioners (Board) receive the certified semi-annual investment report for the period ending December 31, 2022, as it relates to the Port of Redwood City's (Port) securities and investment funds.

BACKGROUND

All Port investments comply with the Port's investment guidelines, except as noted in the attached.

ANALYSIS

The Port possess sufficient liquid resources to meet the cash flow needs for the next six months

ALTERNATIVES

This is an informational report.

ENVIRONMENTAL REVIEW

The action before the Board for consideration today is not subject to the CEQA review process pursuant to Resource Code, Section 21065 and Guidelines, Section 15378.

Staff

Executive Director

ATTACHMENTS

A. Certified Semi-Annual Investment Report, December 31, 2022

ATTACHMENT A

PORT OF REDWOOD CITY

Serving Silicon Valley

PORT OF REDWOOD CITY
Certification of Semi-Annual Investment Report
For the six-month Ended December 31, 2022

The Semi-Annual Investment Report attached reflects all the securities in which Port funds, including all Trust Funds, are invested (excluding the deferred compensation plan and PERS funds, which are invested separately). All of these investments are in compliance with Port's investment guidelines, except as noted below.

Exception:
The bank qualifications specified in the certificate of deposit requirements in Section VIII.A are not verified on each occasion a new certificate of deposit is purchased or rolled over.

Sufficient liquid resources, including maturities, are available to meet the cash flow needs for the next six months.

This certification statement complies with reporting disclosure requirements under California Government Code, Section 53646(b)(2) and 53646(b)(3).

Sincerely,

Rajesh Sewak, Director of Finance & Administration — Date: 3.16.2023

Michelle P. Flaherty, ACM, Treasurer, Administrative Services Director — Date: _____

Attachment: December 31, 2022, Semi-Annual Investment Report

ATTACHMENT A

PORT OF REDWOOD CITY
SEMI-ANNUAL INVESTMENT REPORT
FOR THE SIX-MONTH ENDED December 31, 2022

DEPOSITED WITH	ACCOUNT TYPE		DATE PURCHASED	PURCHASE PRICE	MATURITY DATE	RATE	PAR VALUE	% OF PORTFOLIO	MARKET VALUE
		UNRESTRICTED CASH & INVESTMENTS							
WELLS FARGO BK	CHECKING	REVENUE FUND (399-5401)				0.00%	908,822.67	3.89%	
WELLS FARGO BK	CHECKING	DISBURSEMENT ACCT (399-9701)				0.00%	39,359.74	0.17%	
WELLS FARGO BK	CHECKING	PAYROLL ACCT (399-3801)				0.00%	37,024.53	0.16%	
PORT	CASH	PETTY CASH				0.00%	1,000.00	0.00%	
STATE OF CALIF	POOL	LOCAL AGENCY INVESTMENT FUND (LAIF)				2.07%	20,794,965.36	88.97%	$ 20,435,871.74
WELLS FARGO BK	SAVINGS	SAVINGS ACCOUNT (8668-009-098)				0.03%	251,182.48	1.07%	
		TOTAL UNRESTRICTED @ PAR					**22,032,354.78**	**94.26%**	
		ADJUST PAR TO MARKET					**(359,093.62)**		
		TOTAL UNRESTRICTED @ MARKET					**$ 21,673,261.16**		
		WEIGHTED AVERAGE RATE:				**1.95%**	**1.95%**		
		RESTRICTED CASH & INVESTMENTS							
		2015 SERIES BONDS - Debt Service - Interest:							
U.S. BANK	TRUST	First American Government Obligation Fund (#1216)				1.00%	27,427.43	0.12%	
		2015 SERIES BONDS-Debt Service - Principal:							
U.S. BANK	TRUST	First American Government Obligation Fund (#1217)				1.00%	275,548.38	1.18%	-
		2015 SERIES BONDS-Debt Service - Cost Of Issuance:							
U.S. BANK	TRUST	First American Government Obligation Fund (#1223)				0.00%	0.04	0.00%	
		2012 SERIES BONDS - Debt Service - Sinking Fund:							
U.S. BANK	TRUST	First American US Treasury Money Market (#1208)				1.00%	42,065.58	0.18%	
		2012 SERIES BONDS - Debt Service - Revenue & Interest:							
U.S. BANK	TRUST	First American US Treasury Money Market (#1205+#1206)				1.00%	76,839.52	0.33%	
		2012 SERIES BONDS - Debt Service - Reserve:							
U.S. BANK	TRUST	Federal Home Loan Bank (#1209)	06/01/15	740,000.00	07/27/22	1.00%	744,160.73	3.18%	$ 744,160.73
WELLS FARGO BK	ESCROW	Pacific Shores - Mitigation Account (#2817-8708; 1221-00)					175,431.49	0.75%	
		TOTAL RESTRICTED @ PAR					**1,341,473.17**	**5.74%**	
		ADJUST PAR TO MARKET (#1214)					**0.00**		
		TOTAL RESTRICTED @ MARKET					**$ 1,341,473.17**		
		WEIGHTED AVERAGE RATE:				**0.87%**	**0.87%**		1.892%
		TOTAL PORTFOLIO @ PAR					**$ 23,373,827.95**	**100.00%**	
		ADJUST PAR TO MARKET					**(359,093.62)**		
		TOTAL PORTFOLIO @ MARKET					**$ 23,014,734.33**		

