



ASSOCIATION OF BAY AREA GOVERNMENTS
METROPOLITAN TRANSPORTATION COMMISSION

Equity Bench

Consultant Catalog

2024





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WELCOME

At the Metropolitan Transportation Commission (MTC), equity is inclusion in a Bay Area region where everyone can participate, prosper, and reach their full potential. MTC advances equity with a racial justice focus by investing resources for historically underserved, systemically marginalized groups including low-income and communities of color at a scale to meaningfully reverse the disparities in access that diminish the nine-county Bay Area. One of the ways MTC is advancing equity is by utilizing the Equity Platform; a tool and framework that provides guidance and suggested “best practices” for engaging in the process of learning, developing, and grounding equity in our workplan that touches the nine counties and one hundred and one cities that we represent.

The Equity Platform looks inward as well as outward to elevate groups and programs that help lift us all. When communities support those who need it most, when we create the circumstances that allow those who have been left behind to participate and contribute fully, everyone wins.

For additional information on the equity work in which MTC is engaging, [visit the Equity page on our website](#).

The Equity Platform is one tool in our toolkit that MTC staff and some of our regional partners are approaching bringing an equity lens to both our existing portfolio of work as well as any new programs that we are planning or implementing. Used in conjunction with the Equity Bench, our diverse group of equity consultants listed on the following pages, MTC will further advance our equity goals and ensure that all the region's stakeholders can participate in our vibrant, thriving and diverse Bay Area Community



INTRODUCTION

Thank you for your participation and enthusiasm in working in the equity space. As part of MTC's commitment to supporting equity activities both at our agency and throughout the Bay Area, we have put together this brochure to help city and county governments and our many other partner agencies learn more about MTC's On-Call Equity Consultant Bench.

With the support of MTC's Contracts team, we included "Cooperative Use" language in the request for qualifications, allowing other agencies to use our RFQ process to satisfy their own contracting and procurement guidelines. We invite our partners to use this brochure as something of a "Consultant Catalog" through which MTC's pre-approved consultants may be accessed directly. We hope this will encourage both efficiencies in the contracting process and responsible stewardship of public funds.

Because some organizations on the MTC Equity Bench may be unfamiliar to partner agencies in the Bay Area or beyond, this brochure in many cases includes not only basic contact information but also a description of the kinds of equity-related work in which each consultant engages.

There are several consultant firms that either operate as an "umbrella" organization, holding several different agencies under one roof to provide a full complement of services e.g. EXYGY, Inc, or they serve as both a "Prime" firm and a subconsultant on a team for another group. If you do not see descriptive information listed under a "Prime" consultant's business name, then please scan the remaining descriptions as additional information might be gleaned from their serving as part of a team with another group.

We have also provided information regarding the "Prime" consultant's DBE and/or SBE status to further assist you in making an appropriate choice in finding an equity consultant to fit your needs.

These descriptions have been provided by the consultants themselves and were not written by MTC staff.

EQUITY STATEMENT

The working definition of equity used by MTC and the Association of Bay Area Governments is “inclusion into a Bay Area where everyone can participate, prosper and reach their full potential.”

MTC and ABAG strive to advance equity through careful consideration of investments and policies that affect historically underserved and systemically marginalized groups, including families with low incomes and communities of color. The agencies’ Equity Platform is built around the common vision of furthering long-term equity actions that meaningfully reverse disparities in access and dismantle systemic exclusion.



ON-CALL BENCH CATEGORIES



Internal Operations

Organizational efforts and internal processes to advance equity and eliminate internal disparities within the agencies. This focus area includes but is not limited to designing an equity strategic plan, employee recruitment and retention practices, training focused on racial equity, professional development, succession planning, contracting practices, cultural assessments, and mentoring.



Investments and Policy

This involves designing/applying an equity toolkit to assess policies and practices, and to evaluate the distribution of benefits and burdens. Through data-informed approaches that are both experiential and quantitative, this focus area seeks to understand the value, the role, and the sphere of decisions about transportation, affordable housing, micro-mobility, and other investments. What types of investments best advance equity? Who pays? Who decides? What are the tools to track and evaluate investments/policies to ensure successful outcomes? What policies promote continuous improvement? How do we reflect community accountability?



Community and Partner Engagement

Advance authentic engagement by deeply listening to residents to identify and delivering solutions to ongoing challenges in their communities. This focus area includes partnering with Community Based Organizations, leveraging their subject matter expertise and experience in low-income neighborhoods and Communities of Color to advance equitable outcomes; digging deeper than transactional outreach about discrete projects; and ensuring that historically marginalized people have a voice at the table. This helps ensure that MTC and ABAG meaningfully listen to community concerns, ideas and solutions; and that these insights gained are incorporated into the agencies' planning and service delivery strategies.



Innovation

Using new technologies, apps, platforms and mobility models to reflect the needs of low-income and communities of color as well as those of workers who do not have traditional peak-hour schedules. This focus area includes re-imagining or revitalizing traditional approaches to service delivery or project management in a way that anticipates the needs of low-income communities and communities of color in areas such as transportation, housing, land use and economic development.



Environmental Justice

Design and promote integrated strategies to shape healthy, prosperous, and inclusive communities by focusing on improved environmental outcomes and land use planning, investment, program delivery and evaluation. Through better understanding of the linkages between different factors, this focus area aims to improve health, economic and environmental outcomes to address historic underinvestment in certain areas.

CONSULTANTS

ACTERRA: ACTION FOR A HEALTHY PLANET



Acterra is a San Francisco Bay Area 501(c)(3) nonprofit focused on combating climate change. Acterra brings people together to provide environmental education and create local solutions for a healthy planet. Acterra also is an influential force in environmental justice, leading the “charge” in the movement for Bay Area cities and counties to adopt all-electric reach codes and to require EV charging stations in new multifamily housing. Acterra has solid relationships with numerous sustainability officers and other officials at the city and county level; working with them to raise awareness, to engage with residents for their input through focus groups and surveys, and to implement change to reach climate action plan goals.

Acterra served from 2018-2022 as a consultant to MTC doing outreach to the community as well as coordinating, recruiting participants for, and leading focus group discussions for the Horizon initiative and Plan Bay Area 2050.

Acterra works with subcontractor Redwood Resources, a woman- and minority-owned outreach, communications and marketing firm that started in Oakland in the 1990s. Redwood Resources is focused on communication, programs, and procurement strategies for firms looking to message good corporate citizenship.

Redwood Resources’ original mission was to address the systemic challenges around including diverse contractors on public agency pursuits. The firm has a deep understanding of the challenges and opportunities facing public agencies in the Bay Area; and is committed to helping agencies achieve their goals in a way that is equitable and inclusive. Redwood Resources has a strong record of success in helping public agencies achieve their diversity and inclusion goals.

Agencies with which Redwood Resources has worked include MTC, the Bay Area Air Quality Management District and the San Francisco Municipal Transportation Agency.

Internal Operations Community and Partner Engagement Environmental Justice

- **Strategic Planning:** Acterra 50th anniversary refresh features eight strategic initiatives, including DEI, data, hiring/recruiting and retention as well as program design. Grew the organization from 7 FTEs to 17.5 FTEs through organizational design and effectiveness including a growth plan for the next five years up to 35 FTEs and a multi-county development plan.
- **Regional Climate Collaborative:** Acterra worked with 15 South Bay CBOs to strategize and seek funding for capacity building and community engagement around climate change in Santa Clara County. Five new funding streams for the county have been identified.
- **Drive Clean Bay Area ZEV Families Project:** Created and ran the ZEV Families Program funded by Electrify America, Cycle 1. This was a major public education and outreach campaign that

included school events, Ride-and-Drive events, bilingual financial incentive clinics, and outreach through social media and web content, including video testimonials in English and Spanish. The campaign reached thousands of residents, including climate education for 4,000 students and 434 families, in low-income and/or disadvantaged communities with brand-neutral ZEV programming.

- **Community Outreach on Building Electrification and EVs:** Acterra partners with Peninsula Clean Energy to provide education, outreach and engagement with residents—with a focus on under-resourced communities—around ways to reduce global warming through cleaner energy and technology adoption. Community engagement included media campaigns to promote events, and holding events such as workshops and financial incentive clinics to help low-income residents enroll in rebate programs. Programming and materials were provided in English and Spanish. Input from residents on programming and topics was elicited through pre- and post-event surveys and live Q&A sessions in virtual meetings. Acterra also provided feedback to Peninsula Clean Energy on effective messaging to hard-to-reach residents.

CONTACT INFORMATION

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ANN CHENG CONSULTING, LLC



Ann Cheng is CEO, Principal and sole employee of Ann Cheng Consulting. Her firm brings over 20 years of experience with land use and transportation planning, housing-based climate protection, improved social equity and economic resilience, in partnership with a variety of local, regional and state agency and NGO clients, mostly in the San Francisco Bay Area and Southern California. Ann Cheng Consulting is a DBE Certified Business (Minority and Woman Owned DBE File No. 1443, CUCP #50250) based in El Cerrito.

Internal Operations

- **Strategic Planning:** Ann Cheng Consulting has led and managed several organization-wide and program-specific strategic planning processes for a nonprofit advocacy group. Aligned updates to reflect evolving equity goals, vision, mission and strategies as part of a Social Justice Action Plan for TransForm. Ann Cheng Consulting also has experience in transportation and transit equity advocacy, new and shared mobility, and equitable land use advocacy through parking and affordable housing policy.
- **Business Structure Processes:** Align annual budget processes to synch with annual employee evaluation processes to yield an equitable cycle for evaluation. Recommend and perform research to guide a Pay Consistency table for bands of positions, responsibilities, roles and salaries. Develop, deploy and analyze survey and focus

group results to measure impact and outcomes of the Social Justice Action Plan. Observe, adjust and align individual and team workplans to synchronize efforts between teams, fundraising prioritization, budgets and annual increases.

- **Staff Training and Development:** Create and deliver training protocols and programs for communications, presentations, fundraising, advocacy, community engagement, professional development, hiring, onboarding, annual evaluations, equity and inclusion, leadership and social emotional intelligence. Served in 2021 and 2023 as Instructor/Facilitator for the California Planning Roundtable and CA APA Planning Leadership Academy. Develop workshop activities to increase trust and strengthen relationships between groups at all staff levels and with board or advisory bodies.

Investments and Policy

- Developed map-based data and cost analysis tools Connect.GreenTRIP.org and Database.GreenTRIP.org to shift private market housing development from building excess parking spaces to investing in public transit and transportation needs assessment and neighborhood traffic safety or multi-modal strategies instead.
- Provided strategic communication guidance on developing and refining four case studies describing Racially Equitable Housing Policies and Programs in Baltimore, Md.; as well as Berkeley, Irvine and Redwood City, Calif.
- **MTC SB 743 Policy development:** Provided input to ensure equitable approaches are considered in developing guidance and protocols to cities working towards adopting updated CEQA VMT thresholds to be compliant with SB743 mandates

for the removal of LOS as the metric for transportation environment success.

- Co-authored white paper on planning for [Infrastructure for Infill](#). Drafting an Equitable Infrastructure Investment Toolkit and checklist for release in 2023.
- **As a member of the Santa Clara Valley Transportation Authority (VTA) TOD Bench,** supported VTA's implementation of the Surplus Lands Act and the agency's communications with the state Department of Housing & Community Development.
- **Regional Network Management Business Case Evaluation:** Building on the work of the MTC-led Blue Ribbon Transit Recovery Task Force, evaluated transit network management options that resulted in a recommended preferred alternative. Facilitated workshops; guided planning sessions; prepared workshop agenda and materials; and participated in interview sessions for the RNM functional areas: Accessibility, Connected Network Planning, Bus Transit Priority, and Rail Network Management. Reviewed and summarized notes from interview sessions to prepare consultant and MTC team for final presentation of preferred RNM alternative to the Executive Team and Advisory Group.

Community and Partner Engagement

- **SFMTA Strategic Communications:** Provide strategic input on StoryMaps to ensure accessible language and clear graphic and text communication.
- **BART TOD Transportation Funding, Parking Analysis and Community Engagement:** Provided support for Lake Merritt and El Cerrito Plaza BART.
- **Connect.GreenTRIP.org:** Developed this tech tool, which is the only one to date recommended by

OPR for cities statewide to use in General Plan Updates, while also being the only VMT analysis tool designed for and by community members, neighborhood advocates and non-technical stakeholders of development.

- **GreenTRIP Program Director:** Provided guidance and historic perspective to MTC on the regional TOD policy update. Met regularly to ensure the TOD Table and partnership of housing advocacy groups and transit agencies worked collaboratively to support policy and project advancement across state and local legislative venues including the creation of the Bay Area Housing Finance Authority.
- **Great Communities Collaborative Toolkit:** Wrote and provided over 100 presentations to local community groups over 14 years to support engagement on more than 25 Station Area Access Plans to TOD Corridor and Specific Plans funded by MTC as part of Plan Bay Area and the Great Communities Collaborative. We are experienced with bringing together diverse groups and creating lasting collaborative relationships.

Innovation

Ann Cheng Consulting is recognized as providing unique strengths and expertise, particularly in Rapid Idea Generation—Ideation, Visioning/ Futurism—showing and defining success; developing metrics; connecting and building trust between silos, community stakeholders and across power groups; and customizing materials for audiences. With our understanding of accessible and equitable user interface and user experience design, we created and developed Connect.GreenTRIP.org, a statewide

VMT calculator tech tool, leading to its inclusion in the OPR General Plan Update Guidelines. Database. greentrip.org remains the only site-based parking database of privately owned multifamily housing projects with detailed information to support better project parking, affordability and traffic-reducing design and results.

Environmental Justice

Creating the GreenTRIP program advances housing affordability by changing the paradigm on expected parking supply and cost. GreenTRIP supported low-income households, through zoning-based policy changes, by creating ever greater opportunities to live in low- traffic places close to jobs, open space, culture and services. Instead of building too much parking, developers shifted toward buying and distributing bulk discounted transit passes, providing free transit instead of free parking. Projects with greater financial feasibility and lower costs resulted in quicker construction and occupancy, preventing some low-income households from having to “drive until they qualify” for more affordable housing.

CONTACT INFORMATION

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ARUP NORTH AMERICA, LTD.

Arup Americas, Inc.

DBA Arup North America Ltd.



The Arup team—including Tamika L. Butler Associates, Stuart Cohen Strategies, Mariposa Planning Solutions and Toole Design—is excited to work with MTC, local communities and partners to help the region realize its equity goals.

Investments and Policy

Express Lanes Equity Analysis and Design: Arup designed the first-in-the-region equity program for the 101 Express Lanes Equity Study in San Mateo County. Mariposa Consulting is working with the Oregon DOT on an Equity Study of I-5 and I-205 Tolling Projects. Stuart Cohen authored the 2019 TransForm report *Pricing Roads/Advancing Equity*, which describes structural inequities in our transportation system and how these may be remedied in part by effective, equitable road pricing.

State Funding Programs: Our team brings a wealth of experience working with local and state agencies to secure funding and align it to equitable outcomes. Under contract with the Strategic Growth Council (SGC), the Arup team provided hands-on technical assistance to local governments, agencies and nonprofits in Northern California to apply for the Sustainable Transportation Equity Program (STEP) grant program and the Affordable Housing Sustainable Communities grant program.

Equitable Local Funding Measures: Stuart Cohen has been shaping Bay Area sales tax measures since leading a groundbreaking equity and environmental coalition to inform and pass Alameda County's Measure B in 2000. Chris Lepe of Mariposa Consulting has co-led coalitions with social justice, labor, environmental and other organizations to achieve increased funding for bus service in Santa Clara County (Measure B, 2016) and a stronger commitment to bus service improvements in San Mateo County (Measure W, 2018).

Innovation

Tamika Butler acted as a project equity advisor on Remixing Innovation for Mobility Justice, a partnership between TransForm and Remix aiming to advance equity practices and collaboration in the public and private mobility sectors. Toole Design assisted MTC and its regional partners to create a Bay Area Bikeshare Strategic Plan that included an equity strategy to improve access for low-income and environmental justice communities.

Environmental Justice

Intersectional Equity Advising and Analysis: The Arup team works with public agencies to bring into focus the interactions between race, health, environmental burdens and climate vulnerability in the context of transportation and land use decisions. In Portland, Ore., Arup is partnering to conduct an Independent Assessment of Highway Covers on I-5 in a historically Black community. We are assessing the efficacy of proposed highway covers in meeting the needs and vision of the impacted community. These needs include restorative justice for residents who were removed from the neighborhood during the highway's initial construction. In Los Angeles, Tamika L.

Butler Consulting is providing strategic advice and expertise in the areas of equity, wellness, parks and open space, community design, transportation and other issues in the development of the first-ever Los Angeles County Sustainability Plan.

Community-Driven Planning: For the Downtown Oakland Specific Plan, Toole Design is developing a safe, accessible and equitable multimodal network in coordination with proposed land use and economic development initiatives. For the Uptown Long Beach (Calif.) Neighborhood Mobility Enhancement Plan, Tamika L. Butler crafted a community-led effort to re-envision zoning and land use changes in North Long Beach, a neighborhood that is home to many people of color and low-income residents, many of whom are youths.

CONTACT INFORMATION

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ASCENDAL GROUP, LLC



Ascendal LLC t/a GoAscendal empowers cities to implement greener and more equitable mobility for all by driving transformative solutions and harnessing the potential of data and technology. GoAscendal is a mission-driven, global advisory partnership between Ascendal and GoMetro. GoAscendal has become synonymous with delivering commuter insights based on smartphone app-based surveys, not just in the testing environments of Africa, Eastern Europe, the Middle East, but also in North America and Latin America.

GoAscendal has a ready-for-download travel diary survey app as well as other survey apps for the generation and collecting of data in support of travel model development that can collect components of personal travel including GPS-enabled trip traces, milestone locations, access and egress modes relevant to transit, trip modes, and trip origin and destination purposes. The technology also can collect and accommodate demographic-specific information for solving equity-specific challenges.

