Fresno County Regional Rail Feasibility Study

Response to RFP

Technical Proposal

Prepared for: Fresno Council of Governments

FRESNO Council of Governments

DB E.C.O. North America

A Transmittal Letter

555 Capitol Mall, Suite 1250
Sacramento, CA 95814
United States of America
https://db-eco.com/en/

March 13, 2025

Fresno Council of Governments
ATTN: Paul Herman
2035 Tulare Street, Suite 201
Fresno, CA 93721

RE: Proposal to Perform Fresno County Regional Rail Feasibility Study

Dear Mr. Paul Herman:

DB E.C.O. North America Inc. (DB) is pleased to submit the enclosed proposal to conduct a rail feasibility study for Freno Council of Governments. This study represents an important opportunity to examine, compare and potentially improve upon existing plans as well as create plans for implementation. DB understands this study is to analyze the potential for a zero-emission regional rail system in Fresno County, connecting the communities of Fresno, Firebaugh, Kerman, Mendota, Reedley, San Joaquin, Fowler, Selma, Kingsburg, Sanger, and Dinuba (in Tulare County) along the existing and underutilized San Joaquin Valley Railroad. The goal being to increase connectivity between communities and the future downtown Fresno High-Speed Rail Station.

To that end, DB has assembled a team with a wealth of experience in managing and optimizing rail services and is best positioned to assist Fresno Council of Governments in this endeavor.

DB is qualified to perform the services outlined in the request for proposal (RFP). In response to Part A regarding the request requirements

- DB ECO fully understands the RFP and can complete the work required in a satisfactory manner
- DB ECO is committed to this proposal and information within will be binding for 90 days from date of signature below
- Any questions or potential negotiations withing the contract will be completed through Clayton Johanson

Our team brings a unique blend of local insight, national experience, and global expertise, ensuring a holistic understanding of regional dynamics complemented by international best practice. We look forward to the opportunity to discuss our proposal in more detail and to collaborate with the Fresno Council of Governments on this transformative project and look forward to discussing our proposal in greater detail. Please do not hesitate to reach out if there are any questions or if further information is needed.

Thank you for considering our submission.

Sincerely,

Clayton Johanson

Clayton Johanson, Principal Consultant
DB E.C.O. North America Inc.
Clayton.Johanson@db-eco.us
(916) 827-7995

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C Overview

Firm Profiles

DB E.C.O. North America Inc., (DB) is part of Deutsche Bahn, one of the world's leading passenger transportation and logistics companies, operating in 140 countries. DB is Europe's leader in regional and long-distance multimodal passenger transportation services. As part of one of the world's largest rail transport operators, we have a deep understanding of the challenges, success factors, and best practice solutions in the railway industry. Through our holistic strategic and business planning approach, proven methods, and planning tools, we empower our clients to deliver high quality rail services that are both economically and environmentally sustainable.

The DB team has the strategic vision, the technical tools, and the hands-on operating experience required to deliver on the Fresno County Regional Rail Feasibility Study. DB has leading railway experts with extensive national project experience in service and operational planning and analysis, capital investment needs assessment, financial analysis, and implementation planning.

DB understands the business of railroading. Our team has extensive experience working with state and local planning and operating agencies (Caltrans, San Joaquin Joint Powers Authority, CalTrain, Virginia DOT, Amtrak) as well as Class I freight railroads (BNSF, UP, CSX, and Norfolk Southern). We have developed and employ tailored tools and methodologies to deliver rail service concepts, understand tradeoffs in technical operating considerations, and, when necessary, identify and contextualize the need for infrastructure investment. Our service-led planning methodologies empower clients to make sound decisions expeditiously and with firm technical backing.

Our global expertise is leveraged through our local US presence, where we serve as leading rail planning experts with extensive experience in shaping the existing and future rail services around the United States. Our team has a deep understanding of how freight and passenger rail networks operate in North America, allowing us to provide dynamic planning, service design, and operations support from service concept to service delivery.

Soar Environmental Consulting, Inc. (Soar Environmental) is a DVBE-Certified Small Business Environmental consulting firm that assists partners in meeting and maintaining ecological requirements and policies from conception to completion. We specialize in environmental compliance and investigations for large transportation construction projects throughout California. This scope of work includes highways, bridges, overpasses, and rail projects.

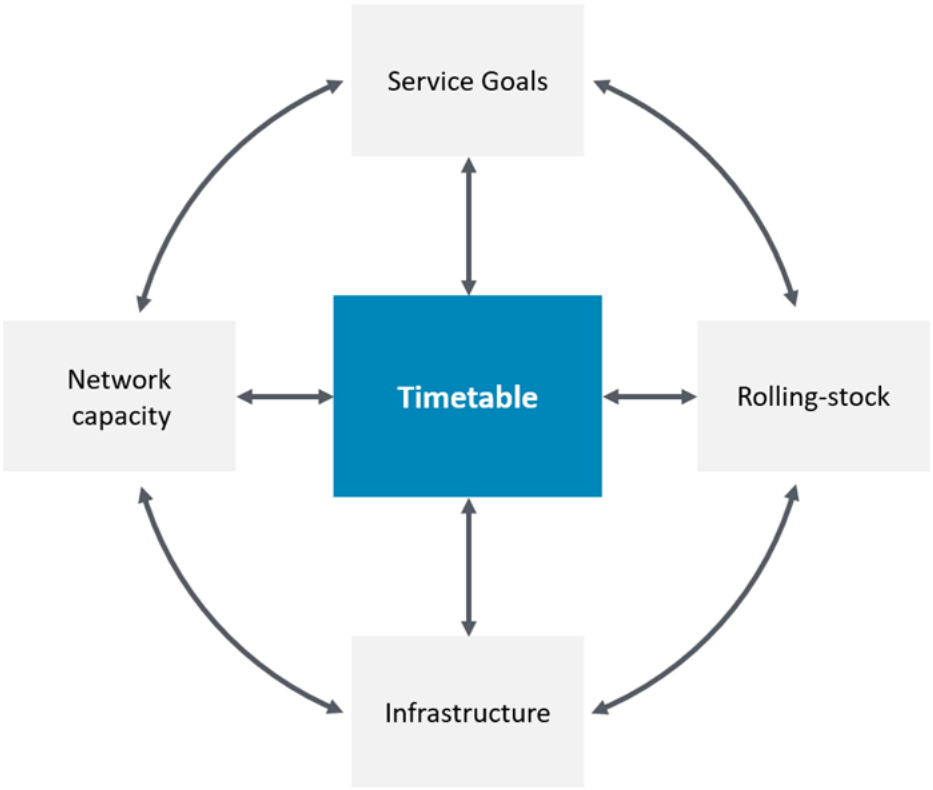
Our staff performs projects of all sizes concerning CEQA/NEPA impact reports and initial studies for government agencies such as the USDA, tribal governments, and state agencies such as the California High-Speed Rail Authority. Soar's environmental professionals routinely conduct environmental due diligence, hazardous waste assessments, remediation plans, and environmental site assessments for our clients on their projects and property acquisitions. Our services allow clients to meet the All-Appropriate Inquiries rule under 40 CFR Part 312 to protect the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). Our diverse professionals understand the prevalent issues surrounding environmental resources in California.

Project Overview and Understanding

The Fresno County Regional Rail Feasibility Study, commissioned by the Fresno Council of Governments (Fresno COG), aims to explore the feasibility of developing a zero-emission regional rail system to promote sustainable mobility and enhance connectivity throughout Fresno County. The study will analyze the feasibility of connecting various communities, including Fresno, Firebaugh, Kerman, Mendota, Reedley, San Joaquin, Fowler, Selma, Kingsburg, Sanger, and Dinuba, using the existing San Joaquin Valley Railroad. The goal is to enhance connectivity between these communities and the future downtown Fresno High-Speed Rail Station. The study will involve a comprehensive review of existing plans, policies, and infrastructure conditions, as well as an in-depth analysis of zero-emission rail vehicle technologies.

To ensure the project's success, DB will employ an innovative and creative approach to rail service planning called Operations-Centric Planning.

This approach allows the interdependencies between service, operations, and infrastructure to be visualized. The visualization of these interdependencies enables the rail system to be optimized by balancing rolling stock, infrastructure or operational measures. This enables strategic pin-pointed infrastructure investments to be easily identified and developed through rounds of iteration. Thos iterative analysis enables project details to be developed step-by-step.



Operations-Centric Planning places the key deliverable to the public -a train service- at the center of our efforts. Key aspects of delivering the train service such as rolling stock, infrastructure, service goals, and network capacity are then evaluated in how each element impacts, or is impacted, a desired timetable/train schedule.

The benefit of Operations-Centric Planning to planners and agencies is the ability to clearly understand and communicate the benefits each element brings to creating the train service plan.

To enable our innovative approach DB will use an advanced rail planning tool called Viriato. We will discuss the benefits and features of Viriato under task 4.

The project will also include the development of a preliminary operations plan, station area analysis, environmental screening, and cost estimates. The final deliverables will consist of a detailed implementation strategy and phasing plan, a draft plan for public review, and a presentation to the Fresno Council of Governments Transportation Technical Committee and Policy Board for approval .

D Detailed Work Plan

Task 1 – Collaboration and Community Engagement

RFP Objective: This task aims to engage with the community and local stakeholders to receive input on how a regional rail network can support higher density land use development and more efficient mobility in the county.

DB will proactively manage this project and maintain ongoing communication between our team and Fresno Council of Governments to ensure effective coordination and responsiveness to both internal and external requests. We will establish a framework that ensures stakeholder input is consistently integrated into the project's progression finalizing key expectations and management structures at the outset.

Following Notice to Proceed (NTP), Clayton Johanson, the DB project manager, will convene a virtual project kickoff meeting with the Council of Governments to align on project schedule and work plan.

This will include:

- Setting a virtual weekly project management meeting with Project Team to review project status including issues and risks; technical updates, tasks and schedule progress; and action items, such as preparation for any upcoming meetings.
- Establishing membership for the Regional Rail Feasibility Study Stakeholder Working Group to meet regularly and review products being produced.
- Gaining alignment and agreement of deliverables for each project task.

Our trusted partner, SOAR Environmental, will lead Community Engagement efforts. This starts with the development of a comprehensive Community Outreach Plan. The plan will be designed to engage a wide range of stakeholders, including local representatives, community groups, and other key participants as outlined in the RFP and agreed with the Working Group. Our scope assumes a maximum of three outreach events, plus a project website. The nature and exact timing of events will be agreed upon with the members of the Working Group.