NOTE: MARKET VALUE IS EQUAL TO PAR UNLESS OTHERWISE INDICATED
(1) MARKET VALUE DATA SOURCE FOR US BANK: US BANK CORPORATE TRUST STATEMENTS.
(2) MARKET VALUE DATA SOURCE FOR LAIF: LAIF

ATTACHMENT A

PORT OF REDWOOD CITY

SEMI-ANNUAL PORTFOLIO

YEAR	JUNE	DECEMBER
2015	$ 15,817,186	$ 17,032,299
2016	$ 16,020,944	$ 17,152,948
2017	$ 17,905,374	$ 14,583,467
2018	$ 13,363,222	$ 13,851,265
2019	$ 14,856,725	$ 16,925,678
2020	$ 19,463,238	$ 21,422,525
2021	$ 22,319,202	$ 22,261,403
2022	$ 21,139,032	$ 23,014,734

EFFECTIVE YIELD ON INVESTMENTS

YEAR	JUNE	DECEMBER
2015	0.30%	0.28%
2016	0.52%	0.49%
2017	0.70%	1.10%
2018	1.67%	1.88%
2019	2.25%	2.05%
2020	1.24%	0.62%
2021	0.34%	0.26%
2022	0.72%	1.89%

ATTACHMENT A

LOCAL AGENCY INVESTMENT FUND - Fair Market Valuation

	9/30/2021	12/31/2021	3/31/2022	6/30/2022	9/30/2022	12/31/2022
LAIF Interest Rate	0.24%	0.23%	0.32%	0.75%	1.35%	2.07%
Quarter-End Principal Balance	$ 20,154,438.11	$ 20,166,710.75	$ 19,178,320.61	$ 19,193,599.93	$ 19,229,534.32	$ 19,294,965.36
Quarterly Interest Earned	$ 12,272.64	$ 11,609.86	$ 15,279.32	$ 35,934.39	$ 65,431.04	$ 100,966.68
PMIA Market Valuation Rate	0.999873661	0.997439120	0.988753538	0.987125414	0.980760962	0.981389258
Fair Market Value (FMV)	$ 20,151,891.82	$ 20,115,066.22	$ 18,962,632.36	$ 18,946,490.27	$ 18,859,576.58	$ 18,935,871.74
Gain or (Loss)	$ (2,546.29)	$ (51,644.53)	$ (215,688.25)	$ (247,109.66)	$ (369,957.74)	$ (359,093.62)
Accounting Entries:						
Debit A/c 1141-00-00-00-0	$ -	$ -	$ -	$ -	$ -	$ 10,864.12
Credit A/c 1141-00-00-00-0	$ (4,217.21)	$ (49,098.23)	$ (164,043.73)	$ (31,421.41)	$ (122,848.08)	
Debit A/c 9925-00-00-00-0	$ 4,217.21	$ 49,098.23	$ 164,043.73	$ 31,421.41	$ 122,848.08	
Credit A/c 8925-00-00-00-0						$ (10,864.12)

BOARD OF PORT COMMISSIONERS
PORT OF REDWOOD CITY

STAFF REPORT

DATE: March 22, 2023

ITEM NO: VIII.A.2

SUBMITTED BY: Rajesh Sewak, Director of Finance & Administration

TITLE: FISCAL YEAR 2023 UNAUDITED FINANCIAL REPORT ENDING DECEMBER 31, 2022

RECOMMENDATION

Staff recommends that the Board of Port Commissioners (Board) receive the presentation for the Fiscal Year 2023 (FY23) mid-year results.

