



PROPOSAL

First Street Multimodal Boulevard Study

RFP NO. 25-029

March 2025



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Cover Letter



March 25, 2025

Mike Arizabal, Senior Transportation Analyst
City of Santa Ana – Public Works Agency
20 Civic Center Plaza
Santa Ana, CA 92701

RE: HDR Statement of Qualifications | First Street Multimodal Boulevard Study (RFP NO. 25-029)

Dear Mike Arizabal and Members of the Evaluation Committee,

The future of the City of Santa Ana (City) is bright and promising as it leads multiple initiatives that will transform its economy, provide new housing options, expand mobility choices, connect communities, and enhance quality of life within the City and surrounding region. The First Street Multimodal Boulevard Study (Project) is an opportunity to integrate transformative change for a nearly 3-mile section of First Street from Bristol Street to Tustin Avenue. HDR Engineering, Inc. (HDR) is excited to partner with the City and key stakeholder groups to develop a community engagement strategy, feasibility study, and final design focused on equity, sustainability, mobility, and economic resiliency.

Our team is led by Project Manager Dawn Wilson, who brings over 31 years of diverse experience in local transportation engineering and planning projects, with a specialization in active transportation and multimodal project delivery. Dawn has completed more than 20 complete streets projects over the past 15 years, many within commercial districts similar to First Street. Dawn and the HDR team are committed, available, and ready to prioritize the City's needs and mobilize quickly. We offer the following distinct benefits to the City, which are further detailed throughout this proposal:



An integrated approach to delivering final engineering and conducting a comprehensive, multi-faceted outreach program within the necessary timeframe



A proven approach to equity that will leverage community-based organization (CBO) partnerships to drive cultural accuracy and enhance community participation, resulting in a locally preferred alternative that reflects the true needs of the community



Unmatched expertise in multimodal infrastructure planning and design — our team has successfully delivered some of the region's most impactful transit projects in recent years, including the OC Streetcar where we have established strong working relationships with the City and OCTA



A full-service team with the capacity to deliver on the ambitious schedule, backed by an extensive network of multimodal transportation and engagement subject-matter experts to support staffing levels as needed

We look forward to the opportunity to meet with you and further discuss our qualifications, expertise, and approach.

Sincerely,

HDR Engineering, Inc.

Thomas T. Kim, PE (CA #57374)
Senior Vice President

Dawn Wilson, PE (CA #62562), TE (CA #2548)
Project Manager

FIRM INFORMATION

HDR Engineering, Inc.
3220 El Camino Real, Suite 200
Irvine, CA 92602
213.239.5800
Business Type: Corporation

PRIMARY CONTACT

Dawn Wilson, PE, TE
Project Manager
dawn.wilson@hdrinc.com
619.246.3675

AUTHORIZED REPRESENTATIVE

Thomas T. Kim, PE
Senior Vice President
tom.kim@hdrinc.com
714.504.8860

B | Services Provided

B. Services Provided

Scope of Work

To develop the scope of work for this project, the HDR team reviewed the memorandum of understanding (MOU) between the City and the Orange County Transportation Authority (OCTA) regarding REAP 2.0 grant funding, as well as the City's Mobility Element and the Santa Ana Transit Cooperative Study. Our scope of work details the approach, innovative tools, and unique solutions HDR will bring to the City in order to successfully complete the tasks outlined in the RFP and fulfill the grant requirements.

Task 1: Project Management

1.1 Administration and Project Management

HDR understands that successful delivery of this project will require a well-defined Project Management Plan (PMP) that includes clear communication protocols, defined expectations, regular coordination, and a detailed project schedule. The City will have an opportunity to review the PMP and provide comments before it is finalized. HDR's management team will regularly review the PMP, scope, and schedule to confirm the project stays on track. The City will receive monthly project status reports with our invoices, as well as during Project Development Team (PDT) meetings (Task 1.2).

Project Organization and Communications

To facilitate ease of access and review, the HDR team will use a SharePoint site to organize and maintain meeting materials and utilize OneNote for preparing and sharing meeting minutes. This shared online space will consolidate deliverables and key information, making them easily accessible. Unless otherwise requested by the City, all documents will be prepared in Microsoft formats (Word, Excel, Project, PowerPoint, Teams, SharePoint), Adobe formats (PDF, Illustrator, Photoshop), or Esri formats (ArcGIS Pro). Design will be completed in AutoCAD. No other formats will be used without prior approval from the City.

Project Branding

HDR will develop a branding and style guide that will be submitted for City review and approval. This guide will provide a plan for consistency across the materials presented to the community and the City (e.g., reports, maps, presentations, outreach materials, and other documents).

We will create and disseminate an electronic toolkit (e-toolkit) for stakeholders to share feedback opportunities, meeting announcements, and vital information within their networks. The e-toolkit will include easily distributable and customized options for emails, website content, and social media posts, which are further detailed in Task 3.2.

1.2 Kick-Off Meeting and PDT Meetings

Prior to contract execution, HDR will schedule an in-person kick-off meeting, which will include a corridor tour to gather input from City staff. Having familiarized ourselves with the Transit Cooperative Study and the City's Mobility Element and Vision Zero plans, we will be prepared to discuss how these documents integrate into the City's vision and expectations for this corridor. We will use this time to define project success and collect information on potential concerns or anticipated roadblocks.

Following the kick-off meeting, HDR will schedule monthly PDT meetings, which will be held virtually unless otherwise requested by the City. The purpose of PDT meetings is to review the schedule, progress, provide direction, answer questions, and coordinate upcoming meetings. HDR will be responsible for scheduling meetings, preparing materials, and presenting information. To save time, we recommend the City identify members of the PDT prior to contract execution.

1.3 Agency Project Oversight

Comprised of key City staff, OCTA staff, and key stakeholders, an Agency Project Oversight committee will be formed. This group will be responsible for reviewing progress, processes, and providing technical input. Whereas the PDT is focused on the management and overall delivery of the project, this committee will be focused on technical deliverables and will be responsible for providing direction to the project team. We anticipate these meetings to occur approximately once per month, and recommend they align with key points in the project review and decision making process. No less than 10 meetings will be held over the course of the project, and they will be held in-person unless otherwise requested.

1.4 REAP Reporting

At the initial Agency Project Oversight meeting, HDR will lead a discussion to establish goals and objectives. As this project is funded through REAP 2.0 funds, HDR anticipates that goals will focus on connecting low-income



residents to goods and services in the community through improved and reliable transportation options. HDR will assist the City in preparing a monthly summary to OCTA, which will include a summary of progress towards the goals and objectives as defined by the measurements of success. This information will be discussed during PDT meetings and will be included in monthly invoices to the City.

Task 2: Existing Condition Analysis & Assessment

2.1 Data Collection

Following the project kick-off meeting, HDR will initiate four key categories of data collection: 1) developing base map data, 2) collecting travel patterns and volumes data, 3) evaluating safety, and 4) understanding mobility challenges through field assessment and visual observation.

2.1.1 Base Mapping

HDR will use LiDAR surveying to collect existing roadway data. LiDAR generates a three-dimensional model and creates a digital layout of existing conditions with fine levels of detail, such as locations of signs, trees, drainage inlets, signing, striping, street lighting, traffic signal poles, sidewalks, medians, and other physical objects within the roadway. Once the LiDAR survey is completed, HDR will refine the maps and clean up any inconsistencies in the line work by field reviewing the conditions compared to the initial base map.

2.1.2 Travel Patterns and Volumes

HDR will use a combination of Replica data and ground count data to develop the existing traffic volumes and patterns. Replica is a big data source that can be used to understand travel patterns using origin and destination information, traffic volumes by mode, and other information. Since Replica uses data from IP addresses and sums the data over a multi-year period, it can also be a source of data patterns and trends. Existing conditions for traffic, pedestrian, bicycle, heavy vehicle, and transit volumes will be collected. Volumes will be collected for all intersections (signalized and unsignalized) and daily traffic volumes, including speed and vehicle classification, will be collected for up to 15 segments.

2.1.3 Evaluation of Safety

HDR will use SWITRS/TIMS to develop an understanding of reported crashes. Our preliminary evaluation of the available data, summarized in **Figure 1** below, revealed 11 fatalities and 13 severe injury collisions out of 381 crashes over the past 7 years, including a very high crash density at Bristol Street. We understand the City received HSIP grant funding (Cycle 10 and Cycle 12) to address some of these critical areas. We will review the projects that received funding, and if not currently constructed, will integrate those improvements into our overall concept development.

SWITRS/TIMS data is not capable of providing near miss information and only includes crashes that were reported. In many cases, accident reports are not filed for fender benders and non-injury crashes. Therefore, this data only paints a portion of the conditions along the corridor. Near miss information is critical to providing insight into safety issues that exist but are not reported.

HDR proposes to use LiDAR detection technology to collect near miss data at major intersections and crash hot spots. We will install these detectors at key locations and collect one week of data along the corridor. This data will provide information on near misses that can then be compared with

video obtained through the City's Traffic Management Center (TMC) to determine where potential problems exist before we propose alternative design improvements.

2.1.4 Understanding Challenges through Field Investigation

While the LiDAR survey will collect the location of signs and other features, it cannot identify the type of sign or post mounting. Therefore, a field investigation will be conducted to clearly identify wayfinding, speed limit, and other signs along the corridor.

The field investigation will identify and document bus stop amenities including shelters, benches, lighting, trash cans, bicycle storage, and other features. We will also review boarding and alighting information and on-time bus performance from data to be provided by OCTA. HDR will confirm intersection geometrics, roadway striping, and signal operations. We will request as-built plans and traffic signal timing plans from the City, and will work closely to understand current traffic signal technology, communications, and ITS elements, which will be used to evaluate needs regarding integrating transit signal priority (TSP) or other technology into the design concepts.

Finally, the team will document general observations relative to pavement condition, sidewalk condition/ADA compliance, sidewalk widths, trees and shade structures, lighting, and general activity along the corridor. To illustrate community use of the street, the team will note activity of people traveling along, to, and from the corridor, as well as any prolonged activity, such as street vending or gatherings. Potential mobility challenges that will be documented include grade changes at the rail crossing/I-5 interchange and skewed intersection crossings.

HDR will confirm any planned improvements along First Street and/or any connecting streets with the City, OCTA, and Caltrans. These projects will be documented during this existing conditions phase and taken into consideration during concept development.

2.2 Existing Multimodal Facilities Map

All data collected will be recorded in GIS. Existing sidewalks, bicycle facilities, transit stops, and roadway conditions (lanes, volumes, speeds and crashes) will be input into a corridor database. This data will be overlaid on an existing land use map and will include consideration of informal land uses and economic drivers. HDR's Community Analytics team conducted an initial analysis of the corridor and surrounding project area to gain a better understanding of the community, as documented in the infographic on the following page.

2.3 Existing Corridor Model

HDR recommends building a VISSIM model for the corridor to demonstrate the existing six-lane operation and how the proposed four-lane condition along the corridor will operate. The first pass will be agnostic as to how the two outside lanes are re-purposed. The intent is to demonstrate potential congestion points and potential solutions to addressing traffic and transit flow within the modified roadway capacity. To properly prepare a microsimulation model, four key steps are needed:

1. Develop the Base Model

Before we begin a VISSIM simulation, we will utilize City-provided Synchro files to develop an existing peak hour conditions model that is calibrated for current traffic operations. This will allow us to calibrate both the peak hour Synchro models and the baseline VISSIM model for proper operation. HDR will use the combination of the Synchro model and baseline VISSIM model to test the various multimodal alternatives that are recommended. Using Synchro to model current traffic operations conditions is more time efficient and provides the necessary database for testing the traffic signal timing modifications that may be required to accommodate TSP, leading pedestrian intervals, or bike track signal operations.

Figure 1: Crashes at Study Area Intersections



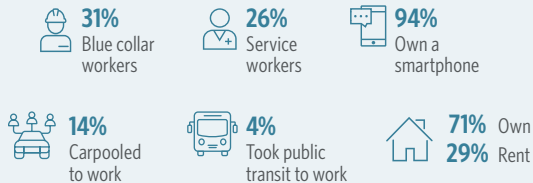


The Community Analytics Advantage

HDR's Community Analytics tool harnesses multiple data sources to deliver insights into community characteristics. Our team analyzed the study area to understand how community analytics could identify key issues and opportunities, which can then be verified by information gained from community engagement and feedback. Our full study area profile can be accessed [here](#).

- **Equity and Engagement.** The one-mile radius around the project corridor includes significant populations that speak Spanish at home and use Spanish-language digital platforms. While 15% of homes within the radius lack internet access, 94% of residents own a smartphone. Our community analytics allows our team to better customize engagement strategies and materials.
- **Targeted Mobility Options.** A majority of workers within one-mile of the project corridor are blue collar (31%) and service workers (26%) who often travel to and from work outside of traditional commute times, suggesting opportunities to enhance mobility options throughout the day.
- **Transportation + Housing Nexus.** Commuters around the project corridor have relatively higher rates of taking public transit and carpooling to work and much lower rates of home ownership, compared to Orange County as a whole. These analytics position our team to ask questions about household costs and housing security, strengthening project goals to connect low-income housing residents to resources through enhanced mobility options.

First Street Study Area (1-Mile Radius)



INTERNET ACCESS



2. Validate the Model

To validate the model, HDR will conduct travel time surveys and observations of queue and delay. We will conduct floating car surveys during the data collection period, so that counts and travel time are collected within the same time period. The model will be refined and validated to reflect the existing conditions based on field observations and travel time.

3. Report Key Metrics

VISSIM is a powerful tool that can provide metrics on general traffic flow travel time, transit vehicle travel time, delay at intersections, queues, and other information. HDR will work with the City to determine what information is most critical to the decision making process.

4. Develop Visual Simulations

Once the model is refined and reporting the necessary travel data, visual simulations will be developed and recorded. Fly through videos, still video, or a combination of both can be recorded for use in public meetings or stakeholder events.

After the existing conditions model is developed, geometrics and signal timing can be developed in Synchro and then integrated into a refined VISSIM model. Because of the complexity of the model, these modifications take several weeks to complete. We will begin building the model as soon as the Synchro network from the City is available to the team.

HDR intends to focus on weekday AM and PM peak periods for this model. There are several key traffic generators along the corridor, such as Santa Ana High School and the Santa Ana Zoo, that may have different peak periods. Before collecting data and building the model, we will work with the City to confirm the peak period to be analyzed and any special considerations that should be made for these off-peak generators.

2.4 Equity

HDR will develop an existing conditions equity analysis technical memorandum with a composite framework for identifying project disadvantaged communities that incorporates multiple indicators known to threaten health, safety, and quality of life of residents. Our team will leverage our Community Analytics analysis and deep experience conducting equity-based geographic analysis using tools such as CalEnviroScreen, California Department of Education, California Healthy Places Index, and Center for Disease Control (CDC) PLACES local data to illustrate specific risks and needs within census tracts throughout the project area. From

our preliminary equity analysis of the corridor study area, we found that 100% of census tracts along First Street between Bristol Street and the I-5 freeway are categorized as SB535 Disadvantaged Communities. However, according to California Healthy Places Index, the corridor census tract east of the I-5 also features other equity concerns such as relatively low healthcare access and relatively high exposure to diesel particulate matter due to its position in between two freeways.

An equity assessment is only made comprehensive by utilizing data from multiple sources, including community feedback and on-street observational notes. These methods will be critical to verify online data and augment this information with real-life public right-of-way uses, such as street vendors and other informal economic drivers. These activities may be observed to generate trips along and to the corridor, as well as provide opportunities to identify bus stop amenities and design alternatives to accommodate street vendors and micro-community gathering spaces. Field investigations conducted as part of Task 2.1.4 will note these types of activities along the corridor, as well as more traditionally collected transportation behaviors.

Once crash data from Task 2.1.3 is compiled in GIS, we will overlay the crash information on a land use map to understand if there is a higher density of crashes by mode near lower income housing sites, and if there is a correlation between access to those properties and nearby transit or other community services. Crash data can be further analyzed to identify community disparities in race, ethnicity, and income that may provide further insights to inform transportation access, barriers, engagement strategy, and safety measures.

The memorandum will compile a comprehensive snapshot of the socioeconomic and demographic characteristics, environmental conditions, and health outcomes along the corridor. This snapshot will serve as a key data point to inform stakeholder and community engagement, as well as a context-sensitive baseline for developing multimodal concept alternatives that strive to improve equitable health outcomes while identifying potential threats and risks for mitigation and/or consideration. The memorandum will include new maps of project disadvantaged census tracts with commonly used metrics such as income/poverty and environmental hazards, as well as nuanced measures such as housing security, health factors, and food access.

Task 3: Outreach and Engagement

To enable a transparent, inclusive, and community-driven design process, HDR proposes a four-phase outreach and engagement approach. This is further detailed in **Figure 5** of the Project Approach on page 17.

Rather than carrying out a linear outreach strategy, our approach integrates data collection, analysis, and concept development with the outreach process, as summarized in **Figure 2** below. **In order to successfully deliver the 90% and final plans within the one-year project schedule, we will advance 30% and 60% concept development alongside community engagement efforts and selection of the locally preferred alternative.**

To start, HDR will present an equity-centered Outreach and Engagement Plan (Engagement Plan), which will be updated and refined in coordination with the City. This Engagement Plan will include a breakdown of audiences and stakeholders, strategies, and communication tools/tactics for each group.

3.1 Targeted Stakeholder Meetings

HDR will convene, facilitate, and document meetings with the Stakeholder Group, which will include representatives from City of Santa Ana, OCTA, Caltrans, neighborhood associations, educational institutions, local businesses, and CBOs. The Stakeholder Group will meet quarterly to align with key Project milestones, such as project kickoff/existing conditions, concepts/alternatives development, feedback on alternatives, and final project presentations.

Within this broad Stakeholder Group, HDR has identified the following subcategories of participants to which the team will deliver presentations regarding the project: Community Working Group, Neighborhood Groups (wards, neighborhood associations), and City Council.

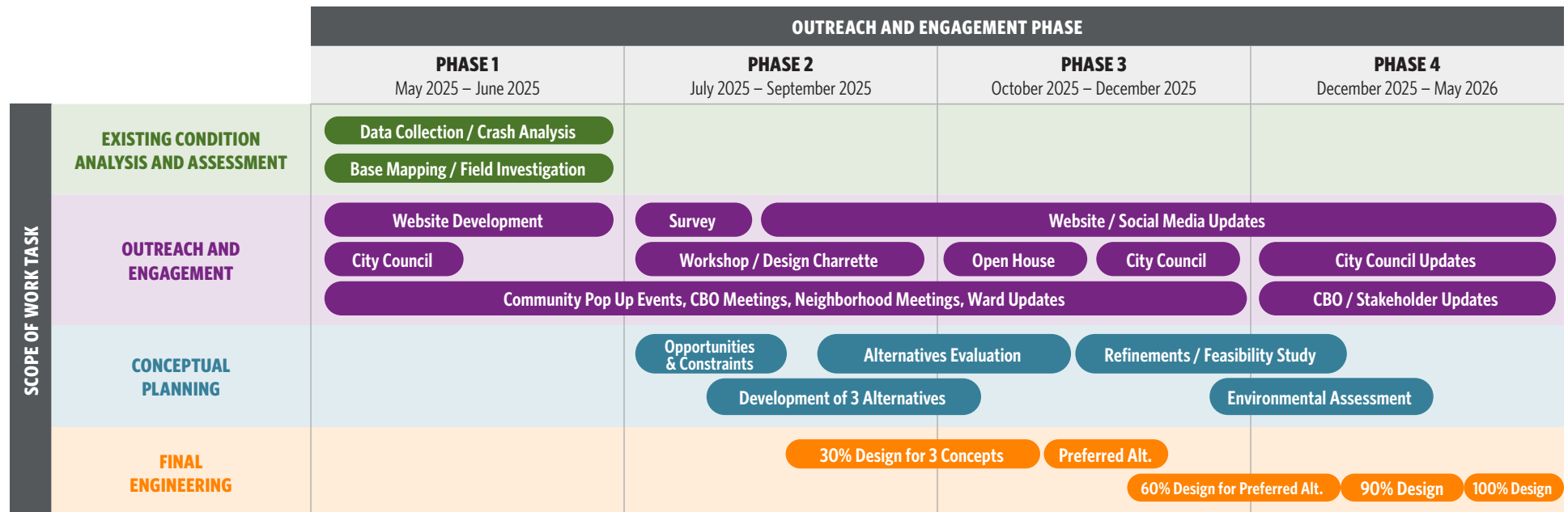
3.1.1 Community Working Group

The HDR team will support a Community Working Group, comprised of local grassroots organizations to help establish strong relationships with key populations. Along with their role in the Stakeholder Group, members of the Community Working Group may host engagement efforts through their respective organization's work; review and provide culturally competent and linguistically inclusive feedback on educational and communications materials; and/or provide project education and capture feedback from the general public at Community Workshops and Events (Tasks 3.3 and 3.4). While some of this work may occur outside of specific meetings, the Community Working Group will meet at least three times in addition to the quarterly Stakeholder Group meetings throughout the life of the Project.



HDR recommends the City identify members of the Stakeholder Group prior to NTP. This can save valuable time and allow the group to quickly engage with the first phase of outreach. HDR has worked with many of the Project's relevant stakeholders on the OC Streetcar project, and there may be efficiency in transitioning members of this previously formed stakeholder group to this project.

Figure 2: Integrated Engagement, Analysis, and Design Approach



To facilitate effective and timely feedback, we will allocate a budget to compensate these Community Working Group participants for their expertise, time, and involvement. Community Working Group organizations that provide translation/interpretation support and/or services will have those skills and labor factored into their organization's compensation structure. Potential members of the Community Working Group, which will be determined with collaboration with the City, may include Santa Ana Active Streets, Casa de la Familia, Orange County Communities Organized for Responsible Development (OCCORD), Latino Health Access, Love Santa Ana Initiative, The Bicycle Tree Multi-Ethnic Collaborative of Community Agencies (MECCA), Boys and Girls Club of Santa Ana, and Santa Ana Collaborative for Responsible Development.

3.1.2 Neighborhood Groups

While the Project spans through wards 2, 3, 5, and 6, it's impact is expected to benefit all wards and surrounding neighborhoods. In addition to quarterly stakeholder meetings, HDR will engage with residents in all six wards and ten adjacent neighborhood associations to provide information about the Project, emphasize its importance, address community concerns, and incorporate their vision into the concepts and options when selecting the locally preferred alternative. We will collaborate with councilmember offices to coordinate meetings and provide updates.

We anticipate conducting two rounds of meetings with each ward and neighborhood association, totaling up to 32 meetings in outreach phases 1 and 2. HDR will begin scheduling these meetings before the conceptual planning phase, prepare meeting materials and agendas, and document meeting minutes.

3.1.3 City Council

HDR recommends meeting with City Council at project onset to discuss the vision and goals for the corridor, confirm support for reducing lanes, and informing the council of the integrated outreach and concept development plan. While the RFP calls for one presentation to City Council, the HDR team recommends up to six total touchpoints with City Council. Updates to City Council can be provided by City staff or HDR Project Manager Dawn Wilson and will align with key decision points in the concept development process, including: project kick-off; recommendation of a locally preferred alternative (December 2025); feasibility study findings and environmental documentation; regular design deliverable updates; and project closeout. The HDR team will provide City staff and other personnel with the necessary information, data, tools, and talking points to deliver clear and concise briefings.

3.2 Website, Social Media and Surveys

HDR will work collaboratively with the City to provide information through digital platforms, which will enable community members to track project progress, offer feedback, and share details with friends and neighbors. Our Community Analytics profile notes high smartphone ownership and significant Spanish language digital use around the corridor, and we are prepared to align our digital strategy with these community characteristics.

All materials and content described below will be made available in English, Spanish, and Vietnamese, including automated translation features for the website and traditional assistance from bilingual staff when applicable, especially on social media artwork, captions, and surveys to address cultural sensitivity. While HDR has the capability of providing these language services in-house, Community Working Group participants may provide compensated language services as well. HDR can also recommend additional translation/interpretation vendors if needed.

3.2.1 Project Website

HDR recommends using ArcGIS StoryMaps as a website platform. This interactive platform integrates well with online surveys, mapping tools, and sharing alternatives, and comment and question submissions, to make it easier for community members to provide feedback.

The HDR team will curate and upload relevant documents, renderings, maps, outreach materials, and other resources to keep the community informed and engaged through regular updates that reflect the latest project developments. HDR will work with the City on branding, digital requirements, and a project domain. Due to funding limitations, the website will be active for the Project's duration; however, we can develop options for the City to maintain the website after the Project has concluded.

3.2.2 Social Media

HDR works with clients nationwide to build social media strategies that focus on the audience journey and diverse users similar to Santa Ana residents and stakeholders. HDR will work with the City's public information team to develop a social media and community-focused information strategy for residents of Santa Ana, commuters, and visitors on the City's Facebook page. Our Community Analytics analysis of the study area shows 55% of households used Facebook and 48% used Instagram in the prior 30 days. Content will focus on benefits of the Project, safety enhancements to bicyclists and pedestrians, multimodal opportunities, transit improvements, and other topics as determined and identified in the outreach strategy. Facebook advertising is a recommended strategy for the City to consider to help promote public engagement and increase online reach. The City's

Instagram page would also be used for sharing quick, up-to-date content. Once an overall social media strategy is established, HDR will develop monthly social media calendars, including proposed content and graphics. Topics will be determined from project meetings, communications plans, and ongoing communications with the City.

3.2.3 Online Survey

Within the website, HDR will develop an online survey that will integrate a geospatial data tool, allowing residents to share ideas and concerns about First Street such as pedestrian safety, green space, and traffic flow. Our focus will be on identifying key objectives, such as enhancing multimodal transportation, improving accessibility, and fostering community engagement. We will craft engaging survey questions aimed at gathering meaningful insights on the community's priorities. Draft questions will be reviewed by the City and adjusted based on feedback.

We will develop a comprehensive distribution strategy, utilizing the project website, email blasts, social media, partner toolkits, and geotargeted ads to effectively reach the community. In-person distribution at community events and throughout the study area will include QR codes for digital responses and printed surveys for increased accessibility.