Elements of the plan will include:

- Detailed outreach activities
- Clear implementation strategies
- A structured process for reviewing and responding to community feedback.
- Be fully ADA-compliant and thoughtfully tailored to ensure inclusivity, fostering meaningful participation from all community members.
- Alignment of outreach activities with project deliverables
- Bilingual activities in English and Spanish to encourage participation

A digital outreach effort will also be created with the Fresno Council of Governments to provide necessary public information online. This digital approach aims to be where the 'eyes' are today, online on mobile and desktop devices. A website will be created that is regularly updated. Our bilingual specialist will create and send E-blasts with important updates and work to drive multicultural attendance at outreach events.

Task 1 Deliverables:

- » *Set and agree on project schedule*
- » *Set and agree on project task deliverables*
- » *Establish Stakeholder Working Group Membership*
- » *Set weekly project management meeting with agendas and minutes*
- » *Develop and agree on Community Outreach Plan*
- » *Develop project digital outreach materials*

Task 2 – Review Existing Plans, Policies, and Infrastructure Conditions

RFP Objective: Review all existing policies, goals, infrastructure requirements, and other existing materials for accuracy and usefulness in completion of overall project. Develop any additional goals based on community input.

At the initiation of Task 2 the Project Team will establish a Study Area that will guide downline work. The Study Area should encompass all possible rail lines or alignments on which service planning may take place.

The DB team will meticulously review all documents provided by the Fresno Council of Governments and local rail and transit agencies to assess their relevance to the project. The documents will be evaluated for relevance and either updated or archived as appropriate. Examples of documents to review will include existing plans, policies, regional plans.

Existing network maps will be leveraged to identify pertinent rail infrastructure, including that of the San Joaquin Valley Railroad and Union Pacific Railroad. Rail assets deemed valuable will undergo an assessment of their current condition and operational viability, with verification conducted through on-site field reviews. This hands-on verification will ensure the accuracy of the data and provide a more thorough understanding of the rail assets.

All findings will be consolidated into a comprehensive, up-to-date reference document to guide the project's progression. Additionally, any infrastructure areas lacking sufficient data will be highlighted, with recommendations for further research to validate their potential utility.

Task 2 Deliverables:

- *Establish project Study Area*
- *Field review of existing rail network*
- *Summary memo of existing railroad infrastructure conditions*
- *Summary memo of goals, policies, and funding recommendations*

Task 3: Zero-Emission Rail Vehicle Technology Analysis

RFP Objective: Review of available commercial zero-emission rail vehicles that can be implemented in a regional rail network in California. Off-the-shelf passenger rail vehicles that are zero emission will be utilized in the technical ridership modeling and preliminary operations plan to understand the parameters of their operational capability

DB Approach to Task 3:

DB will conduct a literature review and market analysis of commercially available zero-emission passenger rail vehicles, including electric, battery-electric and hydrogen fuel cell technologies. This task will identify manufacturers, assess vehicle specifications, and evaluate compliance with relevant regulations such as FRA and CARB, culminating in an analysis report.

Following this, an operational capability analysis will evaluate critical parameters such as range, charging or refueling times, energy consumption, capacity, compatibility with existing infrastructure, and maintenance requirements. These findings will be synthesized into a comparative matrix highlighting the strengths and limitations of shortlisted vehicles.

Next, the project will focus on assessing the compatibility of these vehicles with California's environmental and safety regulations. This regulatory and policy compliance review will ensure that potential vehicles meet state and federal requirements, and any gaps or challenges will be documented in a memorandum. Simultaneously, key vehicle

characteristics such as acceleration, deceleration, top speeds, and capacity will be integrated into technical operations modeling efforts. This data will guide the modeling team in understanding operational scenarios and vehicle performance under real-world conditions.

Using the insights gathered, a memo will be drafted focused on two key outcomes:

1. Provide the necessary information to task 4 for operations planning and ridership modeling, ensuring that whatever is developed does not preclude the use of zero emission propulsion.
2. Provide Fresno COG with a foundation of rail-specific knowledge on ZE technologies, covering the basics of how they operate, how they are charged/fueled, current state of commercial availability, planned implementations at peer agencies, and current/ planned regulatory requirements/deadlines.

Task 3 Deliverables:

» *Develop commercial zero-emission rail vehicle technology memo with emphasis on operational capabilities, regulatory compliance, and comparative costs*

Task 4: Preliminary Operations Plan and Ridership Demand Modeling

RFP Objective: Develop a preliminary operations plan for the overall regional rail network that shows connectivity to the future California High-Speed Rail system, as well as local and regional public transit systems. This plan will include a conceptual schedule with running times between communities and connections between the different regional rail lines.

The operations plan will describe all necessary railroad infrastructure needs to allow for the operation of the regional rail service, including the number of vehicles, maintenance facilities, station sidings, and layover tracks. This will be an input into ridership modeling, and preliminary capital and operational cost estimates.

Development of a ridership demand modeling report which gives ridership demand ranges under low, medium, and high utilization scenarios for each station and segment to determine the feasibility of a regional rail network in Fresno County and to support the implementation strategy and phasing plan task. The modeling should also include quantitative data regarding vehicle miles travel (VMT) and greenhouse gas emissions (GHG) reductions.

DB Approach to Task 4:

As described in the overview, DB proposes its innovative, integrated ***Operations-Centric Planning*** process for the Project. DB will facilitate a jointly developed and integrated plan for rail services in the study area, while accounting for the operational and physical constraints within the network.

The outcomes of will identify the required strategic investments needed to operate the desired level of services. This process will result in a clear articulation of service/infrastructure tradeoffs and provide specific options for decision makers around investment choices and their benefits to service.

Our planning approach consists of an iterative, open, and transparent process that relies on the active engagement of the Stakeholder Working Group. This working group will provide critical input, feedback and guidance throughout the Project. The Working Group will be convened to support the development of the service concept, with participation from key project stakeholders. The working group will meet regularly to discuss input needs, analyze results, and identify potential concept refinements.

DB has developed a robust, detailed methodology focused on the level of infrastructure data that is appropriate to the task and objective. Our methodologies and tools support a combination of conceptual planning techniques in which detailed engineering data is included. DB will conduct operations planning with Viriato.

Viriato is a powerful rail operations planning tool utilized by leading rail service operators across the

world. DB utilizes Viriato for planning on our network in Germany, and on several projects in California. Viriato enables the development and visualization of several conceptual operations scenarios. Users are able to quickly understand and compare the tradeoffs between service goals, rolling stock, infrastructure, and network capacity.

DB will build a model of all railway lines in the study area in Viriato. This will support the development of service concepts. This process may identify operational parameters and/or infrastructure investments required for achieving the defined service goals.

Viriato provides a Train Performance Calculator to determine run-times, a netgraph to develop service concepts, an interactive string line chart to plan capacity usage on a given line, a track/platform occupation chart to plan train turns and storage, as well as a rotation plan to conceptually assess the number of required train sets. Using these functionalities, Viriato allows the rapid assessment of multiple alternatives and gives the user direct control over service, operations and infrastructure planning.

While DB utilizes several tools for rail operations planning, Viriato is the most efficient tool to use at this stage in project development. Viriato software will assist in understanding infrastructure and network capacity needs given future constraints. Viriato can also be used to design integrated service connections at hub stations and guide capital planning exercises.

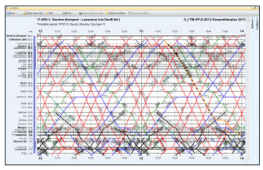
Multiple service concepts will be developed in Viriato. As tradeoffs among service, operations, and infrastructure are identified during the planning process, they will be documented and presented to the working group. Two key areas of interaction and input/ feedback from the working group are critical – the acceptability or service adjustments as we adjust the service to fit within the operation and infrastructure constraints; and the feasibility of potential infrastructure changes to reflect the needs of the service and operation plan.

Viriato provides for analysis in a graphical "stringline" format or in a tabular timetable format. The stringline chart allows users to view a large or small portion of a territory over a period of time. The tabular chart allows the user to review and modify details to a specific train or train family.

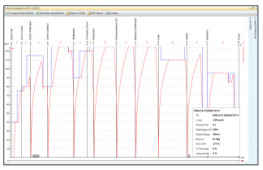
Task 4 consists of an iterative process to develop and refine service concepts for a select network configuration and set of stopping patterns and frequencies that achieve the service goals and/or emphasize service to certain travel markets. These concepts will be refined free of operating conflicts and illustrated with stringlines, netgraphs, and schematics with infrastructure requirements for review with the working group. The iterative process may identify operational parameters and/or infrastructure investments required for achieving the defined service goals.

Concept refinement is the key process in the Project and is highly iterative with multiple interactions with the

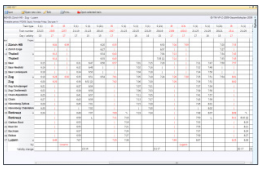
Viriato provides a platform to execute a structured planning approach



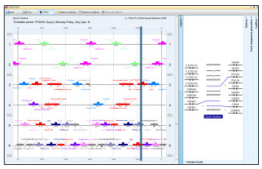
Graphic Timetable



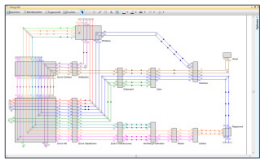
Runtime Calculator



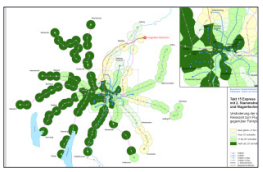
Customer Timetable



Platform Occupation



Netgraph



Trip Time Analysis

Conflict Detection

Vehicle Rostering

Working Group during this development phase. Multiple service concepts will be developed in Viriato representing a range of outcomes envisioned for the study corridor. As trade-offs among service, operations, and infrastructure are identified during the planning process, they will be documented and presented to the working group. Critically, concept development and refinement will identify any necessary infrastructure interventions (sidings, cross-overs, additional tracking, station layouts, etc.) necessary to support the service concepts.

Two key areas of interaction and input/feedback from the working group are critical – the acceptability of service adjustments to fit within the operation and infrastructure constraints and the feasibility of potential infrastructure changes to reflect the needs of the service and operation plan. DB will supplement the trade-off analysis with graphical comparisons of travel time, frequency, and capacity between hubs and a qualitative discussion of the responsiveness of each concept to regional travel demand.

DB has developed a unique and innovative approach to ridership modeling called Market Viability Assessment (MVA). An MVA introduces our quick, iterative, service planning concept to developing travel demand projections. In a MVA DB will analyze origin – destination trip pair volumes across the corridor. The inputs for the O-D trip pairs will be the Fresno COG regional travel demand model, supplemented with third party data.