Innovation

- Tri-Valley Hub Network Integration Study: Ascendal acted as strategic advisor and project manager on behalf of County Connection and LAVTA. Important outputs included recommendations about the location of the Tri-Valley Hub and implementation of new 680 Express bus service. The aim of Ascendal's support was to help ensure the following outcomes:

- Develop an operational plan to ensure the 680 express bus service can be delivered in a safe, reliable, cost effective, and customer focused manner with equity considerations front of mind.
- Help establish support for the study through managing the technical advisory committee (TAC) and communicating with agency leaders across the region.
- LAVTA Identification of Opportunities for Service Integration—assessment of current regional travel and how the newly planned I-680 service integrates with rail, other bus networks and ferry. This project reviews the advantages of operating services from a shared depot, factors that might encourage increases in ridership, and evaluation of greenhouse gas reductions associated with the transition to zero-emission buses, as well as the examination of route-level ridership, operating metrics, and system-wide data to evaluate likely drivers of efficiencies and opportunities to boost these metrics.
- Ascendal is advising CCTA, County Connection and LAVTA on the application to TIRCP funding for six integrated projects to deliver a new zero-emission express bus service that will improve intercity rail connectivity, reduce GHG emissions and vehicle-miles traveled, improve accessibility for disadvantaged communities to critical destinations, establish a model for effective interagency collaboration, and catalyze economic and living wage job opportunities for East Bay residents.
- Nashville WeGo Access Paratransit Improvement Study: The project entails a complete review of all aspects of paratransit and demand-responsive transportation services and operations at WeGo

Public Transit. The Access program is comprised of two separate services: door-to-door transportation for persons with disabilities who are unable to use the fixed bus route service; and Access-on-Demand.

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THE ASPIRE GROUP



The ASPIRE Group has more than 25 years of service to a wide array of clients. We focus our work in four (4) areas of practice: 1) diversity, equity, and inclusion (DEI); 2) strategic planning; 3) leadership development/coaching; and 4) conflict resolution. Each of these areas requires robust and strategic community engagement. Often sought out for our experience in addressing complex business issues—a typical ASPIRE project involves two or more of these areas. Our approach to any body of work includes an equity lens and supports our clients in fully integrating equity principles and practices into their education, planning, leadership, and implementation efforts.

Diane Burbie is an experienced consultant, facilitator, and coach. She has facilitated a myriad of national and international audiences comprised of judges (including a current Supreme Court Justice), corporate executives, government officials, community leaders, and a wide range of other stakeholders. Diane has served in executive, board and consultant capacities within numerous fields and industries. Ms. Burbie has designed, coordinated, and facilitated/mediated large meetings and town halls to address topics of great importance that also involve deep conflict. She takes great care to meet/assess/coach key parties separately in preparation for group engagements, thus setting the stage for productive outcomes. Her experience is with organizations that range from small, grassroots nonprofits to large institutions and corporations. She has helped groups to agree upon establishment of new policies, regulations, and publicly funded initiatives.

Evonne Gallardo works to advance the equity and inclusion of all artists and the organizations that serve them. She has held leadership positions in arts organizations for over 20 years that includes work with diverse artists, curators, and arts and culture organizations. As Executive Director at Self Help Graphics & Art in Boyle Heights between 2009-2014, she worked to create and implement sustainable leadership and fundraising strategies as well as art programming that emphasized relevance, innovation, and integrated cross-sector and community-based approaches.

Krystal Torres-Covarrubias (she/her) is an advocate, facilitator and learning designer. Her background is grounded in community organizing, political education and educational justice. Over the course of her career, she has worked with groups across the country including—school district leadership, teachers, parents, artists, students and community members. She's skilled at creating group process, designing dynamic people-centered experiences, and driving systems change. She is a first-generation college graduate and holds a B.A. in Communication Studies from UCLA and a M.Ed. in Education Policy from Harvard University. In her spare time, she enjoys being with family and queer community, supporting conversations about eradicating structural injustice, and imagining new approaches to facilitate better adult learning.

Community and Partner Engagement

Lake Oswego Community Response to Racism: The ASPIRE Group was contracted by the City of Lake Oswego to provide training and facilitation in response to several racially motivated incidents that occurred in the city. The objective was to

provide a comprehensive approach to addressing instances of racism, sexism and anti-Semitism in the community and city. The project also included taking a cross-section of city staff, district staff, and city officials to Museum of Tolerance to facilitate a tour, customized training, and the creation of an implementation plan.

CONTACT INFORMATION

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BAIRD + DRISKELL + ABRAMS COMMUNITY PLANNING

DBA Community Planning Collaborative



Community Planning Collaborative (formerly Baird + Driskell Planning) is recognized as an expert in strategic collaboration, housing policy and action, accessory dwelling units (ADUs), inclusive outreach and engagement, neighborhood and long-range planning, sustainability, and organizational change. Combining strong technical skills with a long-standing commitment to inclusive engagement, we help our clients develop responsive and responsible solutions to complex challenges.

Our project history supports our success and skill at collaborative, inclusive engagement. We are currently leading a multi-year, community-driven process to develop an anti-displacement strategy for Salt Lake City (the Thriving in Place project). In 2021, we launched the Let's Talk Housing project for San Mateo County, a collaborative outreach and engagement effort on behalf of the 21 city and county governments in the county. Based on the success of this program, we then duplicated that effort for jurisdictions in Santa Clara County. We also have led engagement and outreach efforts for San Jose, Bakersfield, Pacific Grove and other communities.

We help local governments build collaboratives to share technical resources and build good policy, evolving relationships from competition to cooperation. We have done it throughout California and the country for over two decades, most notably managing

21 Elements for the jurisdictions in San Mateo County, Calif. We produce tailored material that has resulted in new housing policies, and we support the participating cities to expand this work. Similar work with the Association of Bay Area Governments, Santa Clara County, Alameda County, the Minneapolis/St. Paul region, and other locations has made us a leader in strategic collaboration. We've also worked on multi-jurisdictional ADU partnerships in Napa and Sonoma, San Mateo, Marin, Los Angeles, and Orange counties. We have written strategic plans for multiple organizations including the Casita Coalition.

Catalyze Silicon Valley (Subcontractor) engages community members, developers and city leaders to envision and create sustainable, equitable, & vibrant places. Our vision is a region where city leaders, developers and a diverse group of community members collaborate on development benefiting all parties. This improves civic discourse and expands our trust in each other and our institutions. Together, we imagine, design, support and build projects that enhance our cities' long-term stability.

Greenbelt Alliance (Subcontractor): Greenbelt Alliance educates, advocates and collaborates to ensure the Bay Area's lands and communities are resilient to a changing climate. We envision a Bay Area of healthy, thriving, resilient communities made up of lands and people that are safe during climate disasters and recover quickly from wildfire, floods and drought; a Bay Area in which everyone is living with nature in new and powerful ways for generations to come. Over the last seven years, Greenbelt Alliance has protected over 70,000 acres of open space lands from development, serving as natural buffers during wildfires, providing groundwater during drought, and offering refuge and recreation. Our team also

has spurred the approval of over 19,000 new homes during the same seven-year span through our Climate SMART—Sustainable, Mixed, Affordable, Resilient, Transit-Oriented—Development Endorsement Program. SMART development creates communities in balance with nature, reducing greenhouse gas emissions and increasing our resilience to climate-related risks.

San Jose State University's Institute of Metropolitan Studies (Subcontractor): The Institute for Metropolitan Studies at San José State is an interdisciplinary center for public-facing programming, research, and pedagogy on urban issues across geographic scales. Our mission is to advance public understanding of California's planning, urbanization and development—How California Gets Made. Rooted in the CSU system's historic commitment to teaching and public service, we believe a citizenry more knowledgeable about how California is made will be better able to address our region's and our state's pressing social and environmental challenges. We focus on building sustainable civic infrastructure that helps improve decision-making, operation, efficacy and equity in California's planning and development systems, and on developing bold ideas, initiatives and novel collaborations across silos, sectors and metropolitan areas.

Schafran Strategies (Subcontractor): Schafran Strategies is a bespoke consulting firm focused on systemic change in California's housing system. We work to support organizations and leaders active in housing issues, or ones hoping to become more active and more effective. Services include strategic development and engagement, research, communications, coaching for housing leaders, coalition-building and partnerships.

Housing Choices (Subcontractor) Legal Name of the Organization: Housing Choices Coalition

for Persons with Developmental Disabilities, Inc. Housing Choices was developed 25 years ago as a housing advocacy group of parents and service providers of people with developmental and other disabilities who recognized that without access to affordable housing, adults with developmental disabilities would be unable to integrate into the increasingly expensive cities in Santa Clara County they grew up in. People with I/DD historically have had few housing options outside of segregated settings, despite federal and state law promoting inclusion in community housing as best practice. Because of their limited incomes and cognitive access needs, finding and retaining housing on their own is very challenging and people with I/DD are often left out of conversations about housing development and accessibility. Since its founding, Housing Choices has continued to advocate for more accessible, affordable and inclusive housing for people with developmental disabilities while also expanding to offer direct services to Regional Center clients needing support with finding and retaining affordable housing in San Mateo, Santa Clara, Santa Cruz, Monterey and San Benito counties. As of 2022, Housing Choices is supporting more than 2,500 clients, both individuals and families with children with developmental disabilities, with their housing needs.

SEEDS (Subcontractor) Legal Name of the Organization: SEEDS Community Resolution Center. SEEDS Community Resolution Center is a 501(c)(3) nonprofit community-based organization that has been providing mediation, facilitation, training, and

restorative justice to residents, organizations, and schools in the Bay Area since 1983.

Beth Altshuler Munoz Consulting, Inc. (BAM Consulting) (Subcontractor): Beth Altshuler Muñoz has been working with community groups, government agencies, and foundations at the intersection of urban planning, public health and environmental justice since 2003. After over a decade working at larger consulting firms, she established an independent practice in March of 2020 to incorporate health equity and environmental justice into planning processes. BAM Consulting is VSLEB certified with Alameda County and the City of Oakland and holds a business license in the City of Oakland.

Internal Operations

REAP (Regional Early Action Program): Coordination of ABAG's response to \$23 million in state funds for technical assistance. Formulation of regional strategy for grant implementation and delivery of key elements of the program, including facilitating new collaboratives between 109 jurisdictions across nine counties. Examples of our work include design and delivery of multi-jurisdiction working groups, collaborative work sessions between planning and housing staff, and a library of templates, sample ordinances, data packages, legal guidance, fact sheets and more.

Investments and Policy

Facebook Affordable Housing Plan (Schafran Strategies): Consulted Facebook (now Meta) corporation's \$1 billion affordable housing plan.

Community and Partner Engagement

- **San Jose Flea Market Advisory Group:** Managing a multi-stakeholder process to develop a Group Charter, including design of an engagement process, facilitation of group meetings, and one-on-one stakeholder interviews.
- **Equity Advisory Group:** In partnership with jurisdictions in 21 Elements (San Mateo County) and the Santa Clara County Planning Collaborative, Community Planning Collaborative facilitated meetings with jurisdictions' housing staff to get input on Housing Elements. CPC accomplished this by forming Equity Advisory Groups, comprised of housing, equity-focused and community-based organizations in both counties. Meetings were held to get general housing and community engagement input from the community-based organizations and culminated in a series of Housing Element presentations on policies and programs from the various jurisdictions to Equity Advisory Group members, who submitted on the plans.

Environmental Justice

Facilitation and Policy Support for the AB 617 West Oakland Community Action Plan (WOCAP) (Beth Munoz). After adopting *Owning Our Air: The West Oakland Community Action Plan*, as required under CARB/AB 617 in 2019, a dedicated group of public agencies, residents, port/freight representatives, and environmental justice organizations have been working collaboratively to implement the plan. Through a contract with BAAQMD, Ms. Muñoz supports the implementation work of the four subcommittees

Baird + Driskell + Abrams Community Planning, continued

(Land Use, Port & Freight, Transit/Bike/Walk, and Health Programs and Living Buffers) through facilitation, policy and data support, and external agency coordination. She provides backbone support to help subcommittee co-chairs and WOEIP staff take leadership roles in the process. Beth led the re-alignment/restructuring of the initiative to better support the implementation phase and is now working closely with partner agencies on implementation

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BRENDA W. DAVIS

DBA The Brenda Davis Law Group



Our team consists of **Brenda W. Davis** and independent contractors Ed Phillips, Principal, Ed Phillips Enterprises; Reggae Brown, CEO, Ascension Consulting & Multimedia LLC; and Marquis Townsend, Principal, MIXT Accounting Firm. Brenda Washington Davis is a Principal in the Brenda Davis Law Group, which provides legal services, mediation, and policy advocacy for permitting and compliance in highly regulated industries touching on water rights, land use, endangered species and agriculture. Ms. Davis helps public entities, nonprofits, advocacy groups, and private individuals successfully resolve complex business matters in transactional, legislative and administrative arenas. Ms. Davis turns concepts into reality with strategic execution and collaboration among disparate groups and individuals. Ms. Davis is known for effective leading edge thinking and helping others to create or expand opportunities based on new or modified laws, policies and regulations.

Edward A. Phillips is a renowned community leader, equity advocate and well respected organizational transformation and operations expert. Most recently, he was lead consultant for a public utility in developing and implementing a six-week pre-apprentice training program for underserved community members. Successful graduates of this program were then hired for well paying, challenging career positions at the utility.

Reggae Brown is an avid community resilience advocate, content curator, consummate public speaker, excellent trainer, and a seasoned consultant. Ms. Brown is the Founder and Executive Producer of Ascension Consulting & Multimedia, LLC (iAscension). She provides research, design and implementation of comprehensive multimedia communications, marketing and public awareness content.

Marquis Townsend is an Accountant/Analyst and the owner at MIXT Accounting Firm (iMIXT). MIXT is a full-service accounting firm that also provides analytics services to small companies in northern California. Mr. Townsend is bi-lingual in English and Spanish. He earned his MBA in Finance and has over 10 years of industry experience helping companies become more productive while also cutting costs. He is adept at producing reports from analysis of historic company data and trends in healthcare and other industries. He also helps finance departments with fiscal accountability and transparency.

Internal Operations

- Ms. Davis most recently assisted the Modesto-Stanislaus Branch NAACP in evaluating the potential for a cannabis social equity program suitable to help overcome barriers to entering the commercial cannabis industry and address social and economic development issues. This experience of working closely with established grassroots organizations attuned to local aspirations and needs is an ideal way to ensure community responsiveness and assess needs as well as develop a program designed to meet them.
- Ms. Davis directs the Sac GreenEquity Business Development Resource Center (i“SGE”) at the Greater Sacramento Urban League (i“GSUL”),

a facilitator of the City of Sacramento's Cannabis Opportunity Reinvestment & Equity (i“CORE”) program. CORE began as a two-year pilot program designed to reduce the barriers to entering the cannabis market by people most affected by the War on Drugs.

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CALM WATERS GROUP

DBA Calm Waters Group, LLC



Calm Waters Group brings deep experience embedding equity and climate change into existing government policies and plans, by developing the tools and by bringing the right stakeholders to the table. We are pleased to partner with JUST Design and Bio Studio. JUST Design is a minority-owned business that deepens our team's capacity to provide equity-focused community engagement and an innovative approach to justice by design. Bio Studio is a woman-owned business that further expands our team's equitable community engagement capacity while offering deep experience in sustainable, regenerative design and planning solutions for environmental justice.

Investments and Policy

We have experience engaging governments, tribes and CBOs in the analysis of policies and development of equitable watershed, air quality, site cleanup, climate action, resilience and hazard mitigation plans. We have a history of developing government policies and translating these policies into easy-to-understand and easy-to-use information, and to identify and prioritize needs by understanding and leveraging these policies. Services include policy analysis and planning, neutral facilitation and science communication.

- San Mateo County Adaptation Policy, Planning and Engagement
- Water and Climate Strategy Development for the Pit River Tribes in Northern California
- U.S. EPA Technical Assistance Services for Communities (TASC)

- Developing a Pathway to Living Roofs in San Francisco
- Equity in Clean Air Act Implementation Plans
- Maryland Equitable Climate Action and Adaptation Planning.

Community and Partner Engagement

Our community engagement work begins with the concept that community members know what they need, and it ends with strategies to empower community members to have their own voice in public policy. We recognize better solutions are achieved by working with stakeholder knowledge and expertise, and by building capacities to analyze and articulate their experiences and preferred interventions. Services include neutral facilitation, coalition development, capacity building, design workshops, walking tours and public meetings, focus groups, surveys and needs assessments.

- U.S. EPA TASC
- El Puente Climate Change in Our Community Outreach Materials and Workshop
- Community and Technical Considerations for the Lamont (Calif.) Public Utility District's Plan B for Wastewater Effluent Disposal
- Sausal Creek Walkable Watershed Plan
- Coyote Meadows Redevelopment Concept Plan
- Promotora Train-the Trainer Recycling Programs
- Santa Clara County Reduce Sugary Beverages Program
- EPACENTER Community Design
- Garden St. Center for formerly incarcerated young men.

Environmental Justice

The way we have developed in the past has created areas of pollution and climate risks where the most

vulnerable communities are, threatening the quality of life and health of BIPOC, disabled, and other at-risk communities. We start by understanding these risks, working with communities to hear and capture their stories, and communicating this information to agencies. We believe equity requires that long-term policies support projects that empower rather than harm vulnerable communities. Services include neutral facilitation, coalition development, grant writing and management, capacity building, design workshops, public meetings, focus groups, surveys, and needs assessments.

- Maryland's Climate Equity Framework
- Sacramento Valley Station Master Plan
- Community Engagement and Equity in the Clean Air Act
- Equity in Clean Air Act Implementation Plans
- Maryland Equitable Climate Action and Adaptation Planning
- San Mateo County Adaptation Policy, Planning and Engagement
- Water and Climate Strategy Development for the Pit River Tribes in Northern California
- Developing a Pathway to Living Roofs in San Francisco
- San Diego Tribes Climate Adaptation Planning (Caltrans)
- U.S. EPA TASC

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CAPITAL PARTNERSHIPS, INC.



Davis R. Schwartz spent 12 years at Deloitte Haskins & Sells and the last five years as the firm's National Director of State & Local Government Services. Since forming Capital Partnerships Inc. in 1990, Schwartz has conducted financial and management consulting studies for more than 20 public transportation agencies across the country. He currently provides strategic planning services to MTC's Funding Policy & Programs (FPP) section.

Internal Operations

Dave Schwartz has managed and facilitated strategic planning projects with 18 transportation agencies (including the FPP Section of MTC) and/or other state & local government agencies, as indicated on the following page. The two most recent strategic planning projects are summarized below.

