



MEETING NOTICE AND CALL
Madera County Transportation Authority
SPECIAL MEETING

PLEASE TAKE NOTICE OF CALL FOR A SPECIAL MEETING CALLED BY
CHAIR WASEEM AHMED

LOCATION

Madera County Transportation Commission
2001 Howard Road, Suite 201
Madera, California 93637

In-Person and Virtual

<https://us06web.zoom.us/j/81644470336?pwd=WDQ0ZDJ5UGladEsvK0hwWDhtRGpnZz09>

Webinar ID: 816 4447 0336

Passcode: 313618

Telephone: US: +1 408 638 0968

DATE

Monday, July 31, 2023

TIME

3:00 PM

MADERA COUNTY 2006 TRANSPORTATION AUTHORITY BOARD MEMBERS

Commissioner Waseem Ahmed, Chair
Commissioner Leticia Gonzalez, Vice Chair
Commissioner Cecelia Gallegos
Commissioner Robert Poythress
Commissioner Jose Rodriguez
Commissioner David Rogers

Councilmember, City of Chowchilla
Madera County Supervisor
Councilmember, City of Madera
Madera County Supervisor
Councilmember, City of Madera
Madera County Supervisor

REASONABLE ACCOMMODATIONS AND ADA

MCTC has adopted a Reasonable Accommodations Policy that provides a procedure for receiving and resolving requests for accommodation to participate in this meeting (see <https://www.maderactc.org/administration/page/reasonable-accommodations-policy>). If you need assistance in order to attend the meeting, or if you require auxiliary aids or services, e.g., listening devices or signing services to make a presentation to the Board, MCTC is happy to assist you. Please contact MCTC offices at (559) 675-0721 so such aids or services can be arranged. Requests may also be made by email to sandy@maderactc.org, or mailed to 2001 Howard Road, Suite 201, Madera, CA 93637. Accommodations should be requested as early as possible as additional time may be required in order to provide the requested accommodation.

AGENDA

At least 24 hours prior to each Special MCTA meeting, a complete agenda packet is available for review on the [MCTC website](#) or at the MCTC office, 2001 Howard Road, Suite 201, Madera, California 93637. All public records relating to an open session item and copies of staff reports or other written documentation relating to items of business referred to on the agenda are on file at MCTA. Persons with questions concerning agenda items may call MCTA at (559) 675-0721 to make an inquiry regarding the nature of items described in the agenda.

INTERPRETING SERVICES

Interpreting services are not provided at MCTC's public meeting unless requested at least one (1) business day in advance. Please contact MCTC at (559) 675-0721 during regular business hours to request interpreting services.

Servicios de interprete no son ofrecidos en las juntas públicas de MCTC al menos de que se soliciten con un (1) día de anticipación. Para solicitar estos servicios por favor contacte a Evelyn Espinosa at (559) 675-0721 x 5 durante horas de oficina.

MEETING CONDUCT

If this meeting is willfully interrupted or disrupted by one or more persons rendering orderly conduct of the meeting unfeasible, the Chair may order the removal of individuals who are willfully disrupting the meeting. Such individuals may be arrested. If order cannot be restored by such removal, the members of the Board may direct that the meeting room be cleared (except for representatives of the press or other news media not participating in the disturbance), and the session may continue.

RECORD OF THE MEETING

Board meetings are recorded. Copies of recordings are available upon request, or recordings may be listened to at the MCTC offices by appointment.

PUBLIC COMMENT

If you are participating remotely and wish to make a comment on a specific agenda item during the meeting, please use the “Raise Hand” feature in Zoom and you will be called on by the chair during the meeting. You can also submit your comments via email to publiccomment@maderactc.org. Comments will be shared with the MCTA Board of Directors and placed into the record at the meeting. Every effort will be made to read comments received during the meeting into the record, but some comments may not be read due to time limitations. Comments received after an agenda item will be made part of the record if received prior to the end of the meeting.

Regarding any disruption that prevents the MCTA Board of Directors from broadcasting the meeting to members of the public, then (1) if public access can be restored quickly, the meeting will resume in five (5) minutes to allow the re-connection of all members of the Board, staff, and members of the public; or (2) if service cannot be restored quickly, the meeting shall stop, no further action shall be taken on the remaining agenda items, and notice of the continued meeting will be provided.

Agenda

1. CALL TO ORDER

2. PLEDGE OF ALLEGIANCE

3. AUTHORITY – ACTION/DISCUSSION ITEMS

3-A. Award Contract – Measure T Sales Tax Extension Public Outreach and Education

Enclosure: Yes

Action: Adopt a Resolution of the Madera County 2006 Transportation Authority to select DKS Associates, to implement the Measure T Sales Tax Extension Public Outreach and Education, and award an agreement to DKS Associates in the amount not to exceed \$360,000 - Resolution 23-01

4. ADJOURNMENT



STAFF REPORT
Special Board Meeting of July 31, 2023

AGENDA ITEM: 3-A

PREPARED BY: Patricia Taylor, Executive Director

SUBJECT:

Award Contract – Measure T Sales Tax Extension Public Outreach and Education

Enclosure: Yes

Action: Adopt a Resolution of the Madera County 2006 Transportation Authority to select DKS Associates, to implement the Measure T Sales Tax Extension Public Outreach and Education, and award an agreement to DKS Associates in the amount not to exceed \$360,000 - Resolution 23-01

SUMMARY:

The Authority Board of Directors approved the release of a Request for Proposals at its April 19, 2023 meeting, to retain a consulting firm to provide services for the Measure T Sales Tax Extension Public Outreach and Education. A link to the RFP can be found here: [RFP Measure T Renewal](#).

Proposals have been submitted to and received by the Authority pursuant to the Authority's Request for Proposals (RFP) notice, solicitation, specifications, and requirements for the services. A scoring committee reviewed all proposals, conducted interviews with the top scoring proposers, and made an initial recommendation to the MCTA Board of Directors at its July 19, 2023 meeting. After consideration, the MCTA Board of Directors appointed an *ad hoc* committee to conduct additional review of selected proposer(s) and to make final recommendations.

After review of the material provided by the proposers, the *ad hoc* committee concluded the proposers demonstrated the competence and professional qualifications necessary for the satisfactory performance of the services required. The *ad hoc* committee also conducted final interviews with selected proposer(s) including those based on the scoring committee's initial recommendation.

The *ad hoc* committee is recommending the Authority Board of Directors to authorize staff to negotiate and enter into a contract with DKS Associates, a California corporation, in an amount not to exceed \$360,000, in substantially the same material terms and conditions as the draft agreement included as Attachment "A" to Resolution 23-01 and consistent with the

RFP requirements, subject to approval as to legal form by the Authority's General Counsel
The term of the contract will be July 31, 2023, through December 31, 2024.

FISCAL IMPACT:

No fiscal impact to the approved 2023-24 Overall Work Program and Budget

**BEFORE
THE BOARD OF DIRECTORS OF THE
MADERA COUNTY 2006 TRANSPORTATION AUTHORITY
COUNTY OF MADERA, STATE OF CALIFORNIA**

In the matter of

**A RESOLUTION OF THE MADERA COUNTY
2006 TRANSPORTATION AUTHORITY TO
SELECT DKS ASSOCIATES FOR RFP MEASURE
T SALES TAX EXTENSION PUBLIC OUTREACH
AND EDUCATION**

Resolution No.: **23-01**

WHEREAS, the Executive Director of the Madera County 2006 Transportation Authority (MCTA), pursuant to the laws of the State of California and the Policies and Procedures of the Madera County 2006 Transportation Authority, properly solicited and accordingly accepted proposals for **MEASURE T SALES TAX EXTENSION PUBLIC OUTREACH AND EDUCATION**; and

WHEREAS, proposals have been submitted to and received by the Authority pursuant to the Authority's Request for Proposals (RFP) notice, solicitation, specifications, and requirements for the services as cited above; and

WHEREAS, a scoring committee reviewed all proposals, conducted interviews with the top scoring proposers, and made an initial recommendation to the MCTA Board of Directors and

WHEREAS, after consideration of the same, the MCTA Board of Directors appointed an *ad hoc* committee to conduct additional review of selected proposer(s) and to make final recommendations regarding the same; and

WHEREAS, after review of the material provided by the proposers, the *ad hoc* committee concluded the proposers demonstrated the competence and professional qualifications necessary for the satisfactory performance of the services required. The *ad hoc* committee also conducted final interviews with selected proposer(s) including those based on the scoring committee's initial recommendation; and

WHEREAS, the *ad hoc* committee has made a recommendation to the MCTA Board of Directors to award said RFP/agreement, and the MCTA Board of Directors desires to do the same.

NOW THEREFORE, BE IT RESOLVED BY THE MADERA COUNTY 2006 TRANSPORTATION AUTHORITY:

Section 1. The MCTA Board of Directors finds that award of this agreement is not a "project" for the purposes of the California Environmental Quality Act (CEQA) as it does not

result in a direct or reasonably indirect physical change to the environment, and instead merely involved education and outreach services.

Section 2. The MCTA Board of Directors finds that DKS ASSOCIATES, a California corporation, demonstrated the competence and professional qualifications necessary for the satisfactory performance of the services required, and meets all the necessary requirements of the RFP. As a result, the MCTA Board of Directors awards an agreement for **MEASURE T SALES TAX EXTENSION PUBLIC OUTREACH AND EDUCATION** to DKS ASSOCIATES with the finding that it is in the best interests of the Authority. The MCTA Board of Directors further authorizes the Executive Director to execute an agreement with DKS ASSOCIATES in substantially the same material terms and conditions as the draft agreement attached as Attachment “A” to this Resolution and consistent with the RFP requirements, subject to approval as to legal form by the Authority’s General Counsel.

Section 3. That the Executive Director is hereby authorized and requested to take all necessary and expedient action to carry out the aims of this Resolution in awarding this RFP/agreement.

Section 4. That this Resolution shall become effective immediately upon its adoption.

The foregoing resolution was adopted this 31st day of July 2023 by the following vote:

Commissioner Ahmed	_____
Commissioner Gallegos	_____
Commissioner Gonzalez	_____
Commissioner Poythress	_____
Commissioner Rodriguez	_____
Commissioner Rogers	_____
Commissioner Wamhoff - alternate	_____

Chair, Madera County 2006 Transportation Authority

Executive Director, Madera County Transportation Commission

ATTACHMENT A

PROFESSIONAL SERVICES AGREEMENT
between
MADERA COUNTY TRANSPORTATION COMMISSION
And
DKS ASSOCIATES

THIS AGREEMENT is made and entered into this 31st day of July, 2023, by and between the MADERA COUNTY TRANSPORTATION COMMISSION, hereinafter referred to as "COMMISSION," and DKS Associates, a corporation, hereinafter referred to as "CONSULTANT."

RECITALS

- A. COMMISSION has previously received a proposal from CONSULTANT (see Attachment A) to complete Measure T Sales Tax Extension Public Outreach and Education, hereinafter described as "the Project".
- B. COMMISSION has determined the Project will involve the performance of professional and technical services of a temporary nature.
- C. COMMISSION does not have available employees to perform the services for the Project.
- D. CONSULTANT has the extensive experience and expertise necessary for the performance of the professional and technical services required for the Project.
- E. CONSULTANT has agreed to perform services pursuant to the following terms.

AGREEMENT

1. **SCOPE.** CONSULTANT shall perform tasks as set forth in CONSULTANT's proposal and as agreed upon with the COMMISSION. CONSULTANT shall determine the methods, details, and means of performing the scope of work. CONSULTANT shall determine, at the earliest feasible time, those factors that could severely inhibit or prohibit the approval of the proposed Project. CONSULTANT shall promptly notify COMMISSION's Representative of the CONSULTANT's findings regarding such factors and conclusions related thereto, for the purpose of determining the feasibility of continuing with the Project according to the scope of work. In the event the preparation of the project is terminated, CONSULTANT shall be paid for the work completed, in accordance with the provisions of section 4.06, below.

2. **PAYMENT TERMS.**

2.01 COMMISSION agrees to pay CONSULTANT for its services hereunder (including expenses of every kind) according to the cost proposal submitted, approved, and on file with the COMMISSION, but in no event shall it exceed \$360,000. CONSULTANT's fees and costs shall be computed and paid based upon CONSULTANT's invoices detailing the work satisfactorily performed during the period. COMMISSION shall make payment to CONSULTANT, for all work tasks satisfactorily performed, within thirty (30) days of COMMISSION's receipt of properly detailed invoices. CONSULTANT shall not perform

any work or services or incur any expenses, and COMMISSION shall have no obligation to pay for any work or services or expenses, costing more than the amounts set forth above without the prior express written approval of the COMMISSION. Such approval, if any, must be in the form of a written amendment to this Agreement, which has been approved by CONSULTANT and by the COMMISSION.

3. **TERM OF AGREEMENT.**

This Agreement shall take effect July 31, 2023 and shall terminate December 31, 2024, unless terminated earlier by one or both parties.

4. **GENERAL PROVISIONS.**

4.01 CONSULTANT and COMMISSION agree that all professional services performed pursuant to this Agreement by CONSULTANT shall be performed as an independent contractor. Under no circumstances shall CONSULTANT look to COMMISSION as its employer, or as a partner, agent, or principal. CONSULTANT shall not be entitled to any benefits accorded to COMMISSION's employees, including, without limitation, worker's compensation, disability insurance, vacation, or sick pay. CONSULTANT shall be responsible for providing, at its own expense, and in its name, disability, worker's compensation, or other insurance as well as licenses or permits usual or necessary for conducting the services hereunder. All persons employed by CONSULTANT in connection with this Agreement shall not be agents or employees of COMMISSION. CONSULTANT shall pay, when and as due, any and all taxes incurred as a result of CONSULTANT's compensation hereunder.

4.02 CONSULTANT and COMMISSION agree to use reasonable care and diligence to perform their respective services under this Agreement. CONSULTANT represents that it has the qualifications and ability to perform the services required hereunder and will do so with care, skill, and diligence in a professional manner and in accordance with the standards of performance generally applicable to professionals in CONSULTANT's field performing the same or similar services under the same or similar circumstances, without the advice, control, or supervision of COMMISSION. CONSULTANT shall be solely responsible for the professional performance of the services hereunder, and shall receive no assistance, direction, or control from COMMISSION. CONSULTANT shall have the sole discretion and control of its services and the manner in which performed. However, COMMISSION retains the right to administer this Agreement so as to verify that CONSULTANT is performing its obligations in accordance with the terms and conditions hereof.

4.03 During the performance of this Agreement, CONSULTANT will not discriminate against any employee or applicant for employment on any basis prohibited by State or Federal Law including race, religion, creed, color, national origin, sex, age, or disability. 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 selecting for training, including apprenticeship. The CONSULTANT will ensure that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability, or any basis prohibited by law. CONSULTANT will take affirmative steps to ensure that employees are treated during employment, without regard to their race, religion, creed, color, national origin, sex, age, disability, or any other basis forbidden by law.

4.04 The applications and documents prepared by CONSULTANT pursuant to this Agreement shall become the property of COMMISSION. COMMISSION is entitled to full and unrestricted use of such applications and documents for this Project. COMMISSION may also retain the original of the documents upon request. CONSULTANT shall not apply for copyrights or patents on all or any part of the work performed under this Agreement. CONSULTANT shall not be liable or responsible for any use, reuse, or modification of, or derivation from, any of such applications and documents prepared by CONSULTANT that is made without CONSULTANT's written consent other than for purposes contemplated by CONSULTANT's scope of work in the respective tasks undertaken pursuant to Section 1 above.

4.05 COMMISSION may terminate this Agreement without cause by giving at least thirty (30) days written notice to CONSULTANT. The written notice shall specify the date of termination. Upon receipt of such notice, CONSULTANT may continue work on the Project through the date of termination. CONSULTANT may terminate this Agreement without cause by giving at least thirty (30) days written notice to the COMMISSION. The written notice shall specify the date of termination. If either party breaches a material provision of this Agreement, then the other party may, at its option, immediately terminate this Agreement by giving written notice to the breaching party of such termination and specifying the reasons, therefore. If this Agreement is terminated for any reason prior to its completion, CONSULTANT shall be paid for all work satisfactorily performed through the date CONSULTANT received the notice of termination and for any additional work expressly requested by COMMISSION's Representative as necessary to wind up the work performed up to the date of termination. Such payment shall be in an amount based upon performance and completion of the on-call tasks as set forth in the proposal.

4.06 If CONSULTANT materially breaches the terms of this Agreement, COMMISSION shall retain the plans, specifications, and other documents prepared by CONSULTANT, and may have the following remedies:

4.06.1 Immediately terminate the Agreement with CONSULTANT;

4.06.2 Complete the unfinished work, under this Agreement, with a different consultant; or

4.06.3 Charge CONSULTANT with the difference between the cost of completion of the unfinished work pursuant to this Agreement and the amount that would otherwise be due CONSULTANT, had CONSULTANT completed the work.

4.07 This Agreement is binding upon COMMISSION and CONSULTANT and their successors. Except as otherwise provided herein, neither COMMISSION nor CONSULTANT shall assign, sublet, or transfer its interest in this Agreement or any part thereof, or delegate its duties hereunder without the prior written consent of the other. Any assignment, transfer, or delegation made without such written consent shall be void and shall be a material breach of this Agreement.

4.08 A COMMISSION representative shall be designated by COMMISSION and a CONSULTANT representative shall be designated by CONSULTANT. The COMMISSION representative and the CONSULTANT representative shall be the primary contact person for each party regarding performance

of this Agreement. The COMMISSION representative shall cooperate with CONSULTANT and the CONSULTANT representative shall cooperate with COMMISSION in all matters regarding this Agreement, and in such a manner as will result in the performance of the work in a timely and expeditious fashion.

COMMISSION Representative

Patricia Taylor

Madera County Transportation Commission

2001 Howard Road, Suite 201

Madera, CA 93637

(559) 675-0721

patricia@maderactc.org

CONSULTANT Representative

Terry Klim

DKS Associates

1970 Broadway, Suite 740

Oakland, CA 94612

(510) 867-7573

trk@dksassociates.com

4.09 This Agreement represents the entire and integrated Agreement between COMMISSION and CONSULTANT and supersedes all prior negotiations, representations or agreements, either written or oral. This Agreement may be modified or amended only by a subsequent written agreement signed by both parties.

4.10 Where the payment terms provide for compensation on a time and materials basis, CONSULTANT shall maintain adequate records to permit inspection and audit of its time and material charges under this Agreement. All such records shall be available to COMMISSION. Such books and records shall be maintained and kept on a current basis, with all transactions pertaining to this Agreement recorded in a form in accordance with generally acceptable accounting principles. Such books and records shall be made available to the COMMISSION and to any authorized representative thereof for purposes of audit at all reasonable times and places. All such books and records shall be retained for such periods of time as required by law, provided, however, notwithstanding any shorter periods of retention, all books, records, and supporting detail shall be retained for a period of at least three years after the expiration of the term of this Agreement.

4.11 COMMISSION and CONSULTANT agree that until final approval by COMMISSION all data, plans, specifications, reports and other documents are confidential and will not be released to third parties without the prior written consent of both parties.