An MVA is ideal for early stages of rail service planning where the key value is understanding regional travel flows, positioning rail to serve those flows, and informing order order-of of-magnitude estimates for service frequency and capacity .

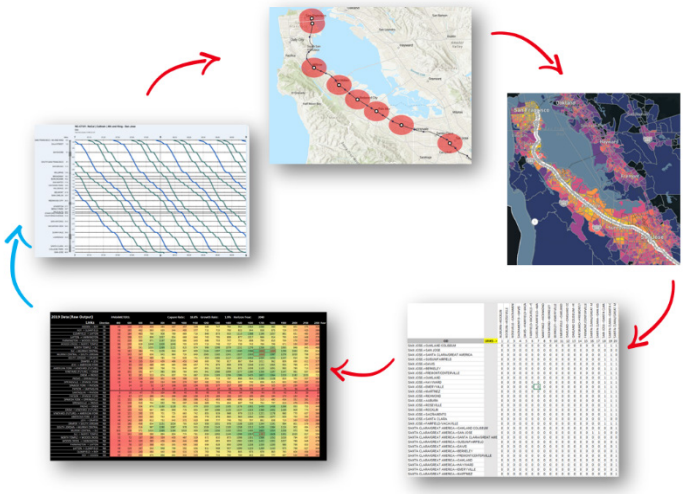
In the MVA, we begin by seeking to understand the total travel demand in the study area. Next, we define what portion of those trips could theoretically be served with a rail service solution. This is done using a combination of Stakeholder Working Group feedback and third-party data to estimate realistic catchment areas for a proposed rail service. Finally, we estimate ridership that could be captured from that group. The capture rates are derived from existing transit service capture and/or benchmarking against similar types of rail services. Capture rates can be tested against low, medium, and high-utilization scenarios for each station and segment on the proposed regional rail network.

Capture rates are matched up against various train consist seating capacities and service frequencies. The result are a thorough understanding of reasonable service levels and capacity utilization that can be achieved. Higher numbers indicate a need for more frequent high-capacity service and lower numbers may result in periodic low-capacity service.

In the low, medium, and high-utilization scenarios modeling will include details on vehicle miles traveled (VMT) and greenhouse gas emission (GHG) reductions.

The results of this process, including service assumptions, will be compiled into a report that will be part of the final deliverable for the Project and serve as a technical resource and strategic guide for future strategic planning and implementation.

The MVA workflow combines market and service analysis and iterates to reach the optimized service and operational outcomes.



Task 4 Deliverables:

- *Preliminary operations plan including planning parameters, concept development, refinement, and infrastructure requirements, documented and summarized in a presentation-style report*
- *Market Viability Assessment methodology and results summarized in a presentation-style report*

Task 5: Station Area Analysis and Environmental Screening

RFP Objective: Identify station infrastructure needs and opportunities for right-of-way preservation. This will be an input into for the preliminary capital and operation cost estimates.

Develop an environmental screening memorandum to understand the potential environmental impacts of implementing a regional rail network. This will include a desktop analysis of available mapping and data, preparation of exhibits, and development of a brief memorandum of the environmental constraints and potential CEQA and NEPA requirements to inform the potential future environmental clearance phase of work and streamline future efforts.

DB Approach to Task 5:

After completion of service planning and demand modeling in Task 4, DB will identify station infrastructure needs. Utilizing results from the MVA analysis performed in Task 4 DB will ascertain a level of basic infrastructure required for each station location. This could include elements such as parking, connecting transit bus stops, or station amenities such as retail, passenger waiting rooms, or customer service. DB will identify the infrastructure needs and opportunities to preserve rights-of-way for a future system.

Environmental analysis for regional rail network feasibility will require conformance with CEQA and NEPA regulations in future stages of development. Our partners, from Soar Environmental Consulting are experienced in required environmental task work as they analyze twenty-one environmental factors to varying degrees and scrutinized by multiple agencies with the implementation of a future regional rail network.

Soar will develop an initial environmental desktop analysis and environmental impact recommendations document. Soar's experts will consider impacts from agencies such as the U.S. Army Corp of Engineers, State Water Resources Quality Control Board, California Department of Fish and Wildlife, U.S Department of Fish and Wildlife, Federal Rail Administration, Native American Historic Commission, the State Historic Preservation Officer, and Section 106 and AB 52 Tribal consultations. A draft memorandum will be prepared summarizing environmental constraints and potential CEQA/NEPA requirements. After one round of consolidated comments, a final memo will be prepared.

Task 5 Deliverables:

- *Station Area Analysis Memo with infrastructure needs and opportunities for right-of-way preservation*
- *Environmental screening Memo with environmental constraints and CEQA/NEPA impacts*

Task 6: Develop Preliminary Capital Cost and Operational Cost Estimates

RFP Objective: Consolidate information from the existing infrastructure conditions summary memo, zero-emission rail vehicle technology analysis memo, preliminary operations plan, and regional rail station siting analysis memo to develop a preliminary capital and operational cost memorandum. This will inform the implementation strategy and phasing plan.

DB Approach to Task 6:

This effort will involve synthesizing data on current infrastructure conditions, zero-emission rail vehicle capabilities, operational planning assumptions, and station site requirements to create a cohesive cost analysis.

Following review and approval of deliverables in Tasks 3, 4, and 5, DB will create a comprehensive capital and operating expense plan. The capital plan will cover all critical infrastructure and equipment needs, ensuring alignment with the approved operating strategy. It will present a range of infrastructure options, each with cost breakdowns, allowing the Fresno Council of Governments to clearly identify primary cost drivers of a future regional rail network

DB's experience with similar projects across the country provides a strong database of input costs from which to develop high-level cost estimates for both capital and operating expenses.

The memorandum will include preliminary estimates for capital investments such as infrastructure upgrades, vehicle acquisition, station development, and supporting systems, as well as operational costs including staffing, maintenance, energy consumption, and service delivery. The consolidated cost analysis will highlight key cost drivers. This memorandum will serve as a critical input for shaping the project's implementation strategy and phasing plan, ensuring that decision-makers have a clear and comprehensive understanding of cost implications.

Task 6 Deliverables:

- *Capital Cost Plan memo for regional rail network developed in Task 3, 4, and 5*
- *Operating Cost Plan memo for regional rail network developed in Task 3, 4, and 5*

Task 7: Implementation Strategy and Phasing Plan

RFP Objective: Prepare an implementation strategy that includes a financial element which will detail project cost estimates, private and public funding options, and other relevant financial information for the Fresno County Regional Rail Feasibility Study.

The plan will identify strategies that best position the project for future grant opportunities and to capitalize on public and private sources of funding, including a roadmap for the efficient implementation of project components.

Project phasing will be tied to funding sources identified and will identify major milestones, goals, and deliverables for each phase. This will include a road map of steps and actions, railroad requirements, and regional rail service phasing strategy.

DB Approach to Task 7:

Upon approval of the deliverables in Task 6 DB will develop an implementation, phasing and funding strategy for the regional rail network. The strategy report will consist of three elements: Project Development, Funding, and Delivery.

To kickstart the development of passenger rail service, DB ECO will evaluate a comprehensive capital funding strategy that leverages existing federal grant and loan programs along with state and local sources. Capital funding will need to cover the cost of construction and equipment acquisition, and a diverse strategy with contingencies is necessary to put together a complete funding package.

DB ECO is familiar with major federal programs such as the Federal-State Partnership for National (FSP-N) grant program, as well as possible sources from the BUILD (Better Utilizing Investments to Leverage Development) and INFRA (Infrastructure for Rebuilding America) programs. Additionally, federal loans through the Railroad Rehabilitation and Improvement Financing (RRIF) program could be pursued to secure low-interest, long-term financing for significant portions of the project. Anticipating future grant programs, we will remain agile in adapting our funding strategy to align with emerging opportunities that align with the project's goals.

The funding strategy approach is to conduct a comprehensive policy analysis of the Bipartisan Infrastructure Law (BIL). This will involve providing an overview of key programs like New Starts, Small Starts, RAISE, CRISI, Fed-State Partnership, Corridor ID, Railroad Crossing Eliminations, CMAQ, STBG, and other relevant initiatives, aimed at supporting the broader program objectives. In addition to scrutinizing potential state and regional funds, the team will explore various financing and funding mechanisms. This includes:

- Public-Private Partnership (PPP) with Private Investors: A collaborative venture with private investors to enhance financial support.
- FTA Capital Investment Grants (CIG) Program (New Starts and Small Starts): Evaluation of opportunities within the Federal Transit Administration's Capital Investment Grants program.
- FRA Funding Programs: Scrutiny of various Federal Railroad Administration funding programs, encompassing Corridor ID, Federal-State Partnership for Intercity Passenger Rail Grant program, and the Consolidated Rail Infrastructure and Safety Improvements program.
- Additional Federal Funding Sources: Examination of potential funding avenues from federal legislation such as the Build Back Better Act, Inflation Reduction Act, and initiatives like Opportunity Zones and New Market Tax Credits.
- State Funding: Identification and assessment of state-level funding opportunities.
- Local Taxes and Municipal Bonds: Exploration of funding through local tax mechanisms and municipal bonds.
- Private Activity Bonds: Evaluation of potential funding through private activity

Finally, the Delivery element identifies approaches for leveraging the various state and federal grant programs to make strategically targeted investments over time that will advance the development of the regional rail system. Examples can include grade crossing rehabilitation, preservation of right-of-way for stations & facilities, and bridge rehabilitation. Advancing these early works allow for near-term improvements while paving the way for future rail service.

Task 7 Deliverable:

» *Implementation Strategy memo with Project Development, Funding, and Delivery elements*

Task 8: Develop the Draft Plan and Publish the Draft for Public Review

RFP Objective: Develop and present the draft final plan with an executive summary to the FCOG staff and working group for review, publish the plan for 30-day public review , final plan with Stakeholder and public comments incorporated

DB Approach to Task 8:

As a critical step, DB will consolidate interim deliverables from Tasks 1 through 7 into a single draft plan. After review by FCGO staff and working group, the plan will be published for 30 days on a project website for public comment.

All comments received will be thoroughly reviewed and incorporated into the final report. All public feedback will be included in an appendix, along with a clear explanation of how each comment was addressed.