BACKGROUND

As of December 31, 2022, the Port of Redwood City (Port) held a cautiously optimistic outlook in its operations for the fiscal year. The Port's mid-year tonnage was approximately 11% above the previous period in the prior year. The resulting effect to the Port's mid-year FY23 Gross Revenues was an increase of 13% from $4.5 million to $5.1 million, over the previous period in FY22. The increase of $0.6 million in revenue is a direct result of cargo operations at the Port; an increase generally attributed to post-pandemic supply chain recovery.

Revenue:

As stated above, the Gross Revenue of $5.1 million ($0.6 million more than same period last year) is primarily due to rental increases as well as cargo increases for the first six month period of the fiscal year. The Net Income, after subvention, was $2.2 million. In summary, the mid-year Operating Revenue was $5.1 million with Operating Expenses of $2.7 million and Non-Operating Expenses of almost $0.2 million leaving a Net Income, after subvention of almost $2.2 million.

ANALYSIS

Attached is a variance analysis of the Statement of Activities that illustrates the favorable and unfavorable balance comparing the Actual numbers to Budget and the same period for FY22.

ALTERNATIVES

This is an informational report.

ENVIRONMENTAL REVIEW

The action before the Board for consideration today is not subject to the CEQA review process pursuant to Resource Code, Section 21065 and Guidelines, Section 15378.

Staff

Executive Director

ATTACHMENTS

A. FY2023 Mid-Year Financial Reports

ATTACHMENT A

Port of Redwood City

Mid-Year (Fy2022-2023) Financial Statements

As of 12-31-2022

Presented by:
Rajesh Sewak, Director of Finance & Administration
March 22, 2023

ATTACHMENT A

Port of Redwood City
Comparative Statements of Net Position
For the Six Months Ended December 31, 2022

	12/31/2021	12/31/2022
ASSETS		
UNRESTRICTED CASH & INVESTMENTS	$ 18,732,218	$ 21,673,261
RESTRICTED CASH & INVESTMENTS	1,325,376	1,341,473
TOTAL CASH AND INVESTMENTS	20,057,594	23,014,734
ACCOUNTS RECEIVABLE	2,115,147	1,947,725
PREPAID EXPENSES	209,166	226,977
TOTAL CURRENT ASSETS:	22,381,907	25,189,436
NONCURRENT ASSETS		
PREPAID BOND INSURANCE	18,301	16,129
INVESTMENT IN (SVCW) SILICON VALLEY CLEAN WATER	400,000	400,000
CAPITAL ASSETS		
NON-DEPRECIABLE ASSETS	7,983,706	8,231,214
DEPRECIABLE ASSETS	30,446,724	29,817,791
TOTAL CAPITAL ASSETS, NET	38,430,430	38,049,005
TOTAL NONCURRENT ASSETS:	38,848,731	38,465,134
TOTAL ASSETS:	61,230,638	63,654,570
DEFERRED OUTFLOW OF RESOURCES - 1999 BONDS REFUNDING	151,837	140,092
DEFERRED OUTFLOW OF RESOURCES - PENSION CONTRIBUTION	573,447	567,336
	725,284	707,428
LIABILITIES		
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	173,992	192,633
ACCRUED PAYROLL & BENEFITS	155,499	167,305
DEFERRED REVENUE	175,431	175,431
REFUNDABLE DEPOSITS	298,548	738,734
ACCRUED INTEREST PAYABLE	36,932	30,821
SUBVENTION PAYABLE	792,943	865,764
LONG TERM DEBT - DUE WITHIN ONE YEAR	686,078	717,511
TOTAL CURRENT LIABILITIES:	2,319,423	2,888,199
LONG TERM LIABILITIES		
NET OPEB LIABILITY	704,744	787,002
NET PENSION LIABILITY	3,293,138	3,503,493
LONG TERM DEBT - DUE IN MORE THAN ONE YEAR	10,135,096	9,179,011
TOTAL NONCURRENT LIABILITIES:	14,132,978	13,469,506
TOTAL LIABILITIES:	16,452,401	16,357,705
DEFERRED INFLOW OF RESOURCES - PENSION RELATED	122,764	116,653
NET POSITION		
UNRESTRICTED CURRENT YEAR NET INCOME (LOSS)	1,103,747	2,234,095
UNRESTRICTED NET ASSETS	13,107,647	15,370,086
INVESTED IN CAPITAL ASSETS, NET OF RELATED DEBT	30,247,208	29,325,873
RESTRICTED FOR DEBT SERVICE	922,155	957,586
TOTAL NET POSITION:	45,380,757	47,887,640
TOTAL LIABILITIES and NET POSITION:	$ 61,955,922	$ 64,361,998