Strategic planning – Financial Policy & Programs (FPP) Section:

- Analysis of FPP mandates (federal/State laws and regulations and MTC resolutions)
- “Market analyses” (surveys) of strategic plans, transportation funding equity, DEI advancement, succession planning, and professional development by 12 Bay Area transit operators and county transportation agencies, 4 cities and counties, and 4 other metropolitan planning organizations (Oregon Metro, PSRC, SACOG and SANDAG)
- Employee survey and one-on-one interviews of all FPP staff

- Focus group sessions with representatives of 6 working groups
- Facilitation of 4 FPP strategic planning teams: Organization & Staffing, Workforce Development, Process Improvement, and Knowledge Storage & IT Utilization
- Development of 10 strategic issue papers summarizing team findings/conclusions & suggested strategies for review/revision/approval by the Project Advisory Committee

Strategic planning for the post-pandemic era:

- Analysis of Golden Gate Bridge, Highway and Transportation District mandates (federal/state laws and regulations and MTC resolutions)
- Employee survey and one-on-one or small group interviews of District staff
- Focus group sessions with the Board's three advisory committees
- Facilitation of 11 cross-functional teams in identifying, analyzing, and documenting strategic issues and then drafting strategic issue papers summarizing team findings/conclusions and suggested strategies for review/revision/approval by the District's Executive Team (E-Team)
- Facilitation of six cross-functional teams in developing strategic action plans to implement suggested strategies approved by E-Team
- Development of a draft PowerPoint presentation of the District's strategic plan

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CAUSE IMPACTS, LLC



Cause IMPACTS is a social impact strategy-consulting firm that helps organizations collaboratively develop, measure and amplify their impact using robust policy analysis, coalition building, diversity, equity inclusion audits and capacity building, program and initiative design, and program evaluation.

Internal Operations

Strategic planning, program development, process improvements and business structure assessments, and staff development and training.

Cause IMPACTS is a CA Workforce Association (CWA) Trainer and regularly conducts professional development trainings for workforce development agencies, municipalities, and community partners across the state. We provide DEI trainings, group facilitation, and other capacity building for teams and individuals. Examples include:

- **Developing the Ventura County Workforce Development Board's Prison 2 Employment Regional Plan:** Developed a detailed strategic plan for how the region can support and employ justice-involved individuals in Ventura County. The project included agency-level assessments for bias, policy barriers, and opportunities to improve services, robust public policy research into the best practices in employing justice-involved individuals, the creation and facilitation of a working group of justice-involved individuals, community engagement of non-profit service providers, public safety officers, funders, and workforce professionals, and a final report.

- **Develop a Career Pathway program for LA County Metro to increase entry-level opportunities and upward mobility:** The project sought to answer, "How can we ensure that Metro has upwardly mobile entry level positions for the emerging workforce to ensure a portal to Career Pathways in the Transportation Industry?" The project included 360 interviews with Senior Leadership Team, market research to identify positions with upward mobility, and agency-wide surveys to identify discrepancies in need. The project resulted in recommendations for how Metro can increase opportunities for entry-level staff and develop more clear career pathways.

Investments and Policy

Robust policy analysis, best practices research, program audits, and policy recommendations. Examples include:

- **Assess Cal Am Water's diverse business procurement program and recommend improvements:** Cause IMPACTS was contracted to measure the true impact made by California American Water's diverse business procurement program and create internal processes and policy recommendations to improve the program. The project included surveys to existing diverse suppliers, the creation of process improvements and tools, and company policy recommendations and strategies to increase and improve supplier diversity
- **Community-Based Organization Partnering and Procurement Strategy for LA County Metro:** We assessed how the agency currently partners with CBOs, how the agency could partner, and whether a policy should be developed to facilitate CBO contracting. The project involved best practices research, an agency-wide scan of how CBOs were partnered with, detailed engagement of CBOs, and investment recommendations. The final

deliverable was an agency-wide CBO partnership strategy through which Metro can increase equity in the region and possibly compensate CBOs for their expertise.

Environmental Justice

Subject matter expertise, policy research and recommendations. Examples include:

- **Iowa City (Iowa) Climate Action Community-Based Social Marketing (CBSM) Plan:** We conducted barriers-and-benefits research, policy research, and community outreach to develop a Climate Action Plan that will ensure communities of color are not disproportionately negatively impacted by climate change and resultant policies, etc.

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CENTER FOR NEIGHBORHOOD TECHNOLOGY (CNT)



Our team is led by the Center for Neighborhood Technology (CNT) with two subcontractors, Mobility Development Partners and Sapodilla Group. Below, we present our team's general qualifications and philosophy for each of the service categories.

Internal Operations

Our team's approach to the Internal Operations category is led by Olatunji Oboi Reed, a Principal Advisor to Mobility Development Partners for this proposal and also the leader of Equiticity, a racial equity movement programming and advocating for racial equity, increased mobility, and racial justice to improve the lives of Black and Brown people across the United States. Oboi is an influential national leader on the topic of mobility justice, an effective activist and advocate, and a sought-after speaker and panelist.

Investments and Policy

Our team's approach to the Investments and Policy service category is led by CNT. One of CNT's core strengths is its ability to bring analytical rigor to matters of equity. We are known for our analytical creativity, with a staff that includes data scientists and programmers. We produce innovative cross-disciplinary approaches, such as the Housing and Transportation Affordability Index which demonstrates the relationship between transportation costs and housing affordability and is used

by many housing authorities to guide equitable decision-making; and AllTransit, which provides comparisons between transit systems across the nation, including for important measures such as job access.

Community and Partner Engagement

Most activities described in Service Category C require in-person outreach and imply a partner based in the Bay Area. Our approach is not to directly conduct outreach, but to help MTC work with local CBOs to serve as outreach representatives. Recognizing the value of CBO involvement, many public agencies are now striving to incorporate CBOs as compensated partners within planning or decision-making. But few have succeeded in making this a regular part of their work, due to disconnects that range from procurement and legal challenges to communication styles to simple lack of awareness.

Innovation

Driven in large part by the policy and funding context of California's climate investments, shared mobility networks—including carsharing, bike-sharing and ride-hailing—have evolved rapidly in recent years. Mobility Development's work in this space is showcased in both the BlueLA and Miocar programs, and in the recent STEP awards in Los Angeles and Stockton. These programs increasingly are centered on disadvantaged communities and may evolve toward a vision of Universal Basic Mobility. Our lead for this category is Mobility Development, which has supported grant-writing, contract negotiation, recruitment of community-based partners, and project delivery (both planning and systems operations).

Environmental Justice

CNT has been a leader in the topic of environmental justice for decades. Since 1978, our mission has been to improve sustainability in urban places, with a focus on improving the lives of low-income people and people of color. Going back to ISTEA, our staff have advocated for equity in transportation decision-making and have taken leadership roles on Transportation Research Board committees. Our work goes beyond transportation, taking cross-disciplinary approaches that integrate housing, health and the environment.

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CIVICMAKERS, LLC



CivicMakers, LLC is a strategic consulting firm specializing in community engagement and innovation for the public sector. We have been providing consulting services to a range of municipalities, public agencies and nonprofit organizations across California since 2015. We are a California-certified Small Business Enterprise and a San Francisco Local Business Enterprise.

We leverage a variety of methodologies to tackle institutional challenges, including human-centered design, systems thinking and reflective practice. These methods ensure we are incentivizing change across macro and institutional goals and trends, within teams and at the individual level. Our experience working with Bay Area counties and, particularly, in elevating the lived experience and insights of traditionally under-invested populations across a diverse range of projects, will serve MTC well in identifying and prioritizing the most pressing human needs. Instead of relegating “innovation” to technological achievements, we uncover innovations that already are taking place within organizations – from creating intricate workarounds in legacy software systems to highlighting the knowledge and expertise of those who are closest to the work, such as public-facing staff and, when possible, the very recipients of program and service delivery.

Community and Partner Engagement Innovation

We bring the following strengths with regard to innovation methods:

- Prioritizing existing relationships and those who have already been doing the work by entering each regional relationship from a place of curiosity and learning as opposed to expertise. We have found that in delivering large operational or technical change within organizations and across regions, it is imperative that we take a co-creative approach with those who have the unique time-and-place knowledge of what’s been done to date along with the vision for what needs to happen for the change to be successful.
- We translate human needs into technical requirements because too often we’ve seen technology centered as the ends and not the means. We do our due diligence to ensure the voice of the “end user” or persons/groups of people most affected by the change have their motivations and desires integrated into what the end product might be.
- Build capacity for these methods to endure long after our engagement by equipping staff with the skills, mindsets and competencies to further innovative organizational, institutional and regional efforts. Our experience working with a variety of government actors, advocacy groups and community-based organizations has allowed us to curate professional development opportunities within project work.

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CONTIGO COMMUNICATIONS CORP.



Internal Operations

Review and analyze internal agency business operations and procedures

- Provide organizational leadership support in leading with equity
- Propose leadership and organizational structure to align and enforce to stated equity goals
- Analyze and develop programs and practices to support organizational development initiatives such as inclusive contracting, hiring, recruitment, retention within the agency, professional development, and succession planning practices
- Create specific trainings for all levels of staff with a focus on racial equity to increase their awareness around issues of justice, equity, diversity and inclusion
- Host workshops, seminars, and facilitated meetings and coaching sessions for staff, executive leaders, and the public
- Support the core competencies necessary to initiate the actions outlined in the developed Equity Strategic Plan.

Community and Partner Engagement

- Develop, design and implement major community engagement campaigns, including documentation and evaluation of campaigns
- Engage and work with community-based organizations, nonprofits, non-governmental organization,

and the community to advance programs and outreach activities

- Create/write communications messaging for various audiences and media, including in print, digital and social platforms
- Design, facilitate, organize and support meetings, workshops and/or events to promote dialogue and engagement among stakeholders
- Conduct non-traditional engagement, including intercept interviews and other partner engagement to target specific populations
- Engage low-income and limited-English communities to advance programs and initiatives
- Write, design and produce presentations and collateral such as handouts, display boards and process charts
- Develop decision making models that standardize meaningful engagement and promote inclusion, cultural competency and accountability
- Supporting program enrollment activities.

Innovation

- Conduct literature and market reviews summarizing the current state of the art of available technologies, apps, platforms and mobility models in areas such as housing, transportation, mobility and data collection
- Recommend strategies to promote policies, initiatives and programs
- Assist in the selection, design, acquisition, customization and/or implementation of strategies
- Coordinate implementation of strategies into programs
- Develop technical documentation for technology product and data
- Partner with agencies planning and delivering large capital and operations projects.

Environmental Justice

- Cultivate and develop an equity lens in a public-facing entity with knowledge of the various forms and intersectionality of equity to include race, health, economics, transportation, geography and the environment
- Facilitate engagement and training efforts at a regional scale
- Facilitate engagement within the nine Bay Area counties, leveraging existing relationships with populations that typically are underrepresented (i.e., small businesses; low-income earners; Black, Indigenous or People of Color populations; people with disabilities; transit-dependent residents; and those with health disparities)
- Analyze demographic, economic and travel behavior data applying an equity element to help identify policies and programs that will be accessible and friendly to a range of people.

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CORINNE WINTER

DBA Winter Consulting Group



Winter Consulting Group, LLC, was established in 2015, although its team brings over 50 years of community engagement experience in the Bay Area, with a core business focus on equitable engagement and partnering with community-based organizations. Winter's multicultural and multilingual team can communicate and effectively engage with diverse stakeholders, from grassroots communities to agency, association, and business stakeholder staff and policymakers. We've developed a strong reputation for performing high-quality outreach on behalf of our clients. Through a network of CBO partnerships and community relationships forged over two decades, we specialize in reaching voices historically left out of the planning process.

A major component of leading equitable engagement is developing successful collaborations with CBOs, nonprofits and non-governmental organizations. Winter Consulting has worked with hundreds of these organizations and is adept at managing relations and communications between community groups and public agencies.

Corinne Winters brings 20 years of professional experience supporting sustainable and equitable change in the transportation industry. In her decade as executive director of the Silicon Valley Bicycle Coalition and board chair of TransForm, she helped expand membership bases, raised community awareness of the importance of sustainable transportation,

and advocated for bikeable and walkable communities for all.

Frank Ponciano moved to San José from the East Coast in 2015 and since then has been dedicated to educating and otherwise engaging individuals and families in the Bay Area around issues affecting their everyday lives. Frank transitioned out of the corporate sector into community organizing in order to bring justice and equity to Bay Area communities that in many ways mirrored the one where he grew up.

Christian Ollano is a demonstrated community builder dedicated to ensuring that voices often not heard are given a platform to engage in the public participatory process. Leveraging his experience and skills in meeting facilitation, campaign strategy and coalition building, Christian aims to create a more accessible and equitable community engagement experience for all.

Community and Partner Engagement

- Winter's current and prior work commitments range across the region with dozens of projects centered regionally with an emphasis in Santa Clara, Alameda and San Mateo counties. Winter Consulting has extensive experience developing, designing, implementing and evaluating community outreach campaigns. It is currently leading several projects where the focus is to steward an equitable engagement process within the Bay Area. As an engagement lead for the City of San José's COVID-19 Recovery Task Force, Winter facilitated a co-creation process with the 55-member Task Force in addition to developing a 10-member Lived Experience Group to produce an Engagement Plan. These community partners and community leaders with lived experience then

co-created an Engagement Toolkit, a Community Survey, and implemented 12 Pop-Up events along with a community resource fair that drew over 500 people. This process was captured in a Community Engagement Report with findings pertaining to subjects areas of the Covid-19 Recovery Task Force. The Recovery Task Force's recommendation led to the San José City Council devoting two million dollars to initiatives defined by the Task Force.

- On the BART Link21 initiative, Winter facilitated and coordinated workshops with CBOs that assist equity priority communities in East Bay and San Francisco neighborhoods. They hosted Spanish and English breakout room sessions to gain a deeper understanding of community members' opinions and desired improvements of public transportation systems.
- When leading community outreach for Alameda County Transportation Commission's East Bay Greenway Project, Winter designed project fliers and mailers to distribute to community and business owners. These materials helped to not only inform the public of the project's objectives and goals, they also directed individuals to online surveys where they could provide their own feedback.
- Winter's recent project work involving paid CBO partners and/or incentivizing strong community leader participation:
 - MTC Active Transportation Plan
 - San José Better Bike Plan 2025
 - San José Downtown Transportation Plan
 - San José's Emerging Mobility Action Plan
 - San José's COVID-19 Recovery Task Force
 - San José's Delivering Zero Emissions Communities
 - San José's Building Electrification

Corinne Winter, continued

- Alameda CTC Central Alameda Comprehensive Multimodal Corridor Plan
- Alameda CTC I-580 Transit and Multimodal Strategy
- Alameda CTC East Bay Greenway / E. 14th Multimodal Corridor Study
- BART Link21
- Santa Clara County Active Transportation Plan
- Union City Bicycle and Pedestrian Plan
- Commute.org Equity Outreach Plan: Engagement Strategy

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PHOTO COURTESY WEST OAKLAND ENVIRONMENTAL INDICATORS PR

CORNERSTONE CONSULTING HR

DBA Cornerstone Consulting HR



We are a diverse team of equity and inclusion consultants and trainers each with over 20+ years of experience supporting clients across a variety of industries, organizations, and platforms; our work includes successful partnerships with city/state governments as well as national and international corporations. The CCHR team is proficient in at least 4 languages and our backgrounds allow us to easily connect with hourly employees up to and including the C-suite and her/his executive teams. Our academic as well as formal education pursuits also attest to our lifelong commitment for helping others become the best version of themselves through purposeful, meaningful, inclusion-related and cultural competence initiatives.

Internal Operations

Racial Equity Action Plan Assessment.” Assessed current conditions and barriers that 1) impede potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply. Protocols also addressed the topics of internships, fellowships, and volunteer opportunities. Focus groups included senior leadership, managers, HR staff, and other staff who have led or participated in hiring processes. There was a separate protocol for divisional leaders. The barriers assessment was used in three ways: 1) to help leaders develop equitable and inclusive hiring and recruitment policies (as per the departmental

RE Action Plan); 2) to help staff make informed updates to the Racial Equity Action Plan and 3) to help the selected enterprise make recommendations for adjustments to training, succession planning, and performance management practices.

The “Equitable & Inclusive Workplace program” offers leaders an opportunity to learn fundamental and essential concepts and tools for creating and maintaining a work environment that is welcoming and productive. This entails understanding bias and other impediments to inclusion, mitigating their impact, communicating with respect in diverse environments, and taking a planned approach to being a proactive ally to the organization’s efforts of inclusion. This program is foundational, however, focused on substantial issues and being a good place to start or refresh efforts to be the best possible leader in a diverse work environment and manager in an inclusive workplace. This workshop can be delivered in a classroom setting or virtually.

Innovation

“Innovative Rider-centered Research.” Subcontractor Next Steps Marketing has been working to understand rider experience for a decade. One innovation conceived and implemented by Principal Thea Selby was the Ride Audit, a way of getting information out of riders by going to where they live, having them ride the bus and comment on the ride and the bus stops. Roughly based off of the planner’s tool the Walk Audit, this innovation is now being used by SFMTA as an early outreach technique to center their information on riders who are not likely to come to a meeting.

Environmental Justice

Go Port” project. Subcontractor Tamera White of Next Step Marketing has been leading the community relations as the Alameda support staff for GoPort, three projects at the Port led in partnership with the Port of Oakland, Alameda CTC and the City of Oakland, that will make for better truck traffic control both in and out of the Port with the benefit of less congestion and pollution and increased pedestrian safety. West Oakland has traditionally suffered greatly from environmental hazards, either from the freeway that was built in the middle of it or from the necessary work of the Port of Oakland, which includes trucking, diesel trains, and shipping. There are many groups in West Oakland that have been fighting to better the air, the land, and the water so that West Oakland communities can breathe easier and live free of fear from chemical contaminants. Tamera is a resident of West Oakland, and approaches her task with a great deal of empathy and understanding of the historical lack of attention to community concerns and impacts. She works closely with groups like West Oakland Environmental Indicators Project to improve communications and turn CEQA, NEPA and other official reports into language that can be understood by anyone. She also regularly meets with many West Oakland groups to help facilitate the Next Steps outreach methodology: meet frequently, speak their language, including jargon-free English, use the media they use, listen, and feedback what you heard. All of this work is designed to decrease the warranted mistrust this community has for governmental entities and their well-being so that these projects, which will ultimately help the community, can move forward.