Task 8 Deliverables:

» *Draft plan consisting of consolidated deliverables from Tasks 1 through 7*
» *One round of consolidated comments and revisions by FCOG staff and working group*
» *Publishing draft plan for 30-day public review/comment period*
» *One round of incorporating public comments/feedback*
» *Final draft report including appendix of public comments with resolution*
» *Preparation for submittal to Caltrans in an ADA accessible electronic copy*

Task 9: Presentation & Public Board Acceptance

RFP Objective: Develop and present the final plan with an executive summary to the FCOG Transportation Technical Committee, FCOG Policy Advisory and FCOG Policy Board for approval. Incorporate comments from the committees into the final plan as needed

DB Approach to Task 9:

Finally, a comprehensive report, supported by a PowerPoint presentation, will be developed to summarize the completed tasks and outline the recommended next steps. The final report will be presented in person to the Fresno Council of Governments, its Policy Advisory Committee, and the Policy Board for approval.

Task 9 Deliverables:

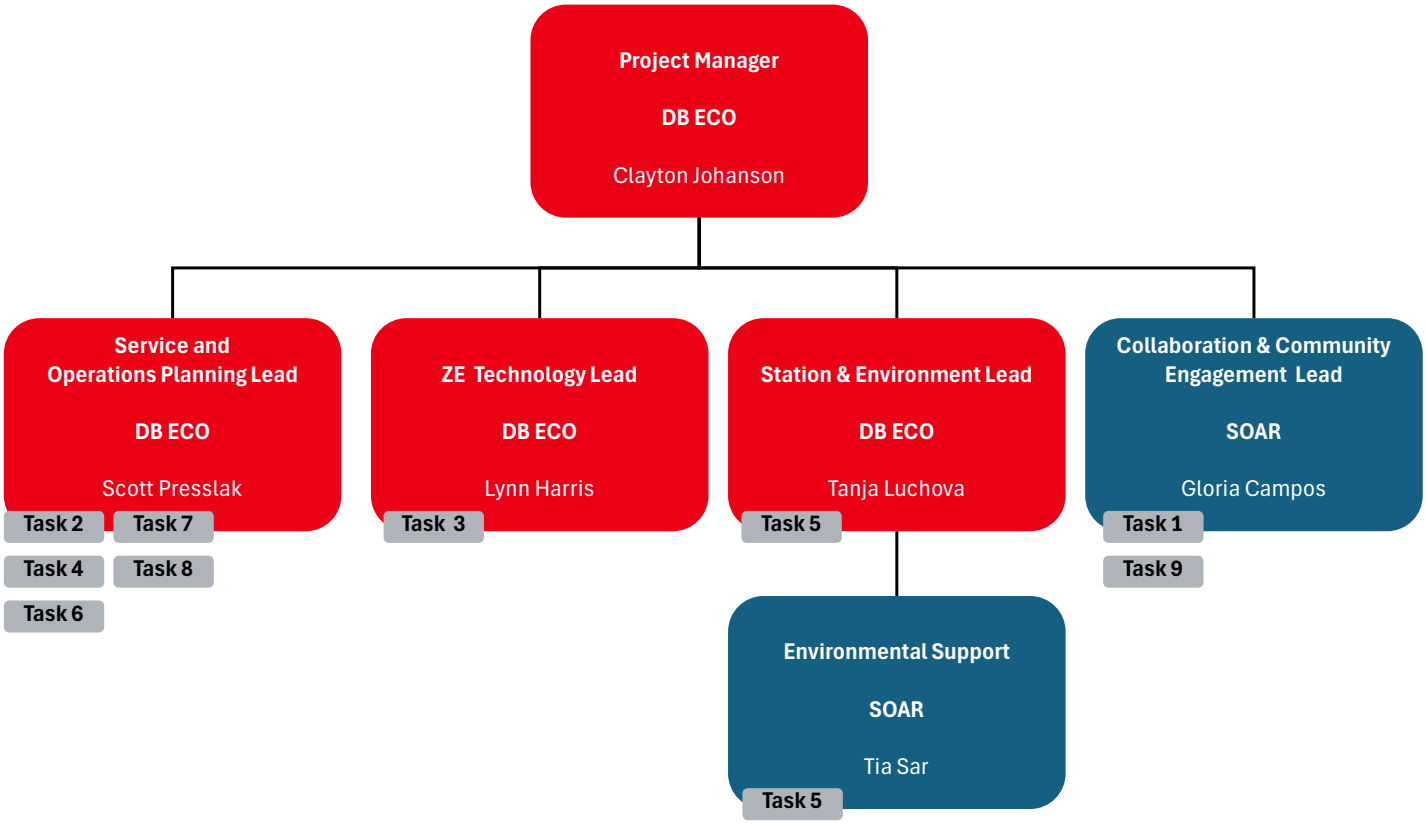
- *Development of Presentation-Style summary of the completed tasks and outlined next steps*
- *Presentation of the final report to FCOG, Policy Advisory Committee, and Policy Board*

E Management Approach

DB has designed an organizational structure tailored to the tasks outlined in the Fresno Council of Governments' RFP. Clayton Johanson, a Principal at DB with over 20 years of industry experience, will serve as project manager. Clayton's recent successes include overseeing DB's work with the San Joaquin Joint Powers Authority and managing a rail planning project for Racine, Wisconsin. Clayton will directly oversee Review of Existing Plans, Policies, and Infrastructure Conditions, Implementation Strategy and Phasing Plan, Development of the Draft Plan and Public Review, and Presentation and Public Board Acceptance.

Scott Presslak will serve as Service and Operations Planning Lead with responsibility for Operations Planning, Ridership Demand Modeling, and Preliminary Capital & Operational Cost Estimates. Scott supports many of DB's efforts with the San Joaquin Joint Powers Authority (SJJPA) and is very familiar to the study area and service planning principles. Lynn Harris, with extensive experience in Zero-Emission (ZE) technology across the U.S. and Canada, will oversee the ZE Technology tasks. Tanja Luchkova, with a strong background in urban planning and recent work on California High-Speed Rail's station area planning and development, will manage stations and environmental work, with support from our environmental subconsultants, SOAR. Gloria Campos from SOAR will support the overall project as Community Engagement Lead, ensuring our communications are consistent and wide reaching.

The organizational chart below illustrates a team with deep expertise in railroad management, service planning, environmental assessment, and station development. DB will ensure efficient project administration and management, facilitating coordination and integration across tasks. Frequent communication between the Project subtasks.



F Budget and Billing Format

Project Timeline

Month	2025								2026								
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Task 1: Collaboration and Community Engagement			W					O					O			O	
Task 2: Review Existing Plans, Policies, and Infrastructure Conditions																	
Task 3: Zero-Emission Rail Vehicle Technology Analysis																	
Task 4: Preliminary Operations Plan and Ridership De- mand Modeling																	
Task 5: Station Area Analysis and Environmental Screening																	
Task 6: Develop Preliminary Capital Cost and Operational Cost Estimates																	
Task 7: Implementation Strategy and Phasing Plan																	
Task 8: Develop the Draft Plan and Publish the Draft for Public Review															D		
Task 9: Presentation & Public Board Acceptance																	B

W: Publish website
O: Outreach activity
D: Release draft
B: Board meeting

Project Hours and Costs

Name	Johanson	Luchova	Presslak	Harris	Consultant	Kleinman	Sar	Campos	
Company	DB ECO	DB ECO	DB ECO	DB ECO	DB ECO	SOAR	SOAR	SOAR	
Hourly Rate	338.02	209.27	209.27	256.32	176.21	167	167	145	**Total Cost Per Task**
Total Hours Task 1	40		40		40	8	8	108	**$ 47,272**
Total Hours Task 2	20		64		64				**$ 31,431**
Total Hours Task 3				40		4	4		**$ 11,589**
Total Hours Task 4	40		80		140				**$ 54,932**
Total Hours Task 5		40	32			80	80		**$ 41,787**
Total Hours Task 6	8		40		40	16	16		**$ 23,467**
Total Hours Task 7	24		40		40				**$ 23,532**
Total Hours Task 8	24		96		96			56	**$ 53,239**
Total Hours Task 9	24		24		40				**$ 20,183**
Total Hours	**180**	**40**	**416**	**40**	**460**	**108**	**108**	**164**	
Total Cost Per Role	**$ 60,844**	**$ 8,371**	**$ 87,056**	**$ 10,253**	**$ 81,057**	**$ 18,036**	**$ 18,036**	**$ 23,780**	**$ 307,432**
Direct Expenses: 2 Site Visits									
Roundtrip airfare x 2	$ 1,500		$ 1,500			$		1,500	$ 3,600
Lodging/2 nights	$ 1,000		$ 1,000			$		1,000	
Meals/2 days	$ 500		$ 500			$		500	$ 3,600
Rental Car/2 days	$ 600		$ 600			$		600	$ 3,600
Total	**$ 3,600**		**$ 3,600**			**$**		**3,600**	**$ 10,800**
DB ECO CPM Support (2.5% of total cost)									
Zac Hays									$ 7,956
								Total Cost	**$ 326,188**

As requested in the RFP, the 'Specific Rates of Compensation' method was used to calculate costs in this proposal.

G Insurance Requirements

Will issue COI when contract is executed.

H Disadvantaged Business Enterprise Certification

See Part L, attachment B.

Conflicts of Interest

None.

J *Summary of Qualifications*

See attached resumes and project descriptions.

Clayton Johanson

Principal Consultant

DB E.C.O. North America, Inc.

Education, Licenses & Certifications

B.S. - Transportation and Logistics
Iowa State University / Ames, IA

Experience

20 years industry experience

Background

Clayton Johanson is a railroad operations expert with experience managing dense commuter and freight operations in busy urban corridors. He has worked with Class I railroads, commuter railroads, public transit agencies, and consulting firms.

Clayton spent 15 years with BNSF Railway, the largest railroad company in the United States. For the past 10 years Clayton served as the Terminal Manager for Suburban Operations for BNSF's Chicago commuter operations. There he oversaw the safe daily operation of 106 commuter trains handling 60,000 daily riders between Chicago and Aurora, IL. He also led teams that instituted customer service training programs, implemented Positive Train Control, and developed train operations schedules. Clayton was responsible for the creation of an operating plan on 36 hours of notice that successfully handled 100,000 riders for the 2016 Chicago Cubs World Series parade.

Professional Experience / Key Projects

- **Milwaukee Area-Racine-Kenosha Rail Study**
  Client: City of Racine, Wisconsin | Role: Project Manager
  Contact: Trevor Jung | trevor.jung@cityofracine.org
  Dates: 2024-Ongoing | Cost: $2,000,000

  The City of Racine, Wisconsin desires to reestablish passenger rail service in southeastern Wisconsin, enhancing regional connectivity and supporting economic growth. DB is tasked with analyzing various service scenarios, coordinating with key stakeholders, and preparing the project to meet the stringent requirements of these federal funding opportunities. The deliverables include detailed service plans, infrastructure requirements, and a strategic roadmap that ensures the project is positioned for successful federal grant applications, aligning with regulatory standards and community needs.