ATTACHMENT A

Port of Redwood City
Comparative Statements of Activities and Changes in Net Position
For the Six Months Ended December 31, 2022

	12/31/2021	BUDGET 12/31/2022	12/31/2022
OPERATING REVENUES:			
Marine terminal:			
Rentals-maritime	$ 1,276,685	$ 1,266,444	$ 1,440,265
Wharfage	1,195,834	1,172,719	1,320,918
Dockage	337,848	347,584	443,973
Facilities usage	177,195	188,183	343,960
Line handling	312,954	301,596	415,737
Services and miscellaneous	17,296	15,500	24,602
Total marine terminal	3,317,812	3,292,026	3,989,455
Rentals - commercial	841,574	888,352	800,912
Recreational boating	265,812	289,924	278,277
Other operating revenue	57,437	80,430	56,337
Total operating revenues	**4,482,635**	**4,550,732**	**5,124,981**
OPERATING EXPENSES:			
Marine terminal	996,592	1,025,133	913,065
Recreational boating	302,764	290,730	315,171
Commercial	176,000	199,752	181,875
Infrastructure and general maintenance	368,892	444,418	333,930
Administration and general expenses	904,099	1,122,600	999,377
Total operating expenses	**2,748,347**	**3,082,633**	**2,743,418**
OPERATING INCOME	**1,734,288**	**1,468,099**	**2,381,563**
NONOPERATING REVENUE (EXPENSES):			
Interest income	12,295	50,000	175,352
Interest expense	(226,603)	(209,800)	(209,820)
Grant income (Expense)	38,500	300,000	226,189
Other income (expense), net	(203,206)	(81,520)	(31,690)
Total nonoperating expenses	**(379,014)**	**58,680**	**160,031**
Net income before subvention to the City of Redwood City	**1,355,274**	**1,526,779**	**2,541,594**
Subvention to City of Redwood City (Note 7)	(268,958)	(273,044)	(307,499)
Net Income After Subvention	**1,086,316**	**1,253,735**	**2,234,095**
NET POSITION:			
Beginning of year	45,277,010	46,363,326	46,363,326
End of year	**$ 46,363,326**	**$ 47,617,061**	**$ 48,597,421**

ATTACHMENT A

Port of Redwood City
Comparative Statements of Activities and Changes in Net Position
For the Six Months Ended December 31, 2022