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PHOTO: THE JOPWELL COLLECTION, UNSPLASH

CPS HR CONSULTING

Cooperative Personnel Services

DBA CPS HR Consulting



Internal Operations

CPS HR Consulting will provide the requested five key elements in working with you in your quest to develop an equity strategic plan.

- **Organizational cultural and equity assessments of staff and management.** We can work with you to obtain actionable information through our Institute for Public Sector Employee Engagement, using our cultural, equity, diversity and inclusion-assessment capabilities. Our assessment technology provides key insights that only a 360-degree key stakeholder survey/assessment process can provide. We have developed a valid and reliable DEI assessment that also links to our national DEI benchmark assessment.
- **Strategic Equity Plan.** We provide strategic planning; workforce planning; and diversity, equity and inclusion planning. Key elements of the planning and action path include:
 - Strategic Imperative/Plan
 - Analysis of Equity Indicators
 - DEI Education
 - DEI Action Planning
 - DEI Goal Teams
 - DEI Progress Tracking and
 - DEI Progress Reporting
- **Mission, values, goals and work programs.** We will work hand-in-hand with you to update your mission, values, goals and work programs to best

reflect the strategic equity plan, and to provide for the creation of cascaded equity operational plans.

- **Review and analyze internal agency business operations and procedures.** Drawing upon the equity plan and expectations of how the organization wishes to see equity-in-action, we will work closely with the business operations to identify operational goals and procedures to ensure that goals set in the equity plan are received and converted into strategies and that annual progress is measured.
- **Organizational leadership support in leading with equity.** To help leadership play the critical role needed to ensure DEI success we will provide support in various forms to include crafting and executing an equity communication strategy to keep all key stakeholders informed and your staff accountable, planning to include linkage to other strategic initiatives, operationalizing aligned activities, setting expectations, tracking and reporting progress, holding key conversations, training, and coaching.

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DANTE KING

DBA Dante King Consulting



Dante King is a native of San Francisco and a historian, scholar, public motivational speaker, thought-leader, facilitator and coach. He is an author of the new book, *The 400-Year Holocaust: White America's Legal, Psychopathic, and Sociopathic Black Genocide and the Revolt Against Critical Race Theory*.

Dante also is a professor of American History, African American History, and Black Studies. His research interests include the intersections of race, racism, and legality throughout pre-and-post colonial America. Dante currently serves as guest faculty at the UCSF School of Medicine—where he teaches a course called Understanding the Roots of Racism and Bias: Antiracism and Its Links to Whiteness, White Racism, Privilege, and Power—as well as at the Mayo Clinic. He also has taught courses for Stanford Medical School and Johns Hopkins.

Internal Operations

In 2018, Dante partnered with the San Francisco Board of Supervisors to develop and enact the City and County of San Francisco's Racial Equity Ordinance, which led to the first-ever citywide Office of Racial Equity (2019).

Dante previously was the Deputy Director of the Office of Health Equity in the San Francisco Department of Public Health, one of the largest public health organizations in the country with more than 8,000 employees. He led and directed the

development and implementation of the department's Racial Equity Action Plan, which focused on improving both workforce and health equity outcomes. He led the development and implementation of several highly impactful antiracism and racial equity policies and programs (i.e., Antiracism Recruitment and Hiring Policy, Healing Time Off, Respect in the Workplace, etc.). One of his most significant accomplishments at the SFDPH was the implementation of the department's first ever Antiracism and Racial Equity Leaders Fellowship, a 12-week cohort which included more than 50 executive and senior leaders.

Prior to assuming this role, Dante was the Director of Race, Equity and Inclusion at the San Francisco Municipal Transportation Agency (SFMTA), one of the largest municipal transportation agencies in the country, with more than 6,000 employees. He led and directed the design, development and implementation of the agency's first-ever Racial Equity Action Plan, focused on improving workforce outcomes. He also collaborated with his peers on the executive leadership team, which included the Human Resources Director, to develop and enact policies and programs which directly targeted racial disparities and disproportionate organizational outcomes.

Dante has consulted and collaborated with organizations in the areas of human resource management, antiracism policy and program development and implementation. Some of the organizations Dante has worked with include the San Francisco Police Department; San Francisco Department of Police Accountability; California State Public Defender's Office; San Francisco Public Defender's Office; Johns Hopkins University; Stanford University School of Medicine; University of California San Francisco (UCSF) School of Medicine; Wikimedia Foundation;

The Athletic; Oakland Unified School District; UCSF Office of Diversity and Outreach; UCSF California Preterm Birth Initiative; UCSF Alliance Health Project; California Prevention Training Center; and BATS Improv; to name a few.

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DAVIS & ASSOCIATES COMMUNICATIONS, INC.



D&A is a full-service communications firm dedicated to public service, community engagement, and building bridges that strengthen and connect diverse communities. We offer unparalleled expertise in developing integrated strategies from comprehensive public engagement to innovative internal workshops, training, and tools designed to constructively shift organizational culture. Our work is developed using an equity lens and our lived experiences to create outcomes that produce transformative changes block by block, department by department. We use an integrated approach to reach and engage stakeholders.

Much of our work extends out into the community using low-tech, high-touch methods to connect with individuals where they are. We leverage our deep, long-standing community relationships through the “Speed of Trust” — greater trust among stakeholders accelerates acceptance and supports the implementation of inclusive community planning, reduces the potential for project missteps, and decreases project costs.

D&A is proud to present a team of partners with proven national and state equity expertise who will each have lead roles in the four primary service categories; Tamika L. Butler Consulting, Estolano Advisors, Better World Group (BWG), and Fehr & Peers.

Internal Operations

Led by renowned strategic and staff development consultant Tamika Butler (Tamika L. Butler Consulting), which provides training and coaching to shine a light on inequality, inequity, and social injustice. Currently, Tamika is coaching the Los Angeles Department of Transportation through their third-ever strategic plan update. Tamika leads the workstream focused on climate and equity, which underpins the entire strategic plan approach.

Investments and Policy

Led by widely recognized equity-focused community development thought leader Richard France (Estolano Advisors). Estolano Advisors is an award-winning urban planning and consulting firm that employs an intersectional lens in the development of sustainable solutions that inform sustainable, long-term public policies that set the course for healthy, thriving communities—focused on the twin priorities of access and equity. This is evident in the visionary LA 2050 report which Richard authored. This comprehensive report serves as a roadmap for the LA mega region and documents key strategies to a more accessible, healthy, and thriving region — where all residents have equal access to opportunity and wellbeing.

Community and Partner Engagement

Led by award-winning equity and engagement pioneer Prime consultant, Darolyn Davis (D&A Communications). She started her firm 25 years ago in an effort to bridge the divide between policy work and everyday people, particularly communities of color whose voices had never been given a seat at the table. Her knowledge of the inner workings of government along with those of local communities gives her a

unique advantage in helping more voices shape the fabric of our society, as evidenced by her work in some of the region's most notable social justice programs from Occupy Oakland to MTC Plan Bay Area

Innovation

Led by transportation planning and engineering consultants committed to advancing state-of-the-art innovations with a focus on local communities, spearheaded by Ron Milam (Fehr & Peers). Ron is the creator of an internal Equity Initiative that explores best practices through cutting edge, firm-funded research on topics including Equity and Travel Data Bias; Equity and Travel Accessibility; Autonomous Vehicles and Transportation Equity; His work has led to innovations that have been highlighted in industry publications including recognition by the Institute of Transportation Engineers Award and Best Paper Honors at the Transportation Research Board Conference on Planning Applications.

Environmental Justice

Led by leaders in environmental and climate justice policies and strategies. Daniela Simunovi (Better World Group) BWG is a recognized leader on environmental justice issues with more than 15 years. Most recently at the California Strategic Growth Council, Daniela led the development and implementation of the Transformative Climate Communities Program, a place-based initiative investing multi-million dollar grants in the State's most environmentally and socio-economically vulnerable communities.

Additional strategic partners include:

- **InterEthnica**, which will provide multicultural community outreach and engagement and translations and research, led by Lisa Abboud;

Davis & Associates Communications, Inc., continued

- **Left Lane Advisors** (exclusive partner), dedicated to transforming leaders through training and professional development, which will provide strategic support and training services for the Internal Operations category, led by Katie Miller.
- **Mariposa Planning Solutions**, which provides expertise in inequitable transportation, environmental, and land-use policy, led by Christopher Lepe; and
- **SlowClap Productions** has been telling authentic human stories about equity, social justice and diversity and inclusion for public agencies throughout California, led by Daniel Lichtenberg.

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PHOTO: JOEY KOTFICA

EASTERN RESEARCH GROUP, INC.



Eastern Research Group, Inc. (ERG) is an interdisciplinary consulting firm with more than 450 staff and offices across the U.S., including Oakland, Sacramento and San Diego. ERG is nationally recognized for providing outstanding clean transportation, internal operations, community engagement and outreach, communications and program implementation services to dozens of state and federal agencies for more than 30 years.

With a mission to support social good, we focus on helping clients promote environmental conservation and protect water quality, air quality, and human health. ERG supports projects that promote safe and healthy places to live, work and play for all people—particularly for disadvantaged individuals and communities of color. We bring trusted support for government agencies to integrate environmental and climate justice approaches and solutions into their policies, rulemakings, implementation efforts and enforcement actions. We also develop tools for governments and stakeholders to efficiently identify and address environmental concerns and disparities. ERG supports facilitation, training and outreach to promote information sharing and collaborative problem-solving among all entities that play a role in addressing the nation's environmental justice challenges.

ERG can offer the following services in the two service categories for which we are prequalified:

Investments and Policy

ERG has a deep understanding of California's statutory and regulatory requirements and frameworks through working with agencies and organizations such as Caltrans, the San Joaquin County Council of Governments, the San Francisco Bay Conservation and Development Commission (BCDC), City of Alameda, California Department of Water Resources, Energy Commission, Air Resources Board (CARB) and Department of Fish and Wildlife; air and water districts such as the East Bay Municipal Utility District; San Francisco and other cities; and Alameda and San Mateo counties.

ERG recently helped the City of Alameda develop its Climate Action and Resiliency Plan. The Alameda CARP is one of the few adopted climate action plans in the U.S. to include a social vulnerability analysis. The CARP has won the Helen Putnam Award for Excellence in Planning and Environmental Quality and was awarded first place in the American Public Works Association's Northern California Chapter Sustainability Practices Project Awards competition. The ERG team also helped develop Adapting to Rising Tides (ART) for BCDC and the National Oceanic and Atmospheric Administration. As part of the ART project, ERG provided strategic planning and facilitation support as well as technical support for economic analyses. ERG also engaged stakeholders from multiple sectors in the Bay Area to help develop a vulnerability assessment and potential adaptation responses to be implemented at sub-regional and local scales.

Environmental Justice

ERG since the early 1990s has applied its expertise to support technical and stakeholder engagement for EJ

communities. We supported the U.S. Environmental Protection Agency's Office of Environmental Justice by developing tools to help communities address EJ issues in their neighborhoods. Today, ERG serves as the prime contractor for EPA's Conflict Prevention and Resolution Services contract, a major goal of which is to provide outreach and facilitation support to EJ communities. The ERG team includes bilingual facilitators and translators who are knowledgeable about many virtual platforms and tools (Zoom, Microsoft Teams, GoToWebinar, YouTube livestreams, etc.) to actively engage with EJ communities.

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EQUITY & RESULTS PARTNERS, INC.



Equity & Results has been in business for over 10 years and is a leader in racial equity and anti-racist impact consulting. A minority- and woman-owned business, E&R is the national expert in results-based systems change using racial equity principles. E&R specializes in working with jurisdictions as they build capacity to develop powerful implementation plans and build internal technical and organizational capacity to advance racial equity in partnership with community partners. Over the last seven years, E&R has engaged with high-capacity organizations across public and private sectors to systemically accelerate diversity, racial equity and inclusion.

Co-Principals are **Theo Miller**, a Black, cis man and **Erika Bernabei**, a white, queer, cis woman. E&R's full team is majority (2/3) BIPOC but also includes white people (1/3) as we have an intentional cross-racial facilitation model. Theo Miller has over 20 years of experience leading community and neighborhood development solutions to some of the world's most complex problems. Theo previously served as the director of HOPE SF, the nation's first large-scale partnership aimed at transforming dilapidated and segregated public housing neighborhoods into vibrant, racially equitable, mixed-income communities without mass displacement of residents. HOPE SF is a 20-year human and real estate capital commitment, now spanning three mayoral administrations. Theo's work aims to create ladders

of opportunity for long-underserved families, particularly African Americans and Pacific Islanders, through deep investments in mixed-income housing, networks of community leadership and resident voice, and education, health and employment.

Through Equity & Results, **Erika Bernabei** leads the strategic design and implementation of whole organization and collaborative work to achieve racially equitable results. Erika works with small and large organizations, collective impact initiatives and public agencies to use results-driven, racial equity principles to build capacity for impact.

Equity & Results uses antiracist principles, developed by the People's Institute, elders, scholars and organizers, to transform how systems work and strategically disrupt common practices and replace them with actions that address the root causes of the problem. Erika is an expert in Antiracist Results-Based Accountability (AR RBA) and has worked with groups locally and nationally to successfully use this tool.

Prior to E&R, Erika worked at PolicyLink for nearly a decade, co-leading the development of the Promise Neighborhoods Institute to support more than 50 place-based partnerships and implement results-driven infrastructure. Erika also was an Assistant Commissioner in the New York City Department of Homeless Services. She has an MA in Education Policy from Teachers College, Columbia University and a PhD in Educational Leadership from New York University.

Internal Operations

- **City of Portland:** The project began in 2017 with 101 training, followed by annual 10-session

Anti-Racist RBA trainings, followed by a train-the-trainer series. We have now run three full citywide training series, five mini-series of coaching and tailored trainings for individual departments. Products throughout this engagement have included department action plans, data indicators, community priority strategies, and implementation plans.

- **Sonoma County:** Working with Sonoma County to design and execute the county's racial equity agenda. Our engagement included our 11-session Anti-Racist RBA, Office of Equity Coaching, individual department coaching, and strategizing and workshoping with their data team. The team also supported the planning and strategic direction setting for Federal ARPA funding with both county leadership and community members. Final products included department strategy plans focused on both internal (organization-focused) and external (community-focused) strategies and implementation next steps.
- **United Way of Salt Lake City:** Products included updated organizational governance and strategic plan revisions, organization-wide Equity Impact Planning, and reorientation of place-based work toward racial equity principles and impact. Erika led the client relationship and project design. Ronak and Elodie facilitated training sessions, coached departments, and assisted in creating deliverables including a redesigned board and collective impact structure.

Investments and Policy

Portland Metro Regional Government: Tailored training to use Anti-Racist RBA to revisit and report on strategic plan priorities with community members. Products included updated data indicators,

Equity & Results Partners, Inc., continued

community centered strategies, implementation plans focused on execution and measurement of both internal (organizational) and external (community) strategies, and train-the-trainer series.

Environmental Justice

Ronak Davé Okoye, Client Impact Lead & Antiracist Impact Facilitator, has held various leadership roles within the public sector. As the Director of Community Benefits at the San Francisco Public Utilities Commission Ronak sat at the intersection of communities and big infrastructure, overseeing more than \$50 million in community and environmental justice investments and revamping the agency's affordability and shutoff policies to center water as a human right.

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PHOTO: CHRISTINA MORILLO, WOMEN OF COLOR IN TECH.

EQUITY FIRST CONSULTING



Equity First, a Diversity, Equity, and Belonging Strategy Firm, engages with clients globally and has strong ties in the Bay Area. Equity First is led by its Founder, Ana Lugo, a Latinx leader based in Sonoma County who has utilized her deep knowledge, understanding and skill in equity and systems change to lead equity initiatives in her community. She has built deeply respectful and genuine relationships with both highest ranked leaders and community alike. She is committed to respectfully challenging the status quo and has consistently engaged with and relentlessly advocated for communities rendered most vulnerable by inequitable racist systems, especially in the wake of successive disasters. She has done this through her multiple roles and capacities, and for the last two years, through Equity First.

Trillium's Margaret Van Vliet is a seasoned public official who cut her teeth in racial justice building capacity of public housing residents during a major relocation effort and exceeding minority contracting targets on large public works projects in the early 2000's. In each of her successive leadership posts she has successfully raised the performance and credibility of vital public-sector housing agencies to deliver housing resources to those most in need. A student of the history of redlining, housing discrimination, structural racism, and unequal access to capital, Van Vliet uses her deep knowledge of housing finance and development to undo the harms of the past through strategic policy and program

changes. Throughout her career she has increased participation of BIPOC (Black, Indigenous, People of Color) representation on advisory boards and other decision-making tables.

Internal Operations

Equity First Consulting is supporting the newly established Sonoma County Office of Equity to design and implement a strategic framework to maximize its efficacy, and the depth and breadth of its scope. We are working with the director to intentionally build a team, develop a roadmap, design its structure, prioritize goals, and build capacity with their members, so that they can construct equity-centered policy and procedures that can take root and flourish throughout all government agencies.

Equity First has been a strategic accountability partner from the inception of this office and has supported the change management strategy being developed for the entire county organization.

The Made in Santa Rosa Foundation is a newly established educational foundation, created by the Santa Rosa City School Board to address the inequitable school funding mechanisms within its borders that enable schools in wealthier neighborhoods to supplement the educational funding of their neighborhood schools while schools in less wealthier neighborhoods are unable to fundraise sufficiently in order to do so. Equity First Consulting designed and conducted an equity-centered Strategic Planning process, which centered the voices of those most impacted by the funding decisions that will be made by the foundation, namely the students, parents, and teachers who spend their days at the schools in question.

Investments and Policy

Founder Ana Lugo was a co-creator of UndocuFund, the first fund of its kind, created after the 2017 fires in Sonoma County and the multicultural mental health resource program, La Plaza where she served as a spokesperson to connect funders to purpose and expose them to a nontraditional approach.

Equity First has provided support and coaching to the County's Health Services Department through the Latinx Health Workgroup to develop restructure their funding mechanisms to support these communities. We have led the creation of the COVID - 19 CURA, a multicultural financial assistance program and served as spokesperson to funders and government leadership on the critical impetus of this program. Further, Equity First has supported First 5 Sonoma County as an advisor in the development and embedding of equity into their strategic plan.