Following the data collection, our team will summarize and present the survey responses to the City, focusing on key trends and insights that emerge from the data. Our comprehensive approach to developing, implementing, and analyzing surveys provides an opportunity for all stakeholders to have their voices heard.



**Farnam Street Full Closure
(33rd St to 34th St)**
Beginning Friday, March 28, 2025



An ArcGIS StoryMap website, similar to the one HDR created for the Omaha Streetcar project, can be used to share information and collect input using geospatial tools. Click the image above to visit the website.

3.2.4 Email

HDR's Digital Engagement Team recommends creating a project-specific email address to receive comments and send e-blasts about upcoming events. This email will help centralize communication, provide a written record of public input, and notify stakeholders about upcoming meetings and community events through newsletters or email blasts to increase participation and engagement from the community and other involved parties. It is also generally more cost-effective than other communication methods, such as printing materials. Emails will encourage use of the geospatial data tool discussed in Task 3.2.3.

3.2.5 Educational Materials

HDR will prepare multilingual educational materials during the first month of the project. HDR will co-create these outreach materials with the Community Working Group, reviewing materials for cultural accuracy and plain language, including translated materials. HDR will leverage its creative services and graphic design team to produce fact sheets, frequently asked questions (FAQ) documents, PowerPoint presentations, and comment cards, among other materials.

3.3 Community Workshops

In addition to attending City Council meetings, CBO events, and pop-up events, the community at large will have an opportunity to get involved through a series of workshops. We will include bilingual and multilingual team members at each meeting to provide inclusive engagement with various stakeholders.

The HDR team will conduct community workshops at key stages that align with the outreach phases previously outlined in **Figure 2** and further detailed in **Figure 5** on page 17. We recommend conducting three rounds of workshops, each with a different objective:

Workshop 1: In our first phase, we will conduct a workshop to introduce the project and ask participants to share pedestrian and bicycle safety concerns, transit concerns, and general mobility challenges.

Workshop 2: In our second phase, we will conduct a design charrette to help develop ideas for the corridor's three alternatives.

Workshop 3: In our third phase, we will conduct a traditional open house to share the corridor's design alternatives and ask the community for feedback on the locally preferred alternative. We will then refine the design alternatives and present recommendations to the City.

We will coordinate the time and location of these events with the City. For the design charrette, we will provide multiple days for the public to drop in and discuss the project with our team. Our team will also work to include other workshop amenities and accommodations, such as healthy food, kid-friendly activities, accessibility features, and varied times and days of the week to provide a diverse availability for potential participants.

3.4 Community Events

Reaching communities where they already are allows for hands-on opportunities for residents to explore concepts and share feedback in a relaxed setting. The HDR team recommends attending community events across all project phases to socialize, interact with staff, ask questions, and provide opportunities for the community to provide input. We will also use this time to direct the public to the project website for more information and hand out materials like factsheets, FAQs, brochures, and surveys. Some popular events in Santa Ana include the Downtown Santa Ana Artwalk, the weekly Friday Night Market, and the weekly Santa Ana Flea Market. These events can also include school PTA/PTO meetings, school events, or farmers markets to engage people from all corners of the community. We will build on this experience by working with the City and our CBO partners to identify at least 10 existing community meetings or public events where we can set up a booth and raise public awareness of the Project.

As with the community workshops, we will include our bilingual and multilingual team members to enhance our representation of diverse communities.

3.5 Engagement Summary Report

After selecting the preferred alternative, we will prepare an Outreach and Engagement Summary Report. This report will be attached to the Feasibility Study and will include the results of outreach events along with the feedback received.

Task 4: Conceptual Planning

4.1 Identify Opportunities and Constraints

Using the information collected and analyzed in Task 2 and input from the community during the first phase of outreach (Community and Stakeholder Input), HDR will begin to develop potential alternatives. The first step in this process is to develop an opportunities and constraints matrix. This will focus on the need identified, the opportunity to improve that need, potential constraints that may affect the ability to address the need, potential roadblocks for community support, and level of complexity for the improvements. HDR will conduct a multimodal level of service (LOS) assessment for the corridor. During the kick-off meeting, our team will discuss our approach to evaluating pedestrian, bicycle, and transit facilities. While traditional approaches such as Level of Traffic Stress (LTS) and Pedestrian Environmental Quality Index (PEQI) are effective tools, we will work with the City to confirm the approach and the conditions to be evaluated. The Highway Capacity Manual (HCM) also outlines methodology that is viable for the corridor. Transit ridership, stop conditions, on-time performance, and other indicators may be included in the analysis of the existing conditions and integrated into the opportunities and constraints assessment.

Constraints may include right of way (ROW), Caltrans ROW, physical constraints in the railroad undercrossing/flooding risk, and community impacts. They may also include operational issues such as poor pedestrian conditions, pavement conditions, and traffic operations. Opportunities will focus on the types of facilities that can be integrated to address the existing constraints and barriers to multimodal travel. The matrix will be organized such that the "low hanging fruit" is identified first, with more complex solutions identified last. In addition to this matrix, the findings of the existing and four-lane alternative operational analysis will be documented and discussed. Improvements that address operational deficiencies that



HDR will suggest locations with natural foot traffic for Open Houses and Community Events. We are also equipped to host with hybrid in-person and virtual elements to engage a wider audience. This setup allows for real-time interaction between on-site attendees and those participating online, so that everyone has the opportunity to contribute and engage with the event.

4.5 Risk Register

A risk register will be developed for the preferred alternative. It will identify potential risks (such as those related to design, construction, community/political support, funding), assign possibilities, identify mitigation strategies, and identify contingency plans to keep the project on schedule.

4.6 Identify Financial Needs

HDR maintains a detailed database of potential grant programs that is maintained on a regular basis. We identify grant cycles and types of qualifying projects to streamline the process of aligning projects with potential funding sources. We will use this information to help identify financial needs and funding programs. We will also identify other potential funding sources, such as establishing a business district and developer fees, that could supplement these funding programs.

4.7 Create Implementation Strategy

The goal of the implementation strategy is to provide a roadmap for moving the project forward beyond the final design phase, including ROW, CEQA, and construction engineering design. To help demonstrate to the community the City's commitment to moving elements of the project forward, identifying a pilot project or a tactical urbanism demonstration project will be a first step in the implementation phase. The implementation plan will include key touch points with the community, OCTA, and other stakeholders, and will include a strategy for connecting this project and future phases to other bicycle and pedestrian corridors that connect Santa Ana to larger, regional networks.

Clear funding mechanisms for construction and/or development of future phases will be critical to move the project forward. The implementation strategy will integrate the funding programs identified in Task 4.6 and will identify opportunities to coordinate with Caltrans, OCTA, other local agencies (such as Tustin, Fountain Valley) to maximize funding opportunities.

On a broader scale, the implementation plan will include maintenance and operations considerations such as cost, funding, and timing. Should the final recommendations include a phased implementation approach, the implementation plan will address timing of plan elements such as pilot/tactical urbanism projects, immediate term improvements, near term solutions (reflected in final design), and long term solutions (not included in the final design due to requiring a longer design timeline or not being fundable through REAP).

4.8 Environmental Clearance

An Initial Study is anticipated to take approximately 9 to 12 months. Since the project is anticipated to be designed within the existing curb-to-curb width and focus on improving multimodal options, the project could be categorically or statutorily exempt under CEQA, which would be determined during development of project alternatives.

Task 5: Plan Production and Approval

Engineering documents will be submitted at the 30%, 60%, 90%, 100%, and bid ready phases of the project, as shown in

Table 1. Due to the project's expedited timeline, beginning final engineering design after the locally preferred alternative is selected may create challenges in meeting the schedule. To address this, HDR will initiate the 30% and 60% engineering documents alongside the concept development phase. HDR will focus on elements that are consistent across each alternative and begin designing those specific components. This approach allows for a "head start" on the 90% and 100% designs once the preferred alternative is determined. Our team has successfully employed this method on two local design projects: the Newport Boulevard Improvements Project for the City of Newport Beach and the South Coast Drive Improvement Project for the City of Costa Mesa, where up to 12 months of the project schedule was overlapped to accommodate accelerated timelines.

HDR has identified three potential levels of design effort that may occur depending upon the selected alternative. Each has unique benefits and challenges related to on-schedule delivery of the final engineering package.

Level 1: Striping and Signal Modifications Only

Benefits: Existing median and curb lines remain in place, and changes to the roadway configuration are accomplished through striping or non-physical modifications. Minimal design effort can be completed within the accelerated schedule.

Challenges: Vehicle, bus, and bicycle lane configurations are constrained by the existing curb features.

Table 1: Engineering Deliverables

INCLUDED IN SUBMITTAL PACKAGE	MAJOR DELIVERABLES					
	Base Mapping	30%	60% ⁴	90% ⁴	Draft 100% ⁴	Final Plans
OUTREACH & CONCEPTUAL PLANNING						
Community/Stakeholder Engagement	●					
Design Alternatives	●	●				
Refinements		●	●			
Ongoing Community Engagement				●	●	●
FINAL ENGINEERING¹						
Title Sheets, Notes, and Sections			●	●	●	●
Plan Sheets & Details		●	●	●	●	●
Striping		●	●	●	●	●
Traffic Signals/Electrical				●	●	●
Roadside Signs			●	●	●	●
Landscaping		●	●	●	●	●
Traffic Control Plans				●	●	●
Utility Identification ^{2,3}				●	●	●
Median Detailed Design ^{2,3}				●	●	●
Curb/ADA Design ³					●	●
Drainage Design ³					●	●
Estimates	Concept level		●	●	●	●
Specifications				●	●	●

¹ Required for Levels 1-3

² Required for Level 2: Striping and signal modifications + median curb modifications

³ Required for Level 3: Striping and signal modifications + median curb + outside curb/sidewalk modifications

⁴ City design reviews of PS&E at 60% and 90% only. At 100%, City to confirm that 90% comments have been addressed. No design reviews for the Draft 100%; this phase is used to prepare documents for bid.

SCOPE OF WORK DELIVERABLES

TASK 1

- Monthly invoices and progress reports
- Project Management Plan
- Kick-Off Meeting agenda and notes
- PDT meeting materials, agendas, and notes
- Meeting/technical workshop materials, agendas, and notes
- REAP grant reporting methodology and plans

TASK 2

- Existing Conditions Technical Memorandum
- Existing Bicycle and Pedestrian Facilities Map
- Existing Microsimulation Model and Video-Based Conflict Technical Memorandum
- Equity Analysis Technical Memorandum

TASK 3

- Outreach and Engagement Plan
- Quarterly Stakeholder Group Meetings
- Up to three Community Working Group Meetings
- 32 Ward and/or Neighborhood Group Meetings
- Six City Council meetings
- Website, social media campaign, and online survey
- Up to four sets of educational materials, including newsletters/email blasts, fact sheets, FAQs, and brochures
- Three rounds of Community Workshops and up to 10 Community Pop-up Events
- Outreach and Engagement Summary Report

TASK 4

- Constraints and Opportunities Matrix and Technical Memorandum
- Alternative Conceptual Layouts and Alternatives Summary Technical Memorandum
- Programmatic Cost Estimates
- Alternatives Evaluation and Feasibility Technical Memorandum
- Master Project Risk Register
- Funding Strategies Technical Memorandum
- Implementation Strategy and Schedule Technical Memorandum
- Final Feasibility Study
- CEQA Documentation

TASK 5

- Draft PS&E Package (30%, 60%, 90%, and Draft 100%)
- Final 100% PS&E Package and Construction Funding Needs Summary

Level 2: Striping and Signal Modifications + Median Curb Modifications

Benefits: Modifying the median curb provides added flexibility for vehicle, bus, and bicycle lane configurations.

Challenges: The preferred alternative would need to be selected and approved by Council in early December 2025 to allow sufficient time to complete detailed engineering design of the median curb modifications.

Level 3: Striping and Signal Modifications + Median Curb + Outside Curb/Sidewalk Modifications

Benefits: This option provides maximum flexibility for vehicle, bus, and bicycle lane configurations.

Challenges: Additional time beyond the Project's 12-month duration is needed for the extensive detailed design required for outside curbs, ADA compliance, drainage inlets, and utility adjustments. Two delivery options can be considered:

Option 1: Provide sufficient detailed design at the 100% submittal that is suitable for contractor bidding. During the bidding and early phases of construction, detailed design will be completed in phases to coincide with construction sequencing. For example, detailed design for the west half of the corridor can be completed during the bidding phase. Once construction starts on the west half, the design for the remaining east half of the corridor can be completed.

Option 2: Provide sufficient detailed design at the 100% submittal suitable for contractor bidding. All work associated with the outside curb construction would be handled as a second phase of the project and will not be included in the final design package.

5.1 Draft Plan / 5.2 Draft Final Plan / 5.3 Final Plan

Engineering documents will be submitted at the 30%, 60%, 90%, 100%, and bid ready phases of the project. Documents will be prepared using the following standards, but not limited to:

- Santa Ana Public Works Standard Plans
- Santa Ana Computer-aided drafting (CAD) Standards
- 2024 Greenbook Standard Specifications for Public Works Construction

HDR will also coordinate with the City to determine if applicable pavement management strategies from the City of Santa Ana Public Works 2024 Pavement Management Plan can be incorporated into the project.

To promote a green initiative, plans, specifications, and estimates (PS&E) will be delivered in electronic format unless otherwise requested by the City. Comments and resolution will be conducted via Bluebeam.

Task 6: Contingency

HDR will allocate a 10% PM contingency for miscellaneous project-related issues.

Implementation Plan

Our extensive complete streets planning and design experience in Southern California allows the HDR team to present the City an aggressive but realistic schedule for project delivery. Our proposed schedule is outline in **Figure 3** on the following page. At all phases of the project, a detailed quality control (QC) process will be integrated into the delivery schedule. Early keys to success include:

- The City identifying members for the Agency Project Oversight, CBO, and other stakeholder groups prior to contract execution so meetings can begin early in the process
- Scheduling the kick-off meeting within 2 weeks of contract execution and using this meeting to conduct a field tour and discuss key issues and vision for the corridor
- Maintaining regular touch points with City Council to provide updates and input from the community, allowing for concept development to move forward and reducing risk of design changes at the December 2025 Council Meeting to approve the locally preferred alternative
- Conducting initial LiDAR survey, field work, and data collection within one week of the kick-off meeting
- Utilizing the detailed LiDAR survey in all phases to streamline the transition from 30% concept development to 60% final engineering design

C | Agreement Statement

C. Agreement Statement

Contract Exceptions

HDR has reviewed the Sample Agreement provided as Exhibit II of the RFP. **HDR has no exceptions to sample contract.**

Litigation Status

In today's legal environment, claims and litigation are a reality for any large company in the industry, regardless of performance or merit. When claims do occur, we are proactive and cooperative in reaching a resolution that is fair and reasonable to all. We value the confidences of our clients as well as our contractual commitments to confidentiality, and do not discuss with third parties the circumstances involving ongoing projects. We would take the same position with information regarding our work on this contract.

If necessary, we would be willing to meet in person with you to discuss the merits or background of past claims. However, there are no claims or litigation that could impede our ability to perform this project, and we have maintained professional liability insurance in force continually since 1958 for the protection of us and our clients.

Conflict of Interest

To the best of our knowledge and belief, HDR is not aware of any past, ongoing, or potential conflicts of interest that may result from performing work for this project.

D | Firm and Team Experience

D. Firm and Team Experience

Firm Profile

Founded in 1917, HDR is an employee-owned engineering, architecture, and consulting firm that has been a part of the Southern California landscape since 1973. With offices across Southern California, we provide the City with access to more than 550 local staff supported by over 13,000 employee-owners in over 220 locations worldwide. We are a 100% employee-owned firm with a culture that upholds strong accountability to ourselves and each other. This culture extends to how we treat those outside the company, driving us to make thoughtful decisions in the interests of our clients and communities. Our responsiveness, proven depth of resources, and strong local presence have contributed to efficient and effective transportation solutions for hundreds of projects across Orange County.

Strength and Stability

Since becoming employee-owned in 1996, HDR has not merged with or been acquired by any other companies. We take pride in this strategic plan to remain independent, subsequently bringing consistency and strength to our operational efficiency. We have established strong risk controls and are committed to managing our company with an eye toward long-term financial health and stability. This commitment has enabled us to thrive for over 100 years in every economic environment and allows us to be a reliable partner for our clients. Our financial statements are prepared and audited annually by Ernst & Young LLC. We are financially sound with gross revenues of \$3.5B, a current working capital ratio of 2.15, and stockholders' equity of \$0.76B (2023). There is no bankruptcy, pending litigation, planned office closure, or impending merger that would impede our ability to complete this project.

Multimodal Expertise

At HDR, we connect with communities and local agencies to design projects that improve mobility and connectivity while also focusing on safety. Our team of multidisciplinary experts bring their expertise and lessons learned from similar multimodal corridor projects — giving the City the benefit of other communities' experiences — while also understanding the context and history to plan a corridor that seamlessly integrates into its surrounding communities.

Our team also brings a thorough understanding of balancing modes within the existing built environment - from integrating cycle track to designing Class I paths to integrating a state of the art BRT system including the design BRT system requirements, operations, and administration. We provide in-depth experience with alternatives analysis, operational analysis, multimodal analysis, transit, service planning, station/stop site assessment, environmental clearance, as well as a strong background in understanding the impact and benefits of complete streets projects on customers, neighborhoods, and local businesses.

HDR has a deep bench of multimodal transportation planners and engineers with local and national experience developing multimodal plans and transportation assessments for cities within heavily populated regions. Our work helps clients improve mobility, prioritize road user safety, enhance transit connectivity, and create a more integrated transportation system to help communities thrive. **Table 2** on the following page highlights a selection of our most relevant project experience.

LOCAL ADDRESS

3220 El Camino Real, Suite 200
Irvine, CA 92602

HEADQUARTERS ADDRESS

1917 S 67th Street
Omaha, NE 68106

PROJECT MANAGER

Dawn Wilson, PE, TE
Principal Transportation Project Manager
dawn.wilson@hdrinc.com
760.560.6605

HDR Quick Facts

1917

Year founded



Organization Type:
Corporation



225+

Offices including Irvine, San Diego (2),
Long Beach, Los Angeles, Riverside,
Claremont, and Ventura



13,000+

Employees
worldwide



600+

Employees in
Southern CA



1,500+

Transportation engineering
and planning staff in U.S.



150+

Transportation engineering
and planning staff in California

Relevant Project Experience

Table 2 below outlines our recent relevant experience as it relates to the anticipated scope, project elements, and goals of the First Street Multimodal Boulevard Study. Further information for each of these projects is provided on the following page.

Table 2: Relevant Project Experience

Relevant Project Experience	Relevant Project Design Elements								Relevance to Scope of Services																							
									Task 1 Project Management				Task 2 Existing Analysis and Assessment				Task 3 Outreach and Engagement				Task 4 Conceptual Planning						Task 5 Plan Production					
	Bikeway Design	ADA Compliance/Pedestrian Connectivity	Transit/Bus Priority	Traffic Signal/ITS	Roadway Engineering	Landscaping/Water Quality Treatment	Microsimulation	Travel Demand Forecasting	Administration/Project Management	Kick-Off and PDT Meetings	Agency Project Oversight	Grant Reporting	Existing Conditions	Existing Multimodal Facilities Map	Existing Corridor Model	Equity	Targeted Stakeholder Meetings	Website, Social Media, and Surveys	Community Workshops	Community Events	Identify Constraints and Opportunities	Proposed Alternatives Development	Programmatic Cost Estimates	Alternatives Evaluation	Risk Register	Identify Financial Needs	Implementation Strategy	Feasibility Study	Environmental Clearance	30% Design	60% - 90% Design	100% Design/Bid Documents
<p>Table 2 below outlines our recent relevant experience as it relates to the anticipated scope, project elements, and goals of the First Street Multimodal Boulevard Study. Further information for each of these projects is provided on the following page.</p>																																
Table 2: Relevant Project Experience																																
Client/Project																																
City of Santa Ana Fairview Street Design Services and Bridge Replacement	●	●			●	●			●	●	●	●	●								●	●	●	●	●	●			●	●	●	●
OCTA South Orange County Multimodal Transportation Study		●	●	●	●		●		●	●	●		●	●		●	●	●	●	●	●	●	●	●		●	●					
OCTA SR 55 Widening PS&E	●	●		●	●	●			●	●	●		●	●	●		●		●	●	●	●	●	●	●		●		●	●	●	●
City of Laguna Beach Laguna Canyon Road PSR-PDS	●	●	●	●	●	●	●	●	●	●	●		●	●	●			●			●	●	●	●	●		●	●	●	●	●	
City of El Monte Valley Boulevard Complete Street Feasibility Study*	●	●	●		●	●	●	●	●	●			●	●	●		●	●	●	●	●	●	●	●		●	●	●	●	●	●	
LA Metro Lakewood/Rosemead Corridor Enhanced Transit Assessment	●	●	●	●	●				●	●			●	●	●	●	●		●		●	●	●	●		●	●	●	●			
LA Metro North Hollywood to Pasadena BRT	●	●	●	●	●				●	●						●	●								●					●	●	●
City of Culver City Transportation Planning On-Call, Various Task Orders			●						●	●	●	●	●			●	●				●		●			●	●					
San Joaquin County DPW Country Club Boulevard Complete Streets Corridor Plan	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●			●	●					

*Previous project of Dawn Wilson



HDR is highly familiar with City and regional design standards for roadway/bridge projects in the City of Santa Ana, enabling the HDR team to hit the ground running with a minimal ramp-up period.

This project demonstrates HDR’s experience carrying out an extensive outreach program in Orange County to identify/ prioritize multimodal transportation needs and develop recommendations that reflect the needs of the community.

HDR has been coordinating with City of Santa Ana engineering staff on design reviews for local street improvements, offering continued consistency and collaboration which will be critical to maintaining the project schedule.

HDR is well-versed in analyzing complete streets alternatives that include integration of new bicycle and pedestrian facilities. Our team members are highly skilled in developing effective outreach materials that allow for easy comparison of project alternatives.

This project highlights one of Project Manager Dawn Wilson’s many successful complex complete streets projects that evaluated feasibility, developed design concepts, and incorporated a robust community engagement program.

HDR excels at delivering planning and technical analysis for high-quality transit service along commercial corridors. We understand the challenges working in the local environment and the tools needed to clearly convey alternatives to the community.

HDR is nationally recognized for our BRT design and transit planning services. We bring the right expertise to identify solutions that integrate buses and bicycles in dedicated lanes to achieve a true multimodal corridor on First Street.

Quick-build projects are an effective way to gain public interest and support for long-term solutions. HDR’s experience with quick build installations for the MCC project is directly applicable to opportunities for a demonstration project on First Street.

An example of HDR’s complete streets work beyond Southern California, Country Club Boulevard is an example of a highly successful corridor plan with many of the same features and scope elements as First Street. The final plan can be viewed [here](#).



City of Santa Ana, Fairview Street Design Services and Bridge Replacement | Santa Ana, CA

HDR Personnel: Hank Nguyen, Nathan Johnston | **Dates:** 2015 - Ongoing

This 1,200-foot-long project will widen Fairview Street from four lanes to six lanes between 9th Street and 16th Street and includes replacing the 425-foot-long bridge over the Santa Ana River. The project proposes 8-foot sidewalks over the Santa Ana River to enhance pedestrian comfort and accessibility, 5-foot shoulders that function as bike lanes, and a 4-foot median for improved safety. HDR initially assisted the City in developing the preliminary scoping documents and funding strategy for this HBP-funded project. We also provided street design services from 9th Street to 16th Street, environmental clearance, hydraulic analysis, type selection, bridge and roadway design, utility coordination, and regulatory permit assistance. Currently, we are supporting the City in the construction of the project.



OCTA, South Orange County Multimodal Transportation Study (SOCMTS) | Orange County, CA

HDR Personnel: Marie Lewis Adams, Doug Smith, Joel Lessard-Clouston, Michael Gorton, Anders Burvall | **Dates:** 2019 - 2022

The SOCMTS recommends a long-range vision for the transportation system in South Orange County by identifying potential multimodal transportation improvements and adopting a new Locally Preferred Strategy. The process included documenting existing and future multimodal transportation system conditions, identifying transportation deficiencies, developing a Purpose and Need statement, and screening a range of conceptual improvement strategies. This process relied heavily on input from advisory committees, stakeholders, and the public to develop consensus-based recommendations. In total, 7 public events were hosted, engaging nearly 700 members of the community. The outreach process reached more than 400,000 people, which resulted in a total of 2,381 surveys collected.



OCTA, SR 55 Widening PA&ED and PS&E (I-405 to I-5) / SR 55 Widening PS&E (I-5 to SR 91) | Orange County, CA

HDR Personnel: David Lew, Hank Nguyen, Garrett Kaya, Melissa Rodriguez, Rebecca Shum, Damian Rodriguez, Alondra Villegas, Abby Pham, Danny Mendoza | **Dates:** 2015 - Ongoing (I-405 to I-5); 2022 - Ongoing (I-5 to SR 91)

HDR led the final design for two segments of the SR 55 Widening project. Between I-405 and I-5, SR 55 will be widened in both directions, passing through the City of Santa Ana with improvements to local roads at MacArthur Boulevard, Dyer Road, Edinger Avenue, Ritchey Street, Newport Avenue, and Pullman Street. Between I-5 and SR 91, multiple locations of SR 55 will be widened in the cities of Santa Ana, Orange, and Tustin. Improvements include reconstructing the curb returns to comply with current ADA standards, designing appropriate widths and slopes for curb ramps and intersection crossings, and widening the streets to accommodate standard lane and shoulder widths. For I-405 to I-5, a Context Sensitive Complete Street Design was implemented, adding multimodal facilities such as Class II bicycle lanes and pedestrian sidewalks.