4.12 CONSULTANT shall employ no COMMISSION, County of Madera, City of Madera, or City of Chowchilla official or employee in the performance of the work pursuant to this Agreement. No officer or employee of the COMMISSION shall have any financial interest in this Agreement in violation of California Government Code Sections 1090 and following. CONSULTANT represents that CONSULTANT and its officers and employees have no present financial or other conflict of interest that would disqualify any or all of them from entering into or performing services under this Agreement. During the term of this Agreement, CONSULTANT, its officers and employees shall not acquire any financial or other interest that would disqualify any or all of them from performing services under this Agreement.

4.13 The laws of the State of California shall govern the rights, obligations, duties, and liabilities of the parties to this Agreement and shall also govern the interpretation of this Agreement.

4.14 If either party to this Agreement shall bring or participate in any action for any relief against the other, declaratory or otherwise, arising out of this Agreement, the losing party shall pay to the prevailing party a reasonable sum for attorney's fees incurred in bringing such suit and/or enforcing any judgment granted therein, all of which shall be deemed to have accrued upon the commencement of such action and shall be paid whether or not such action is prosecuted to judgment. Any judgment or order entered in such action shall contain a specific provision providing for the recovery of attorneys' fees and costs incurred in enforcing such judgment.

4.15 CONSULTANT shall save, keep and hold harmless COMMISSION, its officers, agents, employees and volunteers from any third party claims for loss, cost, expense (including attorneys' fees), damage, claim or liability, in law or equity, including, but not limited to, liability as a result of injury to, or death of, any person or damage to, or loss or destruction of, any property, resulting from or arising out of or in any way connected with the negligent performance of this Agreement by CONSULTANT, any of the CONSULTANT's employees, or any subcontractor, regardless of the negligence of COMMISSION, its officers, agents, employees or volunteers, except to the extent such loss, cost, expense, damage, claim or liability results from the active negligence or willful misconduct of COMMISSION, its officers, agents, employees or volunteers. COMMISSION will not be held liable for any accident, loss or damage to the work prior to its completion and acceptance. Upon request of COMMISSION, CONSULTANT shall, at no cost or expense to COMMISSION, its officers, agents, employees, or volunteers, defend any suit asserting a claim for any loss, damage, or liability due to CONSULTANT's negligence, and CONSULTANT shall pay any costs and attorney's fees that may be incurred by COMMISSION, its officers, agents, employees or volunteers in connection with any such claim or suit. If it is finally adjudicated that liability was caused by the comparative active negligence or willful misconduct of an indemnified party, (1) CONSULTANT's indemnification obligation shall be reduced in proportion to the established comparative liability and (2) CONSULTANT may submit a claim to COMMISSION for reimbursement of reasonable attorneys' fees and defense costs incurred in defending COMMISSION in proportion to the established comparative liability of the indemnified party.

4.16 Without limiting CONSULTANT's indemnification of COMMISSION, its officers, agents, employees and volunteers, CONSULTANT shall provide, at its own expense, and maintain at all times during the term of this Agreement (and any extensions thereof) the following insurance with insurance companies licensed in the State of California and acceptable to the COMMISSION. CONSULTANT may be required to provide satisfactory proof of such insurance to COMMISSION. Such insurance policies shall name the COMMISSION, its officers, agents, and employees as additional insureds under said policies, shall include a provision that the coverage is primary with respect to COMMISSION and its officers, agents, and employees, and shall contain a provision preventing cancellation without thirty (30) days prior notice to COMMISSION in writing at the address of COMMISSION:

4.16.1 Worker's Compensation Insurance, in compliance with the laws of the State of California;

4.16.2 General Liability Insurance, with a minimum limit of liability per occurrence of One Million Dollars (\$1,000,000.00) for bodily injury and One Hundred Thousand Dollars (\$100,000.00) for property damage. This insurance shall indicate on the certificate of insurance the following coverages and indicate the policy aggregate limit applying to: premises and operations and broad form contractual;

4.16.3 Automobile Liability Insurance, with a minimum limit of liability per occurrence of One Million Dollars (\$ 1,000,000.00) for bodily injury and One Hundred Thousand Dollars (\$100,000.00) for property damage. This insurance shall provide coverage for bodily injury, property damage, hired automobiles, and non-owned automobiles.

4.16.4 Errors and Omissions/ Professional Services Liability Insurance with a minimum limit of liability in the amount of One Million Dollars (\$1,000,000.00).

4.17 The CONSULTANT acknowledges and agrees that the work to be performed under this Agreement will be solely for the benefit of COMMISSION and that CONSULTANT owes its duties of performance and loyalty to COMMISSION and not to any other person or entity. CONSULTANT further acknowledges and agrees that no provision of this Agreement shall in any way inure to the benefit of any third person or entity so as to constitute any such person or entity a third-party beneficiary of said Agreement or of any one or more of the terms hereof, or otherwise give rise to any cause of action in any person or entity not a party hereto. CONSULTANT further acknowledges and agrees that the final responsibility and final authority as to the quality and the contents of the work to be performed hereunder lies in the sole discretion of COMMISSION and not in any other person or entity.

4.18 All obligations arising prior to the termination of this Agreement and all provisions of this Agreement allocating responsibility or liability between the parties shall survive the completion of the services hereunder and/or the termination of this Agreement.

5. ADDITIONAL PROVISIONS

5.01 CONSULTANT shall use reasonable care and diligence to comply with the applicable federal, state, and local laws in performance of work under this Agreement. In addition to the foregoing, the following provisions shall be applicable to services provided under this Agreement:

5.02 All contractors, including sub-contractors, will comply with 2 CFR Part 200 to determine the allowability of individual project costs.

5.03 All contractors, including sub-contractors, will comply with Federal administrative procedures in accordance with 2 CFR Part 200.

5.04 All subcontractors will also be bound by the same regulations within this agreement.

5.05 All records pertaining to this agreement will be retained for 3 years from date of final payment and shall make all such supporting information available for inspection and audit by representatives of the State, the Bureau of State Audits, or the Federal Government upon request.

5.06 All contractors, including subcontractors, will have an accounting system and records that properly accumulate and segregate incurred project costs and matching funds by line item for contract. The accounting system shall conform to Generally Accepted Accounting Principles.

5.07 Travel expenses and per diem rates are not to exceed the rate specified by the State of California Department of Personnel Administration for similar employees (i.e. non-represented employees) unless written verification is supplied that government hotel rates are not commercially available to COMMISSION, or its contractors, its subcontractors, and/or its subrecipients, at the time and location required as specified in the California Department of Transportation's Travel Guide Exception Process.

6. DISADVANTAGED BUSINESS ENTERPRISE (DBE)

6.01 Policy. It is the policy of the COMMISSION that Disadvantaged Business Enterprises (DBE) as defined in 49 CFR, Part 26, shall have the maximum opportunity to participate in the performance of work under this AGREEMENT. The DBE requirements of 49 CFR, Part 26, apply to this AGREEMENT. The COMMISSION shall not discriminate on the basis of race, color, religion, sex (including pregnancy, childbirth, or related medical conditions), national origin, ancestry, age physical or mental disability, legally-protected medical condition, family care status, veteran status, marital status, sexual orientation, or any other basis protected by state or federal laws in the award and performance of any DOT-assisted contract or in the administration of the Disadvantaged Business Enterprise (DBE) Program or the requirements of 49 CFR Part 26. The COMMISSION shall take all necessary and reasonable steps under 49 CFR Part 26 to ensure nondiscrimination in the award and administration of DOT-assisted contracts. The COMMISSION's DBE Program, as required by 49 CFR Part 26 and as approved by DOT, is incorporated by reference in this AGREEMENT. Implementation of this program is a legal obligation and failure to carry out its terms shall be treated as a violation of this AGREEMENT. Upon notification to the COMMISSION of its failure to carry out its approved program, the Department may impose sanctions as provided for under Part 26 and may, in appropriate cases, refer the matter for enforcement under 18 USC 1001 and/or the Program fraud Civil Remedies Act of 1986 (31 U.S. Code §3901 et seq.).

6.02 Contract Assurance. The Contractor, Subrecipient or Subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this AGREEMENT. The CONSULTANT shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of United States Department of Transportation-assisted contracts. Failure by each CONSULTANT to carry out these requirements is a material breach of contract, which may result in the termination of this contract or such other remedy, as recipient deems appropriate, which may include but is not limited to:

1. Withholding monthly progress payments.
2. Assessing Sanctions
3. Liquidated Damages.
4. Disqualifying the contractor from future bidding as non-responsible.

6.03 DBE Obligation. The Contractor must utilize the specific DBEs listed to perform the work and supply the materials for which each is listed unless the contractor obtains authorization from Caltrans. Unless the COMMISSION provides prior authorization approving the request for termination or substitution of a listed DBE, the Contractor shall not be entitled to any payment for work or materials unless it is performed or supplies by the listed DBEs.

6.04 Prompt Payment of Funds. No retainage will be held by the COMMISSION from payments due the CONSULTANT. Any retainage held by the CONSULTANT from payments due any subcontractors shall be promptly paid in full to subcontractors for satisfactory performance no later than the (10) days from the receipt of each payment the CONSULTANT receives from the COMMISSION. Federal law (49 CFR Part 26.29) requires that any delay or postponement of payment beyond thirty (30) days may take place for good cause and with the COMMISSION's prior written approval. Any violation of this provision shall subject the CONSULTANT to the penalties, sanctions and other remedies specified in §7208.5 of the Business and Professions Code. These requirements shall not be construed to limit or impair any contractual, administrative, or judicial remedies otherwise available to the CONSULTANT in the event of a dispute involving late payment or no payment by the CONSULTANT, deficient subcontract performance, or noncompliance by a subcontractor. This provision applies to both DBE and non-DBE prime contractors or subcontractors.

6.05 DBE Records. The CONSULTANT shall maintain records of materials purchased and/or supplied from all subcontracts entered into with certified DBEs. The records shall show the name and business address of each DBE or vendor and the total dollar amount actually paid each DBE or vendor, regardless of tier. The records shall show the date of payment and the total dollar figure paid to all firms. DBE Consultants shall also show the date of work performed by their own forces along with the corresponding dollar value of the work.

Upon completion of the Agreement, a summary of these records shall be prepared and submitted on the form entitled, "Final Report – Utilization of Disadvantaged Enterprises (DBE)," certified correct by the CONSULTANT or the CONSULTANT's authorized representative and shall be furnished to the COMMISSION with the final invoice. Failure to provide the summary of DBE payments with the final invoice will result in twenty-five percent (25%) of the dollar value of the invoice being withheld from payment until the form is submitted. The amount will be returned to the CONSULTANT when a satisfactory "Final Report Utilization of Disadvantaged Business Enterprises (DBE)" is submitted to the COMMISSION.

6.06 DBE Certification and De-Certification Status. If a DBE subcontractor is decertified during the life of the Agreement, the decertified subcontractor shall notify the CONSULTANT in writing with the date of de-certification. If a subcontractor becomes a certified DBE during the life of the Agreement, the subcontractor shall notify the CONSULTANT in writing with the date of certification. Any changes should be reported to the COMMISSION within thirty (30) days.

6.07 As required by Title 49 CFR, Part 26, of the Code of Federal Regulations, each invoice must be accompanied by a completed Disadvantaged Business Enterprises Utilization Report (ADM-3069). This reporting requirement increases accountability, tracks federal dollars, and confirms actual DBE usage.

* * * * *

IN WITNESS WHEREOF, the parties have caused their authorized representatives to execute this agreement as of the day and year first above-written.

MADERA COUNTY
TRANSPORTATION COMMISSION

Patricia Taylor
Executive Director

DKS ASSOCIATION, A CORPORATION

Terry Klim
Principal



REQUEST FOR PROPOSALS | June 19, 2023

MEASURE T SALES TAX EXTENSION PUBLIC OUTREACH & EDUCATION

SHAPING A SMARTER
TRANSPORTATION EXPERIENCE™



JUNE 19, 2023

TROY MCNEIL
MADERA COUNTY TRANSPORTATION COMMISSION
2001 Howard Road, Suite 201
Madera, CA 93637



8950 CAL CENTER DR, STE 340
SACRAMENTO CA 95826
916.368.2000
A24007-000

SUBJECT: MEASURE T SALES TAX EXTENSION PUBLIC OUTREACH AND EDUCATION

Dear Mr. McNeil,

DKS is pleased to provide this response to your request for proposal for the Measure T Sales Tax Extension Public Outreach and Education Plan. The Madera County Transportation Commission (MCTC) has been actively planning for future transportation needs for decades, and through Measure T and its predecessor Measure A, has delivered. Renewing Measure T would bring \$197 million in badly needed funds which could be leveraged to increase impacts four-fold in the region. Though unsuccessful in November of 2022, DKS believes we can deliver a program to gain consensus among voters, municipal agencies, and elected official to deliver an expenditure plan and ballot measure that will earn the crucial 2/3 support required for passage.

We have the depth of resources necessary to deliver that program successfully. We offer:

TRANSPORTATION-FOCUSED PUBLIC OUTREACH: DKS provides public engagement and outreach specifically for transportation and multi-modal projects and has a complete service line dedicated to this field. DKS has delivered over 250 public outreach transportation-centric projects throughout California across all modes of transportation.

SUCCESSFUL ENGAGEMENT OF UNDERSERVED POPULATIONS: Our team has developed and deployed outreach programs that go beyond online tools to reach communities with limited access to computers and high-speed internet. DKS customizes our approach for each outreach project using cutting-edge technology and grassroots engagement. As a company, we have committed to Diversity, Equity, and Inclusion in all our service lines—especially public outreach—and have established a pilot program and an internal committee to measure success in this area.

EXTENSIVE EXPERIENCE IN MULTI-AGENCY COLLABORATION AND MADERA COUNTY-SPECIFIC RELATIONSHIPS: Our team has specific relevant experience working in the County and with each city that may be part of the special district. We are connected with community advocates, stakeholder groups, local media, agency staff, and elected officials. We are adept at developing effective programs to help agencies work successfully with other municipalities to create regional solutions to transportation challenges is also of paramount importance. These programs include collaboration on projects with mutual benefits and working proactively on investment efforts to ensure maximum funding from state and federal agencies is secured.



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CREATIVE SERVICES TEAM: DKS has a creative services team specializing in storytelling to transform complex engineering and technical information into easy-to-understand visuals to enhance our core services.

SUCCESSFUL IMPLEMENTATION OF EDUCATION PROGRAMS: Our project team has a proven track record of developing and implementing education programs to help people understand transportation needs and funding in their communities. This was a critical component of our Project Manager's successful effort leading up to the Stanislaus County Council of Government's 2016 Measure L. It passed with 71.95% of the vote in favor of the proposed sales tax measure after two previously failed attempts. This margin was the highest win percentage by a transportation measure in the 2016 election and the highest in California since 1989. Nearby efforts in Merced County also passed, and our team went on to assist in the development of MCAG's Expenditure Plan.

DKS will team with Fairbank, Maslin, Maullin, Metz & Associates (**FM3**), who have been conducting public policy-oriented opinion research since 1981, to address polling tasks in this project. DKS will also utilize a certified DBE printing shop, **Dakota Press, Inc.**, for printing outreach materials such as mailers.

Our proposal reflects an approach that focuses on a citizen-driven initiative that we believe would be successful with voters. As an Officer at DKS, Terry Klim is authorized to negotiate on behalf of and contractually bind the firm. This proposal is a firm offer and is valid for ninety (90) days. If you have any questions regarding this proposal, please contact Kendall Flint at (650) 455-1201 or via email at kendall.flint@dksassociates.com.

We are very excited about this project and thank you for your consideration.

Sincerely,

Terry Klim, TE
Signing Officer, Principal
510.867.7573
1970 Broadway, Suite 740,
Oakland, CA 94612-2219

Kendall Flint
Regional Director of Community
Engagement & Strategic Planning
650.455.1201
1970 Broadway, Suite 740,
Oakland, CA 94612-2219

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EXPERIENCE AND QUALIFICATIONS

DKS FIRM PROFILE

DKS Founded in 1979, DKS Associates has provided specialized transportation engineering and operations services to public agencies across the country for 44 years. DKS Associates has a transportation-centric outreach practice to help our clients connect with their communities. We are keenly aware and actively committed to social equity and environmental justice, ensuring that all people, regardless of socioeconomic status, can participate in meaningful efforts that recognize the importance of multicultural participation.

AREAS OF SPECIALIZATION

DKS customizes our approach for each outreach project using cutting-edge technology and grassroots engagement, developing effective programs to help agencies work with other municipalities to create regional solutions to transportation challenges. These programs include collaboration on projects with mutual benefits and working proactively on investment efforts to ensure maximum funding from state and federal agencies is secured.

As a leader in transportation solutions for connectivity, transit, design, safety, and multimodal mobility, we recognize the importance of providing these industry-specific services to our valued clients and teaming partners. DKS also has a creative services team that specializes in storytelling to transform complex engineering and technical information into easy-to-understand visuals to enhance our core services.

DKS OUTREACH SERVICES INCLUDE:

- Community Engagement
- Inter-Agency Collaboration
- Meeting Facilitation
- Multimedia Production
- Social Media
- Media Relations
- Crisis Communication
- Voter Education
- Brand Strategy
- Graphic Design
- Project Website Development
- CEQA/NEPA Compliance
- Compliance with the Brown Act
- Educational Materials


1979

Year Founded

150

Employees Firmwide

44


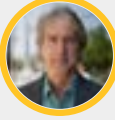



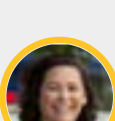

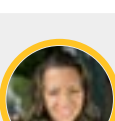
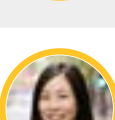
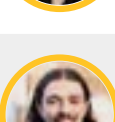
Years in Business

S Corp

Form of Organization

DKS STAFF TABLE

◆ = Primary Professional Staff

Name Role	Firm	Office Location	Expertise
 Kendall Flint ◆ Project Manager	DKS	1970 Broadway Suite 740 Oakland, CA 94612	Kendall Flint is an industry professional with more than 30 years of government experience. She was honored by the California Transportation Foundation and Women in Transportation with the Outreach Program of the Year for her work on Measure L for the Stanislaus Council of Governments.
 Jim Damkowitch ◆ Technical Advisor	DKS	428 J Street Suite 340 Sacramento, CA 95814	Jim has worked with MPOs throughout the San Joaquin Valley and brings more than 32 years of experience in multi-modal planning.
 Terry Klim, TE ◆ PIC / Officer	DKS	1970 Broadway Suite 740 Oakland, CA 94612	Terry has more than 34 years of traffic engineering and transportation planning experience, having served as Principal-in-Charge on many projects, overseeing terms and negotiations. His experience will enable him to provide efficient high-level oversight and quality control to the DKS team.
 David Banuelos ◆ Outreach Lead	DKS	428 J Street Suite 340 Sacramento, CA 95814	David is an experienced community engagement specialist and brings experience working with disadvantaged and underserved communities addressing matters including access to transportation, technology, broadband, education, support services and basic needs resources.
 Crystal Chavez Outreach Support 1	DKS	2401 E. Katella Avenue Suite 425 Anaheim, CA 92806	Crystal is a bilingual outreach specialist with experience engaging and educating the public on a variety of projects, including Transportation Master Plans, Community Vision Plans, and Vision-Zero Plans.
 Liz Aguilar Outreach Support 2	DKS	428 J Street Suite 340 Sacramento, CA 95814	Elizabeth Aguilar is a project coordinator and outreach specialist who works specifically with Latinex communities providing translation services and meeting facilitation to engage traditionally under-served communities. In addition, Elizabeth assists the team in planning and attending community pop-events to provide more opportunities for meaningful engagement.
 Melissa Abadie ◆ Creative Services Manager	DKS	1050 SW 6th Avenue Suite 600 Portland, OR 97204	Melissa leads the Creative Services Group at DKS which focuses on strategic branding and visual design of reports, communications materials, and data visualization. Melissa is also committed to equity and how her design work can contribute to an equitable practice at DKS.
 Danella Whitt Senior Graphic Designer 1	DKS	1050 SW 6th Avenue Suite 600 Portland, OR 97204	Danella has over 30 years of experience preparing technical graphics and data visualizations as part of the Creative Services Group at DKS. Danella works closely with project teams to provide map-making services and technical illustrations that are visually appealing and easy to understand.
 Vanessa Choi Clark Senior Graphic Designer 2	DKS	1050 SW 6th Avenue Suite 600 Portland, OR 97204	Vanessa is a detail-oriented and thoughtful creative who is driven by her passion for graphic design. Vanessa also creates ADA-accessible graphics and documents to help our clients reach a wider audience.
 Paddy Gilligan Junior Graphic Designer	DKS	1050 SW 6th Avenue Suite 600 Portland, OR 97204	Paddy is skilled in graphic design and data visualization to create innovative communication materials within established brand guidelines. His work helps communicate technical transportation findings in a creative and digestible way to a wide range of audiences.