Trillium Advisors Van Vliet serves as project manager and senior advisor for [Map OneSonoma](#), a systems-change initiative launched in the aftermath of the 2017 wildfires with funding from the Hewlett Foundation and Community Foundation Sonoma County, and with the goal of creating a more just, resilient, and prosperous Sonoma County.

Community and Partner Engagement

Equity First led the community engagement for the Assessment of Fair Housing for the Sonoma County Community Development Commission. Equity First utilized Equity-Centered Design to ensure systems of oppression and disenfranchisement were not replicated in collecting the voices of communities

Equity First Consulting, continued

rendered most vulnerable by systems. Through Equity-Centered Design, Equity First led a team of community engagement partners with diverse background, skills, and lived experiences who co-designed community engagement strategies and tactics that aimed to remove barriers for vulnerable populations to provide feedback and input on the Assessment of Fair Housing. The community engagement team created safe spaces for these populations to freely provide feedback by ensuring community engagement practices were culturally responsive.

Environmental Justice

Equity First acts as an advisor and coach for Daily Acts. Equity First led their evaluation process for the curriculum of their Leadership Institute for Just and Resilient Communities leadership. We conducted research and advised on the evolution of their curriculum to be aligned with their goal of equity and justice (including prioritizing specific literature and speakers, Trauma informed activities, creating classroom culture, community agreements, connection to purpose. Ms. Lugo acted as the executive coach for their program director, and led her through development of her leadership and facilitation through the lens of anti-racism, DEB and transformative leadership. Equity First advised on growth areas of the program and led trainings for the class on creating communities of belonging and social identities, dominant culture, power, and privilege. We have also conducted trainings for Sonoma County Conservation Action, a nonpartisan, political arm of Sonoma County's environmental movement.

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EXYGY, INC.



Exygy works with social impact organizations to design and build technology that improves lives. For over a decade Exygy has used modern digital approaches—including human-centered design, iterative product development practices, and deep technical expertise—to empower government agencies, philanthropies, researchers, institutions of learning, and other organizations. Exygy takes a human-centered approach to solving complex human issues by combining grassroots organizing principles with engineering, design, product, content strategy. The following sections outline the areas where Exegy and its subcontractors offer equity consultant support:

Community and Partner Engagement Innovation Environmental Justice

Exygy's services include digital audits and strategic planning, Agile development training, human-centered design workshops, data analysis & visualization, mobile apps and websites, APIs, Visual design, UX & UI, prototyping, service design, legacy systems, CMS, open source, backend and front end.

Internal Operations Investments and Policy Environmental Justice

The Justice Collective (TJC)'s services include organizational equity assessments, training and capacity building, equity diversity and inclusion road-mapping, equity advising and coaching, and strategic communications.

Investments and Policy

FrameWorks' services include research to understand the differences between how advocates, policymakers, media and the public think about issues; research that tests different metaphors, values, narratives, messengers and other framing strategies to uncover how best to open up new ways of thinking about issues and solutions; trainings to help advocates understand the results of this research and use the findings in their day-to-day communications; and FrameChecks® that provide suggested changes to existing communications, in real time, to increase their impact and effectiveness.

Investments and Policy Community and Partner Engagement Environmental Justice

Street Level Advisors is a strategy and innovation firm focused on equitable urban development. Principal Rick Jacobus has more than 25 years of experience supporting low-income communities and communities of color in crafting economic development and housing strategies.

Community and Partner Engagement

Brink is a women-led, purpose-driven marketing agency with expertise to provide a suite of core services including advertising, strategic communications, earned media, video, graphic design, copywriting and community engagement for mission-driven clients that span the government, NGO and private sectors.

Community and Partner Engagement Environmental Justice

Sagent is a woman-owned, full-service advertising and public outreach firm with a 17-year history of

specializing in social impact strategies and campaigns. Customer service and project management, trusted delivery, deadline adherence and strict budget controls have led to positive customer referrals and clients' repeat business.

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Reach out to civic@exygy.com before contacting our subcontractors and references. References include 1) Dave Vautin, Assistant Director, Major Plans at the Metropolitan Transportation Commission, (415) 778-6709; 2) Jack Madans, Digital Services Principal for the Judicial Council of California, (310) 562-5567; and 3) Barry Roeder, Doorway Program for the Bay Area Housing Finance Authority, (415) 778-5224.

ESTOLANO ADVISORS



Estolano Advisors (EA) helps clients build better communities by deploying strategic visioning that is guided by principle and tempered by pragmatism. We provide fresh solutions to complex problems with our expertise in transportation, housing, sustainability, workforce and economic development, and community engagement. Cecilia V. Estolano, Richard France, Cynthia Guzman, Tulsi Patel and Winnie Fong comprise the leadership team. We offer the following services:

- Community Planning
- Economic Development Strategic Plans
- Financing Strategies
- Implementation & Action Plans
- Meeting Facilitation
- Multi-Stakeholder Process Management
- Nonprofit & Joint Powers Authority Management Services
- Philanthropic Advising
- Policy Education & Training
- Policy Research & Analysis
- Real Estate Advisory Services
- Technical Assistance & Grant Writing

Racial, economic and environmental justice are core to EA's values. EA works with clients to explore ways in which decisions may have disparate impacts across demographic groups or how approaches can be modified to meet the needs of marginalized groups.

Internal Operations

EA worked with the Ocean Protection Council to develop its Equity & Environmental Justice Plan; the

Puget Sound Partnership to develop Organizational and Community Equity Assessments; the Los Angeles Dept. of Transportation to develop a Gender Action Equity Plan; Prosper Portland as its Equity and Climate Advisor; and the Oregon Health Authority as its Equity and Climate Justice consultant.

Investments and Policy

San Francisco Foundation: Advancing Equity in Project Labor Agreements: EA coordinates an advisory committee comprised of public agencies, labor unions, contractors and community-based organizations tasked with identifying strategies to diversify the regional construction workforce. We designed and facilitated Phase 2 of the project, aligning agencies around an Equity Action Plan to implement recommendations from Phase 1.

Community and Partner Engagement

- **Strategic Growth Council:** Transformative Climate Communities: Provided technical assistance to communities pursuing TCC funding for capital projects in underserved communities. This involved working with communities to identify opportunities to distribute California Climate Investments funding to complement existing local, state and federal funding for transportation, housing and sustainable infrastructure.
- **Strategic Growth Council:** Low Carbon Transit Operations Program: Richard France facilitated a series of workshops aimed at connecting communities and transit agencies as they plan for capital and operations improvements. Discussions identified the communities' needs, transit agency priorities, and eligible funding categories.

Environmental Justice

- **Oregon Health Authority:** Climate Equity Blueprint: Provided strategic advising to the state's inter-agency Climate Adaptation Framework process. The team worked with Oregon Health Authority to craft climate and racial equity workshops for participants from 21 state agencies involved in the statewide climate adaptation planning process.
- **Ocean Protection Council: Equity Plan:** Provided strategic planning and equity expertise in developing OPC's Equity Plan for California's coast and ocean. The plan represents OPC's collective vision for advancing equity across ocean, coastal policies and actions. The team worked with OPC staff and convened and facilitated meetings with a 13-member environmental justice working group to help develop the plan.

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EVNOIRE, LLC



EVNoire, an award-winning, minority-owned, and woman-led consulting group works at the intersection of transportation, energy, and environmental equity. EVNoire is a certified DBE, MBE, WBE and WBENC. Recognized as national e-mobility thought leaders, EVNoire's work is focused on e-mobility best practices and e-mobility diversity, equity and inclusion. The company works with utilities and co-ops, automobile manufacturers, charging infrastructure organizations, nonprofits, government agencies, public health organizations, and regional and national organizations. We also engage communities on workforce development opportunities in the alternative fuel/electric vehicle economy.

In addition to serving general market consumers, we specialize in working with multicultural communities, young professionals, women, retirees, LGBTQ, immigrant/refugee, rural communities, and multi-unit residents.

EVNoire has compiled extensive data on attitudes, beliefs, and knowledge of electric, hybrid and autonomous vehicles as well as highlighting the financial & public health benefits of driving zero-emission vehicles. To achieve systemic change, we have developed frameworks based on our extensive work with communities and data collection efforts around engagement on transportation, mobility and equity issues. We have expertise working with frontline populations that are most burdened by the negative impacts of carbon emissions and environmental justice issues.

We are co-founders of the nation's largest network of diverse EV drivers and enthusiasts, EVHybridNoire, a national 501c3 nonprofit. EVHybridNoire is a national, multicultural organization focused on increasing EV adoption and awareness in under-represented communities. Given our team's work and experience in transportation, mobility, equity, and public health, we are able to leverage relationships and use best practices to engage with diverse voices—such as Black, Latinx, native and tribal communities, LGBTQ, communities with mobility accessi`3bility needs, rural communities and retirees—often underrepresented in the electrification space.

Innovation

- Diversity, Equity, and Inclusion Curriculum Development and Execution—U.S. Federal Agency
- Evaluating and Improving Internal and External DEI Practices—Environmental Nonprofit Organization
- Multimodal Electrification Best Practices, Outreach, and Engagement—VA Department of Energy
- E-mobility Equity Consultant for Accelerating Multimodal Electrification Best Practices in the 25 Largest Cities in the U.S.—U.S. Cities
- Evaluation of EV Rebate and Incentive Program - Oregon DOT; Multimodal Electrification Best Practices, Outreach, and Engagement—VA
- Department of Energy; Landscape Study of Socio-Environmental Context for Rideshare Electrification—Fortune 500 Technology Company
- Study on Transportation Equity and Environmental Justice—Midwestern Utility Company
- Innovative Electrification Strategies with Diverse Communities—Autonomous Vehicle Manufacturer

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GUIDEHOUSE, INC.



Guidehouse, as the former public sector arm of PricewaterhouseCoopers, has been supporting federal, state, and local government agencies for more than 120 years. Across our services, we help clients create scalable, innovative solutions that prepare them to be successful in the world today and tomorrow. Headquartered in Washington DC, and with a large presence across California, the company has more than 8,000 professionals across 50 locations. For this Equity Consultant Assistance Bench, we have partnered with five firms and community-based organizations:

- 1 Pivot Strategies LLC
- 2 Brian Ansari and Associates, Inc.
- 3 The Unity Council
- 4 Othering and Belonging Institute
- 5 Hatch LTK

Internal Operations

Guidehouse's Diversity & Inclusion framework and methodology, which has been tested both internally and with clients, includes four broad components of impactful and sustainable strategies that should be considered at all stages of the talent life cycle. Following this framework enables clients to assess their current D&I efforts and identify the right focus areas to drive breakthrough performance and a culture of inclusion.

Investments and Policy

Chris leads Guidehouse's State and Local Government practice. He has over 25 of experience

helping to transform local governments, specializing in modernizing their economies, solving critical policy problems and identifying ways to leverage technology as an enabler of change. Chris has partnered with mayors and governors from leading U.S. and international cities, including New York, Los Angeles, Chicago, Barcelona and Astana. Prior to joining Guidehouse, Chris served as the Chief Information Officer in Chicago, where he oversaw several large-scale technology programs, such as the city's ERP implementation, 311 customer service center, and an e-Commerce platform.

Innovation

Shaun Fernando is a Director at Guidehouse and has over 10 years' global experience in developing innovation-led and market-based strategies that build thriving and competitive cities and regions. Shaun's core areas of focus include economic development, sustainability and innovation. His skillset includes strategy design, developing triple-bottom-line methodologies for creating the business case for sustainability, and leading engagements with significant quantitative/modeling dependencies. Shaun was the Engagement Manager and author of Climate Smart San José: An Equity Plan for the Good Life, he has also managed large strategy projects on green growth, sustainability and equitable economic development. He is currently the Engagement Manager for Guidehouse's work with the LA Cleantech Incubator.

Environmental Justice

Natalee Rivera is a Consultant in Guidehouse's State and Local Government Advisory Practice. She brings experience on projects related to economic opportunity, racial equity, and urban policy in the public and nonprofit sectors. Natalee has worked with

local government agencies and service providers to assess and measure program impacts, promote evidence-based policies, and advance economic mobility. Natalee has used stakeholder engagement, research, and policy analysis to identify, evaluate, and promote leading practices that improve public service provision in New York City to reduce poverty and improve the lives of the city's residents.

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HNTB CORPORATION



HNTB Corp., founded in 1914, provides a full range of transportation-infrastructure-related services, including planning, environmental, engineering, design, and program and construction management. We are an employee-owned firm with more than 5,000 professionals across 75 offices nationwide, and we have the capacity and resources to help our clients develop and implement innovative solutions for projects of any size.

HNTB approaches all projects—roadways, rail, transit, bicycle, pedestrian—with an equity lens that prioritizes community needs. Our experts have been integral to advancing complex, vital projects around the Bay and across the country. Our expertise includes:

- A proven understanding of the complexities of the regional role and authority of MTC/Association of Bay Area Government (ABAG), as well as their partnerships with local, regional, and state agencies, in the planning and delivery of large capital and operations projects.
- Sophisticated understanding of federal priorities on equity and environmental justice that can guide client programs and policies.
- Leadership in addressing infrastructure and mobility equity considerations in making investment decisions, ranging from extensive knowledge of funding sources and distribution to policy decisions to demographic, economic, and travel data sources and analysis methods.
- Deep experience in Community and Partner Engagement and public outreach to support

partnership with communities with underrepresented populations, as well as strong existing relationships with community-based organizations (CBO) in the region.

- Guidance on projects that raise equity or environmental justice concerns and risk management around those issues, including partnering to develop and evaluate innovative equity action plans at a regional scale.

Investments and Policy

HNTB partners with our clients to provide community and data-driven approaches to evaluate policies, programs, and practices focused on strategic investments that result in more equitable outcomes. Since 2020, our team has worked closely with the Bay Area Toll Authority to systematically review existing FasTrak® policies from an equity perspective, identify opportunities for improvement through data analytics and qualitative research, develop a community engagement strategy, and make meaningful, cost effective recommendations to make FasTrak® more accessible and affordable for all customers.

Community and Partner Engagement

Directly involving communities, including those who have been most marginalized, in the planning and decision-making processes is necessary for delivering projects that benefit those communities. HNTB understands the importance of making community members a part of the project, as demonstrated by our work to bring a co-creation approach to and launch a citizen-led Equity Advisory Council (EAC) for the Bay Area Rapid Transit District (BART) and Capitol Corridor Joint Powers Authority's (CCJPA) Link21 Program.

Innovation

New and enhanced technologies can solve problems for some and create barriers for others, so our approach to innovation keeps people at the forefront throughout the process to deliver state of the art transportation solutions in an equitable way. Our technical expertise allows us to create modern mobility solutions, like the Public Involvement Management Application (PIMA) created for the Iowa Department of Transportation (DOT) and used by many others, that overcome the “digital divide” to bring community voices to the forefront and unlock social and economic opportunity by connecting people through transportation technology.

Environmental Justice

Identifying the benefits and burdens of planning decisions on different demographic groups and addressing them through equitable policy and planning is a cornerstone of HNTB's approach. We have demonstrated our ability to bring this lens to our work on Alameda CTC's East Bay Greenway Project, where we have conducted a Racial Equity Impact Analysis (REIA) and an Equity Profile to help our client better understand local conditions and the ways in which the project can contribute to equity and justice.

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HR&A ADVISORS, INC.



HR&A Advisors, Inc. has served as a trusted partner to governments, nonprofits, businesses and grassroots leaders around complex issues of race and place. HR&A and its subconsultants have deep knowledge of the Bay Area and lead progressive efforts around equity across the region and the country.

Internal Operations

The HR&A team understands how to help large organizations address racial equity head-on in internal policy and procedures. For the City of Beverly, Mass., HR&A is helping the city government create a racial equity action plan addressing all public department staff, policies and services. Tamika L. Butler has worked with large public agencies like the Los Angeles Department of Transportation to apply racial equity frameworks and assessments for staff. Redwood Resources works with governments and contractors to promote inclusive hiring and leadership pipelines for clients like the Port of Oakland and the Alameda County Transportation Authority.

Investments and Policy

HR&A helps municipal governments champion innovative economic strategies and policies through new approaches and inputs. HR&A regularly quantifies the value created by major transportation and infrastructure improvements and explores how this value can be used to support community benefits and inclusive growth. We rigorously realign

program goals and criteria to reflect public policy objectives, shape innovative approaches that drive greater public ROI and support community decision making, and design custom implementation tools for deal evaluation and performance tracking. With L.A. Metro we created a financial feasibility calculator to test portfolio-wide impacts of changes in joint development policies on the ability to support and optimize affordable housing. We also helped Google and the City of San Jose coordinate landmark community benefits in the city's Diridon Station area, with the advisement of local CBOs.

Community and Partner Engagement

The HR&A team designs processes that surface community needs and drive local decision-making, including dozens of complex engagement processes—including citywide surveys, focus groups and capacity-building workshops—led by BIPOC communities in the Bay Area and across the country. In Baltimore, we worked with the Open Society Justice Initiative for under-counted communities ahead of the 2020 mayoral and City Council elections. Local partner Ground Works Consulting led an intensive workshop with Central Valley CDCs to learn, exchange, and create their own equitable development agendas. Partner Christopher Lepe led grassroots outreach in marginalized communities for the Hwy 101 Mobility Action Plan.

Innovation

The HR&A team works closely with local governments to plan for innovation, strategize program delivery, and quantify the impacts of bold policy ideas. For the City of New York, HR&A developed a groundbreaking public-private financing strategy to help promote universal broadband access to all

New Yorkers. Tamika Butler worked with Gov. Jerry Brown's office around a process to verify eligibility of low-income transit riders for fare subsidies. Her work supported the California-Integrated Travel Project around efforts to build a state-wide transportation payments system.

Environmental Justice

HR&A understands how interrelated government policies and services not only affect climate, but also impact health outcomes for marginalized communities. As part of the Rockefeller Foundation's 100 Resilient Cities initiative, HR&A served as a strategy partner to Chief Resiliency Officers across the country to develop resiliency plans that center race. We are working with Minneapolis to ensure the city's Resilient Minneapolis 1.0 strategy is responsive to the COVID-19 pandemic and to the demonstrations for racial justice in the city. Our partner Robert Ogilvie, a regional expert in public health, developed a planning and public health curriculum for the City of Richmond and Cultiva la Salud.