City of Laguna Beach, Laguna Canyon Road (SR 133) Project Study Report-Project Development Support (PSR-PDS) | Laguna Beach, CA

HDR Personnel: Doug Smith, Rohit Itadkar, Steve Crouch | **Dates:** 2017 - 2022

HDR delivered a multimodal, complete streets-oriented plan for a portion of SR 133 in 18 months, including gaining Caltrans approval of methodology and ultimate configuration. HDR conducted alternative analysis of multimodal improvements that allowed the PDT to compare improvements and determine which alternative would provide the highest level of benefits to the modes within the corridor. The proposed improvements include construction of bicycle paths that can also be used for emergency lanes; construction of pedestrian pathways/ sidewalks; improving/widening shoulders; undergrounding overhead utility lines outside the travel way; introducing signalized intersections at select locations and cross streets; and improving access to bus stops.



City of El Monte, Valley Boulevard Complete Streets Feasibility Study | El Monte, CA

HDR Personnel: Dawn Wilson (prior to joining HDR) | **Dates:** 2022 - 2023

Dawn Wilson led a team to develop concepts for integrating Class IV bicycle lanes, queue jumps, transit signal priority, and safety improvements along Valley Boulevard in El Monte. The project required bi-weekly coordination with City staff to update progress, budget, and upcoming events. Technical analyses included intersection reconfigurations, parking impacts, and multimodal considerations. Recommended improvements included enhanced bike lanes, pedestrian crossings, parking modifications, and streetscape upgrades. A robust community engagement program focused on pop-up events, farmers’ markets, and local business outreach. After City Council approval, Dawn led the ATP grant application for engineering funding and coordinated with SGVCOG and Metro on regional transit improvements.



LA Metro, Rosemead-Lakewood Boulevard Enhanced Transit Feasibility Study | Los Angeles County, CA

HDR Personnel: Marie Lewis Adams, Doug Smith, Garrett Kaya, Joel Lessard-Clouston | **Dates:** 2022 - 2023

HDR assisted LA Metro and the City of Pico Rivera in evaluating the potential for enhanced bus services along the Rosemead-Lakewood Boulevard corridor from Long Beach to Pasadena. HDR prepared a summary of regional coordination issues, drafted an implementation schedule, and assisted with extensive coordination between LA Metro, Long Beach Transit, and several cities along the corridor. The study included an existing corridor conditions assessment, development of transit priority/BRT alternatives, detailed evaluation of three alternatives, and an evaluation of potential ridership and corridor benefits. HDR successfully obtained consensus from all agencies on a draft conceptual project that includes transit priority and dedicated lanes.



LA Metro, North Hollywood to Pasadena BRT | Los Angeles County, CA

HDR Personnel: Hank Nguyen, Tham Nguyen, Garrett Kaya, Steve Gaskill, Melissa Rodriguez, Alondra Villegas, Henry Tong, Abby Pham | **Dates:** 2024 - Ongoing

HDR is completing the final design for the 18-mile North Hollywood to Pasadena BRT line, which is anticipated to attract approximately 30,000 daily riders and provide a vital link to jobs, entertainment, and transit connections throughout the region. The design incorporates mixed-flow lanes and dedicated bus lanes, along with 22 stations featuring side, curb, and center-running platforms. HDR is working closely with the contractor during each design phase and identifying early action work items to accelerate the project’s opening date. HDR is integrating multimodal enhancements into the roadway design, including features for pedestrians, bicycles, and upgraded local transit stops. HDR is also assisting in the design and implementation of TSP along the entire corridor.



City of Culver City, Transportation Planning On-Call - Various Task Orders | Culver City, CA

HDR Personnel: Naomi Iwasaki, Juan Carlos Erickson, Marie Lewis Adams, Tham Nguyen, Steve Gaskill, Joel Lessard-Clouston, Allyson Jeffers | **Dates:** 2023 - Ongoing

HDR is collaborating with the City of Culver City to create strategies, messaging, and presentations that engage key agency partners to build support for key transportation planning initiatives and pursue funding opportunities. We supported the Downtown Corridor Quick-Build Mobility Lane Project as part of the MOVE Culver City (MCC) Program, which is intended to facilitate the efficient movement of people, raise public awareness and acceptance of dedicated transit lanes, improve transit travel time and reliability, and improve access for cyclists and scooter riders. To sustain program momentum, HDR also supported post-implementation monitoring of the MCC Downtown Pilot Project by researching bicycle counter technology to identify solutions that best fit Culver City’s needs.



San Joaquin Department of Public Works, Country Club Boulevard Complete Streets Corridor Plan | San Joaquin County, CA

HDR Personnel: Rory Renfro, David Petree, Alexis Plancarte, Susan Sugnet, Kolton Kammerer | **Dates:** 2022 - 2023

This ATP-grant-funded project provided San Joaquin County with strategies for active transportation improvements that address safety, connectivity, and mobility concerns for pedestrians, bicyclists, and transit users, all while creating a unique identity for the corridor. HDR performed an existing-conditions analysis including a site walk with the team and public outreach to gather data from the community by attending community gatherings and holding outreach events. We developed six design concepts and both a qualitative and quantitative scoring analysis to rank the concepts. Alternatives were laid out to determine the specific improvement recommendations. We further supported the project by developing the project design and construction funding options and then completing a draft and final plan.

Team Organization

HDR will leverage our well-structured team, outlined in **Figure 4**, to carry out the effort needed for this project. HDR acknowledges that no person assigned to the project shall be removed or replaced without the prior written concurrence of the City.

Key Personnel

Our team will be led by Project Manager **Dawn Wilson**, an expert in the planning and design of multimodal corridors that has completed more than 20 complete streets projects over the past 15 years. Most of Dawn’s projects have been funded through various grant programs and have been located along commercial corridors similar to First Street. She is passionate about working with community members and stakeholders to identify critical issues influencing local travel behaviors and developing implementable solutions to overcome them. Dawn will be the primary point of contact for the City.

Dawn will work closely with Task Leads **Naomi Iwasaki** (Stakeholder/Community Outreach and Engagement) and **David Lew** (Design) in managing the overall HDR team. Naomi is a nationally recognized transportation equity leader with 20 years of management and leadership experience in multimodal planning and project delivery, transportation policy, streetscape improvements, and infrastructure funding. David has over 30 years of transportation experience and has spent the majority of his career managing and delivering PS&E projects, earning a strong reputation for his responsiveness and dedication to client satisfaction. As part of the OCTA SR 55 Widening project, David has collaborated closely with City of Santa Ana staff to design street improvements along 17th Street, 4th Street, MacArthur Boulevard, Dyer Road, and Edinger Avenue. His familiarity with City standards and processes will guide the HDR team in meeting the expedited design schedule.


Dawn, Naomi, and David will work directly with the City. They will be supported by nine additional key personnel and over 40 support staff. Each team member has been carefully selected due to their relevant project experience, familiarity with the local area, and availability. Resumes for key personnel resumes and brief qualifications for support staff are provided in **Appendix A**.

Subconsultants

HDR is joined by the following subconsultant partners who have extensive experience working with the City and local agencies within Orange County. We have formed strong working relationships with these firms through many successful projects, and we trust their consistent delivery of quality work. Qualifications for subconsultant staff can be found in **Appendix A**.

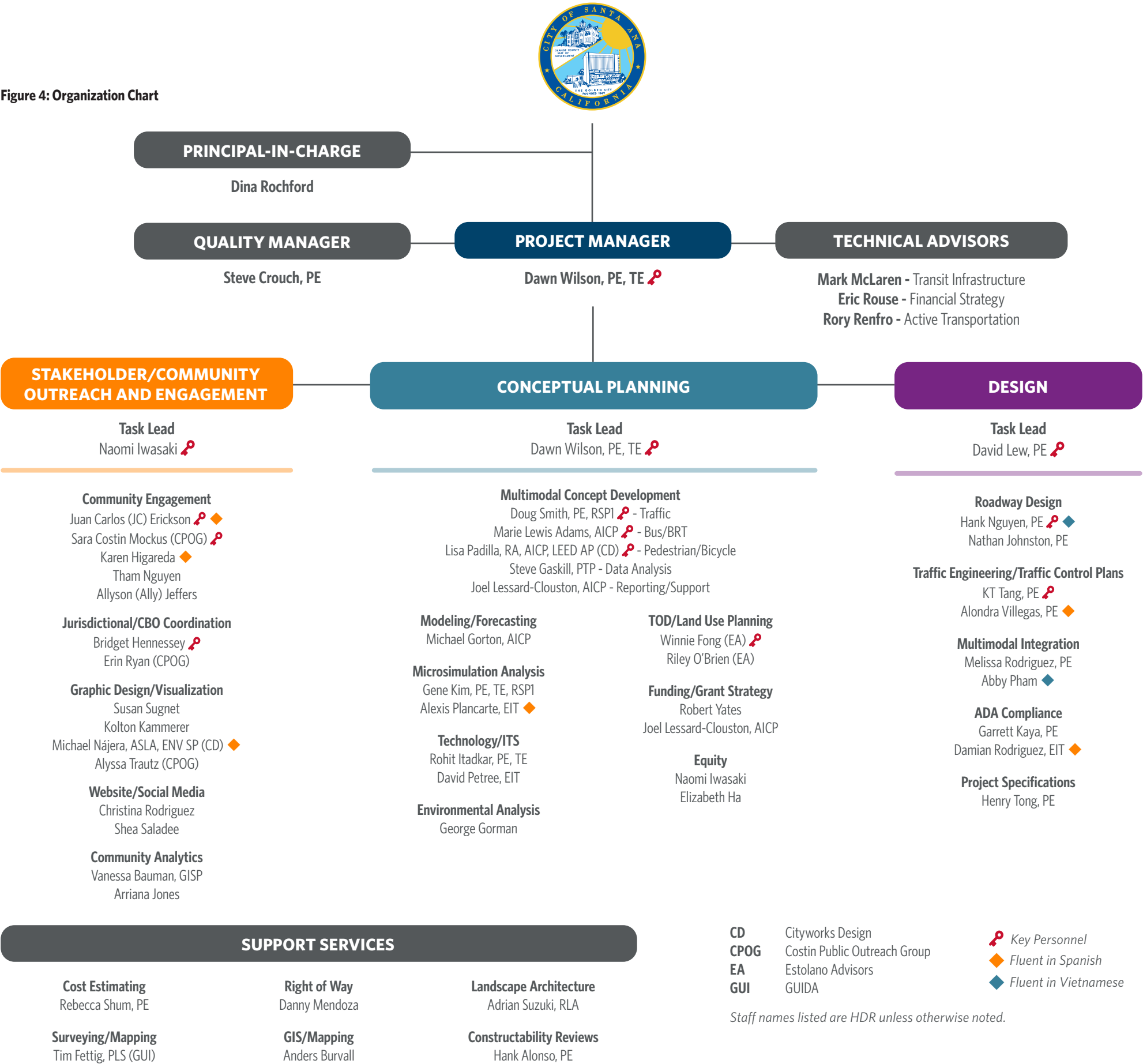
- **Cityworks Design (CD)** - Pedestrian/Bicycle Concept Development
- **Costin Public Outreach Group (CPOG)** - Stakeholder/Community Outreach and Engagement
- **Estolano Advisors (EA)** - Transit-oriented Development (TOD)/Land Use Planning
- **GUIDA (GUI)** - Surveying/Mapping

HDR will work hand-in-hand with CPOG to execute the comprehensive outreach program for this project. Many CPOG team members have first-hand career experience conducting community outreach while working for local governments such as the cities of Santa Ana and Anaheim, and transportation agencies such as OCTA. Their staff regularly coordinate with the City of Santa Ana, from weekly construction meetings to non-scheduled interactions to keep them informed on outreach activities as part of the project’s Focus on 55 Business Program. Additionally, their strong working relationship with the City of Santa Ana’s Public Information Officer, Paul Eakins, will be critical to the success of this project.



Our team is backed by the matrix organization of HDR, which provides an extensive network of highly skilled technical experts available to provide strategic advice and additional resources to the City as needed.

Figure 4: Organization Chart



E | Proposed Work Plan

E. Proposed Work Plan

Project Understanding

A REAP 2.0 grant was submitted by OCTA on behalf of City of Santa Ana, with the goal of transforming First Street from its current auto-centric design to an integrated, multimodal corridor that reflects the needs of the community. Having downgraded the roadway from six lanes to four lanes in the Mobility Element and removing First Street from the OCTA Master Plan of Arterial Highways (MPAH), the City is well positioned to move forward with this transformative change. These changes to City planning documents demonstrate the City's support for improving multimodal access and providing the capacity needed to integrate a dedicated space for non-automobile users. However, before we can develop solutions, we must first identify the current mobility challenges and barriers along First Street. The following key issues have been identified based on a preliminary site assessment and field visit.

Lack of Bicycle Facilities

There is a 4' striped shoulder that is not an existing bicycle lane. There is also a lack of bicycle storage facilities such as racks or lockers. Bicyclists were regularly observed riding on the sidewalks, indicating a discomfort riding with traffic.

Curb Cuts/Non-ADA Compliant Curb Ramps

Driveways are potential conflict points between vehicles and non-motorized users. Clear line of sight and a continuous path of travel for pedestrians will be key considerations when identifying solutions for the corridor. This is also critical at intersections, where there appears to be a mix of compliant and non-compliant ramps.

Distances Between Controlled Crosswalks

In a downtown setting, 0.25 miles is the ideal spacing for marked crossings. In a more suburban setting, 0.50 miles can be considered acceptable. When crossings are infrequent, pedestrians and bicyclists will cross at uncontrolled and unmarked locations unexpectedly, creating safety concerns. To connect housing with goods and services, the study should consider mid-block crossings at select locations and should be aligned with low-income housing projects, high-volume transit stops, and high-volume activity centers.


Challenging Crossings at Signalized Intersections

At 84', a typical pedestrian will require approximately 28 seconds to cross First Street. While some of the larger intersections have left turn phasing for vehicle traffic, smaller streets like Standard Street only have a "green ball" indication for permitting left turns. This creates a conflict point between vehicles turning left onto First Street and pedestrians in the crosswalk. This configuration can be a safety concern and should be looked at closely to determine if there has been a history of pedestrian-involved crashes or near misses. Leading pedestrian intervals and narrowing the road with bus islands and other features can be used to help reduce crossing distance, increase awareness of pedestrians, and improve overall safety.

Bus Performance and Rider Experience

With more than a million boardings in FY 19-20, OCTA Bus Route 64 runs along First Street and is one of the highest volume transit routes in Orange County according to the Santa Ana Transit Cooperative Study. Observations along the corridor indicated that throughout the day, passengers are waiting for the bus at most stops along First Street. Repurposing the outside lane as a transit lane may help improve transit performance through the City. While the Transit Study evaluated the potential benefits of queue jump lanes, transit signal priority, and other features, the opportunity to further explore a dedicated bus lane or a shared bus bicycle lane could help address bus delay issues and address potential conflicts between buses and bicyclists. Regardless of the solution, the goal of this project will be to simplify access to transit stops and allow for the implementation of transit priority technology or signal improvements to improve overall transit performance, despite the loss of a travel lane on the corridor. The condition of, amenities at, and access to existing stops will also need to be fully reviewed, and will include recommendations to improve the quality of the rider experience and access to bus stops.

Figure 6 on page 19 and **Table 3** on page 20 further discuss the challenges, concerns, and potential solutions that HDR has identified for the corridor.



REAP 2.0 is funded through the Coronavirus Fiscal Recovery Fund of 2021 and supplemental funding from the State General Fund. The purpose of the funding is to support transformative planning and implementation strategies that connect people to places. The goals include developing multimodal communities that reduce the reliance on the single occupant vehicle trip and provide opportunities to shift trips to transit, walking, and bicycling. In order to achieve the desired outcomes of this program, OCTA will be looking for transformative and impactful planning improvements that result in a change in trip behavior. Projects should also include both planning and implementation, including final engineering and environmental clearance, as well as future steps for funding, phasing, and an plan to move from vision to reality.

Technical Approach

Identifying barriers to mobility options and developing solutions that encourage non-automobile trips is the heart of this project. Given the grant deadline and the need to submit final plans in order for the City to be reimbursed for their investment, meeting the accelerated schedule will be the main driver of success. The HDR team is proposing a highly integrated approach that provides enough time for the public to have thoughtful and meaningful input on the vision and solutions for the corridor, while we work in parallel with the City's engineering team in developing design plans that will move the projects towards reality. This section outlines our overall vision and approach to four key aspects of project delivery.

Comprehensive, Thoughtful Community Engagement

The HDR team has developed a four-phase approach to community engagement that will enable a transparent, inclusive, and community-driven design process while being mindful of the need to keep the schedule moving forward. By structuring the engagement process to build trust and foster collaboration, HDR's approach will lead to a locally preferred design alternative that is technically sound and widely supported within the first six months. HDR will work closely with CPOG to execute the integrated outreach strategy outlined in **Figure 5**.

This strategy involves engaging with diverse audiences and stakeholders early in the process and at multiple touchpoints during all stages of project development. Our first step will be to develop an Outreach and Engagement Plan with the City. We then recommend kicking off the project with a presentation to the City Council to affirm their commitment to the reduction in lanes, hear their vision for the corridor, and receive any new direction for the project team. With this in mind, we will then conduct outreach and engagement, allowing the design team to gather essential early feedback, continue sharing information, and move forward in the process through concept development. We understand the importance the Stakeholder Group will have in encouraging engagement and that it will be comprised of a mix of representatives from local government, education, business, and community-based sectors. Our proposal recommends an additional working group focused on CBOs from the Stakeholder Group. This Community Working Group would meet up to three times in addition to the quarterly Stakeholder Group, providing a space to share open and honest feedback with the team, coordinate targeted outreach, and support culturally and linguistically relevant written and visual materials. We will set aside budget to compensate these groups for this extra time, labor, and expertise.

HDR will amplify its reach to a broader community through in-person events such as workshops, design charrettes, and open houses. We are also suggesting an additional round of meetings with the six wards and eight neighborhood associations, as well as including two additional neighborhood associations that aren't listed in the RFP (Artesia Pilar and Central City), but may be impacted by their proximity to the project.

Clear communication will be essential to success of the outreach program. The HDR team will utilize various communication strategies through different types of events and meetings, development of multilingual public outreach materials, creation of two-way communication channels, traditional and digital media, and more. We have identified staff from HDR and our teaming partners who are fluent in Spanish and Vietnamese. They will be highly familiar with the alternatives being developed and have the expertise to explain details of the project to the community in their preferred language. They will be available to help translate documentation, facilitate meetings, and perform other activities to verify that information is accessible to those who prefer to communicate in a language other than English.

Community-Friendly Tools

Currently, the First Street corridor carries between 20,000 and 36,000 vehicles per day, with the highest volumes on the west end of the corridor. The City has adopted LOS D as the standard, with a maximum LOS D capacity of 33,800 vpd for a four-lane divided roadway. Based on the existing roadway volumes, sections of First Street will fall below the LOS D standards. However, the objective of this project is to increase access to goods and services by improving pedestrian, bicycle, and transit facilities and reducing reliance on automobiles.

Understanding level of service and quality of service can be challenging for the public. The same can be said about improvements drawn on a map in plan view, or asking the public to compare one alternative to another. While these methods are necessary to develop concepts, supplemental information is needed to help clarify benefits of the improvements and what they will realistically look like. HDR will use a suite of tools including VISSIM simulations, renderings, illustrative plan view drawings, and cross sections will help paint clear pictures of alternatives under consideration. These tools will be used in presentations, on the website, and at community events. HDR will work closely with Cityworks Design to develop public-friendly materials that clearly convey the concepts and recommendations developed for the project.

Figure 5: Outreach and Engagement Process



PHASE 1

MAY 2025 - JUNE 2025

COMMUNITY & STAKEHOLDER INPUT

Phase 1 focuses on establishing a strong foundation for equitable community dialogue and collaboration. We will engage stakeholders, present to the City Council, and hold initial meetings to gather input for the design team.



PHASE 2

JULY 2025 - SEPT. 2025

DESIGN ALTERNATIVES

In Phase 2, we will present three design alternatives to the community for comprehensive discussion and feedback. We will encourage community dialogue and collaboration as we explore these options together. We will engage stakeholders, inform the City Council about our progress, and hold meetings to gather input to guide our final design decision-making process.



PHASE 3

OCT. 2025 - DEC. 2025

REFINEMENTS

In Phase 3, we will continue engaging the community and stakeholders while the design team refines the proposed alternatives based on their feedback. We will analyze input from previous discussions to identify common themes and priorities, allowing us to make informed adjustments that align the designs with the community's needs and aspirations.



PHASE 4

DEC. 2025 - MAY 2026

ONGOING COMMUNITY ENGAGEMENT

In this final phase, the design team will provide recommendations to the City council in December. We will provide ongoing community and stakeholder engagement to keep the community informed of what is happening and outline next steps. We will also address any community concerns as construction approaches.

Collaborative Decision Making Process

Selection of the preferred alternative will be based on community input, a benefits and constraints analysis, and technical evaluation of the alternatives. The HDR team will use a suite of tools to demonstrate the operations and multimodal benefits, including delay, travel time, visual simulations, and non-motorized benefits. In addition, HDR will evaluate the operational benefits of a dedicated bus lane, potential bus islands, or other treatments identified in the alternatives analysis. HDR will develop a scoring matrix that will clearly evaluate the alternatives and provide this information to the community, stakeholders, CBOs, and City Council for consideration. **Ultimately, HDR will deliver the tools and information needed to make informed decisions in selecting the preferred alternative.**

In addition to operational and multimodal benefits, the HDR team will conduct a community benefits assessment that demonstrates the identified improvements identified align with the goals of the grant. We will work closely with Estolano Advisors in evaluating land uses within the study area to provide recommendations that connect people with places. In addition, we will look at existing businesses and land uses to identify not only future residential land use opportunity areas, but also goods and/or services that can help the community thrive. They will also assist the HDR team in identifying potential mode shift indicators using community analytics data and other demographic data sources. Integrating land use and travel patterns with the recommended improvements will create a holistic understanding of the benefits of this project.

Streamlined Design Program

The primary challenge of this project is delivering a bid-ready design package within 12 months. If the traditional approach of completing tasks sequentially is followed, the project will require more than the 12 months allocated. To address this, the HDR team proposes overlapping certain tasks to complete the project within the required timeframe, as discussed in Section B. Most critical to this process is running design stages concurrent with community engagement.

During Phase 1 of outreach, we will collect all necessary data for the project. To streamline the alternatives development and the final engineering for the project, the HDR team will prepare all design plans on a rectified basemap based on LiDAR technology. This method of developing the basemap yields highly detailed information from curb heights to drainage inlets to sign locations.

During Phase 2 of outreach, the design team will develop all three alternatives to a 30% level on the base map. This will streamline the process of transitioning from 30% design to 60% design once a locally preferred alternative is selected.

During Phase 3 of outreach, the design team will begin to develop the 60% plans. Dawn Wilson, HDR's Project Manager, will oversee coordination of both the outreach and design teams, allowing the design team to begin engineering plans while simultaneously vetting the preferred alternative with the City and community. This approach has been successfully implemented by HDR in previous projects, where final design work was carried out alongside the planning phase to successfully shorten the overall project timeline.

By following this process, the team will have a well-established conceptual design for the locally preferred alternative when the team presents the recommendation to City Council in December 2025. Environmental documents and finalization of the Feasibility Study will be completed in tandem with the 60% design. Final plans, specifications, and estimates will be the focus of most of 2026. With that said, there will be limitation on the types of improvements that can fit within the design schedule. Therefore, we assume that the improvements will occur within the existing roadway (curb-to-curb), and that existing curbs and driveways will remain untouched. If curbs, curb ramps, or driveways are impacted or need to be redesigned, the HDR team will discuss design options with the City, as we anticipate that level of design may not be feasible within 6 to 9 months. Developing a phased project, moving curb details to the construction phase, or funding the curbs through other funding programs may accommodate the longer schedule needed to deliver this more complex design.



HDR's Experience with Transformative Projects in the City of Santa Ana is Demonstrated by Our Success on the OC Streetcar

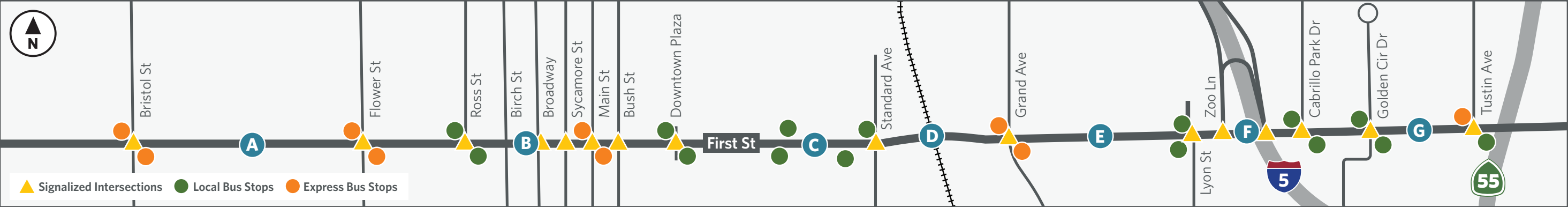
Beginning in 2015, HDR worked closely with the City of Santa Ana, City of Garden Grove, and OCTA in providing Program Management Services for the project. HDR performed value engineering and made recommendations to reconfigure the project to allow it to receive a medium-high rating in the competitive FTA New Starts funding program. We helped accelerate the project by gaining FTA approval for entry into engineering in under 2 years and supported the development of a financial plan that positioned OCTA favorably for consideration of nearly \$150M in FTA grant funds.

Our services include review of all designs for guideway, stations, systems, and utilities for the fleet of eight streetcars. Our team provided environmental documentation, risk assessment, funding analysis and cost estimating. We developed ridership forecasts using FTA's Simplified Trips-on-Project Software (STOPS) model during Project Development for the New Starts Program. Responsibilities also included the development of the Project Management Plan required by the FTA for the agency to demonstrate its organizational and technical capacity to successfully deliver this project with federal funds.

Through this project, we have established a strong working relationship with the City of Santa Ana and OCTA. We've demonstrated our commitment to meeting aggressive projects schedules, developing plans that are competitive for future grant programs, and working on projects that are transformative in the City. We will deliver the same quality and responsiveness on this project.

Challenges and Special Concerns

Figure 6: Challenges and Special Concerns



A Bristol to Flower

CHALLENGE

This section is flanked by commercial businesses with limited residential. Traffic signals are approximately 0.5 miles apart. While most intersections are side street stop-controlled, there are breaks in the median that allow for limited left turn access. There are no controlled pedestrian crossings in this section.