RELEVANT PROJECT EXPERIENCE

STANISLAUS COUNCIL OF GOVERNMENTS: MEASURE L OUTREACH

Led by Kendall Flint, the Stanislaus Council of Governments (StanCOG) developed a public-driven expenditure plan reflecting input given during a comprehensive outreach effort. Ms. Flint developed an expenditure plan and ballot measure, Measure L, for a transportation sales tax in 2016 for StanCOG after the failure of two previous efforts in 2006 and 2008. The 2016 plan was based on what the public wanted as opposed to what transportation planners or elected officials thought was wanted, which was how the 2006 and 2008 plans were developed.

To create the 2016 plan, Ms. Flint managed a methodical process that included focus groups, polling, and more than 100 meetings with local agencies, stakeholder groups, and advisory bodies. This all-inclusive approach resulted in a markedly different plan previously set before voters. The focus was on “Local Roads First” – a mantra that resonated with voters and stakeholders regardless of party affiliation.

As part of the education process, Ms. Flint developed a project website and established a Citizens Oversight Committee to ensure that the promised projects would be delivered.

This information was shared through more than 200 presentations to local community groups, Municipal Advisory Councils across the County, local chambers of commerce, seniors, students, and local news media throughout 2016. Measure L passed with 71.95% of the vote in favor of the proposed sales tax measure. This was the highest win percentage by a transportation measure in 2016 election and the highest in California since 1989. This measure’s success in the conservative Central Valley is particularly notable in the crazy election year of 2016, where similar transportation sales taxes in more liberal metropolitan areas like San Diego, Sacramento, and Contra Costa County failed.



“The Stanislaus County Council of Governments hired Kendall Flint in 2016 to do community outreach to gauge support for a ½ cent sales tax that would be dedicated to transportation. Kendall created forums for the residents of Stanislaus County to voice their opinions and concerns. She used the voices of the community as well as polling data to propose an expenditure plan for the measure. This was a difficult task that was fraught with controversy and compromise. Kendall used her skills as a mediator and a moderator to bring the political factions and elected leaders in the county together to endorse the expenditure plan. Once the expenditure plan was adopted and placed on the ballot as Measure L, Kendall did many educational presentations within the county. Since I was the chair of the political campaign to adopt Measure L, I had many opportunities to see her in action. She was an unbiased referee for Measure L – telling residents what the measure would do and what it would not do. She patiently engaged the opponents of the measure and corrected them when they were factually in error. Many meetings and forums became lively, but Kendall was always calm and focused. She never lost control of the setting.

Measure L was adopted in 2016 by the voters of Stanislaus County. Kendall Flint role was critical in the measure’s passage. I was, and still am, very impressed with Kendall’s ability to mediate and moderate community meetings and forums. She brings expertise, experience, focus and dedication to the tasks that she is commissioned to accomplish. I highly recommend her. ”

- FORMER CTC MEMBER PAUL VAN KONYNENBURG, YES ON L CHAIR



“I had the opportunity to work with Kendall on the development of a long-range plan for Measure V and her contributions were invaluable. I have had the pleasure of working with her and DKS Associates on multiple occasions and they always delivered as promised.”

- PATRICK PITTINGER, FORMER
EXECUTIVE DIRECTOR MCAG



MERCED COUNTY ASSOCIATION OF GOVERNMENTS: MEASURE V OUTREACH

Following the passage of Measure V, Ms. Flint provided support to MCAG as it established its Citizen Advisory Committee and laid out a strategy to promote implementation benefits to each of the member agencies. This included brand development, tool kits for the Cities and County, and collaboration with agency staff to prioritize projects and timings.

SAN LUIS OBISPO COUNCIL OF GOVERNMENTS: MEASURE J OUTREACH

Ms. Flint managed a comprehensive education program for SLOCOG’s Measure J – its first attempt at a ½ cent transportation sales tax measure. Unlike StanCOG, the SLOCOG Board was not unanimously in support of the measure and there was organized opposition. Using a community-based strategy that included community presentations, farmers markets, senior centers, and a collaboration with Cal Poly San Luis Obispo, we were able to shift support up nearly 10 points. The measure ultimately failed by less than 200 votes – an extremely narrow margin but was still the best performing first time effort in the 2016 election cycle. Several County Board of Supervisors remarked following the election that if they had known it was so close to passing, they would have supported it.

“Kendall and her team were exceptional in carrying the message for infrastructure needs in our County to a broad array of residents.”



- PETE RODGERS,
EXECUTIVE
DIRECTOR SLOCOG

PLACER COUNTY TRANSPORTATION PLANNING AUTHORITY: ON-CALL COMMUNICATIONS & OUTREACH

DKS serves as an extension of PCTPA staff in the role of Director of Communications. This work has included creating a social media policy for the agency, managing the agency's social media content, developing an Equity Policy for review by the Board of Directors this fall, and rebranding for its transit services and supporting the upcoming Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) effort this fall. Ms. Flint and her team are also currently providing strategic counsel on PCTPA’s upcoming sales tax measure effort which is expected to be on the 2024 ballot.

MCTC: REGIONAL TRANSPORTATION PLAN AND SUSTAINABLE COMMUNITIES STRATEGY OUTREACH; ZEV READINESS PLAN; ON-CALL COMMUNICATION

DKS recently supported MCTC with a public outreach effort in conjunction with the agency’s updated Regional Transportation Plan/Sustainable Communities Strategy. DKS was also the prime consultant for the MCTC ZEV Readiness plan. As part of its on-call communications contract, DKS is currently engaged in the rebranding of the agency and the development of an updated Public Participation Plan. We will continue to provide communications support to staff.





SAN DIEGO COUNTY: TRANSPORTATION SALES TAX

Since 2020, FM3 has been providing research to *Let's Go! San Diego*, a coalition of business, labor and environmental organizations working together to pass a half-cent sales tax to fund transportation improvements in San Diego County. FM3's work has included three separate countywide voter surveys for the coalition—gathering data to inform measure design; shape campaign communications; and demonstrate to endorsers, elected leaders, funders, and other stakeholders a clear and compelling path to victory for the measure. Signature-gathering is currently underway, with plans to place the measure on the November 2024 ballot.



BAY AREA: REGIONAL MEASURE 3

FM3 provided extensive opinion research to the campaign supporting the passage of Regional Measure 3, which appeared on the June 2018 ballot in the nine Bay Area counties. Regional Measure 3 phased in a \$3 increase in local bridge tolls throughout the region over a six-year period to fund a wide range of regional road and transit improvements. FM3's research helped guide the campaign at every stage. A 2017 poll helped make the case to the legislature that there was sufficient public support to refer the measure to the ballot. Focus groups later that fall helped develop a framework for language and messaging of campaign communications. A baseline survey in early 2018 identified key targets for the campaign, as well as key messages with the greatest likelihood of building public support. Finally, a tracking poll in late spring identified segments of the electorate where support was lagging in the face of opposition communications, which helped direct the campaign's final voter contact spending. The measure passed with 55% of the vote regionwide.



UNDERSTANDING OF THE PROJECT

Despite polling that suggested a win was possible, MCTC was unable to secure voter support for the extension of its Measure T on the November 2022 ballot. The measure, originally approved by the electorate in 2006 following the 1990 approval of Measure A, would provide approximately \$197 million in revenues for transportation improvements in Madera County. That revenue could be leveraged to secure additional funds at both the state and federal levels and is a critical component of the region's long term growth and economic viability.

As noted in your RFP, several factors contributed to that loss including the lack of a sunset clause, vocal opposition and the perception among the electorate that there was inadequate outreach, and that the measure was created by agencies/elected representatives without public input. We believe there are other considerations including the perception that California's Gas Tax (SB1) is already paying for these investments, and given the current economic climate, voters should not be asked to support additional taxes at this time. Although this is an extension and not a "new" tax, it is still perceived as a tax by voters. The fact that not a single Supervisorial district crossed the $\frac{2}{3}$ threshold for passage demonstrated that a new approach should be considered for a potential 2024 effort.

Our project manager successfully navigated the development of StanCOG's Measure L after three failed attempts, securing universal support for every elected official in the County as well as the support of labor, law enforcement, health and human services, and most importantly, the general public. This was accomplished by shifting the development of the expenditure plan away from local agencies and "technical" experts, toward a community driven process where the general public was able to "own" the process.

This was made possible by an aggressive grassroots effort in each and every city and community in the County; a process DKS would repeat for MCTC. As you will note in our Scope of Work, DKS proposes a number of key changes to the development of a ballot initiative:

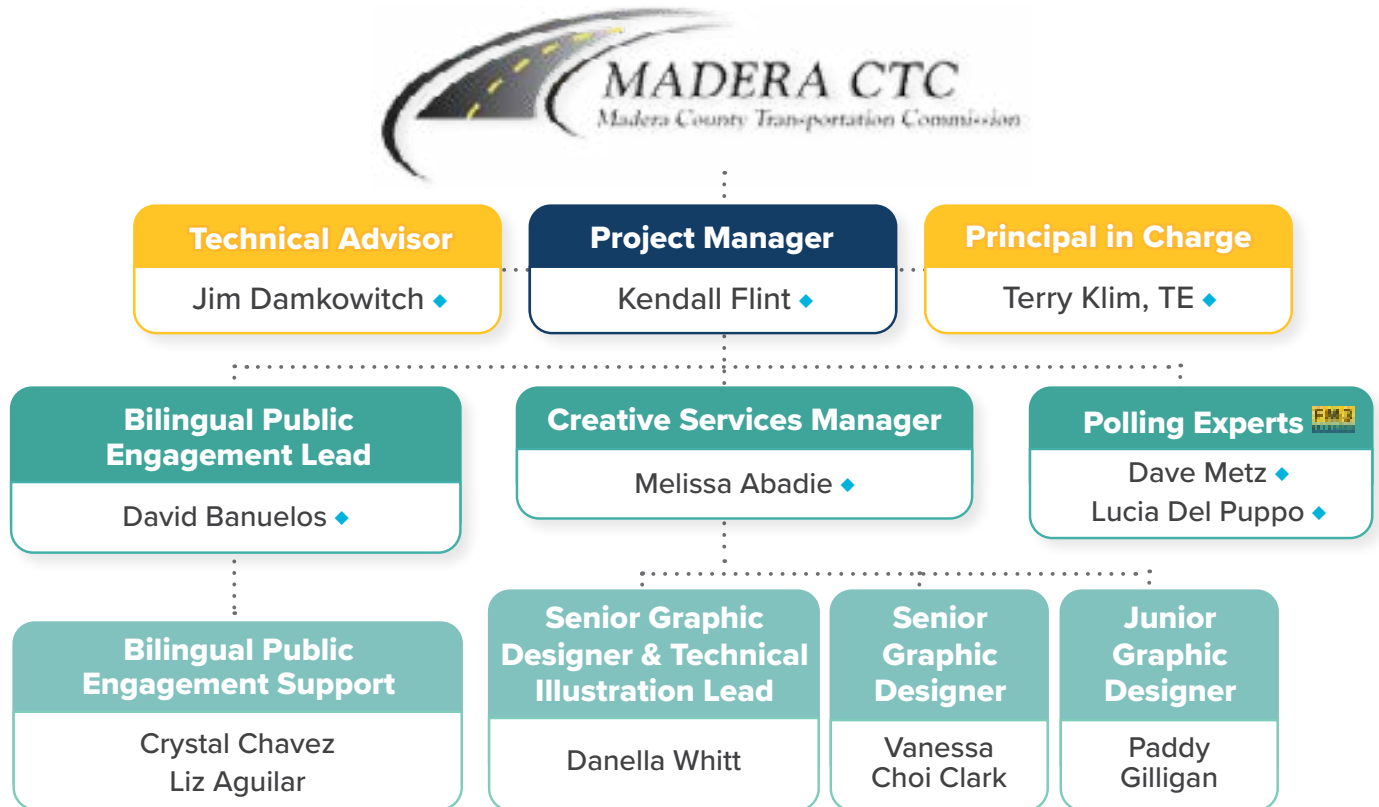
- A public shift to empowering a citizen populated Measure T Planning Team separate from local agencies/elected officials to develop a proposed expenditure plan.
- Rebranding of the effort to cement the idea that this measure WILL have a sunset date of 25 years, Measure T4-25.
- Commitment to local community engagement in all areas of the County.
- Use of a variety of multilingual online tools including an interactive feedback map, a digital idea/suggestion collection board, surveys, and polls to gauge support for projects.
- Commitment to transparency in all efforts.
- Shift away from the language of transportation planning to the language of the general public; less about "programs" and more about actions/outcomes.

DKS has reviewed a variety of materials related to this effort including the Measure T website, ballot measure documents, news articles, editorials, letters to the editor, and online postings related to the 2022 effort. To develop our complete scope of work and plan, DKS would request the following from MCTC:

- Copies of all polling reports for the past six years.
- Copies of all online survey results/comments generated by the existing Measure T website.
- Final list of all stakeholders, community meetings and contacts from the 2022 effort.

This is a winnable proposition.

PROJECT PERSONNEL



♦ = Primary Professional Staff

PRIMARY PROFESSIONAL STAFF

DKS has assembled a team of professionals for MCTC who have extensive, multifaceted experience in project management, community engagement and outreach, graphic design, and creative services. This team has proven their capabilities working for public agencies throughout California and nationally.

Details of the experience and qualifications of our Primary Professional Staff can be found in the Staff Table on page 3, and in the resumes found in an appendix to this proposal.

The roles of the primary professional and support staff selected for this project are outlined in the organization chart above. An introduction of our proposed Project Manager, Kendall Flint, is included on the following page.



COMMITMENT OF KEY PERSONNEL

DKS understands the importance of reliability and the relationships we build with our clients. Key personnel included in this proposal have been selected to provide MCTC with the specialized technical skills required for this project. DKS acknowledges and understands that we will not be allowed to substitute the project manager or key professional staff without the prior approval of the MCTC Executive Director.

DKS PROJECT MANAGER



KENDALL FLINT

Regional Director of Community Engagement and Strategic Planning, Project Manager

Kendall Flint is an industry professional with 30+ years of government experience. She was honored by the California Transportation Foundation and Women in Transportation with the Outreach Program of the Year for her work on Measure L for the Stanislaus Council of Governments.

Ms. Flint provides strategic planning, communications, and economic development support to cities, counties, special districts, and other municipal agencies. She has been a guest lecturer at several California colleges and professional associations including the American Planning Association, California Downtown Association, Association of Environmental Professionals, Public Relations Society of America, and Rural Water Forum. She has created and implemented a broad range of strategic planning efforts, program evaluations, and outreach campaigns for public agencies including the El Dorado County Transportation Commission, Stanislaus Council of Governments, Merced County Association of Governments, Kings County Association of Governments, Madera County Transportation Commission, Fresno Council of Governments, Nevada County Transportation Commission, Placer County Transportation Commission, Transportation Agency of Monterey County, Santa Barbara County Association of Governments, Metropolitan Transportation Commission, the Orange County Transportation Commission, and the Humboldt County Association of Governments.

Ms. Flint developed and implemented the most successful education measure on the 2016 California ballot, Measure L, for the Stanislaus Council of Governments, as well as a first-time effort for the San Luis Obispo Council of Governments which was narrowly defeated. She went on to assist the Merced County Association of Governments with the management of Measure V's Expenditure Plan and Community Advisory Committee.



SUBCONTRACTING

FAIRBANK, MASLIN, MAULLIN, METZ & ASSOCIATES (FM3)



Fairbank, Maslin, Maullin, Metz & Associates (FM3) has been conducting public policy-oriented opinion research since 1981. As a medium-sized research firm with offices in Oakland and Los Angeles, California, FM3 provides its clients with a level of personal attention and service from firm partners that is more often associated with much smaller organizations, while concurrently offering the wide range of services, adherence to expedited timelines, and absolute quality control that is to be expected from much larger research firms.

A brief introduction of the FM3 Key Staff is included below. More details regarding their relevant experience and expertise are included in the resumes in an Appendix to this proposal.

ROLE: Polling (Task 7)

FM3 STAFF TABLE

◆ = Primary Professional Staff

Name Role	Firm	Office Location	Expertise
 Dave Metz ◆ Polling Lead		1999 Harrison St., Suite 2020, Oakland, CA 94612	Dave's research has supported the largest land and water conservation measures in national history, including six statewide bond measures providing nearly \$20 billion to protect land and water in California.
 Lucia Del Puppo ◆ Polling		1999 Harrison St., Suite 2020, Oakland, CA 94612	Lucia provided research for the successful 2020 Caltrain Measure RR and the 2016 \$54 billion Sound Transit 3 ballot measure in Seattle. She also worked on a local measure to fund public transit, roads, and highways in Santa Cruz County.

FM3 BILLING RATES

FM3 does not bill using hourly rates, but rather by project, utilizing costs that are informed by the specifications of the research being conducted. For example, the costs for survey research are informed by factors that include the number of interviews completed, the average interview length, the interviewing methodology used (dual-mode, telephone, online, intercept, etc.), the type of sample being utilized (such as all adult residents, all registered voters, likely voters, etc.), and the language(s) in which interviews are conducted.

Figure 1 contains the total estimated costs for this research. These prices are comprehensive and include all costs for questionnaire design, sample acquisition and preparation, translation, programming, email and text invitations, survey hosting, bilingual telephone interviewing, data entry and analysis, and reporting.