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ICF INCORPORATED, LLC



Internal Operations

ICF's team of organizational development experts is well-versed in executing best practice approaches in strategic planning, change management, business process improvement, and training and development for private and public sector agencies, with a strong focus on addressing Diversity, Equity and Inclusiveness (D, E, and I). ICF has supported a variety of agencies for nearly a decade in conducting robust barrier analysis and meeting Federal MD-715 requirements. MD-715 is the policy guidance that the U.S. Equal Employment Opportunity Commission provides to agencies for their use in establishing and maintaining effective programs of equal employment opportunity under Section 717 of Title VII of the Civil Rights Act of 1964 and Section 501 of the Rehabilitation Act of 1973.

To help agencies leverage diversity while fostering accountability, ICF has developed and applied a multipronged approach to identifying and preventing barriers, which has shown significant promise for our clients. A barrier can be an agency policy, principle, or practice that limits employment opportunities for members of a particular gender, race or ethnic background or based on an individual's disability status. Barrier analysis and removal will allow qualified applicants and employees to compete for positions and work and to contribute to their fullest potential without obstructions. ICF's approach has raised awareness across agency leadership, illuminated

opportunities to build on strengths, and identified approaches to reduce bias in advancement and development. It relies on strategic analyses of workforce data and systematic research to uncover the various root causes of triggers or anomalies in the data. Results are presented in unique, eye-opening, and easy-to-understand exhibits that help leaders better understand the connections between triggers and policies, and support better decision making. The approach has gained traction through execution of thoughtful action planning that fosters commitment, continuity, and, ultimately, transformation.

Environmental Justice

ICF brings a long history of supporting equitable planning, engagement, and decision-making in a wide array of public and private sector settings. The team ICF is proposing for this work has a deep understanding of the issues faced by marginalized communities in California, across the nation, and around the world, and we have developed extensive professional commitments to serving these communities. ICF has provided a wide array of planning and environmental analysis expertise and support to local, regional, state and Federal agencies for more than 50 years. We have a deep understanding of requirements and best practices for developing transportation plans, programs, projects, and services that meet the letter and the spirit of federal and state laws and directives such as Title VI of the Civil Rights Act of 1964, Presidential Executive Orders 12898 (Environmental Justice) and 13166 (Limited English Proficiency), the National Environmental Policy Act, the California Environmental Quality Act and SB 375.

Examples of our work provided with this Statement of Qualifications include federally sponsored guidance

and research, such as FHWA Environmental Justice and Community Impact Assessment guidebooks and training materials and a new TCRP Guide to Equity Analysis in Regional Transportation Planning, as well as Caltrans resources such as the Smart Mobility How-To Guide (including a new chapter on Equity) and the Community Primer on Transportation Planning & Environmental Justice. In addition to providing cutting-edge national and state research and guidance, our team has hands-on experience developing regional and statewide transportation plans, studies, analyses, and stakeholder engagement programs with a strong focus on equity for MPOs and DOTs across the country and within California, including MTC.

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iSUCCESS CONSULTING, INC.



Established in 2011, iSuccess is a global business consulting firm dedicated to helping corporate and government clients implement profitable strategies, streamline processes, and increase productivity.

iSuccess reviews and refines existing Strategic Plans to provide improved recommendations for program vision, mission, and core values. This always includes performing a SWOT Analysis and developing overarching goals and objectives with an action plan and achievable milestones.

iSuccess develops Organization Assessments for our clients to demonstrate areas of competence, improvement, and possible risks, as well as to help support investment and restructuring decisions.

These are tools that answer the questions of how you're doing, what you're doing well, and why you might not be performing the way you would expect. We also focus on using DEI-Metrics in our strategies specifically with organization-wide assessments/audits and metrics/reporting using Microsoft BI.

Internal Operations

- For Rockdale County, Ga., iSuccess developed an Operations Assessment and Strategic Plan. Assisted the Board of Commissioners and county leadership in developing a comprehensive strategic plan. With T. Renee Smith working as the lead consultant, the Plan directed efforts and resources toward a clearly defined vision for the future using iSuccess Consulting proprietary

strategic planning framework. The Plan was data driven, grounded in the principles of equity, responsive to the priorities and concerns of the community, positioned the County to address the challenges of the future, and was fiscally sustainable. The Plan articulated the vision, mission, core values, priorities, goals and objectives, implementation plans, performance measures, and a procedure for Plan review and maintenance.

- iSuccess conducted statistically valid community surveys that evaluated residents' demographics, perceptions of Rockdale County, satisfaction with county services and communications, priorities for core county services, and priorities that will be most important in the future. The plan allowed for general alignment and focus among the Board of Commissioners, county leadership, staff, residents, business interests, community groups, etc. to foster a sense of inclusion and cohesion in the county's strategic direction.
- For the Unified Government of Athens-Clarke County (ACCUG), iSuccess developed a Strategic Plan for the Mayor's Task Force for Inclusion and Equity. Here, T. Renee Smith acted as the Senior Consultant and facilitated Mayor's Task Force meetings for Inclusion and Equity. This included drafting recommendations for creating a more economically inclusive Athens-Clarke County community. We also guided the Task Force in developing recommendations to address discrimination in Athens-Clarke County, with particular emphasis on equity and economic mobility. In addition, iSuccess used existing data compiled from various initiatives to enhance programs.

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JACOBS ENGINEERING GROUP, INC.



Jacobs Engineering Group Inc. (Jacobs), headquartered in Dallas, Texas, and publicly traded on the New York Stock Exchange, has more than 52,000 employees worldwide, including more than 1,900 in California. Jacobs has worked for Bay Area clients for the past 75 years.

We have earned our place in the community by successfully planning, designing, and delivering programs, projects and studies for clients throughout the nine Bay Area counties. Our team has been assembled with the view of the ever-changing future, including changing land-use and travel patterns, modal shift, advanced technology, first- and last-mile solutions, and making better use of existing capacity. The Jacobs team includes the Silicon Valley Independent Living Center, a CBO that brings the transit perspective of persons with disabilities, and small and women-owned businesses such as Mariposa Planning (DBE), Leshner Planning (DBE), and Emergent Labs. Together, the Jacobs team brings the diverse perspective needed for equitable outcomes as well as experience in investments and policy, campaigning, environmental justice, transportation equity, and technology-driven solutions such as Streetlight Data and SiMetrica to advance social and racial justice.

Jasmin Mejia, Contract Manager and Environmental Justice Project Manager, brings experience delivering environmental planning for transportation, land use,

conservation, and resiliency projects and developing equity-centered approaches to racial inequities. She brings a comprehensive and deep understanding of the intersectionality of the benefits and costs to communities. As an equity subject matter expert, she guides the development of equity analysis and performance measures for long-range plans and leads racial equity analysis. Jasmin led and managed the development of a transportation equity guidance document for the City and County of San Francisco Planning Department.

David Dick, Investments and Policy Project Manager, brings over 20 years of experience driving investment and policy for a more connected transportation network. David works with MTC on the Clipper program and is developing transit policy and planning alternatives for the San Francisco County Transportation Authority.

Natasha Walia, Innovation Project Manager, brings 10 years of experience in innovative and emerging technologies to create a safe, sustainable, and equitable transportation network. Natasha worked with MTC on the Clipper Payment System Operational Privacy Policy and Procedure Development Program as Deputy Project Manager.

Investments and Policy

For Los Angeles County Public Works, our team developed and implemented prioritization frameworks to evaluate agency programs and projects by criteria such as equity, economic impact, cost effectiveness, and alignment with other agency and federal funding goals.

Innovation

The Port of Oakland Freight Intelligent Transportation System (FITS) project is an example of partnering with multiple agencies, implementing emerging technologies, and engaging various communities to ensure the solutions proposed address the specific challenges the communities face. Implementing the unknown, like innovative and new ideas, can be challenging. Engaging communities and partner agencies early on has proven to be the best mitigation to these challenges. In the early planning stages for FITS, the Jacobs team established a Port Efficiency Task Force (PETF), which consisted of operational stakeholders from the Port with a vested interest in improving efficiency. These include operators, motor carriers, chassis providers, labor representatives, U.S. Customs & Border Protection and other groups. Along with the PETF, multiple stakeholders were engaged, including Caltrans, the CHP, and the City of Oakland. By establishing the PETF early on, we were able to collect, summarize and align goals from each stakeholder.

Environmental Justice

Our team's delivery of the Equity Assessment Guidance showcases our team's experience preparing guidance to meet the objectives of local policies such as the San Francisco Planning Commission's Racial and Social Equity Resolution (No.20738) adopted in 2020. The Equity Framework for the Waterfront Resilience Program will ensure that equity is at the center of the strategy refinement process to reach a locally preferred option for the seawall. The Comprehensive Multimodal Corridor Plan, Coast, Canyons, and Trails demonstrates our ability to work with stakeholders to develop an equity-centered long-term corridor plan.

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THE JUSTICE COLLECTIVE, LLC



The Justice Collective's mission is to transform organizations and communities by unlocking and uplifting the talent, knowledge and leadership of people most impacted by white supremacy. TJC invests in racial equity, diversity, and inclusion (EDI) to tackle organizational challenges and leverage opportunities for impact with our client-partners. Founded in 2015 in Oakland, Calif., and managed by Lena Carew and Ellie Tumbuan, TJC is 100% owned by women of color. Our lived and learned experience, as well as data across many fields, shows race as the clearest determinant of every socioeconomic, educational, political, health, and environmental outcome because of historic and present systems of inequity.

Ellie Tumbuan: Ellie has applied her experience as a current and former organizational and management consultant, researcher, organizational and leadership developer, coach, and advisor to the work she has done with TJC client partners. She has served in a multitude of roles for all aspects of TJC and her prior independent consulting practice and brings her experience in leadership at TJC as a co-founder, managing partner, and Head of Strategy and Culture to all work.

We lead with an empathy-based approach to racial Equity, Diversity, and Inclusion work (EDI). We are driven by our Mission to transform organizations by unlocking and uplifting the abundance within. We use Decolonized Methodologies to inform and guide our work. This methodological approach is inspired

by the work of Linda Tuhiwai Smith. While academic research is based on the false dichotomy that some people have knowledge and others don't, and that researchers are the sole expert, our approach is an act of resistance against prevailing, institutionalized, and widely held beliefs that are rooted in White Supremacy Culture. We strive to uplift the voices systemically left in the margins and this guides each activity and program we put forth.

Why We Lead with Race

We are committed to cultivating the leadership of individuals who are members of marginalized communities such as People of Color, women, LGBTQ+, those with different abilities, and many other nuanced and intersecting identities. Our lived and learned experience, as well as research and data, shows race as the clearest determinant of every socioeconomic, educational, political, health, and environmental outcome because of historic and present interlocking systems of oppression. Therefore, if we do not design strategies that prioritize needs and narratives of People of Color, we do not drive impact for those groups.

Focusing on race is the fastest way to move the needle on traditional EDI metrics. Gender, class, sexuality, age, immigration and resident status, language, veteran status, neurodiversity, parenthood and caregiver status, and education levels, are all racialized diversity factors. EDI initiatives that don't center race fall short of expectations and even backfire. Even still, race is rarely centered or tacitly avoided in DEI work, particularly in relatively homogenous organizations. While recognizing the primacy of race that our society maintains, we work to expose the unique assets,

challenges, and all data points in-between, that an intersectional approach requires.

Internal Operations

Since 2015, TJC has worked closely with over 120 public sector, nonprofit, and corporate organizations such as the NAACP, Greenlining Institute, MIT's Community Innovators Lab, Whole Foods Market Northern California division, Amplitude, East Bay Community Law Center, Homeless Action Center, Sacramento State University's Office of Inclusive Excellence, Community Vision, East Bay Community Law Center, Self-Help Credit Union, Coalition for Cultural Equity & Inclusion in Law (CCEIL), MoveOn.org, Public Advocates, Coaching Corps, Health Leads USA, United Way Worldwide, Capital Impact Partners, Way to Win, Marin County Parks, Wallace Center at Winrock International, San Francisco Mayor's Office of Housing and Community Development, SPUR, with and for whom we have developed a number of tailored resources and materials, strategies, and implementation partnerships relevant to the specific challenges and opportunities present for each organization and coalition.

- **Contra Costa Health Services:** Project Manager and Advisor for the Racial Equity Assessment, Capacity Building, and Roadmapping engagement for a multi-year effort, working closely with the Chief Equity Officer and his team on introducing and normalizing equity work for a county health agency. Primary focus is on internal operations, with occasional community engagement advising.
- **City of San Jose Racial Equity Training and Facilitated Discussions:** Co-lead Consultant and Advisor on a mandatory all-staff training for the City, working closely with the Office of Racial Equity team. Delivered a customized curriculum

The Justice Collective, LLC, continued

- of TJC's Equity Foundations training to staff, which is now available for her hires. Developed training strategy, advised on communications, and facilitated discussions for staff to engage with the training material in a more intimate setting and ask questions. Trained the City Councilmembers in a session open to the public and advised the Office of Racial Equity on next steps.
- **Marin County Parks Department:** Principal Consultant on a year-long Assessment, Capacity Building, and Training project, working intimately with the department's cofounders of its Equity and Inclusion Committee. Trained staff and leadership, advised on recommendations implementation.
 - **San Francisco Mayor's Office on Housing and Community Development:** Senior Advisor and Assessment Lead on a "full suite" of TJC's services including a robust assessment, capacity building, training, equity strategy through our Roadmapping process, and advising on MOHCD's community research and engagement approach. Advised consulting team on approach and strategy
- Provided recommendations and strategizing sessions on diverse hiring and how to create strong connections with advocates and community organizations.
- **Health Leads USA (2018-2020):** Co-leading Consultant on a multi-county, multi-year, and multi-stakeholder community engagement process bringing residents to the table with hospital administrators, funders, nonprofits and other service providers to direct Health Leads' program priorities with a focus on the intersection of housing and health.

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Community and Partner Engagement

- **Silicon Valley at Home:** Provided recommendations on how to better engage with a community's political leaders while remaining an advocate for vulnerable populations at risk of being driven out of their communities due to the housing market. Held advising sessions with leaders to discuss how they can remain the primary advocate for the community while required to negotiate and work with leaders whose agendas they did not agree with.
- **First Five San Francisco:** Worked with First Five as it transitioned into a larger organization.

KIMLEY-HORN AND ASSOCIATES, INC.



Innovation

Kimley-Horn and Associates has been at the forefront of innovative solutions to many of the region's most pressing challenges. Our team worked with MTC and partner agencies to deliver the first-of-its-kind rapid bus service through disadvantaged East Bay communities; provided technical expertise for the planning and design of broadband internet to help close the digital divide in low-income communities; and leveraged software tools designed to improve virtual community engagement during the COVID-19 pandemic. Our team (and our subconsultant teams) have led projects that both identify cutting-edge solutions to everyday problems like traffic and help clients develop policies and programs that turn secondary outcomes like reduced congestion into primary objectives like reducing the environmental impact of emissions from cars and trucks on neighboring communities.

Environmental Justice

Our clients regularly tell us the Kimley-Horn team's greatest strength is its ability to generate and marry complex quantifiable data with people's stories in a simple and compelling way. The tenets of environmental justice are not new. Much of what Cesar Chavez, Martin Luther King and Tom Goldtooth fought against/for included environmental harms that also harmed people of color and placed disproportionate

negative impacts on their communities. When our team approaches environmental justice, transit Title VI, and land-use planning we must take a holistic view and evaluate not only impacts, benefits and their distribution by demographic, but also use community-led processes that lift up their stories and respect their ability to contribute to outcomes of policies and practices they are affected by. As public servants, we must understand and seek to avoid or mitigate impacts in ways that address historic and existing disparities.

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KEEN INDEPENDENT RESEARCH LLC



Keen Independent is a 24-person national equity research and consulting firm with offices in Phoenix and Denver as well as staff located from Los Angeles to Boston. The company performs work for public, private and nonprofit clients, and has managed individual assignments exceeding \$1.5 million in size, many simultaneously.

The firm has extensive experience performing diversity, equity and inclusion (DEI) assessments, conducting policy analysis and implementing programs related to diversity and inclusion. The study team has completed similar assessments and developed recommendations for clients including the Orange County Transportation Authority, Maryland-National Capital Park and Planning Commission, the Salem (Ore.) Area Mass Transit District and Salt Lake City, Utah. We also conducted DEI assessments for the Metropolitan Water District of Southern California, the City of Tacoma (Wash.) and Dane County Parks and Zoo in Wisconsin.

Internal Operations

- **Resource Guide for Improving Diversity and Inclusion Programs for the Public Transportation Industry.** Keen Independent recently completed a study regarding equity in employment, training, promotion and procurement among transit agencies across the country for this study sponsored by the Transportation Research Board, National

Academies of Science, Engineering, and Medicine. The study focused on how transit agencies seek to equitably provide mobility to diverse groups in their communities, as well as the effects of COVID-19 on these efforts. The analysis included 12 major transit agencies, such as Los Angeles County Metropolitan Transportation Authority (LACMTA), Bay Area Rapid Transit (BART), Alameda-Contra Costa Transit District, New York City's MTA and Washington Metropolitan Area Transit Authority (WMATA).

- **Orange County Transportation Authority (OCTA) Diversity, Equity and Inclusion Strategy.** OCTA engaged Keen Independent Research to develop a Diversity, Equity and Inclusion strategy. This will guide the agency in creating a plan that addresses employees, contractors, transit users, and all members of the public who utilize and benefit from OCTA's projects, programs and services. The plan will build upon OCTA's current equity efforts, enhance community engagement and strengthen future decision making, including for FHWA- and FTA-funded projects. This project encompasses diversity, equity and inclusion in four areas:
 - An internal and external equity assessment of OCTA's policies, practices and procedures
 - Background research on DEI best practices in the transportation industry
 - Development of recommendations, strategies and short-, medium- and long-term goals in the form of an Action Plan
 - Creation of a DEI Framework and working definitions for related terms.
- **Salem Area Mass Transit District (Cherriots) Diversity, Equity and Inclusion Strategy.** In summer 2021, Cherriots engaged Keen Independent Research to develop a Diversity, Equity and

Inclusion (DEI) Plan to incorporate equity across agency activities. Keen Independent guided the agency in creating a sustainable, long-term DEI Plan that addresses internal stakeholders (e.g., employees) and external stakeholders (e.g., customers and the local community). This project, and the resulting DEI Plan and training sessions, assisted Cherriots in becoming a more just, inclusive and diverse entity within the Salem community.