  Clayton serves in the role of Project Manager. In addition to planning and directing the work of DB and its teaming partners, Clayton leveraged his years of industry experience to put his client into direct dialogue with key stakeholders such as Metra, the Chicago regional rail operator.

- **San Joaquin Performance Monitoring**
  Client: San Joaquin Joint Powers Authority (SJJPA) | Role: Project Manager
  Contact: Andy Cook, Planning & Programming Manager | acook@sjrrc.com
  Dates: 2019-Ongoing | Cost: $1,100,000

  The San Joaquin is an Amtrak-operated, SJJPA-funded regional passenger service operating between Bakersfield, California and the co-terminals of Oakland, California and Sacramento, California. Following the implementation of a repetitive "pulse" train schedule, SJJPA engaged DB E.C.O. North America to conduct performance monitoring services of the service for two years. The service operates on host freight railroad BNSF Railway. Clayton used data analytic tools such as Tableau and TRENOanalysis to examine train performance data and conductor delay reports to identify trends and true root causes of delay. Clayton then worked with a multi-stakeholder team comprised of SJJPA, Amtrak, and BNSF staff to develop targeted initiatives to reduce or eliminate delays that have the great impact on train performance.

- **NCTD COASTER Service Expansion: Senior Executive Rail Operations**
  Client: North County Transit District | Role: Project Manager
  Contact: Katie Persons, Dir of Service Planning | kpersons@nctd.org
  Address: 810 Mission Avenue, Oceanside, CA 92054, (817) 867-5040
  Dates: July 2020 - February 2024 | Cost: $1,000,000

  North County Transit District is a multi-mode transit operator in northern San Diego County. At the time NCTD was faced with the loss of several roles in the rail operations department. The department also faced challenges in safety and service recovery.

  Clayton was tasked with serving as the Senior Executive for Rail Operations while NCTD undertook a search for a new Chief Operations Officer for Rail. Clayton led a team that performed a 30-day review to understand challenges faced in the rail department. From that review Clayton led initiatives related to safety, service, and reliability.

Scott Presslak, PTP

Senior Consultant

DB E.C.O. North America Inc.

Education, Licenses & Certi ications

Professional Transportation Planner (PTP), 2014-Present

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

BA, Urban Planning, University of Illinois at Urbana-Champaign

Experience

15 years industry experience

Background

Scott is a certified Professional Transportation Planner (PTP) with a variety of transportation planning experience with specializations in data analysis, performance management, public outreach, and community engagement. Since joining DB in early 2021, Scott's work focuses on data analysis, performance monitoring and management, service planning, and scheduling.

Professional Experience / Key Projects

- **Caltrans, California Intercity Rail Performance Monitoring:** Senior Consultant. Responsible for performance monitoring efforts on two of California's intrastate Amtrak operations, the San Joaquins between Bakersfield and Oakland/Sacramento, and the Capitol Corridor between Sacramento and San Jose. Work includes analyzing on-time performance and delay occurrences, identifying issues and trends, performing deep dive analyses on frequent delay causes, and presenting findings to the joint power authorities, host railroads, Caltrans, and other key operations stakeholders.
- **Transforming Rail in Virginia, Atlantic Gateway Virginia Amtrak Performance Monitoring**: Senior Consultant. Works on performance monitoring efforts for Virginia's state-supported Amtrak routes, regularly reviewing data, analyzing trends, and making recommendations to host railroads, Amtrak, and the Commonwealth of Virginia. Hosts monthly Service Performance Committee virtual meetings and quarterly Managers/Executives Committee meetings, and organizes ad hoc in-person meetings as needed to discuss specific issues and trends.
- **Jacksonville (FL) Transportation Authority First Coast Regional Rail Study:** Consultant. Responsible for developing five preliminary service concepts, identifying the overall feasibility, benefits, and constraints for each concept, and presented the concepts to JTA staff and executives in an in-person workshop format. Also responsible for using the results of this workshop to further refine the service concepts into two options for further study, including basic fleet requirements, layover facility needs, and coordinating with colleagues to perform a high-level freight capacity marketplace study to identify capacity-constrained segments that would require infrastructure enhancements to accommodate a shared freight/passenger corridor while maintaining the JTA's desired passenger service levels.
- **Metra/BNSF Kendall County Extension Capacity Marketplace Study:** Consultant. Responsibilities included analyzing four years of BNSF OS data using Tableau to determine existing conditions, projecting future growth and determining existing infrastructure constraints, and assisting in developing a model to perform the capacity marketplace analysis using Viriato. Responsibilities also included creating and hosting regular meetings with the project's Technical Working Group (TWG) which included representatives from BNSF and Metra.
- **Southeastern Pennsylvania Transportation Authority (SEPTA) Trolley Modernization Operations and Capacity Study:** Consultant. Work includes data analysis of performance data, field observations, data reporting, and working with SEPTA staff to identify additional optimization opportunities. Additionally, performed traffic and intersection analysis to make recommendations to improve vehicular traffic flow, enhance pedestrian safety, and increase efficiency and reliability of mixed-traffic trolley operations.

Lynn Harris

Senior Subject Matter Expert

DB E.C.O. North America, Inc.

Education, Licenses & Certifications

BSc Nuclear Engineering
North Carolina State University
Raleigh, NC

EIT – North Carolina

Experience

25 years industry experience

Background

Mr. Lynn Harris is a Senior Subject Matter Expert with DB Engineering & Consulting North America. He has 25 years of engineering experience, including the past 14 in the rail industry. His experience covers a wide range of rail topics including overseeing locomotive and railcar rebuilds, PTC implementation, maintenance facility upgrades, and the development of state-of-the-art emissions reduction technologies for passenger locomotives.

Lynn has been employed with DB for 3.5 years, during which time he has provided oversight and expertise to multiple passenger rail agencies who are pursuing decarbonization of their rolling stock, and associated efforts to modernize maintenance facilities to support new low- / zero-emissions vehicles. Before joining DB E&C USA, Lynn was employed as an embedded consultant to the North Carolina DOT Rail Division, where he oversaw implementation of cutting-edge diesel exhaust reduction systems and led research efforts on similar clean propulsion technologies for inter-city passenger rail. His additional responsibilities included grant writing, overseeing the implementation of Positive Train Control technology, and implementation of Wi-Fi on the NCDOT Piedmont passenger railcars. For the past three years he has served as an industry consultant to UNC Charlotte in support of students' senior design projects associated with clean propulsion for rail vehicles.

Professional Experience / Key Projects

- **Caltrans, Fleet Management Program, ZE Intercity Motive Power**
  Client: Caltrans / Role: Senior ZE Consultant
  Provided advice and developed a strategy to gradually transition diesel-electric motive power equipment to ZE VIA intermediate technologies such as renewable diesel and exhaust after treatment, and eventual transition to hydrogen fuel cell hybrid motive power. Now aiding in the implementation of the strategy. Technology comparison considering practicality of various options, including batteries and hydrogen, impact on total emissions, and implementation cost.

- **NCDOT Rail Division Passenger Locomotive Air Pollution Reduction Efforts**
  Client: North Carolina Department of Transportation Rail Division
  Role: NCDOT Project Manager
  Dates: 05/2015 – 10/2018
  Led NCDOT Rail Division's efforts to reduce air pollution from its passenger locomotives. Located a vendor who was able to design and install the first ever retrofit selective catalytic reduction based emissions reduction system for an inter-city passenger locomotive. Reduced air pollution from EPA Tier 0+ to EPA Tier 3+ at 10% of the cost of purchasing a new locomotive.

  Responsible for full spectrum of project management activities including locating vendor, confirming optimal technology for NCDOT needs, writing and receiving grants for project funding, defining scope and schedule of activities, overseeing implementation, and overseeing acceptance testing.

- **NCDOT Rail Division Passenger Locomotive Hydrogen Fuel Cell Feasibility**
  Client: North Carolina Department of Transportation Rail Division
  Role: NCDOT Project Manager
  Dates: 05/2018 – 11/2020
  Worked with Michigan State University, including Dr. Andreas Hoffrichter, to support MSU performing a duty cycle simulation on the NCDOT Piedmont passenger rail corridor between Raleigh and Charlotte, NC, to determine the viability of replacing traditional diesel engines with battery / fuel cell propulsion technology.

  Primary POC for NCDOT; provided MSU team with NCDOT locomotive operating information and Piedmont corridor information. Supported periodic travel by Dr. Hoffrichter to NCDOT for periodic updates on project status. Reviewed and provided feedback on final report for project.

Tanja Luchkova

Senior consultant,
Stations Operations and Customer Service

DB E.C.O. North America Inc.
Education, Licenses & Certifications

Degree: Dipl.-Ing. Air Traffic and Transport
Major: Transportation Engineering
University: University St. Kliment Ohridski, Faculty of Technical Sciences
Bitola, North Macedonia

Experience
18 years industry experience

Background

Tanja Luchkova is an expert on real-time digital crowding and passenger flow management in both the aviation and rail sectors. Senior Expert in Traffic and Crowd Management for the 'Digital Rail Germany' program, which is a major effort by Deutsche Bahn to digitize its operations in order to add capacity on existing infrastructure. Skilled in identifying pain points and opportunities for improvement, developing solutions, and executing on recommendations.

Publications / Academic Research

- “Investigation of Time Critical Concept and the Impact in Mixed Voice/Data Link Environment”/ICRAT 2006/ EUROCONTROL web site
- "Assessment of the Environmental Impact of Electric Taxi by means of Fast-Time Simulation"- scientific paper DLRK, 2010
- "The impact of new propulsion systems: Benefit of the Electric Taxi powered by a fuel cell" - scientific paper, Greener Aviation, Brussels 2014
- “Impact of Volcanic Ash on European Air Traffic: Simulated Eruption of Volcano Stromboli” – scientific paper, AMS 95th Annual Meeting, Phoenix, AZ 2015 (co-author)

Professional Experience / Key Projects

- **California High Speed Rail**
  Employer: DB ECO NA Inc.
  Role: Senior consultant / Dates: 2023 - Ongoing
  Strategic Station Concepts and conducting Deep Dive Analysis involving formulating Service Concepts covering customer journeys, retail strategies, and revenue models. Additionally, development of a scalable digital model for stations, focusing on dynamic passenger guidance, enhanced waiting area management, passenger flow analysis, platform exchange management, intermodal mobility integration, sustainability initiatives, preliminary Operations and Maintenance (O&M) concepts, security measures, and station operational plans encompassing various services and management aspects.