Figure 1: Estimated Baseline Survey Costs

Survey Length	Number of Interviews	
	400	600
15 minutes	\$30,750	\$34,000
20 minutes	\$34,000	\$38,000

Figure 2 contains the total estimated costs for a 10-minute tracking survey.

Figure 2: Estimated Tracking Survey Costs

Survey Length	Number of Interviews	
	400	600
10 minutes	\$24,500	\$27,000

As previously mentioned, FM3 does not bill using hourly rates. However, as requested in the RFP, **Figure 3** shows the hourly rates for team members that will be working on your project.

Figure 3: FM3 Hourly Rates

Hourly Rate	Title
\$140	Partner
\$110	Senior Vice President
\$105	Graphic Designer
\$80	Lead Statistician
\$65	Research Project Manager

REFERENCES

PROJECT MANAGER REFERENCE

Name: Rosa de Leon Park, Stanislaus County Council of Governments

Address: 1111 I Street, Suite 308, Modesto, CA 95354

Phone: 209.525.4642

Project Title: Stanislaus Council of Governments, Measure L

DKS Staff: Kendall Flint (Prior to DKS)

Ms. Flint developed an expenditure plan and ballot measure, Measure L, for a transportation sales tax in 2016 for the Stanislaus Council of Governments after the failure of two previous efforts in 2006 and 2008. Public outreach information was shared via more than 200 presentations to local community groups, Municipal Advisory Councils across the County, local chambers of commerce, seniors, students, and local news media throughout 2016. Measure L passed with 71.95% of the vote in favor of the proposed sales tax measure.

DKS FIRM REFERENCES

Name: Woodrow “Woody” Deloria, El Dorado County Transportation Commission

Address: 2828 Easy Street, Suite Placerville, CA 95667

Phone: 530.642.5260

Project Title: Greater Placerville Wildfire Evacuation Preparedness, Community Safety & Resiliency Study

DKS Staff: Kendall Flint (Outreach Lead), David Banuelos, Melissa Abadie

The El Dorado County Transportation Commission, in conjunction with the City of Placerville, El Dorado County, California Department of Forestry and Fire Protection, and other first responders are collaborating on an effort to make our community safer in the event of fire. This study is intended to develop a wildfire evacuation preparedness plan for the Greater Placerville area. The study will review existing wildfire plans, identify wildfire hazard areas, critical facilities, and points of concern for those facilities during a wildfire event. This study will identify project recommendations to better facilitate community evacuation during catastrophic wildfire scenarios. DKS is coordinating the multi-agency outreach program throughout the project area.



Project Title: American River Confluence Study

DKS Staff: Kendall Flint (Outreach Lead), David Banuelos, Melissa Abadie

The El Dorado County Transportation Commission in partnership with the Placer County Transportation Planning Agency has commissioned a multimodal corridor plan for State Route (SR) 49 connecting the City of Auburn in Placer County to the unincorporated community of Cool in El Dorado County. As the prime consultant, DKS led the study and managed all outreach efforts. A comprehensive community engagement program was completed to support the development of the corridor plan.



DKS creates unique logos for each of our outreach projects. These logos are designed by our Creative Services team, and are thoughtfully crafted to resonate with the target audience.

Name: Pete Rogers, San Luis Obispo Council of Governments

Address: 1114 Marsh Street, San Luis Obispo, CA 93401

Phone: 805.781.4292

Project Title: US 101 North County Mobility Master Plan (MMP)

DKS Staff: Jim Damkowitch (PM), Kendall Flint, David Banuelos, Elizabeth Aguilar, Melissa Abadie

The Project is called the US 101 North County Mobility Master Plan (MMP). It is a performance-based study designed to identify a prioritized package of multimodal investments to improve the corridor's ability to reliably and efficiently move people and goods. It will also help improve overall connectivity for all travel modes including transit, bike and pedestrian access. As the prime consultant, DKS led the study and managed all outreach efforts. This study will also be consistent with state planning initiatives including reductions in greenhouse gas emissions.



Name: Matt Click, Placer County Transportation Planning Agency

Address: 550 High Street, Suite 607, Auburn, CA 95603

Phone: 916.917.4503

Project Title: Placer County On-Call Communications

DKS Staff: Kendall Flint (PM), David Banuelos, Elizabeth Aguilar, Melissa Abadie, Terry Klim (PIC)

DKS developed and implemented a strategic outreach program to explain transportation funding needs for Placer County. DKS serves as an extension of staff in the role of Director of Communications. This work includes creating a social media policy for the agency, managing social media content for the agency, developing an Equity Policy for review by the Board of Directors this fall, rebranding for its transit services, and supporting the upcoming RTP/SCS effort this fall. Ms. Flint and her team are currently providing strategic counsel on PCTPA's upcoming sales tax measure effort which is expected to be on the 2024 ballot.

FM3 FIRM REFERENCES

Name: Gretchen Newsom, IBEW Local Union 569 (San Diego) on behalf of Let's Go! San Diego

Address: 13350 Pacific Point PI Unit 2309, San Diego, CA 92130

Phone: 858.569.8900

Project Title: Let's Go! San Diego

FM3 Staff: Dave Metz

In May 2023, FM3 conducted a dual-mode survey among 723 likely voters in San Diego County to assess the viability of a November 2024 transportation funding measure. As part of this survey, the FM3 team tracked questions from April and September 2021 surveys they had previously completed. The survey was conducted in English and Spanish.

Name: Matt Click, Placer County Transportation Planning Agency

Address: 550 High Street, Suite 607, Auburn, CA 95603

Phone: 916.917.4503

Project Title: Sales Tax Feasibility Research

FM3 Staff: Lucia Del Puppo

In November-December 2021, FM3 conducted a dual-mode baseline survey among 615 likely voters in South Placer County to assess the viability of a November 2022 transportation sales tax measure. In April 2022, they conducted a shorter tracking survey for the same measure with the same specs.

Name: Maureen Wetter, Bay Area Rapid Transit (BART)

Address: 2150 Webster Street, Oakland, CA 94612

Phone: 510.464.6253

Project Title: BART Measure RR

FM3 Staff: Dave Metz

Since 2013, FM3 has conducted four regional voters survey and a set of focus groups for BART. The research led to the design and successful approach of Measure RR, a \$3.5 regional bond measure for BART improvements and modernization, in November 2016. It has also guided BART in its exploration of alternatives for securing additional ongoing operating funding in the years since.

METHODOLOGY

APPROACH

Using cutting-edge technology and grassroots engagement, DKS customizes our approach for each outreach project. Developing effective programs to help agencies work successfully with other municipalities to develop regional solutions to transportation challenges is also of paramount importance. This includes collaboration on projects with mutual benefits and working proactively on investment efforts to ensure maximum funding from state and federal agencies is secured. Reaching consensus at the local level to develop a citizen driven initiative that will secure voter support is critical to this effort.

As a leader in transportation solutions for connectivity, transit, design, safety, and multimodal mobility, we recognize the importance in providing these industry-specific services to our valued clients and teaming partners. To enhance our core services, DKS has a creative services team that specializes in storytelling to transform complex engineering and technical information into easy-to-understand visuals.

TASK 1: PROJECT ADMINISTRATION

DKS will work closely with MCTC to establish a schedule and set milestones that will ensure the project is completed on time. We anticipate scheduling weekly meetings for the first six to eight weeks, following by biweekly meetings for the project's duration.

1.1 PROJECT KICK OFF MEETING - JULY 2023

Key members of the DKS team will attend the kickoff meeting at MCTC. The DKS team will coordinate with staff to develop the attendee list and invites as well as an agenda for the meeting. A summary of Action items will also be provided to the team after the meeting.

1.2 WEEKLY / BI-WEEKLY CONFERENCE CALLS (ONGOING)

Key DKS team members will participate in up to 18 calls with the Project Management Team during the project (assumed to be nine months). Meetings are expected to be less than 1 hour. DKS will set up and lead the meetings, track Short-Term Action items, and comments. The Short-Term Action list will serve as both the agenda (in advance of the calls), and minutes (prior week's check-in outcome). Only members of the DKS-team with relevant discussion items will participate.

1.3 CONFIRM SCOPE AND OUTREACH EFFORT - JULY 2023

Following the kick off meeting, DKS will develop a refined workplan and scope subject to MCTC approval. This will include:

- Identify goals of the outreach effort.
- Develop key messages.
- Identify key stakeholders.
- Review all outreach methods available through MCTC and other partners (newsletters, eblasts, websites, and social media) and provide a detailed program to support the project.
- Develop protocols to maintain and expand broad stakeholder database throughout the life of the project.
- Establish a consistent protocol for the dissemination of information for the duration of the project.

TASK 2: CREATE GUIDANCE TEAMS

2.1 ESTABLISH THE MEASURE T PLANNING TEAM

Whether real or imagined, a substantial number of voters did not/do not feel that appropriate citizen engagement is or was in place for the development of the expenditure plan for Measure T. Letters critical of the plan claimed that information gathered as part of in-person and virtual engagement of underrepresented populations as part of the RTP/SCS effort were not included or taken into consideration. We believe that a successful renewal would include a new sense of a shared community vision for future investments based on consensus between member agencies and the public. Projects and funding should provide something for everyone in the County – no one will get everything they want – but it's important to establish a process that publicly vets these investments, so the community understands the give and take process.

The Measure T Planning Team will provide a fresh look at potential investments to develop a new expenditure plan that will reflect the current vision of voters in the County. DKS proposes that the Planning Team could be made up of the following:

- Five community members, each representing one Supervisorial District to be appointed by Board members.
- One member of the Madera County Farm Bureau.
- Three members from the Latino Coalition and/or environmental justice groups.
- One member from the Tehipite Chapter of the Sierra Club.
- One member from Community Action Partnership of Madera County that represents seniors.
- One member from the Madera County Superintendent's Office
- One member from Camarena Health
- Three members representing economic development interests in the County (Chamber/BIA).
- Two members representing bike and pedestrian interests in the County.

This group would convene monthly in July, August, September, and October of 2023 and in January and February of 2024. Their priorities would then be shared/discussed by the Technical Advisory/Implementation Team at the staff level. DKS would provide meeting agendas, facilitation, minutes, and all meeting materials.

2.2 ESTABLISH THE MEASURE T TECHNICAL ADVISORY/IMPLEMENTATION TEAM

- One representative from each City and the County Public Works/Community Development Departments.
- One representative from Caltrans.
- One representative from the following transit providers:
 - » Madera County Connection
 - » City of Madera Transit
 - » Yosemite Area Regional Transportation System

This group would meet monthly meetings from July 2023 through March 2024. DKS would provide meeting agendas, facilitation, minutes and all meeting materials.

2.3 BRINGING THE VISION TOGETHER

It is extremely likely that the Measure T Planning Team will have several ideas and requests for potential investments that are already being met or considered by local agencies. The goal of this task is to bridge the gap between what the public wants/needs and the ability of the agencies to deliver it in a sustainable manner. This is also the phase where key priority projects can be identified and shown to be plausible only with Measure T's passage. It's not about advocating for the Measure; it's simply stating the facts about the funding's impact on the region.

We anticipate completing this task in October of 2023, with refinements based on feedback from the public in February of 2024.

TASK 3: ESTABLISH ONLINE PRESENCE - JULY 2023

3.1 ESTABLISH A NEW BRAND

DKS recommends establishing a new brand for the Measure T Renewal, one that clearly defines a 25-year lifespan, suggested as Madera T4-25 (subject to MCTC approval). We believe this would be a solid step towards building trust with the public and demonstrating that their concerns were heard and acted upon.

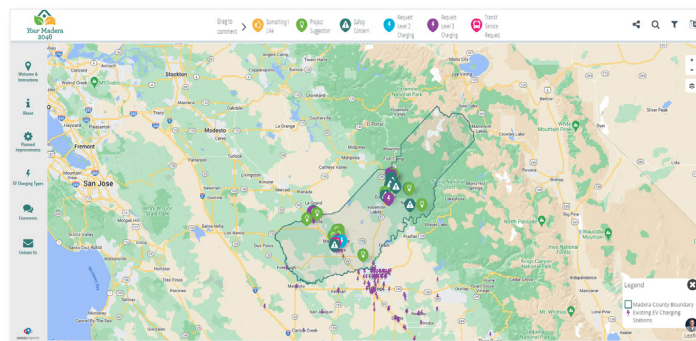
3.2 PROJECT WEBSITE: MADERA T4-25

The DKS Team will create and host a project-specific website. The site will link directly to MCTC's website, and others as appropriate, and will include information about the project to residents and other stakeholders, as well as details about upcoming public workshops. The site will launch pending approval of the brand and will include the following pages:

- About Measure T
- Meetings and Workshops
- Document Library
- Surveys/Polls
- Contact Us (Comments/Questions)

3.3 INTERACTIVE WEB-BASED ENGAGEMENT USING SOCIAL PINPOINT

DKS staff specialize in using web-based interactive mapping tools to facilitate remote public input. Interactive web-based tools can be a significant advantage to increasing public input, particularly in disadvantaged communities. These online mapping tools allow the public to make location-specific comments about barriers, connectivity gaps, safety issues, potential solutions, or specific needs from the comfort of their own homes. This process will be facilitated by the latest online interactive map technology, Social Pinpoint, which allows up to 80 language preferences to promote equal access for non-English speakers.



During Phase One, Social Pinpoint will be populated with:

- Map layer showing projects funded by Measure T since its passage in 1990.
- Map layer showing projects that will not be built without Measure T renewal.
- Ability for the public to drop pins and make comments about projects they would like to see completed.

During Phase Two, Social Pinpoint will be populated with:

- Map layer showing proposed investments included in the expenditure plan.
- Ability for the public to drop pins and make comments about those projects.

3.4 SOCIAL MEDIA

In order to maximize public input while conserving fiscal resources, we will use:

- Proactive social media posts from the MCTC and member agencies existing channels.
- Regular email blasts announcing upcoming meetings and public participation opportunities.
- Information about key issues and projects.



TASK 4: COMMUNITY PRESENTATIONS AND SMALL GROUP MEETINGS (60) - JULY/AUGUST 2023

This is perhaps one of the most important components of our outreach effort and for that reason, we have put it ahead of traditional workshops/public meetings. It is essential to connect with local residents in smaller groups throughout the County to determine key issues that are unique to each area/group. We have budgeted for a minimum of 60 community presentations which may include but are not limited to:

- Community-Based Organizations
- Local Service Clubs (Rotary, Kiwanis, Lions, NAAUW)
- Bike Coalitions
- Youth and Adult Sports Organizations
- Senior Centers
- Chambers of Commerce
- School Districts
- Faith-Based Organizations
- Tax Payer Associations
- Service Providers
- Transit Advocates

DKS will coordinate with local groups, prepare and present PowerPoint presentations and/or short videos, and answer questions about the proposed measure.

TASK 5: TWO-PHASED EDUCATION PROGRAM

WORKSHOP SERIES PHASE ONE (SIX MEETINGS) - SEPTEMBER 2023

WORKSHOP SERIES PHASE TWO (SIX MEETINGS) - EARLY FEBRUARY 2024

DKS proposes to engage members of the public in a series of workshops designed to provide them with multiple ways to communicate their ideas and concerns. These workshops will educate participants about possible components of the expenditure plan, as well as solicit their comments and concerns regarding the area's future development. DKS plans to use a combination



of group exercises, live polling, small breakout sessions, individual stations for discussion on specific topics, and/or visual preference activities. These meetings will be participant-driven and engaging. DKS also plans to hold two virtual events and two in-person events over the course of the project. At a minimum all meetings will include:

- Interactive Live Polling using Mentimeter
- PowerPoint Presentations
- Interactive Map Instructions/
Exercises using Social Pinpoint

Each workshop will be promoted through news releases, social media, eNewsletters and agency collaboration.

Workshops will be held in:

- City of Madera (Supervisory District 4)
- City of Chowchilla (Supervisory District 2)
- Eastern Madera County (Supervisory District 5)
- Supervisory District 1
- Supervisory District 3
- One additional location (to be determined)

POP UP EVENTS (12) - SUMMER/FALL 2023

DKS has found that staffing informational booths at Farmer's Markets, community events, and local hubs is extremely effective in reaching out into the community. DKS will identify up to 12 locations in Phase One suitable for this effort and will provide staff to attend each event. These will be held throughout the County in each Supervisory District as well as the Cities of Madera and Chowchilla.

MEDIA RELATIONS/OP ED ONGOING

DKS will develop and distribute a minimum of 10 news releases and/or opinion editorial pieces describing key issues and relevant information about transportation funding challenges. News releases will include quotes from Council Members and MCTC staff as needed and will be coordinated with the Executive Director's office and local public information officials at each agency. We will disseminate these releases following approval to all print, radio, television, and eNews agencies in the area.

MAILERS (ONE MAILER - SEVEN VERSIONS) - JANUARY 2024

DKS proposes to create an 8 1/2 X 11 Mailer for all residential addresses in the County. The purpose of the mailer is to educate the public regarding possible projects under consideration as part of the expenditure plan that are specific to their areas. General information will be consistent for all five, but each Supervisorial District will receive specific information about their projects and be given an opportunity to provide comments.

- City of Madera
- City of Chowchilla
- Supervisorial District 1
- Supervisorial District 2
- Supervisorial District 3
- Supervisorial District 4
- Supervisorial District 5

TASK 6: COLLATERAL MATERIALS AND EDUCATIONAL DIGITAL MEDIA (ONGOING)

DKS offers a full-service graphics department as part of our comprehensive services. We will develop a suite of collateral materials including:

- Bilingual Fact Sheets (Purpose/Need)
- Business Card Hand Outs (4,000)
- Pull-Up Banners (Four)
- Five, Two-Page Fact Sheets (ONE for each supervisorial District)
- PowerPoint Presentations
- Five animated digital "shorts" for posting on social media/project website (**click on the links below for examples**)

- » [Measure L: Show Me the Money](#)
- » [Stanislaus Regional Vision](#)



TASK 7: POLLING - AUGUST 2023 AND LATE FEBRUARY 2024

RESEARCH SPECIFICATIONS

For this project, FM3 recommends conducting a 15- to 20-minute dual-mode (telephone and online) survey among a randomized sample of 400 or 600 likely November 2024 voters within Madera County. The margin of error for sample sizes of 400 and 600 are $\pm 4.9\%$ and $\pm 4.0\%$, respectively. The table below demonstrates the number of responses they would expect to get in each supervisorial district (as well as the margin of error) with each sample size.

Given the size of the County's Latino population (approximately 38%), FM3 recommends conducting telephone interviews in both English and Spanish. For maximum cost effectiveness, FM3 does not recommend conducting online interviews in Spanish—they have found that people are more likely to take a phone survey in a non-English language than they are to take an online survey in a non-English language.

FM3 recommends utilizing three different contact methods (telephone calls, emails, and text messages) to provide an array of ways for potential respondents to participate in the survey. Providing multiple forms of contact also helps them engage historically disadvantaged communities that may not have adequate broadband access and/or access to computers or smart phones.