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KPMG, LLP



KPMG International Cooperative (“KPMG International”) is a global network of professional member firms providing audit, tax, and advisory services. KPMG LLP (“KPMG”) is the U.S. member firm of KPMG International, with professionals serving a wide range of public and private sector clients, from Fortune 500 companies to federal and state agencies.

We were among the first large professional advisory firms to create a practice (the KPMG Government Practice) dedicated to state and local governments. KPMG helps agencies turn financial and operational challenges into opportunities with cross functional public sector knowledge, open collaboration, and an insightful approach tailored to each organization's needs. Our structure combines the reach, research, rigor, objectivity and thought leadership of a Big 4 Firm with the individual commitment of a boutique firm.

Internal Operations

- Internal Audit Work: KPMG has direct experience monitoring and providing reporting functions for large capital projects and programs; deep experience assessing different contract types to identify areas of risk, unclear or ambiguous terms, and process gaps; and practical understanding of applicable laws and FTA, FHWA and Caltrans guidance documentation for compliance. We developed and implemented methodologies that comply with AICPA and GAGAS standards to assess costs incurred on BATA-funded programs.

The KPMG team has used computer-aided audit tools to support contract compliance assessments and enhance cost recovery.

- In 2021, BATA introduced a new all-electronic tolling system on the Bay Area's seven state-owned toll bridges. KPMG is helping BATA to design its future BOS, the primary tool used by BATA to manage regional customer service center operations, account for and reconcile revenue, and provide service to customers and partner toll agencies.

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LISA ABOUD

DBA InterEthnica, Inc



Since 2004, InterEthnica has become known and respected for driving equity from concept to action. We are the Bay Area's leading multicultural equity consultancy, experienced in helping create, navigate and implement equity action plans, roadmaps and policies.

InterEthnica leads the region in effectively communicating with diverse, multilingual, and Equity Priority Communities. Key service areas include cultural and equity consulting, community outreach and engagement, market research, graphic design, and translation and interpretation. InterEthnica is a certified Minority Woman-Owned San Francisco Micro Local Business Enterprise (LBE) and Micro Small Business Enterprise (SBE).

InterEthnica's team of experienced professionals are passionate about delivering high-quality work. Our team is incredibly diverse; most are native speakers of the core languages of the Bay Area and stem from the communities that represent the region, giving them the opportunity to leverage their lived experiences when working on projects.

InterEthnica's Principal Lisa Abboud is the most experienced multicultural engagement and equity consultant in the Bay Area. Our Associate Principal Deborah Oh and Directors Mona Abboud and Allison Mannos have extensive experience leading equitable policy design and outreach and community engagement on complex policy topics, with a special

emphasis on environmental justice and sustainability projects. Most of our staff are advanced certified in Community Based Social Marketing (CBSM). InterEthnica's bilingual engagement specialists, including Mandy Yu and Ariana Silva are IAP2 certified (International Association for Public Participation), and all of our core staff are currently under assessment to become certified moderators and qualitative researchers.

Investments and Policy

- MTC Next Generation Freeways Study
- San Francisco Planning Department Housing Affordability Strategies

Community and Partner Engagement

- MTC FasTrak Equity Research
- San Francisco Planning Department and CTA Connect SF Project

Environmental Justice

- Port of San Francisco Waterfront Resilience Program
- PG&E Resilient Together Project
- BAAQMD James Cary Smith Grantee Program
- San Francisco Department of Environment Climate Action Plan

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LOWE CONSULTING GROUP, INC.



Lowe Consulting Group, Inc. (LCG) has served as the community engagement subject matter expert for many organizations committed to equity and excellence in the region. LCG clients rely on our expertise to help them execute varying size projects involving multiple stakeholder groups to develop, implement and measure the critical impact of their community engagement efforts.

During the past two decades, LCG has developed close relationships with community-based organizations throughout Northern California that are invaluable in supporting the successes of our clients. From construction career awareness programs for local youth, to public relations campaigns for local transportation projects, LCG prides itself on assisting agencies and other organizations in devising programs that envelop the total community.

Community and Partner Engagement

When Alameda County Transportation Commission (ACTC) needed community outreach expertise in support of the East Bay Greenway Project, they turned to LCG. ACTC trusted LCG to develop and execute their outreach program, informing residents, businesses and community-based organizations impacted by the project. LCG incorporated in-person information sessions/presentations, website communications, and social media campaigns across multiple platforms. Additionally, we leveraged long-term relationships with community-based organizations to ensure project success.

When AC Transit needed a long-term partner to support their Construction Careers Outreach Campaign & ongoing Community Relations, they turned to LCG. As a result of our significant experience supporting large construction/infrastructure projects, we understand the urgency of promoting employment opportunities in the construction industry, including its various trades. As a result of our efforts via radio & web campaign, more than 400 individuals responded by submitting career inquiry forms. From there LCG resourced one of three Construction Community Relations Managers to ensure continued resources support critical outreach to community stakeholders. LCG continues to support this project's success, serving as the liaison between stakeholders in the community and BRT teams/leadership.

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MARIPOSA PLANNING SOLUTIONS

DBA Mariposa Planning Solutions



As leaders in community engagement and environmental justice with powerful experience in integrating racial and social equity into transportation planning; the Mariposa team combines to deliver local knowledge and national expertise to MTC. Mariposa Planning Solutions is led by **Chris Lepe**, a project manager with deep roots in policy and planning with community groups, non-profits, and public agencies.

Christopher Brown is a national leader in implementing racial equity strategies across several sectors, including transportation. He served as Director of Policy and Government Affairs at PolicyLink for 8 years, and has developed local, regional, and federal enactments of equitable policy, and budget items totaling over \$1.2B and 30 provisions of state and federal law. While at PolicyLink, he was an early Chair of the Transportation Equity Caucus, a national coalition of over 100 local and national organizations focused on creating a nationwide equitable transportation system.

Tamika Butler is a national expert and speaker on issues related to equity, anti-racism, diversity and inclusion, organizational behavior, and change management. From speaking, to writing, to training, Tamika has worked, or is in the process of working, with a myriad of clients, including the Los Angeles Department of Public Health, the Multnomah County Racial and Ethnic Approaches to Community Health

(REACH) program, Local Progress, the Center for Popular Democracy, and the National Association of City Transportation Officials (NACTO).

Stuart Cohen works with agencies, nonprofits, and foundations to shape transportation and land use policy to achieve both climate and equity benefits. Recent projects include working as the social equity lead on the congestion pricing study in Seattle and serving as Project Manager for FASTER Bay Area, a group of policy, government, business, transportation, and community leaders creating a transformative plan for an integrated public transit system that is seamless, fast, reliable, and affordable. Stuart is also working with the New Urban Mobility Alliance (NUMO) and King County Metro to implement equitable access to emerging mobility in the greater Seattle region.

Johnell Bell leads a national government affairs, public engagement, and transit equity leader - and the Chief of Staff for the Portland Diamond Project. Founded in 2019, Espousal Strategies LLC is a minority-owned, boutique government, community, and public affairs firm that delivers diversity, equity and inclusion services, issue lobbying, coalition building and collaborative problem-solving. Johnell Bell has 20+ years of experience as a government affairs strategist, policy analyst, and developer and manager of multi-million-dollar projects.

Investments and Policy

Providing strategic advisory, facilitation, and community engagement support services to the Oregon Department of Transportation (ODOT) to achieve equitable outcomes for the I-5 and I-205 Tolling project. As part of this effort, Chris helped develop an equity framework, evaluation criteria, and performance

measures, provided input on the design of public engagement strategy, and co-organized, facilitated, and presented at internal agency workshops and the project's Equity and Mobility Advisory Committee. Chris is now advising ODOT on equity issues for the Interstate Bridge Replacement Project, including leading the development of an equity framework.

Co-leading coalitions with social justice, labor, environmental, and other organizations around the 2016 Santa Clara County Measure B, 2018 San Mateo County Measure W, and 2020 Contra Costa Measure J taxes.

Community and Partner Engagement

Chris Lepe has experience organizing the annual Silicon Valley "Let's Get Moving" Summit to build community understanding of key transportation, land use, and housing policy and planning topics at the intersection of social equity, sustainability, and community health.

During his time at TransForm, Chris established robust relationships with community groups, non-profit advocacy organizations, agency staff, and elected officials across much of the Bay Area, with an emphasis in Santa Clara and San Mateo Counties. The trust and relationships he built through TransForm were layered upon his experiences in other arenas including West Oakland environmental justice community partnerships through the US EPA Environmental Justice Program, and teaching at South Bay college campuses. He worked in community, immigrant rights, electoral, and labor organizing with ACORN, SEIU 1877, and the Comite Cesar Chavez, a program of SIREN.

Mariposa Planning Solutions, continued

Stuart Cohen has experience building grassroots coalitions and shaping the development of joint equity and environmental platforms for several Bay Area Regional Transportation Plan updates, as well as sales tax proposals in Alameda, Contra Costa, Santa Clara and San Mateo counties.

Innovation

Stuart Cohen co-authored SPUR's [The Future of Transportation](#) (2020), which describes how private emerging mobility providers and the Bay Area's public transportation can play to their respective strengths, and function as a seamless network to provide access for people of all incomes, races, ages and abilities. He also co-authored [A Framework for Equity in New Mobility](#) (2017) which provides a structure to evaluate the social equity impacts of new mobility projects and programs. He helped design a three-year, \$1,000,000 project between TransForm, the City of Oakland, Lyft, the

Scraper Bike Team and East Oakland Collective. The project will include an expansion of bike-sharing by the Scraper Bike Team and is delivering a full suite of sustainable mobility options for homeless and marginalized youth through the East Oakland Collective.

Environmental Justice

Tamika Butler is a seasoned project manager with substantial experience in equity, planning, management, and team coordination. She has successfully managed racial equity initiatives for the Los Angeles Department of Public Health, served as a lead strategic advisor on stakeholder engagement for the environmental and racial justice focused LA County

Sustainability Plan, and is leading the Equity and Climate framing of the Los Angeles Department of Transportation Strategic Plan. She has served on national boards including the Alliance for Biking and Walking and TransitCenter and is a statewide leader in transportation equity as a Governor appointee to the California Transportation Commission.

Stuart Cohen has built grassroots coalitions and shaping the development of joint equity and environmental platforms for several Bay Area Regional Transportation Plan updates, as well as sales tax proposals in Alameda, Contra Costa, Santa Clara, and San Mateo counties. He co-founded and co-chaired two statewide coalitions focused on equitable transportation and land use:

- ClimatePlan which brings together diverse groups around state climate and transportation policy.
- The Sustainable Communities for All Coalition that led efforts from 2012-2014 to shape a state cap-and-trade program that would focus on equitable land use and transportation.
- As part of this work Stuart co-led efforts to create the State's Affordable Housing and Sustainable Communities program, including developing the methodology that CARB is still using to estimate the GHG benefits of affordable housing.

Stuart's last two reports were specifically focused on creating equity frameworks to evaluate transportation pricing strategies as well as New Mobility. Pricing Roads/Advancing Equity, describes structural inequities in our transportation system and how those may be remedied in part by effective, equitable road pricing. The report includes a detailed equity toolkit designed to support agencies as they conduct

pricing studies including indicators to gauge equity outcomes -- with a focus on health, affordability, access and community participation -- at each step in the process. The toolkit has been widely praised by equity groups like the Greenlining Institute and is being used by agencies across the West Coast as the bases of their pricing and equity studies.

Stuart was the project coordinator for FASTER Bay Area, where he led development of a \$100 billion proposal for a transformative transportation plan for the region. The plan included a host of policies to make it the most equitable funding proposal in the region's history including a first-in-California proposal for a sales tax rebate for all low-income residents and subsidies, in perpetuity, for low-income fares on every Bay Area transit operator.

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THE MARK USA, INC.



Across service categories, The Mark employs a lens of social equity and cultural competency to implement a three-fold evaluation process that includes formative (process), and summative (outcome) evaluations, involving evaluators that reflect the communities and parties we intend to impact.

Internal Operations

We offer expertise in translating data into practical information that drives organizational growth. We partner with clients through analysis, planning, evaluation, and assessment to support data-informed decisions that will improve an organization and fuel its growth.

Services include: Formative and summative evaluation, proposal development, SWOT analysis, data analytics & visualization, equity analysis, stakeholder surveys and interviews, focus groups, strategic planning, customized training workshops, theory of change (TOC) and logic model review, survey tool development, document and policy review, gaps analysis, sustainability planning, DEI assessment and evaluation, ESG assessment and evaluation, identification of key performance indicators (KPIs), organizational effectiveness evaluation, job design assessment, leadership evaluation, market evaluation, organizational health evaluation, final reports and recommendations.

Relevant Experience: Social Justice Task Force, North Carolina State University; "Putting the Pieces

Together," Our Kids of Miami-Dade/Monroe, and Research and Reform for Children in Court.

Innovation

Our evaluators are content experts in a wide range of subjects and our areas of focus include public policy, public education, underrepresented communities, mental and behavioral health, organizational psychology, community-based support systems, and culturally responsive evaluation. Our team's expertise across industries enables us to develop unique solutions that address gaps in a particular industry through similar approaches and ideas. Our methods are flexible and adjust as project needs shift and grow.

Services include: Formative and summative evaluation, proposal development, SWOT analysis, data analytics & visualization, equity analysis, stakeholder surveys and interviews, focus groups, strategic planning, theory of change (TOC) and logic model review, survey tool development, document and policy review, gaps analysis, sustainability planning, DEI assessment and evaluation, ESG assessment and evaluation, identification of key performance indicators (KPIs), technical support for data collection and reporting processes, curriculum review and assessment.

Relevant Experience: Jobs Plus Astoria (Queens, N.Y.), Jobs Plus East Harlem, NYC Human Resources Administration; Telehealth Self-Management Program in Older Adults Living with Heart Failure in Health Disparity Communities, Patient-Centered Outcomes Research Institute

Environmental Justice

The Mark's evaluators have focused on the impacts of large transportation projects on disadvantaged communities with higher concentrations of marginalized groups; health-related challenges and policies that affect disadvantaged communities; and the impact of measures relating to air quality, public transit, access to healthcare, and public opinion.

Services include: Formative and summative evaluation, community-based participatory research, proposal development, SWOT analysis, data analytics & visualization, equity analysis, stakeholder surveys and interviews, focus groups, strategic planning, theory of change (TOC) and logic model review, survey tool development, document and policy review, gaps analysis, sustainability planning, DEI assessment and evaluation, ESG assessment and evaluation, identification of key performance indicators (KPIs), statistical modeling, final reports and recommendations.

Relevant Experience: The Exposition (Expo) Light Rail Line Study; Public Opinion of Fracking in the U.S. and How Financial Incentives Will Influence Public Opinion; Cost Effectiveness of Federal Policies on Air Quality Control.

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METROPOLITAN PLANNING GROUP

DBA M-Group



M-Group is an enthusiastic group of motivated planners who strive to spark positive change in Northern California communities through engagement, planning and design. As planners who work in a wide range of roles and communities, we know firsthand that change can impact communities in a variety of ways. We lead projects with a purposeful approach that centers equity and seeks to address and correct historic wrongs.

Community and Partner Engagement

M-Group has more than 15 years of experience with community engagement and working with local partners to ensure that planning is connected to the people and places affected by decisions. Geoff, Kelsey and Asher each have experience implementing the nine tasks outlined in the preliminary scope and are eager to identify creative ways to engage communities and partners. Our engagement process is led by the following principles:

- **Listen and Build Trust.** Establishing an understanding of community needs and desires by listening to and learning from a range of interest groups helps the team build relationships and trust throughout the process. Our team understands that equitable outcomes must move at the speed and trust of the community. We honor residents as experts of their communities and work to bring their visions to fruition.

- **Offer Diverse Engagement Opportunities.** Creating opportunities for participation through a range of inclusive, engaging, and multi-faceted outreach activities is an important step towards all voices being heard. A primary goal is to provide multiple opportunities for the community to get involved in a manner that is comfortable and meaningful for all personality types, schedules, technological proficiencies and cultures. Some people are comfortable speaking in large crowds, others prefer intimate settings, while others prefer the convenience and ease of online or one-on-one conversation, or informal events such as storytelling exhibits and walking tours.
- **Demonstrate Transparency.** Transparency is a key to demonstrating authenticity, establishing trust and building relationships with communities. Throughout the process, the M-Group team will describe the steps made to encourage participation, provide timely summaries and reports of what we heard from the community, work with staff and steering committees, and show how community input shaped outcomes.

Our work has brought us to communities throughout the Bay Area. Notable highlights include:

- **Sausalito General Plan:** Highlights of education and engagement opportunities included Marinship walking tours and a focused community workshop which featured interactive mapping exercises where community members drew on print-outs.
- **City of Petaluma Fairgrounds Visioning Process:** Highlights of education and engagement opportunities included a partnership with Petaluma Regional Library on a Community Storytelling Exhibit where community members shared a story

or memory to help capture the spirit and legacy of the site. An Open House Workshop featuring informational booths hosted by project stakeholders and an interactive engagement exercise. A digital version of the Community Workshop was also created for those who were not able to attend the in-person event.

- **City of Menlo Park 6th Cycle Housing, Environmental Justice, and Safety Elements:** Currently ongoing and includes a robust community engagement effort with a primary goal for the engagement process being to provide multiple opportunities for members of the community to be involved throughout the planning process in a manner that is accessible and meaningful for all cultures, schedules, and technological proficiencies. The community engagement strategy includes programs such as bilingual community workshops, focus groups, pop-up tents in different neighborhoods, surveys, and individual interviews. The project team is also working closely with non-profits and housing and service providers to develop policies that address housing needs.

Environmental Justice

M-Group is now working with Menlo Park on the city's first Environmental Justice Element. Traditionally seen as a high-income community, Menlo Park is experiencing gentrification and displacement in historically underserved areas. M-Group worked with a community benefit organization to outline and address the issues in Menlo Park's underserved communities and to translate community hopes and demands into policy language.

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MOORE IACOFANO GOLTSMAN, INC.