HDR APPROACH

HDR will monitor travel behaviors and evaluate land uses through this section to see where crossings are occurring. Similar to work done on the Valley Boulevard Project, a marked crossing would need to be accompanied by features that raise awareness and visibility of the pedestrians, such as hybrid beacons, signage, and high visibility crosswalks. This may result in median and access modifications.



B Birch to Bush

Starting at Birch, block lengths shorten to approximately 300' between intersections. There are four signalized intersections in this quarter-mile stretch, all of which connect to downtown Santa Ana. The intersection spacing is ideal for pedestrian access. No bicycle facilities are provided through this section.

When traffic signals are closely spaced, intersection design will need to be carefully considered. Some of these intersections lack protected phasing on the side streets. Leading pedestrian intervals and lines of sight near bus stops will need to be evaluated, along with crash history, to see if there is a history of issues through this section.



C Bush to Standard

East of Bush, the raised landscape median returns, controlling access to side streets. Despite numerous bus stops, the only marked crossings are 0.5 miles apart at the signalized intersections at Bush and Standard. Commercial uses, including many auto repair businesses, flank both sides of First Street. Sidewalks are narrow, with many businesses abutting the sidewalk. It is not uncommon to see bicycles using the sidewalk.

With businesses abutting the sidewalk, the ability to integrate new landscape, bus stop, or streetscape elements is limited. HDR will look for opportunities to integrate treatments that improve the non-automobile environment. This includes working with businesses to improve the sidewalk interface. Quick build elements that fund frontage improvements are an effective way to quickly engage and encourage business participation.



D Railroad Undercrossing

East of Standard, First Street narrows to two lanes in each direction as it crosses under the railroad. Sidewalks through this section are narrow and there are no bicycle facilities. Bicyclists are commonly seen riding on the narrow sidewalk. Due to the concrete embankments on both sides, there is no refuge area for pedestrians or bicyclists when conflicts occur on the sidewalk.

This constrained section will need special attention, as it is unlikely a single lane in each direction under the bridge to maintain the dedicated bus and bicycle facility will be approved. Physical modifications are prohibitive due to schedule, cost, and the complexity in working with the railroad. Recommendations may include striping modifications and improvements to connecting streets to create a bicycle detour.



E Grand to Zoo

At Grand, First Street returns to six lanes. Residential, hotel, and offices make up much of the land use through this section, as well as some retail. Sidewalks are wider and some have shade trees. The only controlled crossings are at the signalized intersections at Grand and Zoo.

Special trip generators (e.g., zoo, schools, DMV, and churches) create travel patterns and peaks that differ compared to typical morning/afternoon commutes. When considering geometric changes near these facilities, additional data may be needed to address off-peak conditions. Similar to our work on Laguna Canyon Road, HDR will leverage big data to help understand the patterns, peaks, and daily traffic counts.



F Caltrans ROW

Navigating the I-5 interchange can be tricky for non-motorized users. From the sweeping curb radius at the I-5 NB on-ramp that encourages high turn speeds, to the narrow sidewalk across I-5, to the lack of bicycle facilities, this section is uninviting and challenging to navigate.

HDR will focus on identifying improvements that address safety and improve visibility for pedestrians and bicyclists. Improving signage, removing free right turns, and adding high-visibility crosswalks, flashing beacons, green conflict striping, and bicycle lane buffers are a few examples of simple improvements that require minimal Caltrans coordination.



G Cabrillo Park to Tustin

East of I-5, the land use transitions to more high density residential with some office and commercial. There is a mix of striped and raised medians, allowing more frequent left turns into and out of businesses and driveways. There continues to be a lack of controlled crossings connecting people from one side of First Street to the other. There are some shade trees along the sidewalks, but no facilities for bicycles.

Proving a consistent cross section across and on both sides of the freeway can help minimize visual barriers. This includes extending the raised median across the freeway bridge and into this corridor section. Integrating common street furniture, landscaping, and lighting and maintaining a consistent cross-section creates a cohesive space when barriers exist. This should be carried to the City of Tustin border.

Potential Solutions

The City’s Mobility Element includes a Class IV bikeway along First Street. With the recent downgrade from six to four lanes and the removal of First Street from the MPAH, there is sufficient space within the curb-to-curb roadway width to integrate the Class IV facility. As OCTA Route 64 (which runs along First Street) is one of the busiest bus routes in Orange County, improvements that address on-time performance, rider experience, access, and safety must be key to proposed recommendations. HDR has developed a series of potential cross sections that work within the available curb-to-curb width that improve bicycle and transit facilities within the study area. While these cross sections address the typical 84’ width of the roadway, modifications would be needed at signalized intersections and through the railroad undercrossing. These details will be further discussed during the development of 30% plans.

Table 3: Potential Solutions

		DESIGN ELEMENTS	OPPORTUNITIES	CONSTRAINTS
EXISTING CONDITIONS			The existing configuration includes 10’ lanes, 11’ lanes adjacent to the median, a 14’ median, and 4’ striped shoulders for a total of approximately 84’ curb-to-curb.	
BRT LANE/BIKES IN BRT LANE		 	This option converts the outside lane to a shared bus-bicycle lane. Given the existing roadway width, a 16’ bus lane could be provided to allow for an “advisory” bike lane or space within the bus lane. The remaining lanes would be 11’ with a 12’ median. A physical barrier between the transit lane and the mixed flow lanes is not required, but could be considered.	<ul style="list-style-type: none">Improves transit performance by providing curbside running serviceMore cost effective as there is no need for floating bus islands (however, there may be a consideration for a bike bypass area behind bus stops to reduce conflicts)With 15-minute headways between buses, bicycles would have a dedicated lane most of the time <ul style="list-style-type: none">Design would need to consider bicycle/bus conflict at stops and intersections
CLASS IV BICYCLE LANES / TRANSIT IN MIXED FLOW WITH BUS ISLANDS		 	This option provides traditional Class IV directional bicycle lanes with a raised physical barrier (such as a landscaped buffer). Lanes would remain at 11’ and the median could remain untouched.	<ul style="list-style-type: none">Improves quality of bicycle conditions; entices less experienced cyclistsDirectional cycle track does not require bicycle signals as bicycles travel with the flow of trafficCould help reduce the pedestrian crossing distanceProtected intersections could also be considered at intersections where buffered bicycle lanes are present or planned <ul style="list-style-type: none">Buses stop in travel lane at bus islands which may impact traffic flow
CLASS IV BI-DIRECTIONAL BIKEWAY WITH BUS LANES		 	This option provides for a bi-directional Class IV facility. To control project costs, it is recommended this lane be placed at street grade and separated either by a raised median or other raised physical barrier. To accomplish this section, the bi-directional lane would be 10’ wide with a 2’ buffer, 11’ bus lanes, 10’ travel lanes, and 10’ median.	<ul style="list-style-type: none">Improves quality of bicycle conditions; entices less experienced cyclistsBuses would stop in dedicated bus lane at a floating bus islandBicycles would raise up to the grade of the sidewalkDesign would need to consider the alignment of the cycle track through bus stops <ul style="list-style-type: none">Short blocks and driveway spacing disrupts continuous bicycle flow, resulting in increased conflict areasTo accommodate bi-directional cycle track traffic, signal modifications would need to include both bicycle and bus signalsMedian would be narrowed and median nose would be removed
BIKE LANE WITH BUS ONLY LANE		 	This option converts the outside lane to a dedicated Class IV directional bikeway and a dedicated transit-only lane. To accomplish this cross section, 10’ lanes, 11’ bus lanes, a 10’ median, a 1.5’ buffer with delineators, and 5’ bikeways would need to be provided.	<ul style="list-style-type: none">Consistent with the City’s Mobility Element for Class IV facilityBus would have dedicated lane, which could improve performance <ul style="list-style-type: none">Conflict between buses, vehicles, and bicycle would need to be evaluated at driveways and intersections to provide adequate line of sightTo accommodate this configuration, the lanes and median are reduced to their absolute minimum, which may be a comfort issue for buses and drivers

Appendix A

Key Staff Resumes & Support Staff Qualifications

Dawn Wilson, PE, TE

Project Manager / Task Lead - Conceptual Planning



FIRM

HDR

EDUCATION

MS, Civil Engineering,
University of California, Irvine

BS, Civil Engineering,
University of California, Irvine

REGISTRATIONS

PE - Civil, CA #62562
PE - Traffic, CA #2548

INDUSTRY TENURE

31 years

FIRM TENURE

< 1 year

An expert in the planning and design of multimodal corridors, Dawn has completed more than 20 complete streets projects over the past 15 years. She enjoys working with community members and city staff in identifying the critical issues that influence travel behaviors and developing solutions to overcome barriers. As a recreational cyclist and advocate for outdoor recreation, Dawn is keenly aware of the safety concerns many people face when traveling by foot or on bicycle. She will guide the HDR team in developing holistic solutions that align with the unique needs of the Santa Ana community.

RELEVANT PROJECT EXPERIENCE

City of El Monte, Valley Boulevard Complete Streets Feasibility Study, El Monte, CA

Project Manager. Dawn led a multidisciplinary team in developing concepts to integrate new bicycle facilities along Valley Boulevard. This fast-paced project required bi-weekly coordination meetings with city staff to provide updates on progress, budget, and upcoming events. Technical analyses included an operational analysis of intersection reconfigurations, a parking assessment to understand impacts to removing parking, and a multimodal analysis. Recommended improvements included Class IV bikeways, new enhanced pedestrian crossings, parking modifications, and new streetscape and landscape elements. A robust “go to them” community engagement program was executed that focused on pop-up events, farmer’s markets, and coordination with the local business community. The city council overwhelmingly approved the project. Following the approval of the plan, Dawn led the team that prepared an ATP grant application to fund preliminary and final engineering.

City of El Monte, Main Street Complete Streets Feasibility Study, El Monte, CA

Project Manager. Dawn worked closely with the city and the business community along Main Street to identify solutions that connected the corridor to regional transit stations and reduced automobile focus within the downtown commercial areas. Concepts included a paseo that would close access for automobiles from Valley Boulevard to Main Street and connect directly to the Metrolink Station; removal of on-street parking; improved lighting, signage and landscape in the local public parking lots adjacent to the corridor; and a public park at the entrance to the corridor at Santa Anita Road and Valley Boulevard. The mini-park and pedestrian paseos would serve as much-needed gateways to the shopping district from the north and east. A dynamic community engagement program was developed that included a community advisory committee, pop-up events, workshops, virtual meetings, and a robust project website.

City of El Monte, Garvey Avenue Complete Streets Feasibility Study, El Monte, CA

Principal-in-Charge. Leveraging her experience on both Valley Boulevard and Main Street, Dawn stepped into an oversight role for the Garvey Avenue project and was responsible for team performance, technical consistency, and quality. Garvey Avenue has a heavy reliance on on-street parking. Multiple alternatives were developed to address both the addition of bicycle lanes and transit-only lanes. Conceptual designs were prepared to illustrate the feasibility of queue jump lanes, dedicated bus lanes, shared bus/bike lanes, and other alternatives. Ultimately, the city council selected the community preferred alternative, which included retaining parking and the construction of floating bus islands, queue jumps, and bus priority. Multiple community surveys and meetings were conducted to gain support for the final concept.

City of Long Beach, Studebaker Road Complete Streets Feasibility Study and Final Design, Long Beach, CA

Feasibility Study Manager. Dawn led the preparation of a feasibility study for the 5-mile Studebaker Road corridor. Studebaker Road is the eastern most north-south arterial corridor beginning at 2nd Street and ending at the Los Coyotes Diagonal. Feasibility study tasks included a detailed corridor walk, operational analysis, conceptual design, and community engagement. Three options for integrating new bicycle and pedestrian facilities along the corridor were developed. To address traffic congestion near the local high school, the team conducted an operational and feasibility assessment of a peanut-shaped series of roundabouts (2 intersections). Ultimately, the city selected Class IV bicycle facilities, protected intersections, floating bus islands, new HAWK controlled pedestrian crossings, traffic signal and communications upgrades, and modifications to on-street parallel parking.

DAWN WILSON, PE, TE (Continued)



Value to City of Santa Ana

Meeting the grant deadline on this project will require close attention to detail and a leader who knows how to keep tasks on schedule. Most of Dawn's projects have been funded through various grant programs and have been located along commercial corridors similar to First Street. She is well-equipped to tackle the challenges of working within the existing curb-to-curb roadway width while balancing the needs of many different users.

County of Riverside, Highway 74 First-Last Mile Transit Study, Unincorporated Riverside County, CA

Technical Manager. Dawn was responsible for developing the methodology, overseeing technical studies, and participating in community engagement in support of identifying pedestrian, bicycle and safety needs along Highway 74. Working with Riverside Transit Agency, County of Riverside, and local cities, the project team identified the barriers to people accessing existing bus stops along the corridor. A thorough inventory of existing amenities was documented along with the boardings and lightings at each stop. The study included a detailed assessment of safety concerns, a review of severe injury and fatal collisions, pedestrian- and bicycle-involved collisions, and time-of-day crash analysis within half a mile of the corridor's 20 bus stops. With this information, the team then conducted on-board surveys and held pop-up events at local markets and community centers to gain community input on their concerns and barriers to using transit. Since much of the community was Spanish speaking, multilingual staff participated in and facilitated the outreach events. Recommendations in the final report identified spot, system, and safety improvements along the corridor.

City of Solana Beach, Lomas Santa Fe Corridor Improvement Project, Solana Beach, CA

Project Manager/Technical Advisor. Dawn served as the Project Manager and/or Technical Advisor for all three phases of the project. Phase 1 was a fact-finding phase with extensive community engagement to identify the needs along the corridor. Phase 2 was the development of conceptual plans and feasibility assessment. Phase 3 was the final design for the recommended concepts for the corridor. Dawn was responsible for conducting community engagement, field walks, and planning elements of the project. She was also the Lead Engineer responsible for preparing and successfully securing a SANDAG grant for the final design and environmental phase of the project. The project is part of the City of Solana Beach's vision to revitalize the Lomas Santa Fe corridor and provide a complete streets project along Lomas Santa Fe Drive.

City of Imperial Beach, 9th Street Mobility Assessment, Imperial Beach, CA

Technical Manager. Dawn provided technical direction and QA/QC for concept development and technical analyses in support of this complete street improvements project. The project focused on reducing a four-lane arterial running through a residential area with schools, community centers, and other community facilities to a two-lane arterial with a center-turn lane, bicycle lanes, and improved sidewalks and pedestrian crossings. Since it was a residential area, the community relied on on-street parking. Therefore, the alternatives retained and protected parking with the addition of curb extensions and buffered bicycle lanes. Multiple rounds of review and community engagement were conducted to demonstrate support to city council. The project is currently in construction and anticipated to be completed in Spring 2025.

City of Imperial Beach, Imperial Beach Boulevard Improvements, Imperial Beach, CA

Technical Manager. While serving as the City of Imperial Beach's Traffic Engineer, Dawn was responsible for reviewing the concepts developed for the corridor and the Mobility Plan which supported the conceptual and final design for the project. Now constructed, this 1.6-mile section of Imperial Beach Boulevard has been transformed into an active public space with safety and accessibility improvements that encourage use by pedestrians, bicyclists, and transit travelers and drivers. A highlight of this project is the section adjacent to the Tijuana Estuary, which was transformed into a pedestrian and bicycle boardwalk, which connects to the Eco Bikeway and Bay Shore Bikeway at the San Diego Bay.

County of San Diego, Valley Center Road Corridor Concept Plan, San Diego, CA

Project Manager. Working with the community planning group and County of San Diego staff, Dawn led a multidisciplinary team in the development of corridor alternatives that improved access and safety for all modes. The technical studies included a detailed evaluation of traffic control options such as roundabouts and traffic signals, improvements for pedestrians such as new curb ramps and sidewalks, and improvements for bicycles including Class IV bikeways. Due to concerns about emergency access and evacuations, the project team worked closely with County of San Diego Fire and outside fire specialists to demonstrate the roundabouts would operate more efficiently than signalized or stop controlled intersections in the event of an emergency. Multiple meetings were conducted with the community and the community planning group to gain support for the preferred concept plan.

Naomi Iwasaki

Task Lead - Stakeholder/Community Outreach and Engagement



FIRM

HDR

EDUCATION

MUP, Urban Planning,
New York University

BA, Ethnic Studies, University of
California, Berkeley

BA, Social Welfare, University of
California, Berkeley

INDUSTRY TENURE

20 years

FIRM TENURE

1 year

Naomi, Senior Planner/Transportation Equity Lead with HDR, has over 20 years of management and leadership experience in multimodal planning and project delivery, transportation policy, streetscape improvements, and infrastructure funding. She is a nationally recognized transportation equity leader and has worked on a diverse range of transportation planning projects and equity initiatives in the nonprofit, public, and private sectors. Her expertise includes active transportation planning, design, and implementation; strengthening mobility project partnerships with community-based organizations; and developing frameworks and tools to connect service, project, and program delivery to equitable outcomes that improve quality of life for marginalized communities.

Prior to joining HDR, Naomi served as Senior Director in LA Metro's Office of Equity and Race, Director of Neighborhood Services and Great Streets in the Office of Los Angeles Mayor, and Project Manager/Planning and Operations Coordinator in New York City Department of Transportation's Bicycle Program.

RELEVANT PROJECT EXPERIENCE

City of Pico Rivera, Rosemead/Lakewood Complete Corridor Vision Plan, Pico Rivera, CA

Deputy Project Manager. Naomi is managing a team of transportation planners, engineers, and engagement specialists to develop preferred corridor design alternatives that support enhanced bus service and operations, active transportation facilities, and economic development opportunities across six gateway cities in southeast Los Angeles County. The Vision Plan will be coordinated with updates to the City's Active Transportation Master Plan and other General Plan elements.

Port of Hueneme/Oxnard Harbor District, Social Equity Action Plan, Oxnard, CA

Technical Lead. Naomi is leading the development of the first-ever Social Equity Action Plan for the Port of Hueneme. She is conducting research for equity implementation and workforce development opportunities, as well as providing engagement strategies to solicit guidance from community organizations and members.

City of San Diego, Solid Waste Fee Study CBO Working Group, San Diego, CA

Engagement Advisor. Naomi supported the scope of work development and CBO working group structure to develop an engagement plan for a potential new solid waste fee in the City of San Diego. She provided recommendations for CBO compensation practices, researched local grassroots CBOs, and supported CBO outreach, recruitment, and working group meeting facilitation.

City of Culver City, Transportation Planning On-Call - Various Task Orders, Culver City, CA

Consultant Task Lead. Naomi led development and submission of two FY2024 FTA grant applications for low-emission fleet and bus facility projects. She led development of an elected officials dossier for City of Culver City state and federal legislative visits and provides ongoing research and strategic recommendations to city staff for funding and project implementation opportunities.

LADOT, Dockless Mobility Program Equity Principles, Los Angeles, CA

Consultant. Naomi co-developed equity principles for the city's pilot dockless mobility program to manage new, privately operated electric scooter and dockless bicycle vehicles. She co-created and led a community advisory board to guide policy recommendations and equity principles. Additionally, she co-wrote final equity principles and a recommendations report, which informed the agency's approach to mobility data management.

Los Angeles County Department of Public Works (LACDPW), Equity Toolkit, Los Angeles, CA

Technical Lead. Naomi led the development of an equity toolkit to support department staff in implementing equitable engagement strategies and practices. This first iteration of the toolkit is focused on information-sharing guidance for public utility and service providers, going beyond minimum requirements set forth by a statewide proposition.

NAOMI IWASAKI (Continued)



Value to City of Santa Ana

Naomi brings a unique combination of experience in transportation equity, project management, and community partnerships. Since 2009, she has worked with local cities to deliver multimodal street redesign projects focused on improving mobility and safety to travelers of all modes, incomes, and abilities. She has also led and supported multisector advisory committees that advise transportation agencies on projects, programs, and policies.

LA Metro, Equity Focus Communities Map and Index, Los Angeles, CA

Project Advisor. Naomi supervised a project team in managing triannual updates and upgrades to LA Metro's Equity Focus Communities (EFC) Map and Index, which provides geographical analysis of communities with highest mobility needs in Los Angeles County. EFC analysis is used to assess LA Metro's equity impact on riders, communities, and annual budget investments. She oversaw data analysis, policy impact assessment, and led presentations to the LA Metro Board of Directors. The project developed a foundational approach of new EFC modules to expand analysis to community health, environmental justice, and economic opportunity.

LA Metro, CBO Partnering Strategy, Los Angeles, CA

Project Advisor. Naomi supervised a project team in managing the implementation of partnership practices with LA Metro and CBOs, including compensation research, database development, contracting and vendor trainings, and technical assistance trainings for LA Metro CBO staff.

LA Metro, Measure M Five-Year Comprehensive Assessment and Equity Report, Los Angeles, CA

Project Lead. Naomi led the first-ever cross-departmental equity assessment of Los Angeles County transportation sales tax revenues, expenditures, and project implementation progress impacts on quality of life and equity outcomes. She supervised data analysis, data visualization, narrative writing, recommendations development, and led presentations to the LA Metro Board of Directors and Measure M Independent Taxpayer Oversight Committee.

Los Angeles Mayor's Office, Pico Boulevard Great Streets Pedestrian Bulb-outs, Los Angeles, CA

Director of Neighborhood Services and Great Streets. Naomi led a team in implementing an annual community grant program, providing up to \$500K public space improvement funds to community groups. She worked with local community residents and business owners to identify opportunities for pedestrian safety intersection improvements and public art activations, and coordinated with city transportation and public works departments to implement enhancements.

Los Angeles Mayor's Office, Venice Boulevard Great Streets/Vision Zero Safety Corridor Project, Los Angeles, CA

Director of Neighborhood Services and Great Streets. Naomi led coordination between the Mayor's Office and LADOT, Los Angeles City Council District 5, Caltrans, and community stakeholders to relinquish a portion of Venice Boulevard in Mar Vista and implement a painted parking-protected bicycle lane pilot safety project on the high-injury network corridor. She supported extensive stakeholder education and outreach. Design and implementation included new ADA-accessible curb ramps and new bicycle signal infrastructure to support an integrated multimodal transportation system that balanced the operation of vehicular circulation with enhanced and complete pedestrian and bicycle facilities.

National Association of City Transportation Officials (NACTO), Streets for Pandemic Response and Recovery, Various U.S. Cities

Consultant. Naomi served as a coach and grant advisor to develop COVID-19 economic recovery, civic engagement, and community health projects on public streets and sidewalks. She participated in award criteria and selection, advised public agency staff and community partners from 10 grantee cities to deliver quick-build transportation and right-of-way solutions, and contributed lessons learned and recommendations for continued government and community partnerships in a final grant report.

Minnesota Department of Transportation, Transportation Benefits and Burdens Project Framework, Statewide, MN

Task Lead. Naomi is leading the development of an actionable Transportation Benefits and Burdens Project Framework to evaluate and improve outcomes for projects within Minnesota's Capital Highway Investment Plan (CHIP). The Framework includes an input-output logic model, customization features for various transportation project type and size, and a user-friendly format for project managers to assess and compare impacts of proposed transportation projects.

NYCDOT, Ninth Avenue Parking Protected Bicycle Path, New York, NY

Project Manager. Naomi led project planning, business/resident outreach, data collection/analysis, design, implementation oversight, and post-implementation assessment for a quick-build parking-protected bicycle path. The project included painted pedestrian refuge islands, shared bicycle/left-turn lane channeling design, and "floating" parking daylighting. Refuge islands were converted to concrete after one year.

David Lew, PE

Task Lead - Design



FIRM
HDR

EDUCATION
BS, Civil Engineering,
University of California, Irvine

REGISTRATIONS
PE - Civil, CA #59063

INDUSTRY TENURE
30 years

FIRM TENURE
9 years

David is a licensed Civil Engineer with more than 30 years of experience in transportation engineering, specializing in the preparation of PS&E for Caltrans and various local agencies and cities. His expertise includes the development of feasibility studies, project study reports, and project reports. He has overseen the successful delivery and acceleration of transportation projects totaling over \$800 million, focusing on street improvements across Orange, Riverside, and San Bernardino Counties. David's in-depth PS&E knowledge has been instrumental in the timely delivery and approval of numerous projects in Southern California. David brings direct experience delivering final designs for multiple roadways in Santa Ana through his work on multiple segments of the SR 55 Widening project.

RELEVANT PROJECT EXPERIENCE

OCTA, SR 55 Widening Between I-5 and SR 91, Orange County, CA

Project Manager. This project proposes to widen SR 55 at multiple locations between I-5 and SR 91 in the cities of Santa Ana, Orange, and Tustin. Along with freeway enhancements, the project focuses on upgrading curb ramps at the 17th Street/freeway ramps intersection and the 4th Street/freeway ramps intersection. Local improvements include reconstructing curb returns to comply with current ADA standards, providing appropriate clear widths and slopes for curb ramps and intersection crossings. The project is progressing on schedule and the HDR team is collaborating with the City of Santa Ana to provide conformity with city standards.

OCTA, I-5 High Occupancy Vehicle (HOV) Improvements/Avenida Pico Replacement, Anaheim, CA

Project Manager. The project involved widening 0.7 miles of I-5 to add an HOV lane. The design reconstructed the Avenida Pico Interchange and modified the existing street to incorporate bike lanes, shoulders, and sidewalks on both sides. The geometry of Avenida Pico was realigned to remove an existing horizontal "S" curve, and all curb ramps and pedestrian facilities were upgraded to meet current ADA standards. Extensive underground utility relocations, including sewer, telephone, and electrical lines, were staged to maintain traffic flow along Avenida Pico. Several businesses had driveways facing Avenida Pico, and to minimize business disruptions during driveway reconstruction, rapid-strength concrete and secondary driveways were used to maintain access during all business hours. To expedite the project through the Ready-to-List and Advertising phases, which reduced the timeline from 90 days to 60 days, David coordinated weekly conference calls with Caltrans and city staff to address comments and implement real-time changes. The project was completed 2 months ahead of schedule and \$4 million under budget.