METHODOLOGY	DUAL-MODE SURVEY USING A COMBINATION OF TELEPHONE AND ONLINE INTERVIEWS
RESPONDENT CONTACT METHOD	TELEPHONE CALLS; EMAIL AND TEXT INVITATIONS
POPULATION & SAMPLE	400 OR 600 LIKELY NOVEMBER 2024 VOTERS IN MADERA COUNTY
MARGIN OF SAMPLING ERROR*	$\pm 4.9\%$ - SAMPLE OF 400 $\pm 4.0\%$ - SAMPLE OF 600 *AT THE 95% CONFIDENCE LEVEL (I.E., IN 95 OUT OF 100 CASES)
QUESTIONNAIRE	15-20 MINUTES
LANGUAGES	TELEPHONE INTERVIEWS WILL BE CONDUCTED IN ENGLISH AND SPANISH; ONLINE INTERVIEWS WILL BE CONDUCTED IN ENGLISH ONLY.

Research Specifications

Additionally, different demographic groups often have varying communication preferences—some may be more likely to answer a phone call than open an email or text message, and vice versa. As an option, FM3 could also conduct a 10-minute follow-up tracking survey closer to the election.

Interviews and Margin of Error Per Supervisorial District

Supervisorial District	N=400		N=600	
	Interviews in Each District	Margin of Error	Interviews in Each District	Margin of Error
Supervisorial District 1	87	$\pm 10.6\%$	130	$\pm 8.6\%$
Supervisorial District 2	73	$\pm 11.5\%$	109	$\pm 9.4\%$
Supervisorial District 3	77	$\pm 11.2\%$	115	$\pm 9.1\%$
Supervisorial District 4	40	$\pm 15.5\%$	60	$\pm 12.7\%$
Supervisorial District 5	123	$\pm 8.8\%$	185	$\pm 7.2\%$

RESEARCH METHODOLOGY

The research process will begin with an initial kickoff meeting between FM3 and your project team. This meeting will provide an opportunity for an extensive review of relevant background information and context, as well as a detailed discussion of your objectives for the project.

In designing a survey questionnaire for MCTA, FM3 will draw from its knowledge of public opinion survey methodology; their comprehensive review of MCTA's past survey research (including tracking past questions when appropriate); your current and future objectives and needs; and their own vast library of research on transportation revenue measures. FM3 will proceed through several drafts, incorporating feedback from your team before each revision, to develop a research instrument that will successfully obtain all the desired information.

FM3 will then construct a sample by pulling a random list of voters from the voter file. Based upon the final sample specifications, FM3 will set a target number of interviews to be completed online. They will then send out email invitations to everyone with a valid email address. Within several days of the initial invitation distribution, they will examine the demographic and geographic characteristics of the online completes and then begin conducting telephone interviews to balance out the sample and target underrepresented subgroups. Additionally, they will send out a number of text invitations to help reach the overall target number of online completes and complement the other contact methods.

Once the survey is complete, FM3 will generate a detailed report of the survey results in a PowerPoint presentation, including demographic breakouts and summaries of key findings. These results are typically presented in draft format to the client team and then further refined based upon feedback from that group. A version of this presentation will also be developed in a format suitable for FM3 to present in a public forum.



Upon conclusion of the survey project, MCTA will have received from FM3 each of the documents listed below. All documents can be provided in hard copy or electronic form (or both), depending on your preference.

- **Final survey questionnaire**
- **Topline survey results**
- **Verbatim answers to any open-ended questions**
- **PowerPoint presentation** (including key findings, results, conclusions, and actionable recommendations)
- **Presentations of results to staff, board members, or other stakeholders** (in person if desired)

Finally, after FM3's final deliverables have been completed, they will remain available to answer follow-up questions and to present results to additional key stakeholders. FM3 views the responses to the survey as an ongoing data resource; if needed, FM3 can conduct further analysis to provide answers to any follow-up questions that may arise.

TASK 8: DEVELOPMENT OF THE INVESTMENT PLAN

Working with the Measure T Planning and Technical Advisory Teams and MCTC staff, DKS will support the development of a draft investment plan for review by those teams and MCTC by October 2023. The plan will be refined and further vetted through polling and engagement opportunities in early 2024.

TASK 9: DEVELOPMENT OF BALLOT LANGUAGE

DKS and our partners at FM3 will develop ballot language for review by MCTC staff and legal counsel based on the Board approved expenditure plan.

TASK 10: REGIONAL AND LOCAL JURISDICTION MEETINGS (12)

We anticipate making three presentations at key milestones during the outreach process to each the following agencies:

- MCTA Board of Directors
- City of Chowchilla City Council
- City of Madera City Council
- Madera County Board of Supervisors

In each case, DKS staff will work closely with MCTC staff to develop staff reports, presentation materials, and other documents to ensure clear communication with each agency.

TASK 11: OUTREACH REPORT

DKS plans to complete a summary report for this effort detailing all engagement conducted; comments received, as well as the results of surveys and other online channels in March of 2024. This would include recommendations made by the Measure T Planning and Technical Advisory Teams along with final, statically valid polling results for Board consideration and potential action regarding the November 2024 ballot.



SCHEDULE

TASK	2023						2024		
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Task 1 - Project Administration									
1.1 Project Kick-Off Meeting	★								
1.2 Weekly / Bi-Weekly Conference Calls									
1.3 Confirm Scope and Outreach Effort									
Task 2 - Create Guidance Teams									
2.1 Establish the Measure T Planning Team									
2.2 Establish the Measure T Technical Advisory/Implementation Team									
2.3 Bringing the Vision Together									
Task 3 - Establish Online Presence									
3.1 Establish a New Brand									
3.2 Project Website: Madera T4-25									
3.3 Interactive Web-Based Engagement Via Social Pinpoint									
3.4 Social Media									
Task 4 - Community Presentations and Small Group Meetings (60)									
Task 5 - Two Phase Education Program									
Workshop Series Phase One (Six Meetings)									
Workshop Series Phase Two (Six Meetings)									
Pop Up Events (12)									
Media Relations/Op Ed (Ongoing)									
Mailers (One Mailer - Seven Versions)									
Task 6 - Collateral Materials and Educational Digital Media (Ongoing)									
Task 7 - Polling									
Task 8 - Development of The Expenditure Plan									
Task 9 - Development of Ballot Language									
Task 10 - Local and Jurisdiction Meetings (12)									
Task 11 - Outreach Report									

★ = Kick-off Meeting

SECTION G ▶

CONFLICT OF INTEREST

DKS has no direct conflict of interest related to this pursuit.

DKS has recently completed or is currently working with MCTC on the following projects:

- MCTC ZEV Readiness Plan (completed)
- MCTC On-Call for Public Engagement
 - Public Outreach Coordination and Implementation Plan in support of the Regional Transportation Plan and Sustainable Communities Strategy

SECTION H ▶

DISADVANTAGED BUSINESS ENTERPRISE

DKS will partner with **Dakota Press, Inc.** for all print outreach materials, such as mailers and workshop materials. Dakota Press, Inc. is a certified Asian-American, Woman-Owned, DBE firm.

DBE Firm Name: Dakota Press, Inc.

Address: 14400 Doolittle Dr.
San Leandro, CA 94577

Description of Work: Printing services

Est. Budget: \$8,530.00

The following forms are included in the Appendix to this proposal. These forms illustrate DKS' Good Faith Efforts to engage a certified DBE firm in this project.

- ADM-0227f: Disadvantaged Business Enterprise (DBE) Information Participation
- ADM-0312f: Bidder/Proposer Disadvantaged Business Enterprise (DBE) Good Faith Efforts Documentation

PROJECT COSTS

DKS HOURLY RATES

◆ = Primary Professional Staff

NAME	TITLE	HOURLY RATE	OVERHEAD (187.07%)	ESCALATION (2%)	PROFIT (12%)	TOTAL HOURLY RATE
Kendall Flint ◆	Project Manager	87.75	187.07%	2%	12%	\$287.78
Jim Damkowitch ◆	Technical Advisor	98.16	187.07%	2%	12%	\$321.91
Terry Klim, TE ◆	PIC / Officer	105.10	187.07%	2%	12%	\$344.67
David Banuelos ◆	Outreach Lead	46.21	187.07%	2%	12%	\$151.55
Crystal Chavez	Outreach Support 1	43.70	187.07%	2%	12%	\$143.31
Liz Aguilar	Outreach Support 2	34.19	187.07%	2%	12%	\$112.13
Melissa Abadie ◆	Creative Services Manager	56.48	187.07%	2%	12%	\$185.23
Danella Whitt	Senior Graphic Designer 1	45.91	187.07%	2%	12%	\$150.56
Vanessa Choi Clark	Senior Graphic Designer 2	45.91	187.07%	2%	12%	\$150.56
Paddy Gilligan	Junior Graphic Designer	28.56	187.07%	2%	12%	\$93.66

PROJECT COSTS BY TASK

	Terry Klim	Jim Dankowitch	Kendall Flint	David Banuelos	Crystal Chavez	Elizabeth Aguilar	Melissa Abadie	Danelia Whitt	Vanessa Choi Clark	Paddy Gilligan	Direct Expenses	Total Hours	Total Cost
	Principal in Charge	Technical Advisor	Project Manager	Outreach Lead	Outreach Support 1	Outreach Support 2	Creative Services Manager	Senior Graphic Designer 1	Senior Graphic Designer 2	Jr. Graphic Designer			
Hourly Rate	\$ 105.10	\$ 98.16	\$ 87.75	\$ 46.21	\$ 43.70	\$ 34.19	\$ 56.48	\$ 45.91	\$ 45.91	\$ 28.58			
Overhead Rate	187.07%	187.07%	187.07%	187.07%	187.07%	187.07%	187.07%	187.07%	187.07%	187.07%			
Escalation (5%/year, scaled to less than 2-yr schedule, if applicable)	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%			
Profit Fee	12%	12%	12%	12%	12%	12%	12%	12%	12%	12%			
Fully Loaded Billing Rate	\$ 344.67	\$ 321.91	\$ 287.78	\$ 151.55	\$ 143.31	\$ 112.13	\$ 185.23	\$ 150.56	\$ 150.56	\$ 93.66			
Task 1 Project Administration													
1.1 Project Kick Off Meeting			2			2	2					6	\$ 1,170.25
1.2 Weekly / Bi-weekly Conference Calls			18			18	9					45	\$ 8,865.24
1.3 Confirm Scope and Outreach Effort	1											3	\$ 920.22
	1	0	22	0	0	20	11	0	0	0	\$ -	54	\$ 10,955.72
Task 2 Create Guidance Teams													
2.1 Establish the Measure T Planning Team, Meetings			36	8		24						68	\$ 14,263.28
2.2 Establish the Measure T Technical Advisory/Implementation Team			36	8		24						68	\$ 14,263.28
2.3 Bringing the Vision Together	1	2	12				12					27	\$ 6,664.51
	1	2	84	16	0	48	12	0	0	0	\$ -	163	\$ 35,191.07
Task 3 Establish Online Presence													
3.1 Establish a New Brand			2				8					10	\$ 2,057.35
3.2 Project Website: Madera-T425			2	24		24	8			8	\$ 250.00	316	\$ 9,134.75
3.3 Interactive Web Based Engagement via Social Pinpoint			2	8			12				\$ 500.00	522	\$ 4,010.62
3.4 Social Media			2		8					18	\$ 500.00	528	\$ 3,407.98
	0	0	8	32	8	24	28	0	0	26	\$ 1,250.00	1,376	\$ 18,610.70
Task 4 Community Presentations and Small Group Meetings													
4.0 Meetings (60) July/August 2023			120	24		60					\$ 2,000.00	2,204	\$ 44,897.63
	0	0	120	24	0	60	0	0	0	0	\$ 2,000.00	2,204	\$ 44,897.63
Task 5 Two Phase Education Program													
5.0 Workshop Series Phases One and Two (Twelve Meetings)	1	2	60	60		12	24					159	\$ 33,138.63
	1	2	60	60	0	12	24	0	0	0	\$ -	159	\$ 33,138.63
Task 6 Collateral Materials and Educational Digital Media													
6.0 Materials and Digital Media and Mailers	1	2	8	8	8	8	24	8	8	40	\$ 28,000.00	115	\$ 17,147.46
	1	2	8	8	8	8	24	8	8	40	\$ 28,000.00	115	\$ 17,147.46
Task 7 Polling													
7.0 August 2023 and Late February 2024			24								\$ 61,000.00	24	\$ 6,906.60
	0	0	24	0	0	0	0	0	0	0	\$ 61,000.00	24	\$ 6,906.60
Task 8 Development of the Expenditure Plan													
8.0 Draft and Final Expenditure Plan	2	2	18				10					32	\$ 8,365.38
	2	2	18	0	0	0	10	0	0	0	\$ -	32	\$ 8,365.38
Task 9 Development of Ballot Language													
9.0 Develop of Ballot Language			8									8	\$ 2,302.20
	0	0	8	0	0	0	0	0	0	0	\$ -	8	\$ 2,302.20
Task 10 Local and Jurisdiction Meetings													
10.0 Meetings (12)			24			24						48	\$ 9,597.62
	0	0	24	0	0	24	0	0	0	0	\$ -	48	\$ 9,597.62
Task 11 Outreach Report													
11.0 Summary Report			8			24						32	\$ 4,993.22
	0	0	8	0	0	24	0	0	0	0	\$ -	32	\$ 4,993.22
Subtotal Cost Labor													\$192,106.22
Total Hours	6	8	384	140	16	220	109	8	8	66			4215
Direct Expenses (Social Pinpoint; Travel, Lodging; Food, etc...)											\$		92,250.00
Total Cost	2,068	2,575	110,506	21,216	2,293	24,668	20,190	1,204	1,204	6,182		192,106	284,356
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$			\$

APPENDIX

RESUMES	30
FORMS.	48
ADM-0227f: Disadvantaged Business Enterprise (DBE) Information Participation	48
ADM0312f: Good Faith Efforts Documentation	50
DKS EQUAL EMPLOYMENT OPPORTUNITY POLICY	55



KENDALL FLINT

PROJECT MANAGER

Ms. Flint provides strategic planning, communications, and economic development support to cities, counties, special districts, and other municipal agencies. She has been a guest lecturer at several California colleges and professional associations including the American Planning Association, California Downtown Association, Association of Environmental Professionals, Public Relations Society of America, and Rural Water Forum. She has created and implemented a broad range of strategic planning efforts, program evaluations, and outreach campaigns for public agencies including the El Dorado County Transportation Commission, Stanislaus Council of Governments, Merced County Association of Governments, Kings County Association of Governments, Madera County Transportation Commission, Fresno Council of Governments, Nevada County Transportation Commission, Placer County Transportation Commission, Transportation Agency of Monterey County, Santa Barbara County Association of Governments, Metropolitan Transportation Commission, the Orange County Transportation Commission, and the Humboldt County Association of Governments.

PROFESSIONAL HIGHLIGHTS

Years of Experience: 32

EDUCATION

English Major, University of California, Los Angeles

PROJECT EXPERIENCE

Madera County Transportation Commission (MCTC), Regional Transportation Plan (RTP) and Sustainable Communities Strategy (SCS), CA. DKS is working with the MCTC on its RTP and SCS update. Kendall serves as Project Manager for a multicultural public engagement program to help identify projects, programs, and trends that will influence the plan's development. This included coordination with local Tribal representatives, Catholic Charities, and more than 40 local community-based organizations committed to equity.

Stanislaus Council Of Governments, Measure L, CA. Ms. Flint developed and implemented the most successful education measure on the 2016 California ballot, Measure L for the Stanislaus Council of Governments as well as a first-time effort for the San Luis Obispo Council of Government which was narrowly defeated. She went on to assist the Merced County Association of Governments with the management of Measure V's Expenditure Plan and Community Advisory Committee.

San Luis Obispo Council Of Governments (SLOCOG), Measure J, CA. Ms. Flint managed a comprehensive education program for SLOCOG's Measure J – its first attempt at a ½ cent transportation sales tax measure. Unlike StanCOG, the SLOCOG Board was not unanimously in support of the measure and there was organized opposition. Utilizing a community-based strategy that included community presentations, farmers markets, senior centers and a collaboration with Cal Poly San Luis Obispo – we were able to shift support up nearly 10 points. The measure ultimately failed by less than 200 votes - an extremely narrow margin but was still the best performing first time effort in the 2016 election cycle. Several County Board of Supervisors remarked following the election that if they had known it was so close to passing - they would have supported it.

Merced County Association Of Governments (MCAG), Measure V, CA. Following the passage of Measure V, Ms. Flint provided support to MCAG as it established its Citizen Advisory Committee and laid out a strategy to promote implementation benefits to each of the member agencies. This included brand development, tool kits for the Cities and County; collaboration with agency staff to prioritize projects and timings.

Transportation Agency For Monterey County (TAMC), Measure B, CA. Ms. Flint recently managed an education program on behalf of the Transportation Agency for Monterey County regarding the City of Del Rey Oaks' Measure B. The resident referendum would have halted progress on the Fort Ord Regional Trail and Greenway Project - a 26 mile multi-use trail connecting the Monterey Peninsula. Using a combination of focus groups, community meetings, direct mail and grassroots engagement, the outreach effort was able to convert the value of the improvements for the City of Del Rey Oaks and the County as a whole. The measure was defeated on the June 2022 ballot.

Transportation Agency of Monterey County, SR68 Corridor Study. Kendall managed a comprehensive outreach program in support of TAMC's SR68 Scenic Corridor Study. This includes evaluating current travel patterns and demands and identifying appropriate solutions to increase safety, protect wildlife and retain the natural beauty of the route.

Humboldt County Association of Governments, Eureka-Broadway Corridor Study. The Humboldt County Association of Governments (HCAOG), the City of Eureka, and the California Department of Transportation (CALTRANS), District developed the Eureka Broadway Comprehensive Multimodal Corridor Plan to improve multimodal options and reduce congestion on the most highly traveled corridor in the City of Eureka. Kendall developed and implemented a comprehensive outreach program for residents, commuters, and visitors to the area of the corridor.

City of Mountain View, Shoreline Corridor Study. Kendall managed an award-winning effort for the City of Mountain View to enhance connectivity between public transportation and larger employers in the area. This included walking workshops, biking workshops, targeted neighborhood and Hispanic outreach and interactive workshops along the Shoreline Corridor.

Stanislaus County, Crows Landing Corridor Improvements. Kendall developed and implemented a property owner outreach, as a subcontractor to Mark Thomas & Associates, will be providing outreach support for the Crows Landing Corridor Study.

Stanislaus County, Faith Home Road Connection Project. Kendall, as a subcontractor to T.Y. Lin, worked with Stanislaus County on a comprehensive outreach program to support the planning and design of a bridge on Faith Home Road.

City of Modesto and Stanislaus County Association of Governments, SR132 Expressway. Kendall managed the outreach effort for the final years of an extended CEQA process that involved in depth coordination with the Department of Toxic Substances and Chemicals. The project was controversial and involved a series of heated meetings and exchanges which were diffused through proactive engagement efforts. Kendall subsequently managed the outreach for the preliminary design build of the project for the City of Modesto.