- **OnCorr Project GO Transit Network**
  Employer: ONxpress Transportation Partners
  Role: Manager Passenger Modelling and Crowd Control Plans
  Dates: 2022 - 2023
  Tasked with developing an innovative Crowd Management System for rail stations, Tanja was responsible for revolutionizing digital passenger information and guidance, ensuring superior efficiency, safety, customer experience, and accessibility. Overseeing the acquisition of passenger modeling and crowd control plans for 67+ stations, Tanja managed schedules, budgets, and stakeholder communication, facilitating alignment between internal teams and the client. Additionally, Tanja conducted workshops, collected data from station visits, and validated passenger modeling results, demonstrating a passion for transit, stakeholder relationship management, and a strong aptitude for cross-functional teamwork and customer experience enhancement.

- **Digital Rail Germany**
  Employer: DB Netz AG
  Role: Senior Expert Traffic for Crowd Management
  Dates: 2020 - 2022
  Engaged in crafting and testing novel business strategies tailored to diverse rail stations and train services, Tanja played a pivotal role in optimizing operations, bolstering customer satisfaction, and driving overall success. Noteworthy contributions include active involvement in the ReKa initiative within DB and close collaboration with DB Station&Service on various fronts. This involved developing and implementing comprehensive overcrowding measures, piloting major projects for validation, collaborating on simulation levels, and assessing measures for high-speed trains' efficiency at strategic stations like Frankfurt Airport. Tanja led the development of capacity models, organized passenger data collection at Hamburg Hbf, supported subsystem architecture design, prototypes' development, and field test definitions for future rail environments. Additionally, Tanja derived non-functional requirements, reviewed project-specific architectures, and presented project outcomes to senior management.

Steve Kleinman
Sr. Environmental Planner

Education

· Master of Urban and Regional Planning in Transportation Policy and Planning, UCLA, Los Angeles, CA - 2017
· B.A, Geography and Urban Planning, Binghamton University State, Binghamton, New York - 2015

Technical Expertise

- Data Analytics
- ArcGIS
- Adobe
- Web Design
- Microsoft 365
- General Transit Feed Specification (GTFS))
- Geographic Information Systems (GIS)
- Technical Writing

Practical Experience

With 10 years of experience in city, county, MPO, state, and federal government positions and large and small private firms, Steve provides expert-level skills in land use, environment, and transportation planning. His projects include major infrastructure, private development, and city and county planning projects. Steve is an asset to every project he undertakes, and we are glad he is on the Soar team!

Highlighted CEQA/NEPA Projects

Soar Environmental Consulting Sample Projects –
Lead Environmental Planner – CA High-Speed Rail – CA
Steve is the lead planner on the Aesthetics and Visual Resources Technical Report for the CA High-Speed Rail Heavy Maintenance Facility project. Steve has compiled multiple integral sections of the Technical Report and conducted related site visits and geospatial analysis using ArcGIS, while collaborating with other team members.

Lead Environmental Planner – John C. Fremont Hospital District NEPA Environmental Assessment– Mariposa, CA
Soar Environmental is the environmental consultant for the Hospital District planning and schematic design for a new multi-story hospital expansion of the existing facility. Steve is the project manager and lead author for this document. The NEPA document is required due to federal funding sources and tribal consultations.

Lead Environmental Planner - RDR LLC CEQA IS/MND– Solano County, CA
Steve is leading the planning team for a CEQA Initial Study for a 426-acre project site in rural Solano County. The project aims to subdivide the acreage into ten parcels and develop the grazing land for agricultural operations. Steve is coordinating the team's effort to research biological and cultural resources and complete the CEQA checklist.

Lead Environmental Planner – Three Palms CEQA IS/MND, Fresno, CA
Steve has completed coordinating the CEQA checklist, authoring the document, and delivering the CEQA Initial Study to the City of Fresno planning department. The project involves reengineering and constructing a new septic system in an established residential park. The State of California currently publishes the Initial Study.

Further Planning Experience

Special Projects Planner (Land Use & Environmental Planner) - Wynn Coastal Planning & Biology - Fort Bragg, CA - 2022-2024
In this role, Mr. Kleinman prepared applications for various planning projects along the Northern California Coast while communicating consistently with clients to ensure all goals and needs were met most effectively. In addition, he also produced a variety of technical planning recommendations related to planning, zoning, land divisions, and environmental quality concerning projects presented to the Planning Commission, Board of Supervisors, CA Coastal Commission, Zoning Administrator, and Coastal Permit Administrator.

Land Use Planner - County of Mendocino - Fort Bragg, CA - 2021-2022
Steve Kleinman interpreted and reviewed Federal, State, and County laws, codes, and guidelines associated with current and advanced planning activities and subsequently made determinations for project applications in this position. He also conducted field inspections and investigations of planning projects to ensure compliance with applicable codes, laws, and specifications while collaborating with Code Enforcement Officers to investigate zoning complaints and violations and make recommendations for resolving any issues.

Transportation Planner II - HNTB Corporation - Fort Bragg, CA - 2020-2021
Steve served as a transportation planner for rail projects in California, including for clients such as LA Metro, Metrolink, SANDAG, and Brightline. He prepared planning and environmental review documents, created presentation materials, performed geospatial analysis using ArcGIS, and assisted in presenting project work to clients and community groups. Additionally, he analyzed and reported on CEQA and NEPA documents related to transportation projects.

Planning & Land Use Deputy. City of Los Angeles Councilmember Paul Koretz, Council District 5, Los Angeles, CA 2017-2020
Steve oversaw Planning projects for 150,000 residents and approximately 31,000 parcels across 18 square miles. He reviewed all proposed discretionary Planning and Land Use projects in Los Angeles City Council District 5, tracked project applications throughout the application process, reviewed CEQA compliance, conducted site visits, met with stakeholders, attended hearings, and facilitated community outreach. Steve addressed daily planning and other city-related inquiries from constituents and stakeholders. He drafted, edited, and prepared correspondence, briefing memos, legislative motions, and other documents for the Los Angeles City government planning and legislative issues. Steve attended Neighborhood Council and Homeowners Association meetings, public hearings, office hours, and other district events as a representative of Councilmember Koretz.

GIS/Transportation Research and Analysis - Southern California Association of Governments - Los Angeles, CA 2016 to 2017
Present Transportation Research and Analysis Intern• Perform GIS analysis and cartography, including spatial analysis, geoprocessing, shapefile editing, and geocoding• Collaborate with CEQA specialists to geolocate hundreds of addresses for Intergovernmental Review• Create charts and spreadsheets for land use analysis, including housing affordability and transportation impacts• Participate in meetings with member agencies and regional stakeholders• Develop, update, and maintain GIS database including general plan, specific plan, CEQA, and zoning data• Perform GIS analysis and map creation, including spatial analysis, geoprocessing, shapefile editing, and geocoding• Prepare reports, maps, and documents for various programs and projects in the region• Assist in the fulfillment of data and information requests from SCAG internal staff and SCAG member agencies• Create charts and spreadsheets for land use analysis, including housing affordability and transportation impacts.

Railroad Policy and Development - Federal Railroad Administration - Washington, DC 2015 to 2016
Policy and Development staff • Conducted research in support of several major initiatives for Amtrak ADA Stations Program• Produced presentations, reports, and data analytics for meetings with senior officials and external stakeholders• Participated in planning meetings for Washington Union Station mega-redevelopment project• Oversaw implementation of revolutionary Shuttle Platform technology deployed by Amtrak that provides level- boarding on freight mainline, and utilized Amtrak performance data for analysis of platform impacts• Attended meetings in place of superiors to produce detailed briefings to be shared with senior officials.

Tia Sar

Sr. Environmental Planner

Subject Area Expertise

Bachelor of Science in Environmental Engineering
GPA: 4.03/5.00 | Grades in top 5%
South China Agricultural University
Guangdong, China
May 2020 Study Abroad: McGill University Montreal, Canada (Summer 2019), Sustainable Agricultural Skills

- Identifying factors influencing cost-effective wildlife crossing design criteria and performance.
- Experience designing, tendering, and constructing various highway wildlife mitigations.
- In-depth understanding of owner (DOT) needs and perspective from a government context/milieu.
- Knowledge of highway design, construction techniques, specifications, maintenance & operational standards.

EDUCATION

Bachelor's of Arts degree in psychology
National University

Biography

Tia is a planning rock star with over nine years of environmental and planning industry experience in County jurisdictions, including Fresno and Mendicino Counties. Ms. Sar brings her passion for customer service, working with clients and applicants to successfully clear projects, meeting deadlines, environmental CEQA/NEPA EIR/EIS, Initial Studies, Environmental Assessments, and authorship and public presentations to Soar Environmental Consulting. Her communication skills and enthusiasm are off the chart, and she always looks at problems as solutions.

Relevant Work Experience

Sr. Environmental Planner - Soar Environmental Consulting, Inc. July 2024 to Present

- Ms. Sar on authoring the Sentry Ag EIR.
  The project concerns a Fresno County-Department of Justice required EIR focusing on the diary project's expansion and the diary project's greenhouse gas emissions.
- Lone Pine Paiute Shoshone Tribe Environmental Assessment
  The tribe seeks to build out this broadband infrastructure using federal dollars. Tia is leading the NEPA Environmental Assessment project, working directly with the client and authoring the document.
- California High-Speed Rail Authority Heavy Maintenance Facility requires an EIR/EIS for 3 to 4 alternative sites in California's Central Valley. Tia supports the authoring of the Aesthetics technical report.
- RDR Inc. is subdividing 423 acres in Solano County and is required by the county as the lead agency to supply a CEQA Mitigation Negative Declaration. Tia, the project manager, has completed the MND for county review.
- The City of Jurupa Valley is the CEQA lead agency for constructing a hotel and senior living residence. Soar Environment is completing the environmental technical documents, and Tia is authoring the Noise technical report.