OCTA, SR 55 Widening Between I-405 and I-5, Orange County, CA

Project Manager. This project proposes to widen SR 55 in both directions, extending from the Route 55/405 separation to the Route 5/55 separation, passing through the cities of Santa Ana, Irvine, and Tustin. In addition to the freeway expansion, the project includes improvements to local Santa Ana roads (MacArthur Boulevard, Dyer Road, Edinger Avenue, Ritchey Street, Newport Avenue, and Pullman Street). These road upgrades involved widening the streets to accommodate standard lane and shoulder widths. A context-sensitive complete street design was implemented, adding multimodal facilities such as Class II bicycle lanes and pedestrian sidewalks. Affected curb returns were reconstructed to meet current ADA standards, providing proper clear widths and slopes for curb ramps and intersection crossings. Street designs were coordinated with the cities of Santa Ana, Irvine, and Tustin to provide conformity with local city standards.

OCTA, SR 91 Widening Segment 2, Anaheim, CA

Project Manager. The project involves widening 2.5 miles of SR 91 by adding one general-purpose lane in the eastbound direction to improve lane balance along the corridor. It also includes the reconstruction of both Kraemer Boulevard/Glassell Street and Tustin Avenue to meet current Caltrans and city design standards. The streets were widened to accommodate standard lane widths, Class II bicycle lanes, and standard sidewalk widths. On the north side of Tustin Street, a 15-foot-wide Class IV separated pedestrian/bicycle facility is proposed to support the city's future bicycle track route. As part of the street reconstruction, impacted driveways and curb ramps were assessed for ADA compliance and upgraded as needed to meet current standards. HDR collaborated closely with the City of Anaheim through several geometric workshops to determine the best street configuration. The objective was to design a multimodal facility that optimized vehicle capacity while also prioritizing pedestrian and cyclist safety.

DAVID LEW, PE (Continued)



Value to City of Santa Ana

David has spent the majority of his career managing and delivering PS&E projects, earning a strong reputation for his responsiveness and dedication to client satisfaction. He consistently applies his extensive knowledge, experience, and proven track record to every project, and is committed to providing the same level of dedication and excellence to this project. As part of the SR 55 Widening project, David has collaborated closely with City of Santa Ana staff to design street improvements along 17th Street, 4th Street, MacArthur Boulevard, Dyer Road, and Edinger Avenue. His familiarity with City standards and processes will guide the HDR team in meeting the expedited schedule for this project.

City of Costa Mesa, Susan Street/South Coast Drive Improvements, Costa Mesa, CA

Deputy Project Manager. The project consisted of widening South Coast Drive and extending Susan Street in Costa Mesa to connect with the future I-405/Susan Street exit ramp. The project included the installation of new curb ramps, crosswalks, and traffic signals to accommodate the shift in traffic lanes along South Coast Drive. The project was successfully delivered on an accelerated schedule with the planning, design, and construction phases within 3 years. To meet this aggressive timeline, David initiated the final engineering plans while simultaneously working on the planning and environmental documents. This approach saved over a year on the overall schedule, enabling the project to be ready for award within 2 years. To provide consistency throughout the project, David remained involved during the construction phase. The project required extensive coordination with the developer, the City of Costa Mesa, and local water and sewer agencies.

City of Costa Mesa, SR 55/Newport Boulevard Improvements, Costa Mesa, CA

Senior Project Engineer. The project involved the preparation of the Project Report, Environmental Document, and PS&E for improvements to SR 55/Newport Boulevard between 17th Street and 19th Street, including the addition of one northbound lane and a southbound lane through the 19th Street intersection. To meet the accelerated schedule, final engineering design work was conducted concurrently with the Environmental Document. Several city and public workshops were held to present multiple street configuration alternatives, focusing on lane placement, parking, and pedestrian facilities. Once the options were narrowed down to a few alternatives, final engineering design commenced on elements that were common across all options. In addition to overseeing the preparation and design of the Project Report and PS&E, David provided support during public meetings, the construction phase, and coordinated extensively with utility companies, the City of Costa Mesa, FHWA, and Caltrans District 12.

City of Costa Mesa, Theater and Arts District Rehabilitation, Costa Mesa, CA

Deputy Project Manager. The project involved the reconstruction and rehabilitation of Sunflower Avenue, Bristol Street, Park Center Drive, Anton Avenue, and Avenue of the Arts within the Arts District of Costa Mesa. Additionally, the project included the design and construction of a modern roundabout on Avenue of the Arts, located immediately adjacent to the Renée and Henry Segerstrom Concert Hall. The roundabout serves as a transportation focal point for the concert hall, providing multimodal connectivity for both vehicles and pedestrians. Pedestrian facilities were designed to meet ADA requirements, and the project adhered to the city's design standards. One of the main challenges was maintaining traffic flow during business hours, as the nearby South Coast Plaza is a vital business hub for the city. To minimize disruptions, construction was scheduled for nighttime work, providing for minimal traffic impacts and keeping

all lanes open during regular business hours and peak AM/PM times. David was responsible for successful PS&E design, delivery, and construction support, all completed on an accelerated schedule in time for the grand opening of the concert hall.

Riverside County Transportation Commission (RCTC), I-15 Railroad Canyon Road Interchange, Lake Elsinore, CA

Project Manager. The project reconstructed the existing Railroad Canyon Road Interchange, added auxiliary lanes, and widened Railroad Canyon Road to accommodate three lanes in each direction, along with standard shoulders and bike lanes. David was responsible for managing the design and delivery of the PS&E, which included geometric design, stage construction, utility coordination, estimates, specifications, and extensive collaboration with interdisciplinary designers, the City of Lake Elsinore, Caltrans District 8, RCTC, and various utility companies. The project also upgraded curb returns and impacted driveways to meet current ADA and city standards. One of the significant challenges was maintaining constant access to an adjacent In-N-Out Burger restaurant. During business hours, access could not be disrupted, and partial access needed to be maintained after hours for product deliveries. To address this, multiple coordination meetings were held with the business owner to determine delivery schedules, preferred access points, and the space required for delivery trucks. Understanding the constraints allowed construction to be scheduled during times that would have minimal to no impact on the business. The project was completed and accepted by Caltrans in August 2023, and it earned the 2024 ACEC California Merit Transportation Award for Engineering Excellence.

Juan Carlos (JC) Erickson

Community Engagement



FIRM
HDR

EDUCATION

MA, Global Studies,
University of North Carolina

BA, Philosophy, Religion, and
Ethics, University of North Carolina

Post-Baccalaureate, Global Studies,
University of North Carolina

INDUSTRY TENURE

25 years

FIRM TENURE

4 years

JC is the Southern California Lead for HDR's in-house Strategic Communications Team. He is an integrated communications and public affairs veteran with a career centered on developing equity through community innovation. Coming from a diverse professional, educational, and cultural background, JC has lived and worked in various countries, learning how to successfully engage multicultural communities. He has extensive hands-on experience in community outreach, stakeholder engagement, crisis and multicultural communications, media relations, knowledge transfer, and international relations. In his 25 years of experience, he has worked in the full spectrum of our industry, supporting nonprofits, governments, and corporations, promoting social change through his commitment to improving the quality of life of all people regardless of their nationality, beliefs, background, or personal orientations. His innovative approach to communications and engagement, featured in national case studies, has been proven to be instrumental in negotiating paths toward progress between underserved communities and public and private projects. JC has focused his efforts on designing and implementing innovative strategies to effectively reach disadvantaged and hard-to-reach communities. He has unique and robust experiences with Limited English Proficiency (LEP) individuals, seasonal migrant farmworkers, and individuals located in urban historically marginalized communities. His political and socio-economic understanding allows him to develop winning strategies in technically, environmentally, and systemically complex situations. He is an expert in reputation strengthening and genuine relationship building.

RELEVANT PROJECT EXPERIENCE

Multi-Ethnic Collaborative of Community Agencies, Santa Ana, CA

Programs, Outreach and Communications Manager. Based out of Santa Ana, JC managed all external outreach and communications efforts for a coalition of eight community-based organizations, including two county-funded mental health programs across monolingual (Farsi, Arabic, Chinese, Spanish, Korean, and Hindi) communities in Orange County.

City of Pasadena, Pasadena Transit Operations and Maintenance Facility, Pasadena, CA

Community and Stakeholder Outreach Lead. JC is leading the preparation and execution of a community and stakeholder engagement plan in support of the new facility needed to accommodate their expanding fleet of buses and dial-a-ride services.

Los Angeles Civil + Human Rights and Equity Department, On-call Community Outreach and Engagement, Los Angeles, CA

Project Manager. HDR is supporting this newly formed department within the City of LA through community outreach and engagement services. HDR created the LA CBO Equity Network to strategically engage disadvantaged communities leaning on the best cultural competence practices. Our outreach and engagement support is available to all departments within the city of Los Angeles.

Port of Long Beach (POLB), Pier B Rail Infrastructure Federal Funding Support - Outreach and Public Relations Services, Long Beach, CA

Strategic Communications Lead. JC and his local team supported the creation, drafting, and design of a set of funding-driven fact sheets to advocate for a large federal grant in support of the Pier B project. The effort was successful and the POLB received the federal grant. Community analytics, strategic messaging, and graphic design were instrumental components of this effort.

San Diego Association of Governments - San Dieguito to Sorrento Valley Double Track (SDSVDT) Project Design Services, San Diego, CA

Community Liaison. JC is liaising with the prime consultant and other partners on coordination with regional stakeholders to prepare preliminary engineering plans and obtain environmental clearance for the SDSVDT Project. The project proposes to realign a segment of the Los Angeles-San Diego-San Luis Obispo Rail (LOSSAN) Corridor from its existing location along the Del Mar Bluffs to a new location between San Dieguito Lagoon and Sorrento Valley Station.

JUAN CARLOS (JC) ERICKSON (Continued)



Value to City of Santa Ana

JC has focused much of his career on planning and implementing innovative strategies to effectively engage with disadvantaged and hard-to-reach communities. A native Spanish speaker, his work has been instrumental in identifying unique issues and developing impactful solutions for traditionally underserved Spanish communities on public and private projects across Southern California.

City of Yucaipa, I-10 Wildwood Canyon Road Project Approval and Environmental Documentation (PA&ED), Yucaipa, CA

Strategic Communications Lead. JC is responsible for engaging the community through in-person and virtual outreach, media relations, and stakeholder engagement activities to identify the community's preferred alternatives in the design of this highway improvement project. Public scoping meetings and a public outreach summary have been used to capture and communicate the community's voice to city staff, Caltrans, elected officials, and the community at large.

Southern California Gas (SoCalGas), Community Engagement Plan for Climate Adaptation Vulnerability Assessment, Los Angeles, CA

Strategic Communications Lead/Principal-in-Charge. JC is leading a team across Southern California to prepare and execute a community engagement plan geared toward disadvantaged communities, in support of the recent climate change adaptation vulnerability assessment, ordered by the California Public Utilities Commission (CPUC) for investor-owned utility companies. He is currently engaging hundreds of local community-based organizations and stakeholder groups in identifying and establishing efficient public feedback methodologies for disadvantaged communities to prioritize SoCalGas' upcoming climate change adaptation investments.

Southern California Association of Governments (SCAG), Broadband Program – Strategic Services, Los Angeles, CA

Deputy Project Manager. JC leads the communication, outreach, and equity components of HDR's overarching effort to provide SCAG with strategic services to inform its digital equity efforts. JC, combining best practices from across the country with local understanding, will design strategies to harness the HDR team's expertise and capabilities on national broadband policies and local communications to deliver impactful and meaningful solutions. In this cutting-edge effort, JC is leading the biggest task of this project, providing advisory and operational communications and outreach and stakeholder management support to SCAG as they grow their Broadband Program among isolated and hard-to-reach communities in Southern California. In his role as Deputy Project Manager, JC oversees managing our outreach subconsultant in deploying outreach activities.

LA Metro, Link Union Station (Link US) Project NEPA Environmental Impact Statement – Outreach and Facilitation Services, Los Angeles County, CA

Strategic Communications Lead. JC and his local team are supporting the public and stakeholder conversations needed to align an environmentally secure and just path for the Link US project. JC's experience proved instrumental in leading this equity-driven facilitation and engagement effort to create the needed infrastructure to improve the quality of life of riders within our community at large focused on disadvantaged communities. HDR is providing preliminary engineering, environmental document, final design, and construction support for LA Metro's Link US. The purpose of Link US is to increase the overall capacity of Los Angeles Union Station and prepare Southern California for the expected future growth of both regional rail (commuter rail and intercity rail) and the California High-Speed Rail blended system.

LACDPW, Proposition 218 Outreach Support, Los Angeles, CA

Strategic Communications Lead. JC is responsible for overseeing the design and execution of communications, stakeholder management, and outreach campaigns to educate and collect meaningful feedback from the community at large. The Los Angeles County Consolidated Sewer Maintenance District is proposing an increase in the annual sewer service charge. The proposed increase's authorization depends on voter approval through the Proposition 218 process. The HDR team will support the LA County Sewer Maintenance Division with community outreach aimed at raising public awareness of the needs and benefits associated with the proposed increase in the annual sewer service charge.

City of San Diego, Solid Waste Rate Study, San Diego, CA

Strategic Communications Lead. JC designed the winning outreach and public relations strategies that will move this project forward. He is leading implementation efforts in collaboration with local small businesses and community-based organizations across the City of San Diego. HDR is conducting a very public-facing study to identify the new rates for solid waste collection services for the San Diego community to consider through a Proposition 218 process. Public relations and innovative community engagement will be essential elements to the success of this effort.

Los Angeles Sanitation & Environment (LASAN), Green Waste Processing Facilities Public Outreach and Technical Services, Los Angeles, CA

Strategic Communications Lead. JC is leading the strategic deployment of stakeholder and community engagement efforts to bring community understanding and participation to a transformational project. JC leads the strategic deployment of stakeholder and community engagement efforts to bring community understanding and participation to a transformational project. Through this work, LASAN is proposing the addition of green waste composting to a sanitation facility.

Doug Smith, PE, RSP1

Multimodal Concept Development - Traffic



Doug has over 45 years of broad experience in the management and development of transportation and traffic engineering projects on city and county roadway networks throughout Southern California. His project experience includes numerous arterial street improvement traffic analyses, traffic management plans, complete streets and active transportation design, intersection improvements, project study reports, and final designs. Additionally, Doug has assisted with developing integrated corridor management plans, investment studies, feasibility studies, detailed implementation plans for specific operational projects, and before and after studies to evaluate project effectiveness. He has worked on many projects in and around the City of Santa Ana, including design work on the Santa Ana Advanced Traffic Management System (ATMS), the original environmental assessment for the OC Streetcar, the Central Orange County Corridor Major Investment Study (MIS), the South Orange County Multimodal Transportation Study, and several regional roadway and rail projects.

RELEVANT PROJECT EXPERIENCE

FIRM

HDR

EDUCATION

BS, Civil & Environmental Engineering, University of Rhode Island

Traffic Engineering Short Course, Georgia Institute of Technology

Certificate in Management for Engineering and Technology, University of California, Irvine

REGISTRATIONS

PE, Civil, CA, #43549

Road Safety Professional Level 1 (RSP1), #1590

INDUSTRY TENURE

45 years

FIRM TENURE

10 years

OCTA, South Orange County Multimodal Transportation Study (SOCMTS), Orange County, CA

Traffic Engineering Lead. Doug supervised traffic/transportation analysis efforts, including the development of the TSM/TDM alternative. He also assisted in the conception of the arterial street system improvement elements of the alternatives and provided input into the analysis of the locally preferred strategy. The project defines a vision for transportation system in South Orange County that moves beyond highway expansion to an integrated multimodal network.

City of Laguna Beach, Laguna Canyon Road (SR 133) PSR-PDS, Orange County, CA

Lead Traffic Engineer. Doug oversaw the traffic analysis and engineering performed for the PSR traffic engineering performance assessment, including the VMT analysis and multimodal LOS analysis for the transit, bicycle, and pedestrian modes of each build alternative. Doug oversaw the traffic forecasting, analysis, design, and cost estimating, including development of safety improvement concepts along the corridor. HDR, in cooperation with the City of Laguna Beach and Caltrans District 12, developed comprehensive alternatives evaluation criteria that translated to a well-vetted PSR-PDS that was used to seek funding for the project and advanced to the PA&ED phase.

City of Santa Ana Department of Public Works, Santa Ana Go Local Fixed Guideway Project (OC Streetcar), Santa Ana, CA

Task Manager. Doug managed the traffic engineering/analysis and environmental impact tasks for this proposed streetcar project from the Santa Ana Regional Transportation Center to the Pacific Electric ROW at SR 22. He also developed a concept for the TSP element of the project.

Orange County Public Works (OCPW), Engineering On-Call, Orange County, CA

Project Manager. Doug has managed several traffic engineering-related task order projects, including the OC Loop Segment H Traffic Signal Modification, Newport Avenue Fiber Optic PS&E, Santa Ana Gardens Bike Trail Phase I and II Lighting Design, Rancho Mission Viejo Plan Check Support, and Traffic Control Plan Standards Development. The tasks range from traffic/electrical design efforts to program management support for county staff.

LA Metro, Lakewood/Rosemead Corridor Enhanced Transit Assessment, Los Angeles County, CA

Traffic Engineering Lead. Doug led traffic engineering efforts in assessing the feasibility of enhancing bus service along Lakewood/Rosemead Boulevard from Long Beach to Pico Rivera. This effort included existing conditions analysis, development of transit service alternatives from enhanced local service to full BRT, and ridership forecasting using FTA-compliant processes.

LA Metro, North Hollywood to Pasadena BRT, Los Angeles County, CA

Traffic Design Lead. Doug is leading traffic design efforts for the project. With 22 stations along an 18-mile alignment, this BRT corridor will serve as a key regional connection between the San Fernando and San Gabriel Valleys, traversing the communities of North Hollywood, Burbank, Glendale, Eagle Rock, and Pasadena. Anticipated to attract approximately 30,000 daily riders, the project will serve as a vital link to jobs, entertainment, and transit connections throughout the region.

DOUG SMITH, PE, RSP1 (Continued)



Value to City of Santa Ana

With 45 years of experience managing traffic engineering and operations projects in California, Doug has gained extensive expertise in developing alternatives and enhancing safety on complex multimodal projects. Highly familiar with the City of Santa Ana and its mobility needs, Doug will focus on balancing impacts and finding innovative solutions to traffic challenges.

OCTA, BRAVO BRT Systems Project, Orange County, CA

Project Manager. Doug was responsible for the oversight of the design and implementation of BRT ITS and Bus Signal Priority components for the initial 28 miles of this BRT project.

OCTA, Central County Corridor MIS, Orange County, CA

Project Manager. Doug managed the completion of an MIS for the central Orange County corridor study area that included consideration of a major freeway extension along the Santa Ana River. He successfully navigated the Phase I effort to completion, with the development of purpose and need statement and mobility problem and the development of five multimodal alternatives, ranging from low cost, low impact to higher cost, higher impact improvements, while achieving consensus among local agency stakeholders.

City of Costa Mesa, Baker Street-Placentia Avenue-Victoria Street-19th Street Regional TSSP, Costa Mesa, CA

Deputy Project Manager and QC Manager. Doug is leading signal timing and system improvements and overseeing ITS design for the systems. The City of Costa Mesa is using Measure M2 funding to develop traffic signal infrastructure and coordination improvements that will synchronize the traffic signals along three continuous/contiguous corridors: Baker Street/Placentia Avenue, Victoria Street,

and West 19th Street. A total of 41 signals exist over 10.2 miles within the city (39 owned by the city and two owned by Caltrans). HDR's scope of work includes developing inter-jurisdictional signal and synchronization plans, supporting the installation of updated traffic signal hardware modifications to run timing plans more efficiently, and providing operation and maintenance signal timing support beyond construction.

LA Metro, Bus Network Restructuring Study Bus Speed Improvement Evaluation, Los Angeles, CA

Traffic Analysis and Evaluation Task Leader. Doug was the Traffic Analysis and Evaluation Task Leader for HDR's work on evaluating a dozen bus routes and identifying improvements to provide more efficient service. HDR was responsible for analysis of the impacts of traffic congestion on bus speeds on 12 selected corridors across Los Angeles County. The analysis included field work, documentation of bus and pedestrian movements, traffic signal operation, as well as observation on the efficiency of the TSP network where applicable. Upon conclusion of the field evaluation, HDR, working with LADOT, identified a toolbox of "low-hanging fruit" solutions that required little capital investment or major permitting and agency approval. Methodology development, evaluation and recommendation of additional corridor improvements (such as TSP), exclusive bus lanes, queue jumps, curb extensions, and bus stop relocations were included as part of this effort. The resulting report was a supplement to the overall restructuring study prepared by Metro.

LACDPW, Norwalk Boulevard Traffic Design Services, Norwalk, CA

Task Order Manager. Doug was responsible for preparing the staging, detours, traffic control plans, and an extensive TMP for this reconstruction project, including permitting approvals with Caltrans and the City of Norwalk. LACDPW is proposing a 2-mile-long pavement preservation and road improvement project on Norwalk Boulevard and Slauson Avenue.

LACDPW, Traffic Design Services at Broadway/Normandie/Rosecrans, Los Angeles County, CA

Task Order Manager. Under Doug's management, HDR provided traffic signal design services for five traffic signals: Broadway at El Segundo Boulevard and Rosecrans Avenue, Normandie Avenue at 104th Street and 228th Street, and Rosecrans Avenue at Atlantic Avenue. The project scope included pavement resurfacing and reconstruction, parkway and median island improvements, safety improvements, and sidewalk/curb ramp improvements. The project received funding in Highway Safety Improvement Program (HSIP) Cycle 9 for intersection and traffic signal upgrades.

City of Irvine, Culver Drive Traffic Signal System and Communications Design Project, Irvine, CA

Project Manager. Doug was responsible for the development of traffic signal systems upgrades at 20 intersections in Irvine. Additional responsibilities included serving as Project Manager for the Irvine Traffic Management Systems Operations Study, which included concept design of TMS elements; assisting in the preparation of a concept design report; and preparing a PS&E of CMS locations and Signal Coordination Policies and Practices Report.

City of Pasadena, On-Call Traffic Engineering Services - Various Task Orders, Pasadena, CA

Contract Manager. Doug was responsible for traffic impact analysis of existing and future conditions at a wide variety of locations, including mixed-use developments, residential infill, a college, and retail establishments. Analyses and reports covering traffic, parking, transit, and bicycle/pedestrian impacts, including recommended improvements to mitigate these impacts. Doug also completed several local street traffic calming design projects that included speed humps, removal of signals, and small roundabout designs.

Marie Lewis Adams, AICP

Multimodal Concept Development - Bus/BRT



Marie has 19 years of experience in the transportation planning sector. Her varied experience includes bus, rail, roadway, and freight projects, as well as extensive public engagement expertise. Marie brings both a deep technical understanding of transportation systems and the ability to communicate complex information in straightforward, understandable ways. When analyzing and prioritizing transportation options, she specializes in working with stakeholders to establish key goals, evaluation frameworks, and performance measures that facilitate and simplify the decision-making process. She has a background in transit service planning and has recently managed projects which include rail system and station planning, enhanced bus/BRT planning, transportation demand forecasting, origin-destination analysis, and feasibility evaluation. Marie brings a customer-focused perspective to planning transit networks, verifying that transit options are not only technically feasible but responsive to customer needs. She has led multiple stakeholder and public engagement efforts, and enjoys working collaboratively with people of diverse perspectives to achieve common goals.

RELEVANT PROJECT EXPERIENCE

FIRM

HDR

EDUCATION

MCP, City and Regional Planning,
University of Pennsylvania

BA, Geography, University of
California, Los Angeles

REGISTRATIONS

American Institute of Certified
Planners (AICP), #31944

INDUSTRY TENURE

19

FIRM TENURE

4

OCTA, South Orange County Multimodal Transportation Study (SOCMTS), Orange County, CA

Planner. Marie led the compilation of visioning, planning, modeling, and cost estimating process into a locally preferred strategy for the South Orange County region. She managed the development of the project's Final Report and Executive Summary. The project defines a vision for transportation system in South Orange County that moves beyond highway expansion to an integrated multimodal network.

LA Metro, Lakewood/Rosemead Corridor Enhanced Transit Assessment, Los Angeles County, CA

Deputy Project Manager. Marie assessed the feasibility of enhancing bus service along Lakewood/Rosemead Boulevard from Long Beach to Pico Rivera. This effort included existing conditions analysis, development of transit service alternatives from enhanced local service to full BRT, and ridership forecasting using FTA-compliant processes.

City of Culver City, Transportation Planning On-Call - Various Task Orders, Culver City, CA

Planner. As part of a staff augmentation on-call contract, Marie analyzed key performance indicators for the MOVE Culver City program and provided recommendations for updates and improvements. Marie also developed content and graphics for funding proposals to SCAG and LA Metro.

SBCTA, Long Range Multimodal Transportation Plan (LRMTP), San Bernardino County, CA

Project Manager. Marie is leading the development of the LRMTP which will provide a comprehensive, multimodal transportation vision for San Bernardino County through 2045. She is responsible for overall project direction, team coordination, and facilitating stakeholder meetings. HDR is coordinating participation with 25 local jurisdictions, five transit operators, Caltrans, Southern California Regional Rail Authority (SCRRA)/Metrolink, SCAG, and representatives of other diverse interests (health, active transportation, air quality, etc.). Key elements of the planning process include stakeholder and public engagement, visioning, performance measures, scenario planning, multimodal integration, and funding recommendations.

SCAG/SBCTA, Integrated Transit and Land Use Planning for Foothill Boulevard/5th Street BRT, San Bernardino, CA

Project Manager. Marie was responsible for technical direction and the management of staff, subconsultants, schedule, and budget. She led operations analysis, stop placement analysis, service planning, and developed recommendations for BRT attributes. The project involved assessing feasibility for BRT-type service along a key east-west corridor in the San Bernardino area, including associated land use and transit demand forecasting.

MARIE LEWIS ADAMS, AICP (Continued)



Value to City of Santa Ana

Marie has worked with bus systems across the nation to improve their service effectiveness and efficiency. Her expertise in both technical design development and communications allows her to develop studies that respond directly to community/client needs and convey complex information in straightforward, understandable ways.