JIM DAMKOWITCH

TECHNICAL ADVISOR

Jim has 32 years of experience in regional multimodal transportation planning, congestion management, multidisciplinary corridor studies, safety studies, transit studies, active transportation studies, operational analyses, transportation and air quality modeling, and performance measure applications. He has 15 years of MPO/RTPA transportation planning experience focused on the technical modeling requirements for congestion management, regional plan development and updates, and transportation-air quality conformity and on-road mobile source emission inventory development. As a consultant, Jim has specialized in performance-based planning through the development and quantification of multi-modal performance measures. He has applied the Caltrans Smart Mobility Framework for numerous multidisciplinary corridor studies and has worked with the 18 CA MPOs to critique the application of performance measures under SB 375 and assisted the Rural County Task Force 26 RTPAs to identify performance monitoring indicators applicable to rural counties for amendment into the State STIP guidelines. Jim was active participant at the California Air Pollution Control Officers Association - Air Quality Planning Symposium Conferences (1993-2005). He has also served on state/regional committees and conference panels for transportation air quality conformity, performance measurement, and SB 743. Jim has worked with and for Self-Help counties and understands the importance of establishing an expenditure plan that is compelling and aligned with voter expectations. He is an APA member and also has served as a Friend for the Performance Measurement Committee with the Transportation Research Board.

PROFESSIONAL HIGHLIGHTS

Years of Experience: 32

EDUCATION

MS, Geography, University of California, Santa Barbara, CA

BA, Geography (Honors), University of California, Santa Barbara, CA

PRESENTATIONS

Travel Behavior Responses to Increased Highway Capacity. California Air Pollution Control Officers Association - Air Quality Planning Symposium

Improving the Transportation Conformity Process. California Air Pollution Control Officers Association - Air Quality Planning Symposium

Old Car Buyback: Merits and Funding Issues. California Air Pollution Control Officers Association - Air Quality Planning Symposium

Impacts of Employer-Based TDM Strategies on GHG Emissions: A Case Study for San Joaquin County, California. ITE Western District 2011 Annual Meeting

Analysis of Multi-Modal and GHG Reduction Strategies on Interregional Traffic in the I-580 Corridor. ITE Western District 2012 Annual Meeting

PROJECT EXPERIENCE

Regional Plans/Circulation Elements

- California Rural County Task Force Induced Demand in Rural Areas Study (2022-Present)
- Nevada County Transportation Commission 2023 RTP Update (2022-Present)
- KCAG 2022 RTP/SCS & EIR
- SJCOG 2022 RTP/SCS EIR Technical Support
- MCAG 2018 RTP/SCS
- StanCOG 2018 RTP/SCS & EIR
- SJCOG 2018 RTP/SCS Technical Support
- SJCOG 2018 RTP/SCS EIR
- Calaveras COG RTP Update (2017)
- Del Norte County Local Transportation Authority RTP Update (2016)
- California Rural Counties Task Force: Performance Monitoring Indicators for Rural and Small Urban Transportation Planning (2015)
- CA Strategic Growth Council, 2014 MPO SCS Self-Assessment
- SJCOG 2014 RTP/SCS & EIR Technical Support
- StanCOG 2014 RTP/SCS & EIR
- City of Lompoc General Plan Update (2021-Present)
- City of Solvang General Plan Update (2020-Present)
- Ventura County General Plan Update (2017–2021) – APA Award Winning

Visual Simulation of Cut-Through Traffic in the City of Goleta. ITE Western District 2012 Annual Meeting

San Joaquin Valley Fall Policy Conference (2013): Moderator for the “Innovations in Transit and Travel”.

San Joaquin Valley Fall Policy Conference (2014): Panelist: “Navigating SB 375: CEQA Streamlining and SB 743 Transportation Analysis”

Association of Environmental Professionals (AEP) 2015 State Conference: Panelist: SB 743 Practicum: Policy, Practical Tools, Tips, and Techniques for Implementing SB 743 CEQA Guidance

Application of Caltrans Smart Mobility Framework for the US 101 Corridor Mobility Master Plan in San Luis Obispo County. ITE Western District 2015 Annual Meeting

Development of Performance Measures for Rural Counties in California. National Transportation Research Board 2017 Annual Meeting

SR 68 Scenic Highway Plan in Monterey County. ITE Western District 2019 Annual Meeting

Sustainable Community Strategy Implementation: Fact or Fiction? Panel Discussion. 2019 American Planning Association California Annual Conference

SB 743 Where is the safety? Panel Discussion. 2019 American Planning Association California Annual Conference

SB 743 & VMT Policy Options. American Planning Association Central Coast Planning Academy Presentation, February 2021.

Regional Plans/Circulation Elements (continued)

- Fresno County General Plan EIR Baseline Update (2016–2017)
- San Joaquin County CA General Plan Update & EIR (2008-15)
- City of San Luis Obispo General Plan Update (2012-2014)
- City of Goleta General Plan (2006)

Corridor Studies

- US 50 Access Management Study (1992), Tahoe Regional Planning Agency
- US 101 CMP Deficiency Plan (2001), SBCAG
- SR 166 Truck Study (2003), SBCAG
- SR 88 Bypass PSR Traffic Analysis (2007), San Joaquin County
- Atwater-Merced Expressway (SR 59) PA-ED Traffic Analysis (2010), MCAG
- US 101 HOV PA-ED Santa Barbara County (2010), Caltrans District 5
- I-580 Interregional Multimodal Corridor Study (2011), MTC/SJCOG
- US 101 HOV Report Santa Barbara County (2012), Caltrans District 5
- I-5 & SR 99 STAA Truck Study (CIP Development) (2012), SACOG/SJCOG
- SR 16 Operations Study (2013), Amador CTC
- US 101 Corridor Mobility Master Plan (2014), SLOCOG
- US 101 Pismo PSR Traffic Analysis (2015), SLOCOG
- SR 227 Operations Study (2017), SLOCOG
- SR 68 Scenic Highway Plan (2018), TAMC
- SR 1 Unified Corridor Investment Study (2018), SCCRTC
- Coloma Sustainable Community Mobility Plan (2019), EDCTC
- SR 49 Corridor System Management Plan Update (2019), NCTC
- US 101 Pismo PA-ED Traffic Operations Report (2019), Caltrans/SLOCOG
- US 101 Access Restriction Traffic Diversion Study (2019), SLOCOG
- SR 49 Multimodal Corridor Plan in Nevada City (2020), NCTC
- SR 29 Comprehensive Multimodal Corridor Plan (2020), NVTAC
- US 101 Corridor Mobility Master Plan Addendum (2020), SLOCOG
- SR 49 American River Confluence Corridor Study EDCTC (2023)
- Roth Road Corridor Study, SJCOG (2021-Present)

Travel Demand Modeling / SB 743 Studies

- SACOG On-Call Modeling Support Services (2022-present)
- Kern COG On-Call Modeling Support Services (staff support, current)
- City of Rancho Cordova SB 743 VMT Thresholds & Support (2020-present)
- Sacramento County SB 743 Developer Support Services (2020-present)
- Mono County Resource Efficiency Plan and SB 743 VMT Threshold Study (2022)
- City of Lompoc SB 743 VMT Threshold Study (2021)
- City of Goleta SB 743 VMT Threshold Study (2020)
- City of Santa Maria SB 743 VMT Threshold Study (2020)
- El Dorado County 743 VMT Threshold Study Peer Review (2020)
- City of Fairfield SB 743 VMT Threshold Study (2020)
- Ventura County General Plan EIR SB 743 VMT Threshold Analysis (2020)
- Caltrans District 5 Modeling On-Call (Contract #05A1141; 2007-2012)
- Caltrans D-1 Del Norte County Travel Demand Model Development (2013)
- TRPA/TMPO Travel Model Update Validation Peer Review (2016)
- El Dorado County Travel Model Update Peer Review (2016)
- City of Goleta Travel Demand Model Update (2017)
- TRPA/TMPO Interregional Trip Estimation Peer Review (2018)



TERRY KLIM, PE

PRINCIPAL-IN-CHARGE

Terry has more than 35 years of traffic engineering and transportation planning experience, having served as Principal-in-Charge for a wide range of contacts and overseeing terms and negotiations. Terry is a recognized leader in traffic operational analysis and simulation modeling projects, and has managed numerous large, complex projects involving interaction with and presentations to various agency and public stakeholder groups. His experience will enable him to provide efficient high-level oversight and quality control to the DKS team.

PROFESSIONAL HIGHLIGHTS

Years of Experience: 35

EDUCATION

MS, Transportation Engineering,
University of California, Berkeley

BS, Civil Engineering,
University of British Columbia

REGISTRATIONS

California Professional Traffic
Engineer No. 1872

PROJECT EXPERIENCE

Oakland-Alameda Access Project (OAAP), Oakland, CA. DKS was part of a team providing planning, preliminary design and environmental services to the Alameda County Transportation Commission (ACTC). The objective of the OAAP was to improve multimodal connectivity between I-880, I-980 and the cities of Alameda and Oakland. Improvements evaluated as part of this effort included the reconfiguration or demolition of existing ramps, construction of new ramps, reconfiguring Oakland access to the Webster and Posey tubes, and modification of Oakland city streets. The latter included a variety of pedestrian and bicycle improvements. Terry served as the transportation analysis task leader. He was responsible for overseeing the travel demand forecasting and traffic operational analysis efforts. This work included extensive outreach to other stakeholders agencies (Caltrans, FHWA, the cities of Oakland and Alameda), as well as various community, business and other special interest groups.

I-80 Integrated Corridor Mobility Project, Alameda and Contra Costa Counties, CA. Terry led traffic operational analysis of this first major application of a comprehensive active traffic management (ATM) system in California. The components of the project included: corridor-wide adaptive ramp metering, enhanced traffic surveillance and monitoring, freeway management system, variable speed limits, incident management system, arterial management system, commercial vehicle operations, and transit enhancements. Terry was involved in travel demand forecasting and operational analysis. He also assisted in outreach to stakeholder agency staff, elected officials, and the general public.

Sacramento Regional Transit 7th Street LRT Traffic Simulation Analysis, CA. Terry, as project manager, examined the impacts of a new light rail line in downtown Sacramento. The analysis was conducted using Vissim. As part of this effort, Terry presented results of the analysis to downtown business groups and helped secure support of the prepared alignment.

El Camino Real (SR 82) Bus Rapid Transit Conceptual Engineering and PA/ED, Santa Clara County, CA. Terry served as the traffic operations lead for this examination of potential BRT service from downtown San Jose to Palo Alto. He assessed transit ridership and traffic operational impacts of various design options. Terry also assisted in outreach to stakeholder agency staff, elected officials, and the general public.

SFCTA Geary Corridor BRT Study, San Francisco, CA. Terry was technical task leader for this study that examined strategies for enhanced bus operations along the heavily used Geary Boulevard corridor. Operational analysis of the proposed strategies used Vissim simulation package to model bus and auto operations. This work included extensive outreach to various community, business and other special interest groups.

I-205/I-5 CSMP, San Joaquin County, CA. Terry was traffic operations lead for an examination of a 40-mile long corridor that encompasses both freeway and arterial systems. The CSMP analyzed existing and future traffic conditions and identified traffic management strategies and capital improvements to maintain and enhance mobility within the corridor. An extensive, corridor-wide simulation model was developed using CORSIM to estimate mobility and delay impacts.

San Joaquin Regional Ramp Metering and HOV Lane Study, CA. Terry, as deputy project manager and task leader, led the examination of the applicability of ramp metering and HOV lane strategies. He supervised extensive data collection of traffic volume counts at over 100 locations and travel time data for over 50 miles of freeway. A set of FREQ models was developed to evaluate future conditions and potential improvements. A key part of this effort involved educating local agencies regarding the latest ramp meter technology and how to work with Caltrans to establish principles governing the operation of the meters.

I-205/I-5 CSMP, San Joaquin County, CA. Terry was traffic operations lead for an examination of a 40-mile long corridor that encompasses both freeway and arterial systems. The CSMP analyzed existing and future traffic conditions and identified traffic management strategies and capital improvements to maintain and enhance mobility within the corridor. An extensive, corridor-wide simulation model was developed using CORSIM to estimate mobility and delay impacts.



DAVID BANUELOS

SENIOR COMMUNITY ENGAGEMENT SPECIALIST

David is an experienced community engagement specialist with a demonstrated history of working in the community and higher education industry. His expertise includes public relations, education, relationship building, compliance, evaluation, program development, strategic planning, and DEI. David currently serves on various community Board of Directors including the UC Davis Medical Center, CA State Fair/Cal Expo, and The Latino Center of Art and Culture. Much of his experience has been working with disadvantaged and underserved communities addressing matters including access to transportation, technology, broadband, education, support services and basic needs resources.

PROFESSIONAL HIGHLIGHTS

Years of Experience: 20

EDUCATION

Liberal Studies, Sacramento State University and Ohlone College

RELEVANT EXPERIENCE

Napa Valley Transportation Authority, Napa Valley, CA. As Deputy Project Manager of Outreach for DKS Associates, David led community outreach efforts through community presentations, conducting of surveys for transportation accessibility needs through both digital and in person data collection, and community organizational research and partner development. Additional outreach strategies included riding of the local bus line for direct community engagement, onsite outreach at local Senior/Community and Veterans Centers and delivery of hard copy surveys to community partners.

Sr. Community Engagement Specialist, DKS Associates, Sacramento, CA. David develops and implements public outreach and engagement plans, including sociodemographic data analysis. He directly supports the Regional Lead of Community Engagement & Strategic Planning with project delivery. David works directly with DKS staff, the public, teaming partners, and DKS clients to coordinate, schedule, and deliver community engagement.

Community Engagement Specialist, Gateway Community Charter, Sacramento, CA. David communicated and interacted with members of the community, media and elected officials to promote GCC schools. He designed public engagement initiatives to transform communities and oversight of program fundraising and grants.

Sacramento Partnership Specialist - Regional Coordinator, US Census Bureau, Sacramento, CA. Establish partnership agreements with federal, tribal, state and local governments, business and diverse community groups to develop specific strategies to eliminate enumeration barriers in specific regions. Operational training and supervision of regional teams covering 24 Northern CA Counties. Communicated and interacted with members of the community, media and elected officials to promote GCC schools. Conduct research, analyze the regional office area, and assist in the development of the regional outreach plan for the 2020 Census. Plan, develop, and coordinate partnership agreements to ensure activities at all levels are carried out. Organize, deploy and execute live response teams to identified low-response areas for immediate enumeration.



CRYSTAL CHAVEZ

PUBLIC INFORMATION SUPPORT (ESPAÑOL)

Crystal is a bilingual outreach specialist with experience engaging and educating the public on a variety of projects, including Transportation Master Plans, Community Vision Plans, and Vision-Zero Plans. She has also created public-facing materials in English and in Spanish, hosted pop up events, and assisted in developing Social Pin-Point sites.

PROJECT EXPERIENCE

PROFESSIONAL HIGHLIGHTS

Years of Experience: 2

EDUCATION

BS, Civil Engineering,
University of Nevada, Reno

West Hollywood Target Vision Zero, CA. DKS is working with the City of West Hollywood to achieve its vision of no transportation-related serious injuries or deaths by 2040. The Target Vision Zero approach emphasizes the preventable nature of transportation-related deaths and serious injuries, and aims to make communities safe, healthy, and equitable. Crystal played an important role by serving as the public outreach coordinator. She held two pop up events and developed the materials needed such as business cards with project information and QR codes with the project site. In addition she developed a survey to help pinpoint the public input to specific locations. Crystal worked on the Social Pinpoint site, an interactive web tool, to gather all the data and presented it to the engineers to help create emphasis areas.

Big Bear Lake Community Vision CA. DKS along with the City of Big Bear Lake are collaboratively working to define a Community Vision. The previous Community Vision was developed more than two decades ago so we want to ensure that moving ahead, we capture what is important to the community now. Crystal will be setting up the social pinpoint site as well as spending a week in Big Bear Lake to do as many focus group activities, surveys, and meetings to gain as much public insight as possible.

Encinitas Electromobility – Public Outreach, CA. The City of Encinitas has begun a study to create a Master Plan for electric vehicle (EV) charging. The primary goal of this plan is for Encinitas to determine EV adoption goals and set the baseline for the EV charging master planning efforts by researching and documenting EV ownership rates, charger locations, and potential barriers to increasing EV adoption. Crystal has worked alongside the city to create content for informational business cards containing all the websites needed to access project details and public input. Crystal will be at the Farmers Market hosting the informational booth and speaking with local shoppers to help obtain more public input and increase turnout at upcoming events, workshops, and meetings.

Roth Road Improvement Study – Public Outreach, OR. DKS is inquiring for the local companies' and resident input on how to better Roth Road right off of I-5 and hopefully diminish the delays cause by the freight volume constantly traveling through trying to access the train entrance. Crystal called all of the businesses along and around Roth Road in order to compile a contact list for potential stakeholders. Crystal took notes at the first stakeholders' meeting held in February 2022.



ELIZABETH AGUILAR

PUBLIC INFORMATION SUPPORT (ESPAÑOL)

As a project administrator, Elizabeth coordinates all aspects of the client contract process, including supporting documentation, requirements, and contract review. These projects include large, long-term on-call contracts that require the coordination of multiple subconsultants, work orders, and modifications. Elizabeth drafts subconsultant agreements, service agreements, work orders, amendments, and modifications. During the life of a project, she assures that DKS and its subconsultants are in contract compliance, which includes insurance, contract term, WMBE participation, federal funding requirements, staffing changes/rate approvals, and rate anniversaries. She works closely with contract managers and project managers to assist in project management tasks. Elizabeth also assists in the preparation and review of project deliverables and documents.

PROFESSIONAL HIGHLIGHTS

Years of Experience: 20

EDUCATION

BA, Global Economic Relations,
School of International Studies,
University of the Pacific

PROJECT EXPERIENCE

Regional Transportation Plan & Sustainable Community Strategy (RTP/SCS), Madera CTC, CA. Public Outreach/Translation. DKS is currently assisting the Madera County Transportation Commission with a multi-

cultural outreach program as part of its Regional Transportation Plan and Sustainable Communities Strategy Updates. Work includes a dedicated project website, both virtual and "live" community workshops and interactive mapping tools to capture comments. DKS is also working closely with community-based organizations to engage disadvantaged and rural populations throughout the County. Liz provided technical as well as Spanish language support on the project website, social pinpoint (mapping tools), surveys, as well as the in person workshops. She represented DKS as part of the team (in partnership with Mariposa and with the participation of MCTC staff) that led in person community workshops and worked with community-based organizations Leadership Counsel and Friends of Fairmead to engage disadvantaged and rural populations in Fairmead and La Vina in Madera County.

El Dorado County Transportation Commission (EDCTC), American River at 49, CA. Public Outreach/Translation. DKS is prepared a study for EDCTC to provide better access, resiliency, and improved safety on SR49 between the community of Cool and the American River Confluence. Elizabeth provided technical outreach and Spanish language translation for a multi-channel outreach plan that uses a combination of virtual and in-person workshops and presentations to solicit public comment.