Planner I & II - County of Mendocino - Fort Bragg, CA November 2018 to 2024

- Generate estimates and invoices for customers for future commercial and residential construction projects.
- Effective working relationships at all internal organizational levels, external agencies, and the public. Schedule site visits and permits for zoning approval.
- Zoning review on commercial and residential plans to ensure conformance with current building codes, zoning ordinances, and regulations about life safety and supporting code compliance criteria.
- Prepare green sheets, plan to check letters, correspondence, CEQA analysis, EIR, and staff report for each assigned Coastal Development Permit (CDP).
- Assist customers at the counter with questions and responses to plan check letters and back check letters.
- Code interpretation of ordinances and regulations related to planning.
- Take the lead in researching the history of code enforcement, ordinances, etc., when problems of interpretation arise.
- Assist the public with plans and building code questions. Identify technical issues and evaluate and implement appropriate solutions for customers.
- Perform over-the-counter processes from the beginning of the submittal to permit issuance.

- Ability to review construction development entitlements, including conditional use permits, tentative maps, variances, coastal development permits, and design reviews compliance with codes and Zoning land use requirements.
- Review planning projects in natural resources, including land conservation contracts, surface mining, and timber production resources. Pull and research address folder on prior permits history per request.
- Research and answer various zoning and land use questions by phone, public walk-ins, and letters from the public.
- Great knowledge of interpretation and application of the County of Mendocino Division I, II, & III Zoning Ordinance, policies, rules, regulations, and procedures.
- Assist management on various special projects as I am needed within our section. Present Planning Projects for approval to the Board of Supervisors, Coastal Permit Administrator, Planning Commission, and Mendocino Historic Review Board.
- Code enforcement planner for the coastal and inland areas.
- Ability to help applicants resolve code enforcement challenges and improve relationships between the owners and county.

Program Planner and Technician-Public Works and Planning - Zoning - Fresno, CA July 2014 to November 2018

- Provide estimates on building costs for the public.
- Schedule building permits inspections• Review and approve building plans and special projects and issue building permits.
- Develop procedures and training materials to ensure new staff processes are consistent.
- Manage all project deadlines to facilitate smooth workflow.
- Ensure planners have all the materials they need at all times.
- Triage daily workflow and train new Planners on department expectations.

Gloria Campos

Public Outreach Manager

Biography

Experienced Public Outreach and Office Administrator specializing in Audits, Quality Control, and Document Control on Construction Projects, with great interpersonal skills and proficiency in Data Reporting, Hazardous Waste Management, and Technical Writing.

Education

- BS Business Administration and Marketing Analysis, California State University, Fresno, CA (2014-2016)

Professional Development

- Introduction to Environmental Regulations Course Series
- CEQA Essential Workshop
- EMMA Compliance, Sustainability, and Administrative Training Workshops
- CDFW Habitat and Land Cover Mapping for Pre-Construction Surveys Workshop
- CDFW Audit Tracking Workshop – Fundamentals of Risk Management
- Complex Problem-Solving Course Series
- Project Management for Small Business Course
- Create an Incredible Corporate Culture Course SeriesTitle of Degree Course or Training, City, State – Year]

Technical Expertise

- Data Reporting
- Hazardous Waste Management
- Preparation of Technical Reports and Presentations
- Database Management

Practical Experience

As an enterprising, self-motivated professional, Gloria provides valuable resources to businesses in their future planning to protect people's health, minimize society's impact on the environment, and protect the ecosystem. Gloria has experience managing hazardous waste manifests, compliance with environmental permit requirements, providing audit and quality control expertise, database management, and technical writing, with a background in business administration and marketing analysis.

Highlighted Projects

CHSRA CP1 Public Outreach Manager, Soar Environmental Consulting, Inc. (2023-Present)
Gloria serves as public outreach manager, supporting the wider Project Contract Management team. She provides public information and outreach for CHRSA right of way and broader public information meetings and media content.

CHSRA CP1 Analyst, Soar Environmental Consulting, Inc. (2021-2022)
Ms. Campos tracks and records a series of updates and revisions to develop an audit trail of final documents and assists the QA team in completing scheduled audits, through which she identifies and closes gaps in submittal processes, collates information, and provides reports. Gloria supports CP1 Buildout data entry and determination of final design compliance with Environmental Permit Requirements and assists with the management of permits. She assists in managing Hazardous Waste Manifests and preparing, maintaining, and revising quality assurance documentation, such as Sustainability Quality Milestone Data Pack (QMDP) Procedures. Gloria locates electronic documents in multiple databases, including CMS, SharePoint, and EMMA, and participates in developing CHSRA onboarding procedures to streamline and simplify onboarding request management across departments. Gloria also reviews California Endangered Species Act Incidental Take Permit (ITP) amendments for Map Book data sets and cross-checks against Authority records.

CHSRA CP1 Document Control Specialist, Soar Environmental Consulting, Inc. (2020-2021)
As a Document Control Specialist, Gloria assisted in managing contracts, manuals, plans, and design documents. She received, organized, and controlled all contractor-supplied documentation within a centralized database, including correspondences, RFIs, Submittals, and Change Orders. Gloria developed procedures to manage, access, and share key project documents throughout the organization.

Marketing Consultant, Ozelot Media (2019-2020)
Gloria is responsible for website monitoring, user analysis, creating quality, relevant content based on search query data, and examining marketing data sets based on customer Key Performance Indicators such as leads, conversion rates, and website traffic to present objective evidence in a simplified format, and researching and implementing marketing tools to support various projects (automation software, social media scheduling, etc.).

Grower Relations Coordinator, OAG Global Inc. (2018-2020)
As grower relations coordinator, Gloria was the main point of contact for several Chilean and Peruvian growers to plan and oversee the design, production, and organization of marketing and packaging materials based on forecasted volumes. She was responsible for ensuring accurate projections and harvest schedules, which she created for posting content on social media platforms to promote the company's products. Gloria submitted crop estimates and recruited new growers as directed. She analyzed actual vs forecasted volumes to identify and resolve variances in production and sales. In doing so, she had to prepare weekly market

- Management Marketing
- Copywriting
- Email Automation
- Project Management
- Web Content Development
- Microsoft Office
- EMMA
- CMS
- Sharepoint
- Smartsheets
- Teams
- Document Control

Professional Affiliations

- Google Developer Group Fresno Social Media – Event Coordinator October 2018.
- Women Techmakers Fresno Social Media – Event Coordinator March 2019.

reports. She also worked closely with warehouse, sales, marketing, and accounting teams to ensure quality and safety and meet customer demands.

Sales and Marketing Support, OAG Global Inc. (2018-2020)
Gloria served as Sales and Marketing Support for OAG Global Inc., a grower-shipper-importer company working in International Product Marketing. She collected data on competitors' marketing tactics, sales prices, and product distribution and developed tactics and metrics to assess the effectiveness of existing marketing, advertising, and communications programs. She analyzed customer opinions, buying habits, preferences, wants, and needs to develop varietal brands and monitored and forecasted marketing and sales trends to highlight new initiatives and promotional opportunities.

CHSRA CP2-3 Document Control Specialist/Office Administrator, Arcadis North America (2017-2018)
Gloria worked with Arcadis North America for the California High-Speed Rail Authority as a Document Control Specialist/Office Administrator. In this role, she assisted project managers with record keeping, received and stamped submittals for internal routing, maintained document control's filing system, and assisted the environmental department with reports and spreadsheets. Gloria prepared weekly ROW Status Reports using KMZ layers and Google Earth and supported the development of the Hazardous Material Manifest filing structure.

Planning for Future Growth on UTA's FrontRunner Corridor

DB E.C.O. North America Inc. supports Utah Transit Authority's (UTA) FrontRunner commuter service vision for 2030, which includes increasing the peak service from 30-minute to 15-minute frequencies to meet the needs of the Salt Lake City area. This vision requires thoughtful study of necessary infrastructure and process improvements to maintain UTA's high on-time performance and reputation. DB manages several initiatives: service concept modeling, timetable planning, operational analysis, operations and maintenance costing, maintenance facility assessments, performance management, and dynamic operations simulation.

From 2021-2023, DB provided service planning and a study of the UTA O&M Facility. The work included a baseline of current processes and the identification of continuous improvement opportunities in the schedule and facility. This resulted in schedule recommendations for service planning. DB developed an O&M process map and cost model for the facility that allows UTA to understand the financial operating implications of service expansion.

DB also initiated two programs this year with UTA. The first was a rail simulation study that informs the necessary resource mitigations for future service. This included simulating current processes and the new timetable, identifying new track infrastructure needs, and identifying new operational principles from the simulation study. DB also developed a detailed assessment of travel benefits from new, higher-performing equipment and infrastructure. In conjunction with the simulation study, DB conducts a performance management review to prepare the transportation and support teams for future daily processes. This includes baselining (not all included) key system recovery, hand-off, passenger information, and incident strategies. The baseline will inform the new scenario exercise. DB is developing new tools and playbooks to help with training and process consistency.

DB's methodology here relies on three fundamental principles: focus on the transportation product, establish a strong plan, and execute the plan consistently. DB with UTA maximized this through collaboration with leaders and on-ground SMEs to empower the organization to participate in the long-term vision and solution, enriching the ultimate product and longevity.

UTA Operations & Simulation On-Call

Client	Utah Transit Authority (UTA)
Location	Salt Lake City, UT
Duration	January 2021 - January 2024 (est.)
Value	$777,000
Reference	Janelle Robertson, Project Manager II, UTA | (801) 512-3023 jrobertson@rideuta.com
Key Staff	Clayton Johanson, Principal Consultant Yasmin Ara, Consulting Manager

Connecting San Francisco and Los Angeles with an innovative high-speed rail system

The California High-Speed Rail Authority is responsible for the planning, design, construction and operation of the first high-speed rail system in the nation. DB E.C.O. North America Inc. was chosen as the Early Train Operator and will initially consult on and develop the system and then operate it. Since December 2017, DB has worked alongside the authority and their advisors on the design, development of procurement and the commercial aspects of the high-speed rail system.

The operating and service consultancy includes:

- Update of operating and project parameters
- Ridership & Revenue Modeling
- Risk Analysis and Sensitivity testing
- CRRM Model Documentation
- Integrated Service Planning
- O&M Cost Analysis
- Life Cycle Cost Analysis

The stations design & operations consultancy includes:

- Defining stations governance and usage conditions
- Defining costing and methodology of shared payments between station tenant/owner
- Defining legal agreements concepts
- Site planning support
- Station designer support

California High-Speed: Early Train Operator

Client	California High-Speed Rail Authority
Location	California, Statewide
Duration	December 2017 - Ongoing
Value	$27 million
References	Bruce Armistead Director of Operations and Maintenance 770 L Street, Suite 620 Sacramento, CA 95814 (916) 324-1541 Bruce.Armistead@hsr.ca.gov Paul Hebditch, Director of Operations North America Network Rail (202) 320-1087 paul.hebditch@networkrailconsulting.com
Key Staff	Jorge Rios Yoav Hagler Michael Cornfield Stan Chang Senan Alkhalil Michael Weaver

Planning and development for California rail optimization

DB E.C.O. North America Inc., together with sub-consultant AECOM, assists the San Joaquin Joint Powers Authority (SJJPA) in a variety of planning and project development activities to optimize the existing San Joaquins rail and thruway bus services and supports aggressive service expansion agenda. Areas of assistance include data analysis, ridership and revenue forecasting, rail and bus network planning, performance monitoring and management, rail operations planning/infrastructure identification, greenhouse gas emissions, vehicle miles traveled calculations, environmental studies, engineering, project costing, and station area planning.