	Reference:	12/31/2021 ACTUAL - LY	12/31/2022 BUDGET	12/31/2022 ACTUAL	December 2022 vs December 2021		Dec 2022 - ACTUAL vs Dec 2022 - BUDGET	
OPERATING REVENUES:								
Dockage		337,848	347,584	443,973	106,125	31%	96,389	28%
Line Handling		312,954	301,596	415,737	102,783	33%	114,141	38%
Wharfage		1,195,834	1,172,719	1,320,918	125,084	10%	148,199	13%
Facilities Usage		177,195	188,183	343,960	166,765	94%	155,777	83%
Miscellaneous Services		17,296	15,500	24,602	7,306	42%	9,102	59%
Rentals - Maritime		1,276,685	1,266,444	1,440,265	163,580	13%	173,821	14%
Subtotal - Marine Terminal	(A):	3,317,812	3,292,026	3,989,455	671,643	20%	697,429	21%
Recreational - Boating		265,812	289,924	278,277	12,465	5%	(11,647)	-4%
Subtotal - Marina	(B):	265,812	289,924	278,277	12,465	5%	(11,647)	-4%
Rentals - Commercial		444,440	415,478	474,189	29,749	7%	58,711	14%
Rentals - Temporary		397,134	472,874	326,723	(70,411)	-18%	(146,151)	-31%
Subtotal - Commercial	(C):	841,574	888,352	800,912	(40,662)	-5%	(87,440)	-10%
Sewer Capacity		14,987	13,980	15,807	820	5%	1,827	13%
Miscellaneous		42,450	66,450	40,530	(1,920)	-5%	(25,920)	-39%
Subtotal - Other Operating Revenue	(D):	57,437	80,430	56,337	(1,100)	-2%	(24,093)	-30%
TOTAL OPERATING REVENUE:	(A)+(B)+(C)+(D) = (E):	4,482,635	4,550,732	5,124,981	642,346	14%	574,249	13%
OPERATING EXPENSES:								
Marine Terminal		996,592	1,025,133	913,065	83,527	9%	112,068	12%
Recreational Boating		302,764	290,730	315,171	(12,407)	-4%	(24,441)	-8%
Commercial		176,000	199,752	181,875	(5,875)	-3%	17,877	10%
Infrastructure		368,892	444,418	333,930	34,962	10%	110,488	33%
General Maintenance		194,149	245,100	239,996	(45,847)	-19%	5,104	2%
Subtotal - Operations	(F):	2,038,397	2,205,133	1,984,037	54,360	3%	221,096	11%
Admin - Salaries, Taxes & Benefits		433,222	494,972	454,408	(21,186)	-5%	40,564	9%
Admin - Office & Administrative Expenses		99,076	80,613	78,638	20,438	26%	1,975	3%
Admin - Professional Services		82,787	140,100	120,661	(37,874)	-31%	19,439	16%
Admin - Promotion & Marketing		87,050	154,000	97,859	(10,809)	-11%	56,141	57%
Admin - Depreciation (Admin Only)		7,815	7,815	7,815	-	0%	-	0%
Subtotal - Administrative Expenses	(G):	709,950	877,500	759,381	(49,431)	7%	118,119	-13%
TOTAL OPERATING EXPENSES:	(F) + (G) = (H):	2,748,347	3,082,633	2,743,418	4,929	0%	339,215	-11%
OPERATING INCOME:	(E) - (H) = (I):	**1,734,288**	**1,468,099**	**2,381,563**	647,275	37%	**913,464**	62%
NON-OPERATING INCOME (EXPENSE):								
Interest Income		12,295	50,000	175,352	163,057	1326%	125,352	251%
Interest Expense		(226,603)	(209,800)	(209,820)	16,783	8%	(20)	0%
Grant Income		38,500	300,000	226,189	187,689	-83%	(73,811)	
Other Income or (Expense)		(203,206)	(81,520)	(31,690)	171,516		49,830	
TOTAL NON-OPERATING (EXPENSE):	(J):	(379,014)	58,680	160,031	539,045		101,351	
NET INCOME BEFORE SUBVENTION:	(I)-(J) = (K):	1,355,274	1,526,779	2,541,594	1,186,320	88%	1,014,815	66%
Subvention to City of Redwood City	(L):	(268,958)	(273,044)	(307,499)	(38,541)	-13%	(34,455)	-11%
NET INCOME AFTER SUBVENTION:	(K) - (L) = (M):	1,086,316	1,253,735	2,234,095	1,147,779	106%	980,360	78%
NET POSITION:								
Beginning of Fiscal Year	(N):	45,277,010	46,363,326	46,363,326				
Beginning Balance Adjustment	(O):	-	-	-				
Adjusted Beginning Balance	(N) - (O) = (P):	45,277,010	46,363,326	46,363,326				
NET POSITION AS OF 12-31-2019:	(M) + (P) = (Q):	46,363,326	47,617,061	48,597,421				