TRPA Transportation Equity Study, CA. Public Outreach/Translation. Transportation Equity Study is a comprehensive effort to utilize industry research and creative outreach to understand how accessible Tahoe's transportation system and recreational amenities are for seniors, disadvantaged communities, and visitors. DKS' approach includes using quantitative and qualitative data to assess the Basin's identified Community Priority Zones; vet ideas for policies, programs, and investments; and develop an Equity Index to quantify benefits and impacts to underserved communities in Community Priority Zones identified in the Tahoe basin and potential visitors the Tahoe Basin. Our approach includes consistent communication and coordination with TRPA staff; an aggressive multi-cultural outreach program designed specifically for underserved populations; a quantifiable tool to create an equity index specifically for TRPA; and the development of policies and strategies explicitly related to the implementation of a holistic equity program. Liz provided technical as well as Spanish language support on the project website, social pinpoint (mapping tools) and surveys.



MELISSA ABADIE

CREATIVE SERVICES MANAGER

Melissa leads the Creative Services Group at DKS which focuses on strategic branding and visual design of reports, communications materials, and data visualization. She has over 20 years of experience developing creative strategies for public agencies and private companies. Melissa possesses a wide range of skills including creative direction, project management, branding, and graphic design. She uses an innovative approach to page layout, typography, and colors to promote an ease of readability—leading to documents with a professional appearance. Melissa is also committed to equity and how her design work can contribute to an equitable practice at DKS. Being able to create ADA-accessible graphics and documents is one way that the DKS Creative Services Group uses their skills to better reach vulnerable and underserved communities.

PROFESSIONAL HIGHLIGHTS

Years of Experience: 25

EDUCATION

BFA in Graphic Design, University of Illinois

CERTIFICATIONS

Leadership & Public Speaking, Dale Carnegie

Essential of Management, AmeriBen/IEC Group

PROJECT EXPERIENCE

Transportation Agency of Monterey County (TAMC) Fort Ord Regional Trail and Greenway (FORTAG), CA. Melissa developed a comprehensive set of public engagement materials for TAMC's regional planning and outreach for the FORTAG multi-use pathway project. Through the creation of a series of informational mailers, email newsletters, and social media posts, Melissa was able to successfully communicate critical information about FORTAG's planning, development, and benefits to the community.

Napa Valley Countywide Transportation Plan, CA. For this long-range transportation plan for the Napa Valley Transportation Authority (NVTa), Melissa used innovative data visualization, infographics, and document design to effectively communicate the approach for emerging technologies and multimodal transportation planning strategies. She also developed iconography to support the plan's goals, objectives, and performance measures that supported NVTa's existing branding.

Madera County Transportation Commission (MCTC) Public Outreach Materials, CA. As part of the Your Madera 2046 Regional Transportation Plan and Sustainable Communities Strategy Updates, Melissa developed a wide range of public outreach materials for MCTC. Her work included a project logo, social media advertising, open house presentation materials, and an online interactive map that captured comments from the public.

Tahoe Regional Planning Agency (TRPA) Equity Policies & Actions, CA. The development of Equity Policies & Actions for TRPA required clear communication, strategic storytelling, and innovative presentation to reach and present the diverse community of Lake Tahoe. Melissa helped develop an equity dashboard that presented critical demographic and transportation information in an engaging, interactive website. She also created the community engagement materials that includes public open house flyers, social media posts, banner signage, handouts, and presentation boards. The project will also culminate a final policy and actions document using interesting visuals and page layout.

San Joaquin County Alternative Fuels Vision Plan, CA. Melissa is currently assisting with the public outreach materials for the Alternative Fuels Vision Plan. Working within the San Joaquin County brand, Melissa has developed a project logo, presentation materials, social media posts, and flyers. All of these outreach materials were designed using both English and Spanish to ensure that a wide audience in the area could be reached.

SLOCOG US 101 Corridor Study, CA. For this corridor study of US 101, Melissa is creating a variety of outreach materials to engage the public in San Luis Obispo County. The community engagement materials will also include social media posts, flyers, website, and an interactive comment map to provide vital project information and increase participation from the community.

Nevada County Regional Transportation Plan (RTP), CA. Melissa is developing the community engagement materials for this RTP in Nevada County. The plan will evaluate the region's current transportation system and develop critical projects to improve mobility for the future. Using the county's branding, Melissa is creating bold public meeting materials, flyers, social media posts, and an interactive comment map in both English and Spanish to reach the diverse community in Nevada County.

City of Big Bear Lake Community Vision Plan, CA. To capture the unique community of Big Bear Lake, Melissa developed a project logo that represents their vision for the future. Additional community engagement materials will also be created to gather community input, including event materials, social media posts, project website, and an interactive comment map.

NVTA Accessible Transportation Needs Study, CA. Melissa is creating the public outreach materials and project documentation for this Accessible Transportation Needs Study. Melissa's passion for reaching vulnerable and underserved communities through ADA-accessible graphics is an asset for this project and will help the team tell the region's story in an inclusive and engaging presentation. Her role will be in the development of social media posts, event materials, and documents that are accessible and communicate clearly to the Napa Valley community.

Washington Department of Transportation (WSDOT) Transportation System Management and Operations (TSMO) Program Plan, WA. Melissa created the country's first multimodal TSMO Program Plan that builds on WSDOT's innovative leadership in systems management and operations while expanding the practice to all modes including ferries, aviation, freight, transit, bicycle, and pedestrian in urban and rural locations. Melissa's ability to communicate complex ideas in a straightforward presentation allowed DKS to blend the needs of several WSDOT divisions and regions into a cohesive set of strategies to further TSMO at the agency. Melissa also led the accessibility of the document, ensuring that the published materials effectively communicate to a wider, public audience.

Oregon Department of Transportation (ODOT) Crash Analysis and Reporting Unit's Five-Year Business Plan, OR. For this Five-Year Business Plan, Melissa created a highly visual layout with icons and data visualizations throughout to communicate ODOT's vision, goals, and priorities for the future of the Crash Analysis and Reporting Unit. The result was an extremely readable document that took complex ideas and displayed them in an easy-to-understand presentation.



DANELLA WHITT

SENIOR GRAPHIC DESIGNER & TECHNICAL ILLUSTRATION LEAD

Danella is a senior graphic designer with 39 years of experience preparing graphics for transportation engineering projects for public agencies in California, Oregon, Washington, Texas, Idaho, and Montana. She is the Technical Illustration Lead within the Creative Services Group working closely with project teams, specializing in mapping and technical illustration. Her technical expertise includes Adobe Creative Cloud as well as utilization of Google Earth and ArcGIS Plugin for Adobe Illustrator. Danella also assists in preparing outreach materials including logos, data charts, and web-based graphics for projects and marketing materials.

PROFESSIONAL HIGHLIGHTS

Years of Experience: 39

EDUCATION

Merced Community College

Brooks College of Design, Long Beach, CA

PROJECT EXPERIENCE

San Mateo Traffic Control Plan Review, San Mateo, CA. DKS is currently providing staff augmentation services to the City of San Mateo to review traffic control plans for utility, capital improvement, and private development permit applications. Danella has prepared numerous plan view and cross-section sketches for display at public outreach open house meetings. The sketches convert complex engineering traffic control plans into easy-to-read visuals of proposed traffic control for construction zones within the City.

City of Mill Valley Housing Element Update Public Outreach Plan, CA. Working closely with the City and the project team, DKS is developing a draft and final comprehensive public outreach plan to support the City's update of the Housing Element. Danella designed the project logo for the Public Outreach Plan and for utilization in all outreach materials including workshops, event tabling and public hearings. Materials for development include digital notifications, social media, and the project website.

Caltrans District 4 Traffic On-Call 2021-2024, CA. As a prime consultant DKS is providing traffic operations, electrical design, transportation management, and traffic management planning services. As part of this ongoing contract Danella has provided technical graphics supporting multiple task orders. **A few examples are listed below:**

Task Order #1 Cordilleras Creek Bridge Replacement. Danella prepared report graphics/figures including CMS location maps, specific study area maps, and traffic volume diagrams.

Task Order #3 SR 61 Alameda Traffic Analysis. Danella prepared concept drawings to visually portray the engineers proposed Otis Drive Complete Street Concepts. The drawings portrayed the Complete Street Concept as accurate colorful renderings for better visuals.

Task Order #10 Traffic Data Collection and Intersection Operations Analysis. Danella prepared technical illustrations of the engineers proposed lane striping design for key study intersections. She used Google Earth aerials as background with the drawings placed as overlaid layers to visualize the improvements.



VANESSA CHOI CLARK

SENIOR GRAPHIC DESIGNER

Vanessa works in the Creative Services group at DKS which focuses on strategic branding and visual design of reports, communications materials, and data visualization. She has experience developing creative materials for public agencies and private companies. Vanessa has a wide range of skills including digital communications, graphic design, branding/identity, digital typography, presentation design, illustration, and social media content creation. Vanessa has also created and conducted ethnographic surveys, interviews, and focus groups for consumer behavior and product usage.

PROFESSIONAL HIGHLIGHTS

Years of Experience: 16

EDUCATION

BS, Environmental Design, Architecture, Art Center College of Design, (Valedictorian)

BA, Cognitive Science, Psychology, University of California, Berkeley

PROJECT EXPERIENCE

Transportation Agency of Monterey County (TAMC) Fort Ord Regional Trail and Greenway (FORTAG), CA. Vanessa created public engagement materials for TAMC's regional planning and outreach for the FORTAG multi-use pathway project. Through the creation of informational mailers and postcards, Vanessa was able to successfully communicate critical information about FORTAG's planning, development, and benefits to the community.

Kings County Association of Governments Regional Transportation Plan (RTP), CA. Vanessa created a comprehensive series of over 60 data-driven maps and infographics, as well as the document design, for the Kings County RTP, which detailed the future transportation goals and objectives of an interconnected four-city area. Expected use by state and local officials, as well as a data source for the general public, designing materials for clarity for public consumption was a key priority.

City of Spokane Grand Boulevard Transportation & Land Use Study, WA. The City of Spokane required strategic storytelling to capture the wide-ranging existing issues for pedestrians, bicyclists, and vehicles based on public feedback, as well as potential streetscape improvements, economic opportunities and zoning needs along the busy arterial Grand Boulevard. Vanessa created an innovative map-based document design focused on orienting the existing conditions and findings along the corridor, highlighting comments from the public and proposed improvements in a format that promoted visual wayfinding.

Lower John Day Intelligent Transportation Systems (ITS) Plan, OR. For this long-range transportation plan for the four-county Lower John Day area, Vanessa created a series of interconnected maps, infographics, and document design to effectively communicate the approach for emerging technologies in transportation planning strategies. She also developed iconography to support the plan's goals, objectives, and performance measures.

Oregon Transportation Safety Action Plan (TSAP), OR. Using innovative data visualization, infographics, and document design, Vanessa effectively communicated densely data-driven and technical content clearly and concisely while supporting ODOT's existing branding.



PADDY GILLIGAN

JUNIOR GRAPHIC DESIGNER

Paddy is a junior designer with three years of experience at a private design studio, and close to one year with DKS. As part of the DKS Creative Services team, Paddy regularly demonstrates his skill in combining graphic design and data visualization to create innovative communication materials within established brand guidelines. His work helps communicate technical transportation findings in a creative and digestible way. Paddy is highly collaborative, a strong communicator, and has a keen eye for detail.

PROFESSIONAL HIGHLIGHTS

Years of Experience: 3

EDUCATION

BA, Studio Art & Spanish, St. Olaf College, Northfield, MN

PROJECT EXPERIENCE

City of Big Bear Lake Community Vision Plan, CA. To capture the unique community of Big Bear Lake, Paddy developed a project logo that represents their vision for the future. Additional community engagement materials will also be created to gather community input, including event materials, social media posts, project website, and an interactive comment map.

Public Outreach Materials for the Tahoe Regional Planning Agency's Transportation Equity Study, CA. DKS is guiding Public Outreach for TRPA's comprehensive effort, which utilizes industry research to understand how accessible Tahoe's natural resources are for disadvantaged communities (including visitors). The Study includes an aggressive multicultural outreach program designed specifically for underserved populations—an effort for which Paddy served as graphic design support on the Creative Services team, under direction of PM Kendall Flint.

Public Outreach Materials for Transportation Agency of Monterey County (TAMC) Fort Ord Regional Trail and Greenway (FORTAG), CA. Paddy provided graphic design support for this comprehensive outreach program in support of TAMC's SR68 Scenic Corridor Study. The work includes evaluating current travel patterns and demands and identifying appropriate solutions to increase safety, protect wildlife and retain the natural beauty of the route.

Yorba Linda RTSSP, Orange County, CA. Paddy prepared a corridor plan detailing the needed equipment and safety issues of Yorba Linda Boulevard. The final figure provided a cohesive vision for the future of the corridor; Paddy provided design services for the 47 intersections of the corridor, and a study area map, ensuring that the data was visually appealing and easy to follow.

County of San Luis Obispo Proposal, San Luis Obispo County, CA. Paddy created the proposal cover for the on-call professional consultant list for transportation planning and traffic engineering services for the County of San Luis Obispo.



DAVE METZ

POLLING LEAD | PARTNER & PRESIDENT FM3

PROFESSIONAL HIGHLIGHTS

Years of Experience: 25

EDUCATION

BA, Government, Harvard University, Cambridge, MA

Master of Public Policy (MPP), Goldman School of Public Policy, University of California-Berkeley, CA

FM3 Research Partner and President Dave Metz has provided opinion research and strategic guidance to hundreds of nonprofit organizations, government agencies, businesses, and political campaigns in all 50 states since joining the firm in 1998. In the 2022 election cycle, Dave's research helped elect four members of Congress, a dozen state legislators, and the Mayor of San Jose, as well as pass statewide ballot measures to promote gun responsibility in Oregon, ban flavored tobacco sales in California, and secure billions in land and water conservation funding in New York and Rhode Island.

A nationally respected expert on public perception of transportation issues, Dave's research has directly contributed to the success of 18 transportation funding ballot measures over the last two decades which have authorized more than \$76 billion in new voter-approved revenue for various agencies throughout the state and Country.

PROJECT EXPERIENCE

Let's Go San Diego!, CA. FM3 has been working for three years with this coalition of business, labor and environmental groups seeking to pass a half-cent sales tax to fund road and public transit improvements in San Diego County. FM3 has conducted three surveys for the organization to guide the design of the measure and the coalition's messaging. Dave is leading the FM3 team in designing the research, analyzing the results and making strategic recommendations.

Metropolitan Transit Authority of Harris County (METRO), TX. FM3 research helped this agency in greater Houston, Texas pass a \$3.5 billion bond with two-thirds of the vote in 2021. METRO will combine the bond money with federal and local funds to help pay for \$7.5 billion in improvements through its METRONext Moving Forward Plan. METRO's plans include a bus rapid transit line to Bush Intercontinental Airport along with a light rail line to Hobby Airport. The measure was the first bond measure for METRO approved by local voters since 2003. Dave led the FM3 team in designing the research, analyzing the results and making strategic recommendations.

Caltrain Measure RR, CA. FM3 provided research for the campaign supporting a one-eighth cent sales tax in San Francisco, San Mateo and Santa Clara counties providing funding for Caltrain. This research provided viability and messaging guidance to the campaign team. Dave led the FM3 team in designing the research, analyzing the results and making strategic recommendations.

Regional Measure 3, Bay Area. FM3 provided research for the campaign to pass Regional Measure 3, phasing in a \$3 toll increase on bridges in the nine-county Bay Area. FM3 provided research to help with measure design, baseline and tracking campaign surveys, and focus groups. Dave led the FM3 team in designing the research, analyzing the results and making strategic recommendations.

Santa Clara County Measure B, CA. Approved by Santa Clara County voters in November 2016, Measure B will generate an additional \$6.5 billion in local funds for traffic relief improvements. FM3 conducted focus group research to guide the campaign in its messaging and targeting decisions, and to evaluate campaign communications materials. Measure B passed with 71.74 percent of the vote. Dave moderated and analyzed the focus group sessions.

Central Puget Sound Regional Transit Authority, WA. In 2016 FM3 supported the Sound Transit 3 ballot measure campaign, which succeeded at the ballot and provided \$54 billion to increase stations and light rail service in the Puget Sound. The team conducted a baseline survey and tracking surveys, along with ad testing, to help the campaign stay on track, determine messaging and refine its communications with the public. Dave led the FM3 team in designing the research, analyzing the results and making strategic recommendations.

Phoenix Proposition 104, AZ. FM3's research helped the Mayor of Phoenix secure voter approval for Proposition 104 in August 2015, authorizing a 35-year extension of the City's existing transportation sales tax while simultaneously increasing the rate from four-tenths to seven-tenths of a percent. Funds provided by Prop. 104 provide the basis for Phoenix's plans to triple the mileage of the City's light rail network in the coming years. Dave led the FM3 team in designing the research, analyzing the results and making strategic recommendations.

Sacramento Transportation Authority, CA. FM3 has provided surveys for the Sacramento Transportation Authority assessing support for a potential sales tax measure funding transportation improvements. The research has shown majority support for the proposal, but has consistently fallen short of the two-thirds threshold. Dave led the FM3 team in designing the research, analyzing the results and making strategic recommendations.

San Francisco County Transportation Authority, CA. Since 2015, FM3 has conducted multiple research efforts in support of the SFCTA. We have provided two surveys assessing support for finance measures and conducted analysis on survey data collected by the agency, including on equity and access to Golden Gate Park and on congestion pricing. Dave led the FM3 team in designing the research, analyzing the results and making strategic recommendations.

Santa Cruz County Regional Transportation Commission, CA. In 2016, FM3 provided research supporting the successful Measure D sales tax in Santa Cruz County, providing funding for a comprehensive package of transportation improvements. Dave led the FM3 team in designing the research, analyzing the results and making strategic recommendations.



LUCIA DEL PUPPO

POLLING | SENIOR VICE PRESIDENT FM3

PROFESSIONAL HIGHLIGHTS

Years of Experience: 13

EDUCATION

BS, Decision Science, Carnegie Mellon University, Pittsburgh, PA

Master of Public Policy (MPP), Goldman School of Public Policy, University of California-Berkeley, CA

Since joining FM3 in 2015, a primary focus of Lucia's research has been on policies supporting children and families. She has provided research on public attitudes toward investing in early childhood education and youth programs in communities throughout California and the West Coast; public opinion on food policy and nutrition issues such as sugar-sweetened beverages, food insecurity and access to benefits, and school meals; and support for anti-tobacco policies.

Lucia has also focused on transportation in her work. She provided research for the successful 2020 Caltrain Measure RR and the 2016 \$54 billion Sound Transit 3 ballot measure in Seattle. She also worked on a local measure to fund public transit, roads, and highways in Santa Cruz County; conducted qualitative and quantitative research on attitudes toward congestion pricing in Seattle; and has conducted multiple research efforts regarding public outreach and policy on behalf of the San Francisco Municipal Transit Agency and San Francisco County Transportation Authority.

PROJECT EXPERIENCE

Caltrain Measure RR, CA. FM3 provided research for the campaign supporting a one-eighth cent sales tax in San Francisco, San Mateo and Santa Clara counties providing funding for Caltrain. This research provided viability and messaging guidance to the campaign team. As part of the team, Lucia drafted surveys, conducted an analysis of the result and presented findings to the client.