OCTA, South Orange County Rail Station Feasibility Study, Orange County, CA

Project Manager. Marie led this study to assess the feasibility of a potential new Metrolink rail station in South Orange County. The study included developing a Purpose and Need Statement, rail operational analysis, ridership estimation, performance metrics, and stakeholder engagement. The feasibility study was developed in coordination with Metrolink and cities located within the study area.

Santa Monica Big Blue Bus, Line-by-Line Analysis, Santa Monica, CA

Project Manager. Marie was responsible for technical direction and management of staff, subcontractors, schedule, and budget. The project involved a detailed analysis of the Santa Monica Big Blue Bus network and recommended strategies for improvement. Ridership data was gathered via on-board ride check and passenger survey. Recommendations included route restructuring and expansion of rapid (arterial bus rapid transit) services, as well as potential development of a downtown circulator route.

El Paso County, Master Thoroughfare Plan, El Paso, TX

Deputy Project Manager. Marie was responsible for the overall development of a thoroughfare plan to guide El Paso County's future multimodal transportation network. She managed the technical analysis, stakeholder outreach, and development of the proposed roadway network, including bicycle and pedestrian facilities, and the project evaluation and prioritization process.

Capital Metropolitan Transportation Authority (CapMetro), Transit Development Plan (Connections2025), Austin, TX

Planner and Public Involvement Lead. Marie was responsible for stakeholder identification and communication, public meetings and events, online surveys, electronic newsletters, and outreach documentation. She worked with the project team to develop bus network recommendations that responded to community concerns while improving ridership. The project involved a 10-year bus restructuring plan for the CapMetro transit network, including expansion of the MetroRapid system and frequent bus network, innovative service zones, and express services in managed lanes.

City of Santa Maria, Zero Emission Bus (ZEB) Fleet Rollout Plan for Santa Maria Regional Transit (SMRT), Santa Maria, CA

Zero Emissions Planning Lead. Marie provided technical direction, oversaw the modeling and analysis, and guided the development and production of deliverables. This plan created a roadmap for SMRT on its transition from a diesel to all-electric bus fleet by 2040, consistent with California Air Resources Board Innovative Clean Transit (ICT) requirements. Operational, financial, logistics, and maintenance concerns were included.

SunLine Transit Agency (SunLine), Refueled Before/After Study, Thousand Palms, CA

Deputy Project Manager. Marie led a technical transit analysis for SunLine's bus services and development of reports and presentations. Through this study, SunLine sought to understand the impacts of a service redesign implemented during the COVID-19 pandemic and gather information on changes in customer needs and travel patterns. Key initiatives included implementation of new mobility hubs, expanded microtransit service, and bus stop improvements.

San Luis Obispo Council of Governments (SLOCOG), Coast Rail Corridor Service Implementation Plan and Passenger Rail Improvement Study, San Luis Obispo, CA

Deputy Project Manager/Planner. Marie was responsible for overseeing technical analysis and project deliverables. The study included a plan for integrated intercity rail and bus service within the Central Coast area consistent with the California State Rail Plan, along with longer-term plans for potential commuter rail service. This two-part study sets a path forward for improved rail and bus service through California's Central Coast, including Santa Barbara, San Luis Obispo, and Monterey Counties. SLOCOG contracted with HDR to develop both intercity and commuter rail plans, including bus connections to Central Valley rail services.

Dallas Area Rapid Transit (DART), Mobility Hub Guidelines, Dallas, TX

Project Manager. Marie worked with DART to develop a framework for implementing upgraded mobility hub features throughout the DART service area. Key tasks included a comprehensive facility inventory; developing a hub location evaluation and prioritization system based on multivariate criteria analyses; establishing mobility hub typologies and proposed features; and preparation of maps and public-facing documents. HDR is helping to initiate the Mobility Hubs Program as outlined in the 2045 Transit System Plan. Phase 1 of this program entails a comprehensive study of the existing transit system and development of Mobility Hub Guidelines, including a location analysis and typologies for transit nodes in the DART service area.

Hank Nguyen, PE

Roadway Design



FIRM

HDR

EDUCATION

BS, Civil Engineering, California
State Polytechnic University,
Pomona

REGISTRATIONS

PE, Civil, CA, #61227

INDUSTRY TENURE

30 years

FIRM TENURE

16 years

Hank has over 30 years of experience designing and managing roadway/highway, civil, and traffic engineering projects throughout Southern California. He has successfully delivered numerous large and challenging major road and highway improvement projects, taking responsibility from the planning phase to complete detailed design, procurement, and construction. He is exceptionally experienced in the design and analysis of state and federal highway facilities, including local and system interchanges. Hank is knowledgeable in Caltrans design standards and local agency requirements, and has extensive experience with fast-track projects.

RELEVANT PROJECT EXPERIENCE

City of Santa Ana, Fairview Street Design Services and Bridge Replacement, Santa Ana, CA

Roadway Design Lead. Hank led roadway engineering design efforts for the project. This 1,200-foot-long project will widen Fairview Street from four lanes to six lanes between 9th Street and 16th Street and includes replacing the 425-foot-long bridge over the Santa Ana River. The project proposes 8-foot sidewalks over the Santa Ana River to enhance pedestrian comfort and accessibility, 5-foot shoulders that function as bike lanes, and a 4-foot median for improved safety. HDR initially assisted the City in developing the preliminary scoping documents and funding strategy for this HBP-funded project. We also provided street design services from 9th Street to 16th Street, environmental clearance, hydraulic analysis, type selection, bridge and roadway design, utility coordination, and regulatory permit assistance. Currently, we are supporting the City in the construction of the project.

OCTA, SR 55 Widening Between I-5 and SR 91, Orange County, CA

Roadway Design Lead. Hank is leading roadway engineering design efforts for the project. This project proposes to widen SR 55 at multiple locations between I-5 and SR 91 in the cities of Santa Ana, Orange, and Tustin. Along with freeway enhancements, the project also focuses on upgrading curb ramps at the 17th Street/freeway ramps intersection and the 4th Street/freeway ramps intersection. Local improvements include reconstructing curb returns to comply with current ADA standards and providing appropriate clear widths and slopes for curb ramps and intersection crossings. The project is progressing on schedule and the HDR team is collaborating with the City of Santa Ana to provide conformity with city standards.

OCTA, SR 55 Widening Between I-405 and I-5, Orange County, CA

Roadway Design Lead. Hank is leading roadway engineering design efforts for the project. This project proposes to widen SR 55 in both directions, extending from the Route 55/405 separation to the Route 5/55 separation, passing through the cities of Santa Ana, Irvine, and Tustin. In addition to the freeway expansion, the project includes improvements to local Santa Ana roads (MacArthur Boulevard, Dyer Road, Edinger Avenue, Ritchey Street, Newport Avenue, and Pullman Street). These road upgrades involved widening the streets to accommodate standard lane and shoulder widths. A context-sensitive complete street design was implemented, adding multimodal facilities such as Class II bicycle lanes and pedestrian sidewalks. Affected curb returns were reconstructed to meet current ADA standards, providing proper clear widths and slopes for curb ramps and intersection crossings. Street designs were also coordinated with the Cities of Santa Ana, Irvine, and Tustin to provide conformity with local city standards.

LA Metro, North Hollywood to Pasadena BRT, Los Angeles County, CA

Roadway Design Lead. Hank is leading roadway engineering design efforts for the project. With 22 stations along an 18-mile alignment, this BRT corridor will serve as a key regional connection between the San Fernando and San Gabriel Valleys, traversing the communities of North Hollywood, Burbank, Glendale, Eagle Rock, and Pasadena. Anticipated to attract approximately 30,000 daily riders, the project will serve as a vital link to jobs, entertainment, and transit connections throughout the region.

HANK NGUYEN, PE (Continued)



Value to City of Santa Ana

Hank's direct experience working for the City of Santa Ana and vast knowledge of local roadway design standards will be critical in meeting the Project's accelerated design schedule.

OCTA, SR 91 Widening (SR 57 to SR 55) PSR-PDS, Anaheim, CA

Roadway Lead. Hank was responsible for providing engineering design services to OCTA for the preparation of the PSR-PDS for the SR 91 improvement between SR 57 and SR 55. The project involved adding general purpose and auxiliary lanes to SR 91. There were also modifications and reconfigurations to four local and two system interchanges. Hank developed geometric alignments and identified design exceptions requiring approval.

OCTA, I-5 Improvement Project Segment 1 PS&E, Mission Viejo, CA

Senior Project Engineer. Hank was responsible for the geometric design of the PS&E, retaining walls, estimate, specifications, and Caltrans Mandatory and Advisory Fact Sheets. Hank was also responsible for coordination with interdisciplinary designers, cities of Mission Viejo and Laguna Niguel, and Caltrans District 12. This PS&E plans to widen I-5 from SR 73 to south of Oso Parkway and for the reconstruction of the interchanges at I-5/Avery Parkway and I-5/Crown Valley Parkway. The project will provide five standard 12' wide general purpose lanes, standard shoulder widths, and a 12' wide HOV lane with continuous access in each direction.

Transportation Corridor Agencies (TCA), SR 241/SR 91 Express Connector PS&E, Orange County, CA

Lead Roadway Engineer. Hank coordinated closely with TCA, RCTC, OCTA, and Caltrans District 12 staff to confirm early concurrence on modified geometrics. TCA, in cooperation with Caltrans District 12, proposes the SR 241/SR 91 Express Connector Project to construct a tolled median-to-median connector between SR 241 toll road and the median of SR 91 Express Lanes.

LA Metro, SR 57/SR 60 Interchange Improvement PSR, PA&ED, and PS&E, Diamond Bar and City of Industry, CA

Senior Project Engineer. Hank is responsible for preparing the PSR, Project Report, and PS&E, as well as coordinating with multiple stakeholders. Hank prepared fact sheets for the PA&ED and PS&E phases of the project while coordinating with Caltrans for successful review and approval of the advisory and mandatory design exceptions. The project consists of 2.5-miles of freeway improvements on the merged section of the SR 60 and SR 57 through the Cities of Diamond Bar and Industry. The project involved an 1,800-foot-long viaduct, connecting the Grand Avenue bypass lane to eastbound SR 60, a complete replacement of a 380-foot-long overcrossing structure on Grand Avenue, a replacement structure for the SR 57 branch connector to SR 60, and two other bridge widenings.

LA Metro, I-605 Corridor Improvement Project (CIP) PA&ED, Los Angeles County, CA

Senior Project Engineer. Hank was responsible for developing three geometrics and roadway alternatives. The I-605 CIP PA&ED consists of a single environmental document and two project reports: I-605/SR 60 and I-605/I-5. The project includes 16 miles of highway improvements along the I-605 Corridor, 4 miles along SR 60, 2.7 miles along I-10, 3.7 miles along I-5 and 1.6 miles along I-105.

LA Metro, I-605/SR 91 PSR, PDS, and PA&ED, Los Angeles County, CA

Senior Project Engineer. Hank was responsible for developing geometric alternatives and cost estimates for the widening of SR 91 and I-605, which includes the system interchange at SR 91 and I-605. The project involves a 4-mile segment along SR 91 between Downey Avenue and Artesia Boulevard and a 3.5-mile segment along I-605 from Del Amo Boulevard to Excelsior Drive. Hank has been developing stage construction concepts for the widening and replacement of the SR 91/I-605 separation. He has also presented geometric concepts to Gateway Cities and other stakeholders, including LA Metro. The project requires extensive coordination with LA Metro, the Gateway Cities Council of Governments (GCCOG), the 27 Gateway cities, and Los Angeles County.

LA Metro, I-605 Corridor "Hot Spot" Interchanges, Los Angeles County, CA

Senior Project Engineer. Hank was responsible for developing conceptual geometric plans for direct High-Occupancy Vehicle/High-Occupancy Toll (HOV/HOT) connections at the I-605/SR 91 and I-605/I-105 Interchanges, the preliminary design for connectors and ramp configurations, and additional general purpose lanes, and the preparation of cost estimates. The project involves the Team's participation in Gateway Cities and other stakeholder meetings and extensive coordination with LA Metro, the Gateway Cities Council of Governments (GCCOG), the 27 Gateway cities, and Los Angeles County.

Kheang (KT) Tang, PE

Traffic Engineering/Traffic Control Plans



FIRM
HDR

EDUCATION
BS, Civil Engineering, California
State Polytechnic University,
Pomona

REGISTRATIONS
HDR

INDUSTRY TENURE
12 years

FIRM TENURE
< 1 year

KT has 12 years of combined experience in civil and transportation engineering projects. His professional experience includes planning and design of ITS, traffic design, traffic signal communication systems, roadway and highway design, lighting, signing and striping, bikeway designs, and traffic control plans with familiarity with numerous cities' standards and design plans. KT has worked on numerous multi-million-dollar projects with Caltrans Districts 2, 3, 6, 7, 8, 11, and 12; OCTA; LA Metro; LADOT; LACDPW; SCE; and many other local agencies.

RELEVANT PROJECT EXPERIENCE

City of Anaheim, Brookhurst Street Widening, Anaheim, CA

Design Engineer. KT assisted city engineers with analyzing existing traffic conditions for many of the City of Anaheim's critical intersections and aided in the development of new solutions to improve LOS. He coordinated traffic data with representatives at the City of Anaheim, performed manual traffic counts, and developed/analyzed design alternatives for future conditions, cost estimates and benefit/cost of various alternatives.

City of Anaheim, Katella Avenue Widening, Anaheim, CA

Design Engineer. KT was responsible for signing/stripping plans and assisted with the construction plans involving traffic signal modification, interconnect, changeable-message sign (CMS) relocation, street lighting, and traffic control design associated with the widening of Katella Avenue between Lewis Street and State College Boulevard. All plans were completed per City of Anaheim and Caltrans Standards.

City of Lynwood, Bullis Road Improvements, Lynwood CA

Consultant. KT served as a consultant for the rehabilitation and reconstruction of road improvements for the City of Lynwood. The City of Lynwood sought to implement a 'road diet' approach in converting a four-lane major street in front of the Civic Center campus with a raised median into a two-lane road. Key design features included newly expanded median width for a pedestrian shelter, additional left-turn access for a new driveway, catch basins, bio-tree wells, median and parkway lighting, raised crosswalk and drought-tolerant landscaping for the median.

City of Covina, Downtown Pedestrian and Bicycle Planning Study, Covina, CA

Design Engineer. KT was responsible for designing bikeway network and street infrastructure improvements on existing bicycle and pedestrian network to improve connectivity between the Metrolink station and the downtown area for the City of Covina. He reviewed and evaluated existing bicycle and pedestrian facilities, routes near the project area such as available parking lots and structures to determine appropriate bikeway locations, their facility types, as well as their safety and accessibility prior to a full field investigation of the existing surface conditions (8 miles).

LADOT, Wilshire Boulevard BRT, Los Angeles, CA

Design Engineer. KT was responsible for preparing the traffic signal modification plans for more than 30 intersections along Wilshire Boulevard, signing and striping plans for the corridor, as well as street lighting design for a half-mile stretch of Wilshire Boulevard. He furnished PS&E involving signing, striping and traffic signal modifications along the Wilshire Boulevard corridors; Western Avenue to San Vicente Boulevard (3.6 miles), and San Vicente Boulevard/Federal Avenue to Barrington Avenue (0.15 miles). Work encompassed 33 signalized intersections along Wilshire Boulevard, over 3.8 miles of signing and striping on a major arterial highway and coordination with LADOT, LABOE and LA Metro for design development.

LACDPW, Florence Avenue Traffic Design, Los Angeles County, CA

Design Engineer. KT prepared traffic signal modification plans for the intersections along a 5-mile stretch of Florence Avenue. The scope of services included gathering as-built plans, calculating lane geometry, designing ADA-compliant ramps, and analyzing the best location to install the wireless communicators.

KHEANG (KT) TANG, PE (Continued)



Value to City of Santa Ana

KT's hands-on experience with a variety of signal systems and software programs will be a valuable asset to the City. KT will thoroughly investigate the effectiveness of the current signal timing and evaluate the readiness of the system for advanced operations such as TSP, leading pedestrian phases and vehicle to infrastructure communications. He is well-prepared to collaborate closely with the City's traffic signal operations team in identifying solutions that will keep traffic moving while reducing capacity on the corridor.

City of Ontario, Traffic Operation Analysis, Ontario, CA

Project Design Engineer. KT assisted city engineers with analyzing existing traffic conditions for many of the City of Ontario's critical intersections and aided in the development of new solutions to improve the LOS of those intersections. He coordinated traffic data with representatives at the City of Ontario and performed manual traffic counts. He also developed and analyzed design alternatives for future conditions, cost estimate, and benefit/cost of various alternatives.

City of Anaheim, Anaheim Regional Transportation Intermodal Center (ARTIC) to West Anaheim 4th District Bikeway Connector, Anaheim, CA

Design Engineer. KT completed a field inquiry on existing field conditions to draft a base plan for design along several popular corridor attractions such as the Disneyland Resort Theme Park and the Honda Center in the City of Anaheim. He provided Class II Bike Lane design as part of the "gap-closure" widening of Brookhurst Street between Katella Avenue and Ball Road in accordance with CA MUCTD and City of Anaheim's criteria. The objective of the project was to design Class II and III bike lanes to connect bicyclists from the ARTIC station to the numerous attractions in the City of Anaheim.

Coachella Valley Association of Governments (CVAG), Regional Traffic Signal Synchronization, Coachella Valley, CA

Project Design Engineer. KT was responsible for the project planning, field inventories upgrade, design, implementation, and operations of the Coachella Valley's regional traffic signal system upgrades and signal synchronization improvements. CVAG embarked on the development of a valley-wide traffic signal interconnect master plan and signal synchronization of new and existing signals on the regional arterial roads. ITS is an integral part of regional efforts to maximize highway and arterial system capacity and improve operational efficiency.

SBCTA, San Bernardino Valley Coordinated Traffic Signal System and Coordination Tiers 3 and 4, San Bernardino County, CA

Project Design Engineer. KT was responsible for designing a wireless network to establish communications between traffic ITS devices and traffic management systems, improve feasible wireless communications technologies as well as review and analyze mapping data and aerial photography and topography to determine the best feasibility of the proposed wireless paths. KT helped coordinate with city staff in continuing the deployment of wireless communication network design for 371 intersections. The intersections belonged to multiple cities that form SBCTA and the wireless network design was tailored to meet the needs and requirements of the individual cities as well as SBCTA.

City of Culver City, Traffic Engineering Services for Traffic Monitoring CCTV System Gap Closure, Culver City, CA

Project Design Engineer. KT was responsible for upgrading 4 miles of fiber optic communication cable to integrate existing and new 32 CCTV cameras on an Ethernet/IP switch (gigabit fiber optic backbone).

RCTC, SR 91/I-15 Freeway Toll Roads Expansion, Orange and Riverside Counties, CA

Project Design Engineer. KT was responsible for designing and integrating a fiber optic communication network across Orange and Riverside Counties, spanning over 14 miles of interstate highway. He worked with a Cisco wide-area network capable of interfacing several different platforms utilizing dual gigabit backbones and redundant routing capabilities, including remote wireless and T-1 links. The project served three new Toll Zone Enforcement buildings along SR 91, six CMS sign locations, and 32 CCTV surveillance cameras throughout the project limits. Future build-out included integration of legacy OCTA control systems to transmit secure real-time enforcement video and traffic data to a centralized Command & Control Center in Anaheim, CA.

OCTA, I-405 Express Lanes Design-Build, Orange County, CA

Project Lead. KT was responsible for coordinating with the OC405 Partners Joint Venture for the constructability reviews focused on the electrical, ITS, and electronic toll and traffic management systems (ETTM) infrastructure design submittals prepared by the Pacific Infrastructure 405 Designers Joint Venture. KT prepared constructability reviews for the lighting concept plan, temporary TMS capacity analysis, temporary TMS performance monitoring plan, temporary RMS/CCTV/TMS details, and several design packages encompassing over 200 design plans. The project consists of converting the existing HOV lane to a tolled express lane and adding two new lanes (one tolled express lane and one general purpose lane) in each direction along I-405 between the 405/605/22 interchange through Orange County to the SR 73 toll road interchange.

Sara Costin Mockus

Community Engagement



FIRM

CPOG

EDUCATION

BA, Philosophy,
University of Wisconsin

INDUSTRY TENURE

32 years

FIRM TENURE

11 years

Sara is a proven public outreach and project management professional with more than 30 years of experience in Southern California. As President and CEO of CPOG, Sara leads the firm's overall vision, planning, and client service. For each client, she focuses on developing communications strategies and creating innovative approaches, while delivering an outreach program to meet the needs of the project. Her proven ability in program coordination and management, combined with her skill in facilitating community dialogue on complex issues, sets her apart in the field. She brings relevant project and stakeholder experience collaborating with the City of Santa Ana from her work on Caltrans District 12's I-5 Managed Lanes and OCTA projects.

RELEVANT PROJECT EXPERIENCE

OCTA, SR 55 (I-405 to I-5) Widening, Santa Ana, Irvine, and Tustin, CA

Outreach Manager. Sara manages the \$1.6 million project and leads the team to conceptualize, develop, and execute the communications plan. She applies a customized outreach approach to generate local and regional awareness of the project and takes a proactive approach to construction outreach. She is implementing a public awareness campaign that is equitable to the needs of diverse project stakeholders, communities, and populations. She builds and maintains trust with stakeholders and uses data/metrics to evaluate outreach efforts and adjust strategy. OCTA, in cooperation with Caltrans, is improving four miles of SR 55 between I-405 and I-5. The project will improve traffic flow and reduce travel time by adding one regular lane and one carpool lane in each direction.

Caltrans District 12, I-5 Managed Lanes, Santa Ana, Anaheim, Buena Park, Fullerton, La Mirada, Orange, and Tustin, CA

Outreach Manager. Sara managed the team to develop and facilitate outreach to support the successful preparation and finalization of the draft environmental document and the final environmental document pursuant to CEQA/NEPA. Efforts included strategies to identify non-English speaking communities, including outreach to generate awareness, understanding, and confidence among environmental justice communities, motorists, cities, businesses, interest groups, first responders, elected officials, and community stakeholders. Caltrans is proposing to address operational deficiencies related to high-occupancy vehicle degradation on I-5 between Red Hill Avenue and the Orange/Los Angeles County line in both northbound and southbound directions through studies of alternatives that include price managed lane strategies.

LA Metro, Los Angeles-Glendale-Burbank Feasibility Study, Los Angeles County, CA

Outreach Manager. Sara supported the development and facilitation of a Corridor Cities Working Group (CCWG) that included the cities of Los Angeles, Glendale, and Burbank; LADOT; Councilmembers Paul Krekorian, Mitch O'Farrell, and Gil Cedillo; Supervisors Hilda Solis and Kathryn Barger; and Metrolink. Five meetings were hosted with the CCWG to provide project introduction, updates on infill stations, LRT discussions, review results, and a draft report update. Additional meetings were held with key stakeholders, including LOSSAN, Burbank Airport, LA Metro Southeast Gateway Line Team, and LA Metro Link US Team, DreamWorks, Disney, Pelanconi and Rancho Homeowners Associations, Taylor Yard Community, North Los Angeles County Transportation Coalition, and Alliance of River Communities. One-on-one key stakeholder meetings, community association and organization meetings, and activity centers were implemented. An online public opinion survey was created to obtain feedback on study findings. The survey, via the Survey Monkey platform, was provided to stakeholders within the corridor through seat drops with a QR code to link directly to the survey to Metrolink riders on the Antelope Valley and Ventura County Lines, LA Metro and Metrolink social media, and city-specific website and social media platforms. Sara worked with the team to determine the survey questions, which were provided in three languages appropriate to the corridor – English, Spanish, and Armenian. More than 3,500 stakeholders participated in the survey.

SARA COSTIN MOCKUS (Continued)



Value to City of Santa Ana

With 30 years of experience across Southern California and Orange County, Sara has built strong relationships with key stakeholders, including the City's Public Information Officer, Paul Eakins, and his team. Her extensive engagement with Santa Ana businesses through the Focus on 55 Business Program further highlights her commitment to fostering community growth and collaboration in the City. Sara's experience and trusted relationships will be critical to the success of the Project's outreach and engagement program.

OCTA, SR 91 (SR 57 to SR 55) Improvement Project, Anaheim, Fullerton, Orange, and Placentia, CA

Outreach Manager. Sara manages the \$1.842 million project and provides quality control. She works with the team to develop and implement communications and diverse outreach plans. She provided input on the project's rebranding, logo, and collateral materials; participates in PAC meetings, and supported organization of the groundbreaking ceremony. OCTA, in partnership with Caltrans, is improving SR-91 from SR-57 to SR-55. The project, constructed in three segments, will improve mobility throughout the corridor, reduce weaving and merging between ramps and improve on- and off-ramps, sidewalks and bike lanes at the Glassell Street, Tustin Avenue, and Lakeview Avenue interchanges.

Caltrans District 12, I-405 (I-5 to Harbor Boulevard) Asset Management Project, Santa Ana, Costa Mesa, and Irvine, CA

Outreach Manager. Sara manages the budget and team in executing a construction outreach plan to inform and engage stakeholders. She uses various tools to define, measure, and evaluate construction outreach success and provide data and metrics to support recommendations to refine the plan's approach, including using existing Caltrans communication channels to engage adjacent stakeholders and other critical groups such as public safety organizations and first responders, local businesses, and commuters. Caltrans is extending the life expectancy of pavement, improving safety for all modes of travelers, enhancing traffic operations, and managing congestion along I-405 in Orange County from I-5 to Harbor Boulevard.

OCTA, I-605/Katella Avenue Improvement Project, Cypress, Long Beach, Los Alamitos, and Community of Rossmoor, CA

Outreach Manager. Sara manages the budget and team to execute outreach efforts during the preconstruction project phase. Activities include facilitating stakeholder ascertainties, planning and executing the preconstruction webinar and multiple community meetings, ensuring the community is well-informed and prepared for upcoming work. Outreach materials includes the project map, fact sheet, project postcard, and FAQs. OCTA is improving the I-605/Katella Avenue Interchange to enhance traffic flow, safety, and connectivity for commuters and businesses in the area. The project, currently in preconstruction and scheduled to begin in May 2025, will upgrade on- and off-ramps, improve intersections, and optimize traffic operations to reduce congestion and delays.