From 2018 to today, DB completed several task orders for SJJPA, including a review of on-time performance issues of selected trains, identification of measures to reduce travel times between Bakersfield and the Bay Area, evaluation of a community-driven proposal for express services between Bakersfield and Sacramento, assessment of service concepts for integrated high-speed and conventional-speed services in the Central Valley, and development of a short-term timetable fix for implementation in Spring 2019. The key task order of 2019-2020 was a continuous improvement initiative to increase overall on-time performance. DB facilitated the entire DMAIC process on behalf of the client. It started with building on the service planning work, facilitating the root-cause work, conducting the pilot, and providing all necessary materials for training and client use.

DB, together with its subs, also conducted work on task orders related to ridership analysis, station location planning, and station design. DB provided critical support to SJJPA in developing adjusted timetables for the San Joaquins service and connecting Thruway buses.

DB applies its tested approach of co-developing a solution together with all relevant stakeholders by going through an iterative planning process that involves regular stakeholder meetings and development sprints in between. The purpose of this interactive development process is to quickly identify each stakeholder's constraints and needs and focus the work effort towards acceptable and feasible concepts. DB has been successful here in gaining stakeholder alignment from change design to agreement in 3 months. Currently, DB is engaged in planning the operations and infrastructure for the future proposed 12 RT service in 2030.

SJJPA On-Call Planning Consulting Services

Client	San Joaquin Joint Powers Authority
Location	Stockton, CA
Duration	July 2018 - 2023 (est.)
Value	$850,000
Reference	Dan Leavitt Manager of Regional Initiatives San Joaquin Joint Powers Authority, 949 E. Channel Street, Stockton, CA 95202 | dan@acerail.com (209) 944-6266
Key Staff	Clayton Johanson, Principal Consultant Yasmin Ara, Consulting Manager

Transforming NCTD's service offering in Southern California

North County Transit District (NCTD) owns and operates the San Diego Subdivision between San Diego, CA and the San Diego County/Orange County line to the north. In addition to NCTD's COASTER commuter service, Amtrak, Metrolink (SCRRA) and BNSF Railway all use portions of the San Diego Subdivision, with NCTD providing various services to these three tenant operators.

Under this contract, DB E.C.O. NA has carried out several task orders including:

- Expanding the agency's COASTER commuter rail service from 22 roundtrips to more than 42 by 2023 and develop an incremental financial plan
- Supporting the agency's $4.1 million application for RAISE Discretionary Grants for capital projects to double its SPRINTER Hybrid rail service
- Reviewing maintenance and cost allocation agreements between NCTD and its tenant rail operators to ensure a more equitable funding split
- Supporting NCTD in transitioning its rail-service contracts and 116 staff members in-house
- Developing success metrics to measure shared operating and capital costs allocated between NCTD and its infrastructure tenants today

North County Transit District
On-Call Rail Planning

Client	North County Transit District
Location	San Diego, CA
Duration	July 2020 - Ongoing
Value	$2,000,000+
Reference	Katie Persons, Senior Strategic Planner North County Transit District (760) 966-6683 | kpersons@nctd.org
Key Staff	Clayton Johanson, Principal Consultant Darkhan Mussanov, Senior Consultant Harold Kirman, Senior Consultant

DB E.C.O. NA is providing the following planning and engineering services under its on-call contract with NCTD: Service development planning, including strategic system planning, operations planning, storage capacity planning, fleet utilization analysis and scheduling, financial planning and analyses, including assisting NCTD in developing grant applications for projects aligned to federal, state and local programs, and developing program level and project specific financial plans that involve multiple sources of funding and financing, Supporting stakeholder engagement, public engagement, and program and project communications as they proceed from planning to delivery.

NCTD's Zero Emissions Program

North County Transit District (NCTD) owns and operates the San Diego Subdivision between San Diego, CA and the San Diego County/Orange County line to the north. In addition to NCTD's COASTER commuter service, Amtrak, Metrolink (SCRRA) and BNSF Railway all use portions of the San Diego Subdivision, with NCTD providing various services to these three tenant operators.

Under this contract, DB E.C.O. NA has carried out several task orders including:

- Comprehensive analysis of both vehicle and infrastructure scenarios that will allow transition to zero emissions operations of the SPRINTER and COASTER services incl. complex performance modelling & simulations
- Curated development of fleet transition strategies, capital cost models, operations and maintenance cost models, and grant strategies
- Technical procurement support covering all aspects of vehicle and infrastructure acquisition and retrofit. DB supports pre-procurement market analysis, specification development, proposal analysis and vendor selection
- In the next phase of the project, DB will support all aspects of vehicle construction and commissioning, including on-site inspections and acceptance testing

North County Transit District

Fleet Strategy & Support Services

Client	North County Transit District
Location	San Diego, CA
Duration	2023 - 2030
Value	$8,045,000
Reference	Lillian Doherty. Director, Planning and Development North County Transit District (760) 967-2803 | ldoherty@nctd.org

DB E.C.O. will provide:

- Experience modeling alternative propulsion systems to guide specification development and fleet transition planning
- Strong experience developing fleet transition plans based on fact-based analysis and market research
- Experience working with regulatory agencies in the testing and approval of zero-emission technologies
- Full procurement lifecycle experience and expertise specifically related to zero-emission rail equipment, both multiple units and locomotives
- Comprehensive experience with, and knowledge of, alternative propulsion vehicle OEM's and component providers

Caltrans Fleet Management Program

California has multiple passenger rail operators who will all need to transition their rail fleets to zero-emissions by 2035

Under this contract, DB E.C.O. NA has carried out several task orders including:

- Completed a strategy for Caltrans-owned fleet to transition to zero emissions by 2035, which is now in the implementation phase
- Developed a strategy to assist and align California agencies in transition planning for non-Caltrans owned fleets (also required to transition to ZE by 2035)
- Supported Caltrans in establishing the California Fleet Management Program
- Led working group with multiple stakeholders (operators, state agencies) to create alignment on planning, fleet transition, regulatory approach, funding mechanisms
- Performed low- and zero-emissions technology review and market research and assessed which technologies were feasible
- Identified most suitable pathway for Caltrans Intercity fleets to transition to 2035 and developed a strategy for achieving the transition target
- Identified interim milestones for decarbonization and emission reduction and pathways for meeting milestones (incl. efficient driving, installation of emissions after-treatment systems)
- Assessed energy supply and emission impacts across the supply chain
- Provided feedback on low- and ZE technology and infrastructure implement-tation plans, funding, and state bills
- Helped develop a testing strategy for low emissions technologies

California Department of Transportation (Caltrans) Fleet Management Program & Zero-Emission Strategy Development

Client	Caltrans
Location	Sacramento, CA
Duration	January 2019 – June 2024
Value	$13,980,000 (DB share)
Reference	Kyle Gradinger, Chief of DRMT Caltrans (760) 967-2803 | kyle.gradinger@dot.ca.gov
Key Staff	Lynn Harris, Senior Subject Matter Expert

K Signing of Proposal / Authorization to Negotiate

DB is qualified to perform the services outlined in the request for proposal (RFP). In response to Park K in the request requirements

- DB ECO fully understands the RFP and can complete the work required in a satisfactory manner
- DB ECO is committed to this proposal and information within will be binding for 90 days from date of signature below
- Any questions or potential negotiations withing the contract will be completed through Clayton Johanson

Thank you for considering our submission.

Sincerely,

Clayton Johanson

Clayton Johanson, Principal Consultant
DB E.C.O. North America Inc.
Clayton.Johanson@db-eco.us
(916) 827-7995

Attachments

Attachment A

TITLE VI ASSURANCE

The Council of Fresno County Governments, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d-4 and Title 49, Code of Federal Regulations, department of Transportation, Subtitle A, Office of the Secretary, Part 21 Nondiscrimination in Federally Assisted Programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders that it will affirmatively insure that in any contract entered into pursuant to this advertisement, minority businesses enterprises will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or nation origin in consideration of an award.

Attachment B

Please see the following page.

Attachment B

DBE/WBE BIDDERS LISTING

Name of Firm	NAICS Code	Address	Phone Number	Project Budget $$	DBE Status Yes/No	Age of Firm	Annual Gross Receipts
DB E.C.O.	541611	555 Capital Mall	916-827-7995	$256,000.00	No	14yrs	$24,229,322
		Sacramento, CA					
		95814					
Soar Environmental Consulting	541611	1322 Eash Shaw Ave	559-547-8884	$62,000.00	Yes	10yrs	$4,000,000
	541620	Suite 400					
	541690	Fresno, CA 93710					
	541990						
	541820						

1. All contractors/subcontractors bidding on the project must provide the requested information.
2. Bidders claiming DBE status must attach a copy of a current Certification issued pursuant to 49 CFR Part 26.
3. Bidders claiming DBE status must attach written affirmation that they will participate in the project.
4. Each bidder must designate if Gross Annual Receipts are greater than or equal to $750,000.

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To verify most current certification status go to: https://www.caleprocure.ca.gov

DGS
CALIFORNIA DEPARTMENT OF
GENERAL SERVICES

Office of Small Business & DVBE Services

Certification ID: 1786933

Legal Business Name:
Soar Environmental Consulting, Inc.

Doing Business As (DBA) Name 1:
Soar Environmental Consulting, Inc.

Doing Business As (DBA) Name 2:

Address:
1322 East Shaw Avenue
Suite 400
Fresno
CA 93710

Email Address:
jsarquis@soarhere.com

Business Web Page:
www.soarhere.com

Business Phone Number:
559/547-8884

Business Fax Number:

Business Types:
Service

Certification Type	Status	From	To
DVBE	Approved	02/10/2023	02/28/2025
SB(Micro)	Approved	02/10/2023	02/28/2025
SB-PW	Approved	02/10/2023	02/28/2025

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!
-LOG IN at CaleProcure.CA.GOV

Questions?