Central Puget Sound Regional Transit Authority, WA. In 2016 FM3 supported the Sound Transit 3 ballot measure campaign, which succeeded at the ballot and provided \$54 billion to increase stations and light rail service in the Puget Sound. The team conducted a baseline survey and tracking surveys, along with ad testing, to help the campaign stay on track, determine messaging and refine its communications with the public.

Placer County Transportation Planning Agency, CA. FM3 has been working with PCTPA since 2014 to support the agency in its efforts to secure voter-approved funding. We have provided surveys and focus group research over the years in an effort to help assess support for a measure, understand which funding priorities are most important to the community, and to refine communications. In 2016, Measure N a half-cent sales tax failed with 64% of the vote, within the margin of error of FM3's survey data. Since then, we have been working with the PCTPA in support of a future effort to secure funding. Lucia has worked with PCTPA since joining FM3 in 2015 and drafted surveys, discussion guides, conducted analysis of results, and presented results to the team.

Sacramento Transportation Authority, CA. FM3 has provided surveys for the Sacramento Transportation Authority assessing support for a potential sales tax measure funding transportation improvements. The research has shown majority support for the proposal, but has consistently fallen short of the two-thirds threshold. Lucia has drafted surveys, analyzed results, and provided presentations for the client team.

San Francisco County Transportation Authority, CA. Since 2015, FM3 has conducted multiple research efforts in support of the SFCTA. We have provided two surveys assessing support for finance measures and conducted analysis on survey data collected by the agency, including on equity and access to Golden Gate Park and on congestion pricing. Lucia provided survey drafting and analysis support for the finance measure research and led the data analysis and consulting efforts for the surveys where SFCTA conducted data collection in-house.

San Francisco Municipal Transportation Agency, CA. Over the years, FM3 has provided ballot measure research, community surveys, Limited English Proficiency/Public Participation Plan survey data analysis (2016 and 2022), and intercept survey data analysis for the SFMTA. Lucia supported the ballot measure and community research with survey drafting, analysis and presentation; she led the 2022 LEP-PPP survey analysis and reporting efforts.

Santa Cruz County Regional Transportation Commission, CA. In 2016, FM3 provided research supporting the successful Measure D sales tax in Santa Cruz County, providing funding for a comprehensive package of transportation improvements. Lucia provided survey drafting and analysis support to the team.

(CONTRACTS FEDERALLY FUNDED IN WHOLE OR IN PART)

PART A — CONTRACTOR INFORMATION (Refer to Instructions on Page 2 of this form. Bidder/Proposer shall ensure all information provided is complete and accurate.)

CONTRACTOR'S BUSINESS NAME DKS Associates		AGREEMENT NUMBER RFP - Measure T Sales Tax Ext	CONTRACT DOLLAR AMOUNT 284,356	DATE 06/16/2023
CONTRACTOR'S BUSINESS ADDRESS 428 J Street, Suite 340		CITY Sacramento	STATE CA	ZIP CODE 95814
CONTACT PERSON Terry Klim	BUSINESS PHONE (510) 267-6614	FAX NUMBER	EMAIL ADDRESS trk@dksassociates.com	

PART B — DBE INFORMATION AND DOCUMENTATION (Refer to Instructions on Page 2 of this form. Bidder/Proposer shall verify DBE certifications.) Contractor shall attach a copy of the bid (or price quote) from the DBE (on the DBE's Letterhead) for all DBEs listed below.

[illegible]

PART C — FOR CALTRANS USE ONLY (Verification Completed by Office of Civil Rights)

PRINT VERIFIER'S NAME AND TITLE	SIGNATURE	DATE	STAMP OF APPROVAL
DBE PARTICIPATION <input type="checkbox"/> YES (%) <input type="checkbox"/> NO			

ADM-0227F (REV 03/2020)

INSTRUCTIONS FOR COMPLETING FORM ADM-0227F (Please Type or Print Legibly)

Date: Completion date.

Subcontractor: Complete if the Subcontractor(s)/Supplier(s) are certified DBE. Please make and attach additional copies of page 1 if needed. Attach a copy of the bid (or price quote) from the DBE (on the DBE's Letterhead) for all DBEs listed.

Column 7-8 Enter the dollar and/or percentage (%) of the dollar (\$) value claimed for each corresponding DBE listed in Column 1.

CONTRACTOR'S NAME	IFB OR RFP OR RFQ NUMBER	DATE
DKS Associates	RFP - Measure T Sales Tax Ext Public Outreach	06/19/2023

1. ADVERTISEMENT DOCUMENTATION

TITLE OF PUBLICATION	PUBLICATION DATE(S)	TITLE OF PUBLICATION	PUBLICATION DATE(S)

- List the names and dates of written notices sent to DBE firm certified as DBEs soliciting bids for the contract.
- List the dates and methods used for following up initial solicitations to determine with certainty whether or not the DBEs were interested.
- Attach a copy of any solicitation package, phone records, fax confirmations or solicitation follow-up correspondence sent to DBE firms.
- Identify information submitted to the bidder for this solicitation.

Check the appropriate box: ☐ IFB ☒ RFP ☐ RFQ

[illegible]

BIDDER/PROPOSER DISADVANTAGED BUSINESS ENTERPRISE (DBE) GOOD FAITH EFFORTS DOCUMENTATION

ADM-0312F (REV 12/2013) (Page 2 of 4) (CONTRACTS FEDERALLY FUNDED IN WHOLE OR IN PART)

CONTRACTOR'S NAME	IFB OR RFP OR RFQ NUMBER	DATE
DKS Associates	RFP - Measure T Sales Tax Ext Public Outreach	06/19/2023

2. DBE DOCUMENTATION (Continued)

SOLICITATION						
DATE MAILED	DATE PHONED	DATE OF FOLLOW-UP	FOLLOW-UP METHOD PHONE/MAIL	NAME OF FIRM SOLICITED	CONTACT NAME	PHONE NUMBER

3. ITEMS OF WORK

Identify the items of work made available to DBE firms, including, where appropriate, any breakdown of the contract work into economically feasible units to facilitate DBE participation. Bidder/ Proposer shall demonstrate that sufficient work to facilitate DBE participation was made available to DBE firms.

ITEMS OF WORK:
printing materials for public outreach

BREAKDOWN OF ITEMS:

BIDDER/PROPOSER DISADVANTAGED BUSINESS ENTERPRISE (DBE) GOOD FAITH EFFORTS DOCUMENTATION

ADM-0312F (REV 12/2013) (Page 3 of 4) (CONTRACTS FEDERALLY FUNDED IN WHOLE OR IN PART)

CONTRACTOR'S NAME	IFB OR RFP OR RFQ NUMBER	DATE
DKS Associates	RFP - Measure T Sales Tax Ext Public Outreach	06/19/2023

4. DBE RESPONSES

List the DBE firms that responded or submitted bids/proposals to your solicitation for participation in this contract that were not accepted. Provide a summary of your discussions and/or negotiations with each, the name of the firm selected for that portion of work, and the reasons for your choice. Attach copies of quotes from DBE firms contacted.

DBE FIRM NAME	PHONE NUMBER	RESPONDED		SELECTED		GIVE REASON FOR NON-SELECTION AND A SUMMARY OF DISCUSSIONS
		YES	NO	YES	NO	
Dakota Press, Inc.	(510) 895-1300	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Dakota Press is willing to team with DKS to provide printing services if selected for the contract.
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

5. ASSISTANCE TO DBEs - Bonding, Insurance, etc.

Identify efforts to assist DBEs in obtaining bonding, lines of credit, insurance, and/or any technical assistance related to requirements for the work or for plans and specification provided to DBEs.

BIDDER/PROPOSER DISADVANTAGED BUSINESS ENTERPRISE (DBE) GOOD FAITH EFFORTS DOCUMENTATION

ADM-0312F (REV 12/2013) (Page 4 of 4) (CONTRACTS FEDERALLY FUNDED IN WHOLE OR IN PART)

CONTRACTOR'S NAME	IFB OR RFP OR RFQ NUMBER	DATE
DKS Associates	RFP - Measure T Sales Tax Ext Public Outreach	06/19/2023

6. ASSISTANCE TO DBEs - Equipment/Materials, etc.
Identify efforts made to assist interested DBEs in obtaining necessary equipment, supplies, materials, or related assistance or services excluding supplies and equipment that the DBE subcontractor purchases or leases from the prime contractor or its affiliate.

7. ADDITIONAL DATA
Provide any additional data to support a demonstration of GFE such as contacts with DBE assistance agencies. Identify the names of agencies, organizations, and groups providing assistance in contacting, recruiting, and using DBE firms. Attach copies of requests to agencies and any responses received, i.e., lists, Internet pages, etc.

NAME OF AGENCY/ORGANIZATION	METHODS/DATE OF CONTACT	RESULTS



Julia Jones <julia.jones@dksassociates.com> c

Future Work c

5 messages

Julia Jones <julia.jones@dksassociates.com> c
To: mreid@dakotapress.com, info@dakotapress.com
Cc: Kendall Flint <kendall.flint@dksassociates.com>

Wed, Jun 7, 2023 at 11:41 AM

Hi Mary,

My name is Julia and I work in the marketing department at DKS Associates, we are a transportation planning and engineering firm.

We are pursuing a contract with the Madera County Transportation Commission (MCTC) to do public outreach, which will include printed materials. We do not yet know the budget that we have for print materials, but we would love to work with a local DBE firm.

Our project manager, Kendall Flint (who is included in this email) will be able to give you a better idea of the amount of work and budget that we anticipate for this project, if we are selected by MCTC, once she created the cost proposal. But in the meantime, would it be okay if DKS includes your business in our proposal as a partner that we intend to work with if awarded the contract? c

Please let me or Kendall know if you have any questions or concerns.

Thank you,
Julia

Julia Jones (she/her)
Marketing Coordinator
Cell: 214.991.2958 | Direct: 503.972.1210 | julia.jones@dksassociates.com

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Mari Reid <mreid@dakotapress.com>
To: Julia Jones <julia.jones@dksassociates.com>

Wed, Jun 7, 2023 at 11:48 AM

Hi Julia,

Thank you for thinking of us. Yes, you have my permission to use Dakota Press as a partner for the proposal. Let me know need further information from me. c

Warmest regards,

Mari Reid
CEO

Dakota Press, Inc. 14400 Doolittle Dr. San Leandro, CA 94577

P: 510-895-1300 F: 510-895-1320 C: 510-566-9856 c



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www.dakotapress.com

[Quoted text hidden c]

EQUAL EMPLOYMENT OPPORTUNITY POLICY

DKS: AN EQUAL OPPORTUNITY EMPLOYER

DKS Associates is an equal opportunity employer and makes employment decisions on the basis of merit. We want to have the best available employee in each position. Company policy prohibits unlawful discrimination based on race, sex (including pregnancy, perceived pregnancy, childbirth, breastfeeding, and related medical conditions), color, religious creed (including religious dress and grooming practices), gender, gender identity, gender expression, transitioning, religion, national origin (including language use restrictions), marital status, familial status, registered domestic partner status, age, national origin or ancestry, physical or mental disability (including HIV/AIDS), medical condition including cancer and genetic characteristics, genetic information, sexual orientation, veteran/military status, political ideology or any other characteristic protected by applicable federal, state, or local laws. DKS also prohibits unlawful discrimination based on the perception that anyone has any of these characteristics, or is associated with a person who has or is perceived as having any of these characteristics.

The Company is committed to compliance with all applicable laws providing equal employment opportunities. This policy applies to all persons involved in the operation of the Company and prohibits unlawful discrimination by any employee of the Company, including supervisors and managers, as well as vendors, clients, independent contractors and any other persons.

To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, the Company will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee unless such an accommodation would be an undue hardship to DKS.

If you require an accommodation in order to perform the essential functions of your job, you should contact Human Resources to discuss the need for an accommodation. The Company will engage in an interactive process with you to identify possible accommodations, if any, which will help you perform the job. If the accommodation is reasonable and will not impose an undue hardship, the Company will make the accommodation. Similarly, an applicant or employee who requires an accommodation of a religious belief or practice (including religious dress and grooming practices, such as religious clothing or hairstyles) should contact Human Resources to discuss their need.

If you believe you have been subjected to discrimination in violation of this policy, you should immediately notify your supervisor, Office Manager or Human Resources. Supervisors and Office Managers who receive complaints of discrimination must report the complaint to Human Resources immediately. It would be best to communicate your complaint in writing, but this is not mandatory. Your complaint should be specific and should include the names of the individuals involved and the names of any witnesses. In response to a complaint, DKS will undertake a fair, timely, thorough, and effective investigation conducted by qualified personnel. The investigation will provide all parties with appropriate due process and will result in reasonable conclusions based on the evidence collected. DKS will maintain confidentiality to the extent possible, but the investigation may not be completely confidential if necessary to conduct a thorough investigation. DKS will keep the complainant updated on the progress of the investigation and will notify the complainant of the conclusion of the investigation.

If the Company determines that a violation of this policy has occurred, the Company will take effective remedial action. DKS prohibits retaliation against any person who complains in good faith of discrimination or participates in good faith in the investigation of possible discrimination. Any employee engaging in retaliation in violation of this policy will be subject to discipline up to and including termination of employment.



DKS SCOPE AMENDMENT

DATE: July 26, 2023

TO: Patricia Taylor | Executive Director, MCTC
Troy McNeil | Deputy Director and Procurement Officer, MCTC

FROM: Kendall Flint | DKS Associates

SUBJECT: Measure T Sales Tax Renewal Scope and Budget Amendment Request

PROPOSED SCOPE AND BUDGET REVISION

DKS submitted a proposal in response to the Madera County Transportation Commission's Measure T Renewal Education and Outreach Request for Proposal and was recommended by the initial review panel at the Board's July 19th meeting. At that meeting several Board members raised concerns about the need to prioritize "local presence" as part of scoring for the effort. A second review panel was formed to interview and score respondents. The DKS team was interviewed a second time on Monday, July 24, 2023.

Subsequent to that interview, DKS met with representatives from Local Government Strategic Consulting, LLC (LGSC) to discuss the possibility of including members of the agency on the DKS team as a sub consultant. An agreement was reached between the two firms to include them in a supporting role to bolster local engagement efforts with a not to exceed budget of \$60,000. The scope of this work, managed by DKS, will include collaboration with local elected officials throughout the County and specifically, engagement efforts in the eastern part of Madera County.

All other components of our proposal remain intact. We are providing an updated budget for your review which includes the additional costs of adding the LGSC team and additional costs associated with managing their work bringing the requested contract total to \$360,000.

We look forward to working with MCTC and LGSC team!



			Terry Klim	Jim Dankowitch	Kendall Flint	David Banuelos	Crystal Chavez	Elizabeth Aguilar	Melissa Abadie	Danella Whitt	Vanessa Choi Clark	Paddy Gilligan	Alex Tavlain	Hide me or Name	Direct Expenses	Total Hours	Total Cost	
			Principal in Charge	Technical Advisor	Project Manager	Outreach Lead	Outreach Support 1	Outreach Support 2	Creative Services Manager	Senior Graphic Designer 1	Senior Graphic Designer 2	Jr. Graphic Designer	Engagement Support	Local Outreach Support				
			Hourly Rate	\$ 105.10	\$ 86.16	\$ 87.75	\$ 46.21	\$ 43.70	\$ 34.19	\$ 56.48	\$ 45.91	\$ 45.91	\$ 28.56					
			Overhead Rate	187.07%	187.07%	187.07%	187.07%	187.07%	187.07%	187.07%	187.07%	187.07%	187.07%					
			Escalation (5%/year, scaled to less than 2-yr schedule, if applicable)	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%					
Profit Fee	12%	12%	12%	12%	12%	12%	12%	12%	12%	12%								
Fully Loaded Billing Rate	\$ 344.67	\$ 321.91	\$ 287.78	\$ 151.55	\$ 143.31	\$ 112.13	\$ 185.23	\$ 150.56	\$ 150.56	\$ 93.66	\$ 186.30	\$ 131.20						
Task 1 Project Administration					2			2	2				2			8	\$ 1,542.85	
1.1 Project Kick Off Meeting					36			18	9				36	24		123	\$ 23,900.79	
1.2 Weekly / Bi-weekly Conference Calls			1		2							4	2			9	\$ 1,927.82	
1.3 Confirm Scope and Outreach Effort			1	0	40	0	0	20	11	0	0	0	42	26	\$ -	140	\$ 27,371.47	
Task 2 Create Guidance Teams					36	8		24								68	\$ 14,263.28	
2.1 Establish the Measure T Planning Team, Meetings				12	36	8		24								80	\$ 18,126.25	
2.2 Establish the Measure T Technical Advisory/Implementation Team			1	2	12				12							27	\$ 6,664.51	
2.3 Bringing the Vision Together			1	14	84	16	0	48	12	0	0	0	0	0	\$ -	175	\$ 39,054.04	
Task 3 Establish Online Presence					2			8								10	\$ 2,057.35	
3.1 Establish a New Brand					2	24		24	8			8			\$ 250.00	316	\$ 9,134.75	
3.2 Project Website: Madera-T425					2	8			12				12	12	\$ 500.00	546	\$ 7,820.62	
3.3 Interactive Web Based Engagement via Social Pinpoint					2		8					18		\$ 500.00	528	\$ 3,407.98		
3.4 Social Media			0	0	8	32	8	24	28	0	0	26	12	12	\$ 1,250.00	1,400	\$ 22,420.70	
Task 4 Community Presentations and Small Group Meetings					120	24		60				60	60	\$ 2,000.00		2,324	\$ 63,947.63	
4.0 Meetings (60) July/August 2023			0	0	120	24	0	60	0	0	0	0	60	60	\$ 2,000.00	2,324	\$ 63,947.63	
Task 5 Two Phase Education Program			1	2	60	60		12	24			0	24	36		219	\$ 42,333.03	
5.0 Workshop Series Phases One and Two (Twelve Meetings)			1	2	60	60	0	12	24	0	0	0	24	36	\$ -	219	\$ 42,333.03	
Task 6 Collateral Materials and Educational Digital Media			1	2	8	8	8	8	24	8	8	40	10	12	\$ 28,000.00	137	\$ 20,584.86	
6.0 Materials and Digital Media and Mailers			1	2	8	8	8	8	24	8	8	40	10	12	\$ 28,000.00	137	\$ 20,584.86	
Task 7 Polling					26										\$ 61,000.00	26	\$ 7,482.15	
7.0 August 2023 and Late February 2024			0	0	26	0	0	0	0	0	0	0	0	0	\$ 61,000.00	26	\$ 7,482.15	
Task 8 Development of the Expenditure Plan			2	2	24				10				10			48	\$ 11,955.03	
8.0 Draft and Final Expenditure Plan			2	2	24	0	0	0	10	0	0	0	10	0	\$ -	48	\$ 11,955.03	
Task 9 Development of Ballot Language					8											8	\$ 2,302.20	
9.0 Develop of Ballot Language			0	0	8	0	0	0	0	0	0	0	0	0	\$ -	8	\$ 2,302.20	
Task 10 Local and Jurisdiction Meetings					36			24					24	12		96	\$ 19,096.52	
10.0 Meetings (12)			0	0	36	0	0	24	0	0	0	0	24	12	\$ -	96	\$ 19,096.52	
Task 11 Outreach Report					12			24					10	20				