SCAG, Regional Active Transportation Safety and Encouragement Campaign, Orange, Imperial, Los Angeles, Riverside, San Bernardino, and Ventura Counties, CA

Outreach Manager. Sara developed and implemented targeted trainings and toolkit components. She established and facilitated six user group panels to provide input on active transportation for inclusion in the regional toolkits and trainings. The user group panels included four key constituencies: elected officials, employers, community organizations, and transportation/public health professionals throughout the SCAG region. To ensure local champions and influencers from each of the SCAG counties were tapped for the campaign, Sara developed a comprehensive database of key stakeholders and implemented various options for participating in the panels given the geographic reach of the SCAG region. She developed strategies, messaging, and materials for the panels; identified partners to serve as "train the trainer;" developed fact sheets, maps, "how to" guides, and presentation materials; and assisted with conducting workshops.

Bridget Hennessey

Jurisdictional/CBO Coordination



Bridget is a highly accomplished public affairs and government relations leader with over 22 years of experience championing the priorities of organizations across multiple sectors. She has a talent for partnering with leaders across all areas and levels to foster synergy, establishing organizational priorities, and building unified strategies to achieve shared goals. Adept at translating organizational objectives into high-performance, consensus-building advocacy campaigns, she is a skilled public speaker and presenter who is able to make highly engaging presentations to influence the direction of industry, regulatory, and legislative actions. Bridget excels at building, training, and optimizing the performance of dynamic teams advocating for policy changes at the local, regional, state, and federal levels. She has focused her career on creating cultures that promote accountability, innovation, and teamwork as keys to achieving success.

RELEVANT PROJECT EXPERIENCE

FIRM

HDR

EDUCATION

MA, Public Policy, George Washington University

BA, Politics & Sociology, Fairfield University

REGISTRATIONS

Licensed Real Estate Agent, CA, #02044159

INDUSTRY TENURE

22 years

FIRM TENURE

< 1 year

OCTA, Program Management Consultant (PMC) Services for Capital Programs, Orange County, CA

Strategic Communications Consultant. Bridget is working with the outreach team to develop and manage communications across multiple channels to keep the community informed and drive support for the project. As a subconsultant, HDR is assisting OCTA's Highway Programs Department and Regional Rail Department by providing technical expertise in managing and overseeing its capital development projects.

Dewey Square Group, Irvine, CA

Principal. Bridget specialized in building and leading diverse coalitions for legislative and regulatory issue campaigns, offering strategic counsel for advocacy efforts, and creating effective messaging for a wide range of clients.

WM Technology, Irvine, CA

Vice President of Public Affairs. Bridget built and acted as the guiding force behind a 24-member Global Affairs team operating across both North America and Europe that has delivered a series of successful campaigns pushing key priorities for the industry. She served as a strategic partner to the C-suite team influencing the strategic direction of the company, including playing a key role in navigating the group through the complex regulatory landscape to go public on the NASDAQ.

Townsend Public Affairs, Inc., Newport Beach, CA

Client Services Associate. Bridget researched and tracked federal and state legislation to provide timely policy insights and analysis for clients. She prepared white papers, legislative alerts and other communications to inform and engage stakeholders on key legislative developments.

North County Transit District (NCTD), San Diego, CA

Chief of Staff/Governmental Affairs Officer. As Chief of Staff, Bridget took full ownership of governmental affairs and overseeing operations executed by the Communications Division. She worked hand-in-hand with the Executive Director, Executive Team, and Board of Directors to establish and manage legislative priorities at the regional, state, and federal levels. She directed, trained, and coached a dynamic team spread across multiple departments, including Customer Service, Community Outreach, Marketing & Communications, and others; pursued and secured \$100M+ in discretionary funding to build and implement critical infrastructure projects over 7 years; devised and launched a powerful marketing campaign that succeeded in boosting transit ridership up and over 12 million passengers annually even in the face of the severe economic downturn; and led negotiations with the state and a regional joint powers authority that enabled NCTD to assume full control over Amtrak rail services across the entirety of Southern California. As a result of her work, Bridget was named as a Top 40 Under 40 by Mass Transit Magazine in 2014: "Bridget Hennessey has guided staff through periods of both transition and crisis since joining the North County Transit District."



Value to City of Santa Ana

Bridget will leverage her expertise to help the City develop and execute a strategic communication plan that effectively engages CBOs and drives impactful outcomes. Having lived in Santa Ana for most of her life, she is deeply connected to the local community and understands how to effectively coordinate with CBOs and other stakeholders.

Lisa Padilla, RA, AICP, LEED AP

Multimodal Concept Development - Pedestrian/Bicycle



FIRM CD

EDUCATION

Bachelor of Architecture, University of California Berkeley

Fellow, Latino Business Entrepreneur Program, Stanford Graduate School of Business

REGISTRATIONS

Architect, CA, C21037

AICP, #32848

LEED Accredited Professional

INDUSTRY TENURE

40 years

FIRM TENURE

18 years

Lisa brings over 40 years of experience in architecture, planning and urban design. She has provided leadership on the design and implementation of ground-breaking transit projects throughout Southern California since 1996. Lisa has helped lead recent complete streets and multimodal plans for LA Metro's Mobility Corridors team that include the Southeast Gateway First/Last Mile (FLM) Plan, Alameda Mobility PSR, MAT Western/Slauson FLM 15% Design, East San Fernando Valley Transit Corridor FLM Plan, ConnectUS Action Plan, and Eastside Access Improvements. Lisa's transit and urban design work is recognized nationally through appointments on professional juries, speaking engagements, peer reviews, and as a recipient of urban design and planning awards from AIA and APA.

RELEVANT PROJECT EXPERIENCE

LA Metro, Southeast Gateway Line First/Last Mile Plan, Los Angeles, CA

Principal Urban Designer. Lisa provided leadership on the alignment urban design, including station access concepts, a northern alignment alternatives analysis, a vision document, facilitating design discussions with city and community meetings, and DEIR and FEIR completion for this broadly supported plan.

LA Metro, East San Fernando Valley LRT First/Last Mile Plan, Los Angeles, CA

Lead Multimodal Planner. Lisa facilitated stakeholder walk audits, city workshops, and collaborated with LA Metro and CBOs to identify first-last mile projects at 14 stations in equity-focused communities. She led development of LA Metro's FLM map graphics and standards, contributed to walk audit refinements, and developed a prioritization process for potential FLM projects.

LADOT/LA Metro, Western/Slauson Active Transport Plan, Los Angeles, CA

Principal Urban Designer. For this partnership between StreetsLA (LADOT) and LA Metro's MAT Program, Lisa provided leadership during concept design for pedestrian and bicycle improvements at the confluence of South LA's busiest bus transfer location and the Rail-to-River Active Transportation Corridor. StreetsLA will implement the project starting in 2026 based on the team's community-based designs.

OCTA, Central Harbor Boulevard Transit Corridor Study, Orange County, CA

Principal Urban Designer. Lisa provided urban design services in support of an alternatives analysis for a corridor study of Harbor Boulevard between Fullerton and Santa Ana. While Harbor Boulevard traverses seven cities and unincorporated LA County, the study focused on the central 9 miles and identified alternative modes, lane configurations, and station locations. Lisa was tasked with developing illustrative cross sections, transit-oriented land use evaluation, and developing prototypical stops and conceptual station plans.

City of Anaheim, Anaheim Fixed Guideway, Anaheim, CA

Principal Urban Designer. Lisa provided urban design services during the conceptual engineering phase. She collaborated with the engineering team to develop concepts for a transit center in to serve visitors to Disneyland, Downtown Anaheim, and destinations east towards Anaheim Stadium. She also developed an urban design report that captured key goals and objectives in improving the public realm and future development around the proposed transit line.

OCTA, Center Line Project Study, Orange County, CA

Urban Designer. Lisa supports the alternatives analysis for a 28-mile light rail network intended to support future demands for alternative transit modes across Orange County's densest city centers and destinations. Products included an urban design book of station prototypes, illustrative alignment plans, and cross sections for major boulevards.



Value to City of Santa Ana

Lisa's background and experience with urban corridors in both Orange and Los Angeles County offers a cohesive understanding of the interactions between travelers and surrounding land uses. She and her team have developed many complete street projects within constrained environments, bringing a wealth of perspective to the First Street corridor.

Winnie Fong

TOD/Land Use Planning



FIRM

EA

EDUCATION

Master of Planning,
University of Southern California

Master of Public Policy and Public
Administration, California State
University, Sacramento

BA, Economics, California State
University, Sacramento

INDUSTRY TENURE

16 years

FIRM TENURE

11 years

Winnie leads EA's mobility justice and equitable economic development practice groups, with a focus in transportation, housing, and workforce development. She supports public agencies, nonprofits, and philanthropic organizations in advancing sustainable transit-oriented and community development through strategic planning, regional collaboration, policy development, stakeholder engagement, and multi-stakeholder facilitation. Recognized as Stratiscope's Impact Maker to Watch in 2020, she co-founded the LA Chinatown Community Land Trust where she champions affordable housing preservation and community-centered development. She also completed certification and training through the Dignity-Infused Planning and Community Engagement (DICE) program from the Thrivance Group with a focus on housing, USC Ross Minority Program in Real Estate, and the CAUSE Leadership Institute Fellowship Program.

RELEVANT PROJECT EXPERIENCE

Strategic Growth Council, Affordable Housing and Sustainable Communities Technical Assistance, Statewide, CA

Project Manager. Since 2015, EA has worked with applicants seeking funding from the State of California's Affordable Housing Sustainable Communities (AHSC) program. Across nine funding cycles, Winnie has worked with proposers from across the state to provide feedback, review narratives, and aid with project development. EA has worked with local jurisdictions, transit agencies, and real estate developers to prioritize shovel-ready active transportation, sustainable mobility, and transit projects that are eligible for funding under the California Climate Investments framework. EA has also organized AHSC workshops to provide stakeholders with more information about upcoming funding rounds and offer one-on-one technical assistance to assess project feasibility and develop applications.

City of Santa Monica, Wilshire Boulevard Corridor Safety Enhancement Study, Santa Monica, CA

Project Manager. EA supported a corridor safety analysis and conceptual design development for the 3-mile section of Wilshire Boulevard within the City of Santa Monica. This included a safety analysis with a collision data investigation, focus group facilitation, and interviews on the safety experiences of various stakeholders. The audit and safety analysis informed possible safety enhancements shared with residents in partnership with the local CBO Santa Monica Spoke.

City of Commerce, Transit-Oriented Development and Displacement Avoidance Plan (TOD-DAP), Commerce, CA

Principal-in-Charge. Funded by the California Air Resources Board's Sustainable Transportation Equity Project (STEP) grant, EA is working closely with Climate Resolve and other members of the city's STEP grantee team to enhance walkability, connectivity, and accessibility while preventing residential and commercial displacement near the planned Commerce/Citadel Metro light rail station. To develop the TOD-DAP, EA researched and analyzed existing conditions near the planned station, including demographics, land use, environmental conditions, workforce and economic conditions, and walkability, connectivity, and accessibility. EA is also supporting the city by co-facilitating multiple community engagement sessions to gather insight and feedback on existing conditions and planning recommendations.

Streets for All, Ballona Creek Phase 2 Feasibility Study, Los Angeles, CA

Principal-in-Charge. EA supported Streets for All by contributing to a feasibility study for the proposed Ballona Creek Phase 2 bicycle path in Culver City and the City of Los Angeles. EA drafted equity-focused and community-informed assessments of the proposed bike path corridor and surroundings in relation to public transit routes and stops; commercial and job centers; parks and open space; arts, culture, and community assets; and vulnerable populations, including officially designated disadvantaged communities. After drafting maps and narratives based on desk research, EA enhanced and revised these assessments based on community and stakeholder feedback. The Ballona Creek Phase 2 Feasibility Study served as a foundation for the City of Los Angeles' 2024 application for the California Transportation Commission's Active Transportation Program Cycle 7 grant.
















Value to City of Santa Ana














Winnie's experience on the Ballona Creek Feasibility Study and Wilshire Boulevard Safety Study are directly aligned with the equity, mode shift, and land use assessments needed for the First Street project. Her work on these projects shows her ability to use community-based data to understand community needs and the impact changes may have on underserved, vulnerable, and disadvantaged communities.















Support Staff Qualifications

HDR provides the City with a depth of experts and technical resources to effectively deliver this project. Our proposed support staff are organized alphabetically by last name in **Table 4** below. Staff names are HDR unless otherwise noted.

Table 4: Support Staff Qualifications

NAME & ROLE	TENURE (INDUSTRY/FIRM)	EDUCATION	PROFESSIONAL CREDENTIALS	RELEVANT EXPERIENCE	VALUE TO CITY OF SANTA ANA
 Hank Alonso, PE Constructability Reviews	41 years 1 year	College Coursework	PE - Civil, CA, #44616	<ul style="list-style-type: none">OCTA, SR 55 Widening (I-405 to I-5)OCTA, I-405 Improvement ProjectCaltrans District 59, On-Call Construction Inspection for Districts 8 & 9	As the former Caltrans District 12 Deputy Director, Hank has established strong working relationships with local, state, and federal regulatory agencies, as well as multiple cities and business organizations across Southern California. Hank will perform constructability reviews to verify the design is practical and feasible, ultimately keeping the project on schedule by preventing delays and costly revisions during construction.
 Vanessa Bauman, GISP Community Analytics	23 years 20 years	MS, Geography BS, Geography	Geographic Information Systems Professional (GISP), #62260	<ul style="list-style-type: none">LACDPW, Proposition 218 Outreach SupportLACDPW, Flood Risk Public Outreach ServicesSoCalGas, Climate Adaptation Development of Community Engagement Plan	Vanessa is an award-winning geographer and senior GIS analyst that produces high-quality cartographic and infographic design products to support a wide array of project needs, including community analytic profiles. Her combination of experience in GIS analysis, database management, interdisciplinary research, and communications adds a holistic set of skills to the team.
 Anders Burvall GIS/Mapping	20 years 17 years	MS, Geography BS, Environmental Science	-	<ul style="list-style-type: none">OCTA, OC Streetcar Program ManagementOCTA, SR 55 Widening (I-5 to SR 91)OCTA, South Orange County Multimodal Transportation Study	Throughout his 17-year tenure with HDR, Anders has been an integral component on a wide array of transportation projects throughout Southern California. His geospatial expertise encompasses most aspects of the GIS workflow, including data management, database design, advanced spatial analysis, cartography, web mapping, and mobile data collection.
 Steve Crouch, PE Quality Manager	39 years 11 years	College Coursework, Civil/Structural Engineering	PE - Civil, CA, #59969	<ul style="list-style-type: none">OCTA, SR 55 Widening (I-405 to I-5)OCPW, Gilbert Street ImprovementsLABOE, Safe Sidewalks LA Program	As HDR's Transportation Southern California Area Quality Manager, Steve's track record and commitment to excellence position him as a valuable asset for this project. This multifaceted role encompasses the development of rigorous quality assurance and quality control procedures and oversight of compliance reviews for clients such as OCTA, LA Metro, and various local cities.
 Tim Fettig, PLS (GUI) Surveying/Mapping	37 years 29 years	College Coursework, Surveying	Professional Land Surveyor (PLS), CA, #7542	<ul style="list-style-type: none">City of Santa Ana, McFadden Avenue Protected Bike LaneCity of Irvine, Jeffrey Open Space Trail/I-5 Bicycle and Pedestrian BridgeCity of Irvine, On-Call Professional Land Surveying Services	Tim brings over 37 years of surveying expertise as a project manager and licensed party chief. He has managed a multitude of projects throughout Southern California, including projects with the City, overseeing staff members, workload, and scheduling. He engages in both field and office support and is knowledgeable about the latest equipment, technology, and product development.
 Steve Gaskill, PTP Multimodal Concept Development: Data Analysis	18 years < 1 year	MS, Transportation Planning and Engineering	Professional Transportation Planner (PTP), CA, #769	<ul style="list-style-type: none">City of Culver City, Transportation Planning On-Call - Various Task OrdersLA Metro, North Hollywood to Pasadena BRTCity of Pico Rivera, Rosemead/Lakewood Blvd Complete Corridor Plan	Steve looks for innovative ways to provide accessible transportation options to communities by analyzing data, developing planning strategies that incorporate equity considerations, and developing transit operations strategies that optimize travel time and convenient transfers. Steve's focus is on providing competitive transportation choices to communities and optimizing multimodal operations.
 George Gorman Environmental Analysis	14 years 3 years	Juris Doctor MLS, Resources Law Studies BA, Philosophy & Psychology	-	<ul style="list-style-type: none">LA Metro, North Hollywood to Pasadena BRTCity of Malibu, Pacific Coast Highway Signal Systems ImprovementsCity of Oroville, SR-162 Pedestrian/Bicycle Mobility and Safety Improvements	Primarily focused on linear transportation projects, George has over 14 years of experience in environmental planning, policy, regulatory compliance, and overseeing preparation of CEQA/NEPA documents for numerous federal, state, and local agencies across the country. His legal and federal background gives him a unique perspective that he leverages to advise clients in managing complex projects.
 Michael Gorton, AICP Modeling/Forecasting	27 years 16 years	MS, Geography BA, Journalism	American Institute of Certified Planners (AICP), #17953	<ul style="list-style-type: none">OCTA, OC Streetcar Program ManagementOCTA, South Orange County Multimodal Transportation StudySANDAG, Central Mobility Hub Comprehensive Multimodal Corridor Plan	Michael is an experienced transportation planner with extensive experience in conducting traffic analyses, evaluating traffic impacts of transportation projects, and supporting the development of purpose and need statements based on travel demand forecasts. In addition to his technical expertise in travel forecasting, he has demonstrated leadership in directing complex transportation planning projects.
 Elizabeth Ha Equity	3 years 1 year	MS, Urban & Regional Planning BA, Social Ecology	-	<ul style="list-style-type: none">City of Culver City, Transportation Planning On-Call - Various Task OrdersLA Metro, North Hollywood to Pasadena BRTOCTA, South Orange County Rail Station Feasibility Study	Elizabeth's experience includes preparing multimodal plans, feasibility studies, grant applications, and community outreach for transportation projects for clients across Southern California. Since joining HDR, she has worked to advance equitable solutions on several multimodal projects, many of which share similarities to the First Street project.
 Karen Higareda Community Engagement	10 years < 1 year	MS, Architecture BS, Architecture	-	<ul style="list-style-type: none">LACDPW, Proposition 218 Public Outreach ServicesLACDPW, Flood Risk Public Outreach ServicesCity of San Diego, Solid Waste Rate Study	A proven expert in strategic communications in both English and Spanish, Karen is passionate about delivering positive results and adding value to the community through collaborative projects. Her skills include event planning, copywriting, advocacy, strategic thinking, crisis communications, community engagement, project management, and fundraising.
 Rohit Itadkar, PE, TE Technology/ITS	16 years 6 years	MS, Civil Engineering BS, Civil Engineering	PE - Civil, CA, #92404 PE - Traffic, CA, #2754	<ul style="list-style-type: none">OCPW, OC Loop Segment H Bikeway Traffic Signal Modification PlansCity of Costa Mesa, Baker-Placentia-Victoria-19th Street Regional TSSPLABOE, Safe Sidewalks LA Program	Rohit brings 16 years of experience in local traffic engineering and design, ITS, traffic operations, signing and striping, traffic control plans, connected vehicle technologies (V2V/V2X), and transportation planning. His extensive background in analyzing and prioritizing traffic implementation projects will help keep the project on track throughout the delivery schedule.
 Allyson (Ally) Jeffers Community Engagement	5 years 3 years	BA, Political Science and Communication	-	<ul style="list-style-type: none">City of Culver City, Transportation Planning On-Call - Various Task OrdersLACDPW, Proposition 218 Outreach SupportSoCalGas, Climate Adaptation Development of Community Engagement Plan	Ally strategizes, develops, and implements educational and outreach programs that involve a range of public relations, advertising, media relations, social media, and external/internal communications. She is experienced in stakeholder identification and coordination, event logistics and management, and developing copy for newsletters, press releases, traffic alerts, construction notices, and project websites.
 Nathan Johnston, PE Roadway Design	11 years 11 years	MS, Civil and Environmental Engineering BS, Civil Engineering	PE - Civil, CA, #85640	<ul style="list-style-type: none">City of Santa Ana, Fairview Street Design Services and Bridge ReplacementOCTA, SR 91 Improvements Segment 2 (SR 55 to SR 57)LA Metro, North Hollywood to Pasadena BRT	Nathan is a senior highway engineer specializing in the design of local multimodal transportation facilities. He is exceptionally skilled in the analysis and design of intersections (including pedestrian, bicycle, and railway facilities), geometric design of roadways and highways, drainage design and analysis, utility coordination, ADA design, and engineering cost estimates.

NAME & ROLE	TENURE (INDUSTRY/FIRM)	EDUCATION	PROFESSIONAL CREDENTIALS	RELEVANT EXPERIENCE	VALUE TO CITY OF SANTA ANA
 Arriana Jones Community Analytics	2 years 2 years	BS, Environmental Systems Engineering	-	<ul style="list-style-type: none">LACDPW, Proposition 218 Outreach SupportLA Metro, Link Union StationCity of Phoenix, Phoenix Downtown Redevelopment Plan	Arriana is a transportation planner experienced in grant writing and plan development in relation to transportation equity and environmental justice. Her responsibilities include research and data collection, mapping and spatial analysis, and multimodal transportation planning. She is experienced in developing federal grant applications, preparing local transportation plans, and working with large project teams with external partners.
 Kolton Kammerer Graphic Design/Visualization	19 years 13 years	BA, Graphic Design	-	<ul style="list-style-type: none">San Joaquin County DPW, Country Club Blvd. Complete Streets Corridor PlanLA Metro, I-605 Corridor Improvement Project PA&EDLACDPW, Proposition 218 Outreach Support	Kolton's experience includes creating print, web, and multimedia work for a variety of projects. He is well versed in drawing, illustration, 2D animation, audio production, voiceover narration, and copywriting. Kolton collaborates with multidisciplinary teams to create photo-realistic visual renderings of proposed projects, aiding in client communication and stakeholder buy-in.
 Garrett Kaya, PE ADA Compliance	18 years 16 years	BS, Civil Engineering	PE - Civil, CA, #78380	<ul style="list-style-type: none">OCTA, SR 55 Widening (I-5 to SR 91)LA Metro, North Hollywood to Pasadena BRTLA Metro, Lakewood/Rosemead Corridor Enhanced Transit Assessment	Garrett has over 18 years of transportation engineering experience with projects specializing in PSR, PA&ED, and PS&E for Caltrans and various local agencies. He has managed the design and delivery of major projects that include development of multimodal transportation networks, BRT alternatives, and active transportation alternatives.
 Gene Kim, PE, TE, RSP1 Microsimulation Analysis	21 years < 1 year	MS, Civil Engineering BS, Civil Engineering	PE - Civil, CA, #83175 PE - Traffic, CA, #2846 RSP Level 1, #1550	<ul style="list-style-type: none">City of Redondo Beach, Various Traffic Engineering ProjectsCity of Laguna Niguel, Various Traffic Engineering ProjectsCity of Bellflower, Downtown Bellflower Parking Analysis	Having served as a city traffic engineer for over 7 years, Gene has a broad understanding of the operations, goals, limitations, and public administration that local public agencies face. Utilizing tools such as Synchro and Microstation, he prepares technical analyses and determines potential alternatives and resolutions to enhance safety along local roadways.
 Joel Lessard-Clouston, AICP Multimodal Concept Development: Reporting/Support; Funding/Grant Strategy	6 years 4 years	Masters, Urban Planning BS, Exercise Science	AICP, #35261	<ul style="list-style-type: none">OCTA, OC Streetcar Program ManagementLA Metro, Lakewood/Rosemead Corridor Enhanced Transit AssessmentCity of Culver City, Transportation Planning On-Call - Various Task Orders	Joel prepares multimodal planning studies, grant applications, and environmental documents for transportation projects in Southern California and across the country. He has supported the preparation of grant applications for a variety of state and federal funding programs for highway/roadway and rail projects, securing over \$120 million for local projects.
 Mark McLaren Technical Advisor: Transit Infrastructure	40 years 26 years	BS, Landscape Architecture	-	<ul style="list-style-type: none">OCTA, OC Streetcar Program ManagementLA Metro, Los Angeles Streetcar Alternatives Analysis/Conceptual EngineeringCity of Albuquerque, Albuquerque Rapid Transit	Mark brings specialized experience in multimodal transportation projects, helping transit agencies to develop and implement long-range plans. As Project Director for HDR's OC Streetcar Program Management contract, Mark is an expert on local policies, procedures, and priorities, making him a valuable asset to keeping this project on track.
 Danny Mendoza Right of Way	24 years 6 years	College Coursework	-	<ul style="list-style-type: none">City of Santa Ana, Bristol Street WideningOCTA, SR 55 Widening (I-405 to I-5)OCTA, I-405 Improvements Project	Danny has extensive experience delivering ROW services in multiple phases of delivery for roadway and highway projects throughout Southern California. He has worked on projects related to acquisition, relocation, project management, property management, and project estimating/budgeting. He has been instrumental in the development of key ROW programs, baseline program/project schedules, and preliminary cost estimate budgets.
 Michael Nájera, ASLA, ENV SP (CD) Graphic Design/Visualization	12 years 12 years	BS, Landscape Architecture	Envision Sustainability Professional (ENV SP)	<ul style="list-style-type: none">OCTA, Central Harbor Boulevard Transit Corridor StudyLA Metro, Southeast Gateway Line First/Last Mile PlanLA Metro/Caltrans Alameda Street Mobility Project PSR	Michael's graphics serve as vital tools for communicating multimodal design concepts. His experience ranges from 30% design documentation and illustrative diagrams/renderings, to hand-drawn sketches and facilitating design workshops with local agencies and city staff. He also has experience leading community walking tours in Spanish.
 Tham Nguyen Community Engagement	19 years 2 years	MA, Urban Planning BS, Environmental Sciences	-	<ul style="list-style-type: none">City of Culver City, Transportation Planning On-Call - Various Task OrdersLA Metro, North Hollywood to Pasadena BRTLA Metro, Active Transportation Strategic Plan	Tham's extensive experience includes leadership roles in strategic planning and policy; planning, development and assessment of capital infrastructure projects; inclusive stakeholder and public engagement; equity impact assessments, as well as using unconventional approaches to improve mobility and increase access to opportunities.
 Riley O'Brien (EA) TOD/Land Use Planning	7 years 5 years	Master of Urban and Regional Planning (MURP) BS, Environmental Sciences BA, Economics	-	<ul style="list-style-type: none">City of Commerce, TOD and Displacement Avoidance PlanLA Metro, Business Interruption Fund AssessmentSCAG, REAP 2.0 Transportation Initiatives	Riley leads spatial and quantitative data analysis and manages projects focused on transportation equity, environmental justice, housing affordability, and workforce development. To support California's grant programs such as Affordable Housing and Sustainable Communities and Transformative Climate Communities, he coordinates with local governments and nonprofits to map projects, develop partnerships, and finalize application materials.
 David Petree, EIT Technology/ITS	17 years 12 years	BS, Civil Engineering	-	<ul style="list-style-type: none">San Joaquin County DPW, Country Club Blvd. Complete Streets Corridor PlanLA Metro, I-605 Corridor Improvement Project PA&EDCity of Long Beach, Various Pedestrian Accessibility Improvements	David has developed unique traffic and multimodal analysis applications for public and community outreach using GIS to evaluate integrated roadway and pedestrian and bicycle systems, a full range of TDM, ITS/operation strategies, and multimodal impacts on roadway and transit systems. He is skilled in interpreting the results from VISSIM, VISUM, VISTRO, and Cube.
 Abby Pham Multimodal Integration Design	< 1 year < 1 year	BS, Civil Engineering	-	<ul style="list-style-type: none">LA Metro, North Hollywood to Pasadena BRT	Abby has been working exclusively on multimodal street improvement design efforts related to bus routes, bicycle lanes, sidewalks, and curb ramps; all adhering to ADA standards. She is fluent in Vietnamese and will assist our community outreach team in communicating/translating outreach materials for the public.
 Alexis Plancarte, EIT Microsimulation Analysis	5 years 4 years	BS, Civil Engineering	-	<ul style="list-style-type: none">LA Metro, North Hollywood to Pasadena BRTSan Joaquin County DPW, Country Club Blvd. Complete Streets Corridor PlanLACDPW, Norwalk Boulevard Traffic Design	Alexis brings a diverse array of transportation experience including traffic signals, street lighting, signing and striping, intersection and corridor improvement analysis, field analysis, travel time runs, traffic counts, and existing conditions assessments. He is skilled in modeling traffic conditions and improvements using Synchro and Tru-Traffic.
 Rory Renfro Technical Advisor: Active Transportation	23 years 4 years	MURP BS, Urban Planning	AICP, #022767	<ul style="list-style-type: none">San Joaquin DPW, Country Club Boulevard Complete Streets Corridor PlanOregon DOT, Equitable Access and Safety Improvements EvaluationOregon DOT, Pedestrian, Bicycle and Transit Enhancement Measures	Rory has a deep understanding of pedestrian, bicycle and transit needs, and brings a proven ability to identify and navigate modal trade-offs when working within constrained environments.

NAME & ROLE	TENURE (INDUSTRY/FIRM)	EDUCATION	PROFESSIONAL CREDENTIALS	RELEVANT EXPERIENCE	VALUE TO CITY OF SANTA ANA
 Dina Rochford Principal-in-Charge	32 years < 1 year	BA, Political Science	-	<ul style="list-style-type: none">OCTA, PMC Services for Capital ProgramsCity of Irvine, City Specific Plan Update (Assistant to the Mayor)McDonald's, New Restaurant Expansions across Southern California	Dina works closely with residents, municipal governments, businesses, and political institutions to get community buy-in and projects built. Her exceptional communication and management skills foster efficient and effective teamwork both internally and externally. As HDR's Orange County Area Transportation Program Manager, she will oversee continual availability of staff and corporate resources.
 Christina Rodriguez Website/Social Media	18 years 16 years	BS, Biology	-	<ul style="list-style-type: none">City of Culver City, Transportation Planning On-Call - Various Task OrdersMesa County (CO), Safe Streets and Roads for All (SS4A) Action PlanMetropolitan Council (MN), METRO D Line BRT	Christina leads HDR's Digital Engagement Team, providing creative direction, web strategy, web design and development, creative writing, and public involvement support for infrastructure projects throughout the country. She designs innovative and interactive materials that engage audiences and aid in project understanding and acceptance.
 Damian Rodriguez, EIT ADA Compliance	11 years 2 years	BS, Civil Engineering	-	<ul style="list-style-type: none">OCTA, SR 55 Widening (I-5 to SR 91)LA Metro, North Hollywood to Pasadena BRTLABOE, Safe Sidewalks LA Program	Damian brings expertise in a diverse array of engineering software programs, including Civil 3D, InRoads, Microstation, AutoCAD, Synchro, Trimble Business Center, Revit, and ArcGIS. Through his work on the Safe Sidewalks LA Program, he has gained a thorough understanding ADA standards for pedestrian walkways at intersections to streets, roads, and highways.
 Melissa Rodriguez, PE Multimodal Integration Design	20 years 8 years	BS, Civil Engineering	PE - Civil, CA, #77982	<ul style="list-style-type: none">OCTA, SR 55 Widening (I-5 to SR 91)LA Metro, North Hollywood to Pasadena BRTLA Metro, SR 72/Whittier Boulevard Intersection Improvements PS&E	Melissa brings 20 years of planning and design experience for transportation projects, many with multimodal elements. She is skilled in project management, roadway design, utility coordination and preliminary relocation design, stage construction and traffic handling plans, and quantities and cost estimates. She has strong working relationships with Caltrans District 12 and many local cities.
 Eric Rouse Technical Advisor: Financial Strategy	29 years 18 years	MS, Community and Regional Planning BS, Political Science and Government	-	<ul style="list-style-type: none">OCTA, OC Streetcar Program ManagementCity of Lake Elsinore, I-15/SR 74 Interchange ImprovementRCTC, PVL Transit Oriented Development (TOD) Pilot Program	Specializing in the financial, operational, and institutional analysis of existing and planned infrastructure programs, Eric has been instrumental in the success of funding and financing strategies for transportation programs across the country. Through his experience on the OC Streetcar, Eric has become an expert at navigating the financial and political landscape of the City and surrounding communities.
 Erin Ryan (CPOG) Community Engagement	17 years < 1 year	BS, Agricultural Science	-	<ul style="list-style-type: none">SBCTA, ONTConnectorCity of Anaheim, City Manager's Office - Senior Communications Specialist (previous titles: Communications Specialist II, Public Information Specialist)	Erin brings a profound understanding of local municipal needs, preferences, operational frameworks, and resident/stakeholder perspectives and concerns. She excels in creating strategic communications plans, managing diverse media relations, bringing stories to life in videos, and overseeing public information operations.
 Shea Saladee Website/Social Media	13 years 6 years	MA, Mass Communications and Journalism MA, Theatre BA, Secondary Education	-	<ul style="list-style-type: none">LACDPW, Proposition 218 Outreach SupportCity of San Diego, Solid Waste Rate StudyCity of Phoenix, Phoenix BRT Program Management	Shea is a highly skilled media practitioner who brings the latest theories and best practices in website creation, social media, public relations, digital insight and analytics, and strategic communications to the team. Her ability to strategically plan and implement digital outreach strategies allows her to communicate more effectively with targeted audiences.
 Rebecca Shum, PE Cost Estimating	13 years 8 years	BS, Civil Engineering	PE - Civil, CA, #83512	<ul style="list-style-type: none">OCTA, SR 55 Widening (I-5 to SR 91)OCTA, SR 55 Widening (I-405 to I-5)OCTA, SR 91 Improvements Segment 2 (SR 55 to SR 57)	Rebecca has a deep understanding of delivering high-quality roadway and highway design projects that are technically challenging and under stringent schedules. Her extensive PS&E experience and long-term working relationship with Caltrans District 12 design and management staff have fostered a smooth delivery and approval process for her projects in Orange County.
 Susan Sugnet Graphic Design/Visualization	27 years 4 years	BA, Graphic Design	-	<ul style="list-style-type: none">City of Culver City, Transportation Planning On-Call - Various Task OrdersSan Joaquin County DPW, Country Club Blvd. Complete Streets Corridor PlanLACDPW, Proposition 218 Outreach Support	Susan is a seasoned graphic designer that can design and manage multiple visual communications simultaneously from concept to final production. She is adept at creating compelling visuals for digital and print purposes, producing consistent branding throughout all collateral, and collaborating with cross-functional teams and external partners.
 Adrian Suzuki, RLA Landscape Architecture	12 years 8 years	MA, Landscape Architecture BA, Urban Design	Landscape Architect, CA, #6889	<ul style="list-style-type: none">LABOE, Safe Sidewalks LA ProgramLA Metro, Southeast Gateway Line Advanced EngineeringLA Metro, Link Union Station	An inquisitive and proactive individual, Adrian is driven to improve the build environment. He is experienced with community involvement, site research and analysis, construction documentation, and the city approval processes. Adrian is proficient in computer-aided drafting techniques, interdisciplinary communications, and illustrative hand-drawings.
 Henry Tong, PE Project Specifications	13 years 13 years	MS, Transportation Engineering BS, Civil and Environmental Engineering	PE - Civil, CA, #81357	<ul style="list-style-type: none">OCTA, SR 55 Widening (I-5 to SR 91)LA Metro, North Hollywood to Pasadena BRTLA Metro, Imperial Highway Corridor Capacity Enhancements	Henry's experience includes final PS&E for numerous local and regional roadway and highway facilities, roadway geometrics (horizontal and vertical), interchanges, analyses of Caltrans design exceptions, and preparation of detailed quantity and cost estimates. He specializes in civil surface modeling with InRoads, preparing 3-D design models, and precise earthwork models.
 Alyssa Trautz (CPOG) Graphic Design/Visualization	14 years < 1 year	AA, Graphic Design	-	<ul style="list-style-type: none">OCTA, SR 55 Widening (I-405 to I-5)OCTA, SR 91 Improvements Segment 2 (SR 55 to SR 57)OCTA, I-605/Katella Avenue Interchange Project	Alyssa is a seasoned graphic designer with experience in community outreach for clients such as OCTA and Caltrans District 12. She has played a pivotal role in designing and delivering impactful visual materials for public engagement campaigns that clearly communicate complex transportation and construction projects to diverse audiences.
 Alondra Villegas, PE Traffic Engineering/Traffic Control Plans	5 years 5 years	BS, Civil Engineering	PE - Civil, CA, #97109	<ul style="list-style-type: none">LA Metro, North Hollywood to Pasadena BRTOCTA, SR 55 Widening (I-405 to I-5)OCTA, SR 91 Improvements Segment 2 (SR 55 to SR 57)	Utilizing software such as Bentley Power InRoads and AutoDesk Civil 3D, Alondra brings local experience in traffic engineering, roadway geometrics, drainage analysis, and signage and striping.
 Robert Yates Funding/Grant Strategy	33 years 7 years	BS, Geography/Urban and Regional Planning	-	<ul style="list-style-type: none">City of Culver City, Transportation Planning On-Call - Various Task OrdersLA Metro, Bus Network Restructuring StudyRCTC, Grant Support Services	Robert is an outside-the-box innovator in transportation project definition, transportation project development, and funding strategy design. He has been instrumental in developing strategic planning studies for a number of clients as well as generating award-winning grant applications.

Appendix B | Required Certifications



CITY OF SANTA ANA

ATTACHMENT A

REFERENCES

List and describe fully the contracts performed by your firm which demonstrate your ability to provide the supplies, equipment or services included in the scope of the proposal specifications. Attach additional pages if required. The City reserves the right to contact each of the references listed for additional information regarding your firm's qualifications.

REFERENCE

Customer Name: City of El Monte Contact Individual: Steven Wright

Address: 11333 Valley Boulevard Phone Number: 626.826.4695

El Monte, CA 91731 EMAIL: swright@elmonteca.gov

Contract Amount: \$400,000 Year: 2022 - 2023

Description of supplies, equipment, or services provided:

Valley Boulevard Complete Streets Feasibility Study - see page 14 for more information.

This project was completed by Project Manager Dawn Wilson prior to joining HDR.

REFERENCE

Customer Name: OCTA Contact Individual: Jeannie Lee

Address: 550 South Main Street Phone Number: 714.560.5735

Orange, CA 82863 EMAIL: jlee@octa.net

Contract Amount: \$9M Year: 2022 - Ongoing

Description of supplies, equipment, or services provided:

SR 55 Widening PS&E (I-5 to SR 91) - see page 14 for more information

REFERENCE

Customer Name: City of Culver City Contact Individual: Diana Chang

Address: 4343 Duquesne Avenue Phone Number: 310.253.6566

Culver City, CA 90232 EMAIL: diana.chang@culvercity.org

Contract Amount: \$1,170,037 (HDR fees to date) Year: 2023 - Ongoing

Description of supplies, equipment, or services provided:

Transportation Planning On-Call, Various Task Orders - see page 14 for more information

**THIS FORM MUST BE COMPLETED AND INCLUDED WITH THE PROPOSAL.
PROPOSALS THAT DO NOT CONTAIN THIS FORM WILL BE CONSIDERED NONRESPONSIVE.**



CITY OF SANTA ANA

ATTACHMENT B

PROPOSER'S STATEMENT

Proposer understands and agrees that this written RFP (or any part thereof specifically designated and accepted by the City of Santa Ana, hereinafter City) shall constitute the entire agreement between proposer and the City only after it has been accepted by the City Council, endorsed by the Clerk of the Council with her signature and official seal noting hereon the action of approval of the Council, signed by the Executive Director or his duly authorized agent, and signed by the City Attorney, denoting his approval of the form of this document, and its execution, and when it or an exact copy of it has been either delivered to proposer or deposited with the United States Postal Service properly addressed to the proposer with the correct postage affixed thereto.

Proposer further agrees that upon delivery (as defined above) of the accepted agreement he/she will furnish City all required required bonds and certificate of liability insurance within ten (10) days (excluding Saturdays, Sundays and City's legal holidays), or the funds, check, draft, or proposer's bond substituted in lieu thereof accompanying this proposal shall become the property of the City and shall be considered as payment of damages due to the delay and other causes suffered by City because of the failure to furnish the necessary bonds and because it is distinctly agreed that the proof of damages actually suffered by City is difficult to ascertain; otherwise said funds, check drafts, or proposer's bond substituted in lieu thereof shall be returned to the undersigned.

Proposer understands that a proposal is required for the entire work, that the estimated quantities set forth in the RFP schedule are solely for the purpose of comparing proposals, and that final compensation under the contract will be based upon the actual quantities of work satisfactorily completed.

All terms contained in the specifications, the certification of nondiscrimination by contractors, and the required insurance certificates are to be incorporated by reference into this agreement and are made specifically as part of this RFP.

Firm HDR Engineering, Inc.

Signed and Printed Name:  Thomas T. Kim

Title Senior Vice President

Date March 24, 2025

**THIS FORM MUST BE COMPLETED AND INCLUDED WITH THE PROPOSAL.
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CITY OF SANTA ANA

ATTACHMENT C


NON-COLLUSION AFFIDAVIT

(Title 23 United States Code Section 112 and Public Contract Code Section 7106)

To the CITY OF SANTA ANA

In accordance with Title 23 United States Code Section 112 and Public Contract Code 7106 the proposer declares that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived or agreed with any proposer or anyone else to put in a sham proposal, or that anyone shall refrain from bidding; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the proposal are true; and, further, that the proposer has not, directly or indirectly, submitted his or her proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

Note: The above non-collusion affidavit is part of the proposal. Signing this proposal on the signature portion thereof shall also constitute signature of this non-collusion affidavit. Proposers are cautioned that making a false certification may subject the certifier to criminal prosecution.

Signed 

State of California, County of Orange

Subscribed and sworn to (or affirmed) before me on this _____ day of _____, 20____, by _____, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

*Not notarial wording.
See All purpose Acknowledgement*

Notary Public Signature

Notary Public Seal

**THIS FORM MUST BE COMPLETED AND INCLUDED WITH THE PROPOSAL.
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CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT

CIVIL CODE § 1189

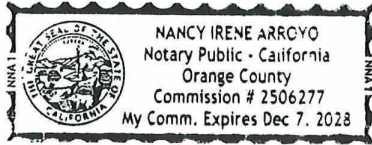
A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California)
County of Orange)
On March 11, 2025 before me, Nancy Irene Arroyo, Notary Public,
Date Here Insert Name and Title of the Officer
personally appeared Thomas Kim
Name(s) of Signer(s)

who proved to me on the basis of satisfactory evidence to be the person~~(s)~~ whose name~~(s)~~ is/~~are~~
subscribed to the within instrument and acknowledged to me that he/~~she/they~~ executed the same in
his/~~her/their~~ authorized capacity~~(ies)~~, and that by his/~~her/their~~ signature~~(s)~~ on the instrument the person~~(s)~~,
or the entity upon behalf of which the person~~(s)~~ acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws
of the State of California that the foregoing paragraph
is true and correct.

WITNESS my hand and official seal.



Signature Nancy Irene Arroyo
Signature of Notary Public

Place Notary Seal Above

OPTIONAL

Though this section is optional, completing this information can deter alteration of the document or
fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: _____
Document Date: _____ Number of Pages: _____
Signer(s) Other Than Named Above: _____

Capacity(ies) Claimed by Signer(s)

Signer's Name: _____
☐ Corporate Officer — Title(s): _____
☐ Partner — ☐ Limited ☐ General
☐ Individual ☐ Attorney in Fact
☐ Trustee ☐ Guardian or Conservator
☐ Other: _____
Signer Is Representing: _____

Signer's Name: _____
☐ Corporate Officer — Title(s): _____
☐ Partner — ☐ Limited ☐ General
☐ Individual ☐ Attorney in Fact
☐ Trustee ☐ Guardian or Conservator
☐ Other: _____
Signer Is Representing: _____



CITY OF SANTA ANA

ATTACHMENT D


NON-LOBBYING CERTIFICATION

The prospective participant certifies, by signing and submitting this bid or proposal, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any Federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any Federal agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in conformance with its instructions.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The prospective participant also agrees by submitting his or her bid or proposal that he or she shall require that the language of this certification be included in all lower tier subcontracts, which exceed \$100,000 and that all such subrecipients shall certify and disclose accordingly.

Signed:  Thomas T. Kim
Title: Senior Vice President
Firm: HDR Engineering, Inc.
Date: March 24, 2025

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CITY OF SANTA ANA

ATTACHMENT E

NON-DISCRIMINATION CERTIFICATION

The undersigned consultant or corporate officer, during the performance of this contract, certifies as follows:


1. The Consultant shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin. The Consultant shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Consultant agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.
2. The Consultant shall, in all solicitations or advertisements for employees placed by or on behalf of the Consultant, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, or national origin.
3. The Consultant shall send to each labor union or representative of workers with which he/she has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the Consultant's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
4. The Consultant shall comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
5. The Consultant shall furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his/her books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation, to ascertain compliance with such rules, regulations, and orders.
6. In the event of the Consultant's non-compliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, the contract may be canceled, terminated, or suspended in whole or in part and the Consultant may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulations, or order of the Secretary of Labor, or as otherwise provided by law.
7. The Consultant shall include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to Section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontract



CITY OF SANTA ANA

or purchase order as the administering agency may direct as means of enforcing such provisions, including sanctions for noncompliance; provided, however, that in the event the Consultant becomes involved in, or is threatened with, litigation with a subconsultant or vendor as a result of such direction by the administering agency, the Consultant may request that the United States enter into such litigation to protect the interests of the United States.

8. Pursuant to California Labor Code Section 1735, as added by Chapter 643 Stats. 1939, and as amended, no discrimination shall be made in the employment of persons upon public works because of race, religious creed, color, national origin, ancestry, physical handicaps, mental condition, marital status, or sex of such persons, except as provided in Section 1420, and any consultant of public works violating this Section is subject to all the penalties imposed for a violation of the Chapter.

Signed:  Thomas T. Kim

Title: Senior Vice President

Firm: HDR Engineering, Inc.

Date: March 24, 2025

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CITY OF SANTA ANA

ATTACHMENT F SUBCONTRACTOR DESIGNATION FORM

Bidder acknowledges and agrees that under Public Contract Code section 4100, et seq., it must clearly set forth below the name and location of each subcontractor who will perform work or labor or render service to the bidder in or about the work in an amount in excess of one-half of one percent (0.5%) of bidder's total bid and the kind of work that each will perform. Furthermore, bidder acknowledges and agrees that under Public Contract Code section 4100, et seq., if bidder fails to list as to any portion of work, or if bidder lists more than one subcontractor to perform the same portion of work (i.e. bidder must indicate what portion of the work each subcontractor will perform), bidder must perform that portion itself or be subjected to penalty under applicable law.

If alternate bids are called for and bidder intends to use subcontractors different from or in addition to those subcontractors listed for work under the base bid, bidder must list subcontractors that will perform work in an amount in excess of one half of one percent (0.5%) of bidder's total bid, including alternates.

In case more than one subcontractor is named for the same kind of work, the Contractor is to state the portion of work that each subcontractor will perform. Bidders or suppliers of materials only do not need to be listed. If further space is required for the list of proposed subcontractors, additional sheets showing the required information, as indicated below, shall be attached hereto and made a part of this document.

Listed below is the name of each subcontractor that will perform work, labor, or render services to the undersigned related to the work of this project. This is to include any subcontractor that will specially fabricate and install a portion of work according to detailed drawings contained in the plans and specifications in the amount greater than one half of one percent (.05%) of the contractors total bid. Additional sheets may be attached if needed.

Subcontractor Name: Cityworks Design	Location: San Marino, CA
Portion of Work/Trade: Multimodal concept development; graphic design/visualization	Bid Amount: TBD
Contractor's License Number: Not applicable	DIR Registration No.: Not applicable
Subcontractor Name: Costin Public Outreach Group, Inc.	Location: Huntington Beach, CA
Portion of Work/Trade: Community engagement; jurisdictional/CBO coordination; graphic design/visualization	Bid Amount: TBD
Contractor's License No.: Not applicable	DIR Registration No.: 2000004808
<input type="checkbox"/> Contractor will not be subcontracting any portion of work.	

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CITY OF SANTA ANA

ATTACHMENT F SUBCONTRACTOR DESIGNATION FORM

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If alternate bids are called for and bidder intends to use subcontractors different from or in addition to those subcontractors listed for work under the base bid, bidder must list subcontractors that will perform work in an amount in excess of one half of one percent (0.5%) of bidder's total bid, including alternates.

In case more than one subcontractor is named for the same kind of work, the Contractor is to state the portion of work that each subcontractor will perform. Bidders or suppliers of materials only do not need to be listed. If further space is required for the list of proposed subcontractors, additional sheets showing the required information, as indicated below, shall be attached hereto and made a part of this document.

Listed below is the name of each subcontractor that will perform work, labor, or render services to the undersigned related to the work of this project. This is to include any subcontractor that will specially fabricate and install a portion of work according to detailed drawings contained in the plans and specifications in the amount greater than one half of one percent (.05%) of the contractors total bid. Additional sheets may be attached if needed.

Subcontractor Name: Estolano Advisors	Location: Los Angeles, CA
Portion of Work/Trade: TOD/land use planning	Bid Amount: TBD
Contractor's License Number: Not applicable	DIR Registration No. 1001018617
Subcontractor Name: GUIDA	Location: Irvine, CA
Portion of Work/Trade: Surveying/mapping	Bid Amount: TBD
Contractor's License No: Not applicable	DIR Registration No: 1000006862
<input type="checkbox"/> Contractor will not be subcontracting any portion of work.	

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CITY OF SANTA ANA

ATTACHMENT G

CARB FLEET COMPLIANCE CERTIFICATION

PROPOSALS THAT DO NOT CONTAIN THIS FORM WILL BE CONSIDERED NONRESPONSIVE.

Bidder hereby acknowledges that they have reviewed the California Air Resources Board's policies, rules and regulations and are familiar with the requirements of Title 13, California Code of Regulations, Division 3, Chapter 9, effective on January 1, 2024 (the "Regulation"). Bidder hereby certifies, subject to penalty for perjury, that the option checked below relating to the Bidder's fleet, and/or that of their subcontractor(s) ("Fleet") is true and correct:

- ☐ The Fleet is subject to the requirements of the Regulation, and the appropriate Certificate(s) of Reported Compliance have been attached hereto.
- ☐ The Fleet is exempt from the Regulation under section 2449.1(f)(2), and a signed description of the subject vehicles, and reasoning for exemption has been attached hereto.
- ☐ Bidder and/or their subcontractor is unable to procure R99 or R100 renewable diesel fuel as defined in the Regulation pursuant to section 2449.1(f)(3). Bidder shall keep detailed records describing the normal refueling methods, their attempts to procure renewable diesel fuel and proof that shows they were not able to procure renewable diesel (i.e. third-party correspondence or vendor bids).
- ☐ The Fleet is exempt from the requirements of the Regulation pursuant to section 2449(i)(4) because this Project has been deemed an Emergency, as defined under section 2449(c)(18). Bidder shall only operate the exempted vehicles in the emergency situation and records of the exempted vehicles must be maintained, pursuant to section 2449(i)(4).
- ☒ The Fleet does not fall under the Regulation or are otherwise exempted and a detailed reasoning is attached hereto. *All vehicles in HDR's California fleet are registered and licensed as on-road vehicles and therefore not subject to the Regulation.*

HDR Engineering, Inc.

Bidder's Company Name (please print or type)



Signature of Bidder

Thomas T. Kim

Print Name

Senior Vice President

Title

N/A

DOORS ID

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3220 El Camino Real, Suite 200
Irvine, CA 92602
714.730.2300

hdrinc.com

We practice increased use of sustainable
materials and reduction of material use.

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