MIG improves, adapts and creates organizations, environments and tools for human development. We are a community of designers, planners, engineers, scientists, and storytellers who engage people in creative problem-solving and collective action. We believe that the physical and social environment around us have a profound impact on our lives, and this belief shapes the principles that guide our work:

- Communities can plan their own futures.
- The world needs an ecological perspective.
- Great projects work for everyone.
- Elegant design inspires new thinking.
- Every project presents an opportunity to advance racial and social equity.
- All work must be context driven.

At MIG's core, we practice and teach facilitative leadership—a model rooted in shared power and decision-making, consensus-building, and collaboration skills. Our staff includes bilingual facilitators and our standard practice is to produce materials in multiple languages. The diversity of our staff sparks our passion for inclusive planning. Our team includes staff that are bilingual, immigrants, Latina, and Chicana as well as multidisciplinary experts in equity assessment, strategic planning, community engagement, facilitation, and social services. Known internationally for our facilitation expertise, we have worked abroad and across the country to help people reach mutual understanding and strive for common goals and aspirations. Areas of expertise include:

- Facilitation and Consensus-Building
- Strategic Planning and Organizational Development
- DEI Planning, Training, and Implementation Support
- Stakeholder Engagement and Feedback
- Training and Capacity-Building
- Evaluation
- Decision-Making Support
- Collaboration Support
- Innovative Public Engagement Tools

Internal Operations

Many institutions are grappling with how to advance equity; promote inclusive living, work, and play environments; and better serve diverse communities. These conversations require us to stretch outside our comfort zones and take decisive action to change our futures. Our experience with diversity, equity and inclusion planning is extensive and characterized by cultural humility, respect, understanding without judgement, and deep listening. Our expertise encompasses every phase of organizational equity planning—from organizational assessment to vision to strategy to implementation to measurement—combined with exceptional skills in facilitation and consensus building. We offer strong research capabilities to leverage best practices and trends analyses for strategy development and performance measurement. We are a recognized leader in building the collaborative capacity of public and social-sector leaders to engage, speak out, bring people together, and participate fully in processes that affect their lives, their organizations, and their communities. Our trainings are led by facilitators from diverse ethnic backgrounds and lived experience, all with decades of experience in active listening, participatory planning, and co-creation of solutions for a variety of content areas.

Community and Partner Engagement

- MIG understands the interconnectedness of language and culture, and how these elements influence the design of stakeholder engagement activities. Our team brings a multidimensional awareness of cultural competency at an individual, organizational, and systems level. We successfully engage ethnically and linguistically diverse stakeholders using a tailored approach that employs a broad range of proven facilitation techniques. We first identify the language needs of potential participants, and then develop a program design that accommodates multiple languages (e.g., simultaneous interpretation). As a result, the language needs influence the overall engagement strategies, MIG Team project staffing choices, and the facilitative process. Our attention to inclusion goes beyond language, addressing cultural preferences, traditions, and styles—along with the history of participation and relationship to government agencies.
- MIG designs, plans, and facilitates public meetings to gather broad input on project issues, goals, and objectives. Public meetings provide the setting for both sharing and collecting information: the project team can present the community with project progress and status while soliciting feedback and input. Public meetings are structured to ensure clear understanding of the issues and opportunities associated with the project, the options available and their impacts, and preferred visions and strategies

Environmental Justice

We often work with CBOs and community leaders to reach people with whom they have a positive relationship. MIG has developed numerous CBO

Moore Iacofano Goltzman, Inc., continued

involvement strategies that include a wide range of creative and innovative engagement tools to solicit input from diverse audiences. Our in-house and subconsultant specialists have a deep knowledge of grassroots organizing and are known for their ability to create relationships with CBOs and communities that are authentic and long-lasting. MIG is successfully partnering with CBOs in many projects focused on environmental justice (EJ) communities related to air pollution, parks and recreation access, active transportation, and community planning. This includes our current effort with the San Diego County Air Pollution Control District (APCD), which involved formal agreements with five CBOs in each County supervisorial district to a.) advise APCD in developing principles, goals, and methods that are responsive to EJ communities for its 2022-2025 Public Participation Plan, and b.) convene targeted EJ community members from specific backgrounds and demographics to participate in workshops with the project team to identify topics of concern and their priority communication and engagement methods. MIG has built the internal infrastructure to establish CBO agreements to provide stipends and compensation in support of connecting the project to target audiences.

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NELSON\NYGAARD CONSULTING



Nelson\Nygaard Consulting Associates, Inc. has assembled a project team with deep local and national expertise in racial equity as well as social and environmental justice in transportation—particularly as it relates to our service categories: Investments and Policy; Community and Partner Engagement; Innovation; and Environmental Justice.

We know how to create inclusive decision-making processes that integrate, uplift and prioritize Communities of Concern through engagement. We also have experience translating these decisions and priorities into actionable and sustainable systems change within an organization. Our team provides a unique view of local and national approaches to equity and justice-based transportation work at agencies and related sectors that result in community-informed actions. The core Nelson\Nygaard project team consists of Naomi Doerner, Principal & Director of Equity, Diversity and Inclusion as Project Manager and Lead Equity Strategist; and Naomi Armenta, Principal, as Deputy Project Manager. We are joined by Tamika Butler as facilitator and strategic equity advisor. Reflex Design Collective will lead the Community Engagement and Partnerships and Environmental Justice. Circlepoint will support as strategic communications advisors; and Cambridge Systematics will be policy, technology and data-modeling advisors.

Investments and Policy

Task Lead

- **Nelson\Nygaard:** Experience: LADOT Strategic Plan, MTC Coordinated Plan, CCTA Community Based Transportation Plans, King County (Wash.) Metro Mobility Framework, San Jose Emerging Mobility Action Plan, MTC Mobility Hubs.

Task Support

- **Tamika L. Butler Consulting:** Qualifications: LADOT Strategic Plan
- **Reflex Design Collective:** Qualifications: BART LINK21; SFCTA Downtown Congestion Pricing Study; SFCTA Treasure Island Mobility Management Agency; SFCTA Mobility Project District 10
- **Cambridge Systematics:** Qualifications: LA Metro NextGen Bus Study, Denver RTD Reimagine, LA Metro COVID-19 Recovery Plan Data, Denver Strategic Transportation Plan, LA Metro Long Range Transportation Plan Development, California CTP2050.

Community and Partner Engagement

Task Lead

- **Reflex Design Collective:** Experience: BART LINK21, SFCTA Downtown Congestion Pricing Study, SFCTA Treasure Island Mobility Management Agency, SFCTA Mobility Project District 10.

Task Support

- **Nelson\Nygaard:** Qualifications: LADOT Strategic Plan, MTC Coordinated Plan, East San José Multimodal Transportation Improvement Plan, CCTA Community Based Transportation Plans, CCTA Accessible Transportation Strategic Plan;

King County Metro Mobility Framework, San Jose Emerging Mobility Action Plan, MTC Mobility Hubs

- **Circlepoint:** Qualifications: MTC State Route 37 Ultimate Sea Level Rise Resilience Project, Dumbarton Rail Corridor Improvements, MTC Mobility Hub Marketing, SamTrans Comprehensive Operational Analysis
- **Tamika L. Butler Consulting:** Qualifications: LADOT Dockless Vehicle Pilot Program; LADOT Strategic Plan; Metro Blue Line First/Last Mile: A Community Based Process and Plan.

Innovation

Task Lead

- **Nelson\Nygaard:** Experience: King County Metro Mobility Framework; San Jose Emerging Mobility Action Plan; MTC Mobility Hubs.

Task Support

- **Reflex Design:** Collective Qualifications: BART LINK21, SFCTA Downtown Congestion Pricing Study, SFCTA Treasure Island Mobility Management Agency, SFCTA Mobility Project District 10
- **Cambridge Systematics:** Qualifications: LA Metro NextGen Bus Study, Denver RTD Reimagine; LA Metro COVID-19 Recovery Plan Data.

Environmental Justice

Task Lead

- **Reflex Design Collective:** Experience: BART LINK21; SFCTA Downtown Congestion Pricing Study; SFCTA Treasure Island Mobility Management Agency; SFCTA Mobility Project District 10

Task Support

- Nelson\Nygaard Qualifications: LADOT Strategic Plan; King County Metro Mobility Framework; San Jose Emerging Mobility Action Plan.

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PHOTO: KARL NIELSEN

NOVA COLLECTIVE, LLC



Nova is a Black-owned and women-owned DEIB Consulting and Learning firm. Since 2017, the Nova team has partnered with organizations to lay the foundation, evolve practices, and build capacity for more inclusive environments. Nova has led large scale multimodal DEI programs for major organizations and public sector partners. In building a partnership, Nova gains consensus through clear communication, expectation and norm-setting, and an iterative and collaborative process. Buy-in and clarity with internal stakeholders are the two most critical influences on the success of this work.

Internal Operations

- To conduct an Organizational Cultural and Equity Assessments of staff and management that looks at cultural competence, inclusion, diversity, and equity, Nova leverages key components of an Organizational Alignment process. This process helps establish stakeholder sentiment and experiences through quantitative and qualitative survey instruments, policy & process audits, focus groups and 1:1 interviews, and Executive Alignment working sessions.
- Nova has implemented this process for over 20 organizations over the past 3 years, and these inputs provide the foundation for delivery of Nova's highly tailored Strategic Roadmaps that provide a clear outline of how to prioritize and implement the insights-based recommendations.
- Leveraging the structure of the Roadmap provides a path forward for supporting organizational

leadership in transformation operations, communications, and business practices through equity frameworks.

- Nova's team believes that if you can't measure it, you can't change it. You have to put systems in place to measure the things you care about, and be specific about what you're trying to achieve.
- Nova's research uses a mixed-methods approach that is grounded in the Social Identity model. Nova uses rigorous academic standards for conducting research, and the research team prioritizes participant protection and safety above all else.

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NUTTER CONSULTING, LLC

DBA Nutter Consulting, LLC



Innovation

In our smart city work, we partner with public agencies to identify new uses for technology and data to advance their goals in climate change, community engagement, economic development, environmental health, equity, mobility, and more. With experience working with municipalities spanning a variety of sizes, we match recommendations to specific needs and capacity.

As a smart city advisor, Nutter Consulting employs a multi-step process to match new technology and data projects specifically to the needs of the community. To understand the challenges and goals, we conduct a review of relevant goal-setting documents, policies, existing projects, and assets that will align with the strategic plan. Embedding community engagement throughout the planning process, we conduct internal and external stakeholder interviews, host public workshops and deploy public engagement surveys. We then conduct desktop research, examining best practices, case studies, and available solutions to craft effective strategies that match the project goals. Finally, we create deliverables with clear strategies, measurable KPIs, and actionable project implementation milestones. We continue to support public partners throughout the implementation process, including services like RFP writing, vendor research, communications materials and technical writing.

Three representative projects for the Innovation category are

- 1 City of Pismo Beach: Better Cities Today Opportunities Assessment
- 2 City of Milwaukee and M-WERC: Smart Tech Milwaukee Report
- 3 City of Chula Vista: Digital Equity and Inclusion Plan

More information about these projects can be found on our website. References available upon request.

Environmental Justice

Equity and inclusion should be a greater priority in our communities. The Bay Area has a legacy of diversity and leadership on social justice, but there are always more ways to advance equity in public programs. Environmental justice is at the intersection of multi-sector equity issues. As innovation and technology improve the quality of life in cities, these outcomes are not equitably distributed; low-income families and communities of color experience disproportionate housing displacement, higher air pollution, greater energy burdens, and limited mobility access.

Nutter Consulting is working to meaningfully integrate equity into our consulting process, from the visioning and planning stages to outcomes and metrics. We strive to engage community leaders that represent and serve diverse groups, especially groups who are underserved or marginalized. Through a robust stakeholder engagement process, we conduct surveys, interviews and workshops to uncover challenges in the community, opportunities to increase equity, and potential for collaboration. In the strategic planning process, we complete a comprehensive review of existing policies and conduct

research on leading equity practices to match recommendations to needs.

Three representative projects for the Environmental Justice category are:

- 1 Save the Bay: Bay Smart Communities for a Sustainable Future Report
- 2 Natural Resources Defense Council: Los Angeles Shared Mobility Climate and Equity Action Plan
- 3 Charge Ahead California: Electric Vehicle Ride & Drive Events

More information about these projects can be found on our website. References available upon request.

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REDWOOD RESOURCES

RSCA Corporation

DBA Redwood Resources



Redwood Resources designs, manages and implements business programs that demonstrate community and inclusion. Community can be internal stakeholders. We can assess and analyze current performance metrics with internal processes and procedures for equity and inclusion. We can perform anecdotal interviews, surveys, focus groups, small group and more. With environmental justice and issues of NIMBYism we must take a preemptive approach and an inclusive one. We develop grassroots outreach campaigns on awareness and inclusion prior to the first meeting.

When we know there may be environmental or other equity concerns, having everyone's voice at the table with correct information is key to creating outcomes for community. When the Port of Oakland dredged material and placed it on a public golf course, there were many issues and community concerns. This had to be assuaged with quick counter measures to mitigate concerns.

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PHOTO: LINKEDIN SALES SOLUTIONS, UNSPLASH

REFLEX DESIGN COLLECTIVE, LLC



Reflex Design Collective LLC (RDC) works with mission-driven organizations, including local government agencies, to facilitate equitable partnerships between these institutions and the communities they aim to serve as well as internally, within organizations. Working on complex social issues ranging from Oakland's homelessness crisis to equitable transportation planning in Northern California's mega-region, we bring technical experts and those with lived experience together to CO-CREATE solutions that address past harms and advance equity in both process and outcomes. We create transformation internally within organizations and in communities by structuring engagement processes in ways that name and shift traditional power dynamics then center the voices of those most impacted by inequity at the decision-making table.

- Internal Operations**
- Investments and Policy**
- Community and Partner Engagement**
- Innovation**
- Environmental Justice**

RDC's equity strategy and advising activities apply to all categories of Internal Operations, Investments and Policy, Community and Partner Engagement, and Environmental Justice. Our approach includes:

- 1 Developing overall equity strategy for projects with co-creation at the center. We identify opportunities to coordinate all project work areas (e.g.,

market analysis, technical modeling and alternatives development) with community expertise, staff expertise for internal work or trainings, and ongoing engagement.

- 2 Identifying opportunities to cede institutional power to community/staff decisions and facilitating these processes.
- 3 Support the co-creation of equity frameworks through community/client/ staff partnership.
- 4 Advising on equity considerations and project framing. While we do not speak for communities or staff, we provide subject matter knowledge and policy research on key topics that can expand considerations for other project team members as they approach their analyses. Our subject matter expertise covers topics such as environmental justice, the social determinants of health and health equity, housing and community development, and transit and transportation.
- 5 Leveraging our network of subject matter experts for additional advising.
- 6 Advising on the accessibility of materials and other engagement practices.

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SAM SCHWARTZ CONSULTING, LLC



Sam Schwartz is a 160-person firm with an innovative team of professional planners, engineers, designers, and data analysts in nine offices across the country: New York; Oakland; Chicago; Washington, D.C.; Los Angeles; Philadelphia; Seattle; Jersey City; and Tampa. With over 27 years of practice on a wide array of complex transportation issues and development strategies, Sam Schwartz is a national leader in forward-thinking urban planning. In addition to our core multi-modal transportation planning and engineering disciplines, we offer specialized expertise in transportation equity planning; sustainability, climate action, and resilience planning; data analytics and visualization; strategic planning and communications; and policy analysis, among others.

Internal Operations

In the Move Seattle Strategic Vision and Opportunity Audit project, the effort was comprised of two elements: an internal “opportunity audit” of the agency and a public-facing action agenda where the result of these efforts was a successful \$1 billion funding levy approved by voters in November 2015, which is now funding safety improvements, expanding transit service, and transforming Seattle’s streets. The completion of the San José Access and Mobility Plan in San José, Calif., identified innovative strategies for the city to increase transportation equity to under-served populations which are now being implemented.

Investments and Policy

- Equitable Cities Consulting, LLC (Equitable Cities) is a nationally known urban planning, public policy, research and multimedia firm. Working at the intersection of transportation, health, and equity, Equitable Cities has extensive experience working with federal, state, regional, county and municipal governments, and for-profit and non-profit organizations, throughout North America. Their core services include quantitative and qualitative research, program evaluation, urban planning and design, public outreach and engagement, training and workshop development, and technical assistance. Charles T. Brown, the founder and managing principal of Equitable Cities, has 20 years of public and private sector experience in urban and regional planning, public policy, and research. He also has extensive experience in community outreach and engagement having worked with municipal, county, and state government agencies, for-profits, and non-profit organizations across the U.S. He has served as an instructor of courses on introductory and advanced environmental justice (EJ) for the National Transit Institute (NTI), Federal Transit Administration (FTA), and Federal Highway Administration.
- Alex Hanson works with cities around the country to quantify and communicate the benefits of progressive mobility strategies. He specializes in using emerging data sources to understand transportation challenges and employing data to tell compelling stories that build support for transformative projects and plans. Mr. Hanson is leading a study for NACTO called “Structured for Success Study and Guide” on the factors that contribute to transportation agency effectiveness

in delivering both innovation projects and every-day services. His team is examining the role of a diverse range of factors like internal and citywide organizational structure; foundational policies and plans; project delivery systems and processes; funding and procurement strategies; and the role of leadership. Mr. Hanson is managing the project and leading a wide-ranging literature review, interviewing experts from inside and outside government, and helping facilitate peer exchange between transportation leaders from across North America. The result will be a public guide to effective transportation governance geared towards mid-sized and large cities. For the Move San José project in San José, Calif., Mr. Hanson assessed the department of transportation’s organizational structure and developed recommendations to better organize the department around the use of the tool.

- As an advocate-turned-transportation planner, Mike Flynn has consistently focused on the intersection between the built environment, social and environmental justice, and economic opportunity. At Sam Schwartz, and in his prior roles at the New York City DOT, Mr. Flynn advanced the industry’s use of data to measure and improve transportation equity and has championed more inclusive and representative forms of community engagement. Sam Schwartz led the development of the NACTO Structured for Success Guide to transportation agency organizational effectiveness. As Project Director, Mr. Flynn led a team that conducted an extensive literature review, interviewed experts from inside and outside government, and brought transportation leadership from across North America together for a two-day symposium to gather first-hand input

Sam Schwartz Consulting, LLC, continued

and facilitate peer exchange around themes like integrating equity, climate action, and other policy goals into organizational structure; improving project delivery systems; and internal & external communications. As part of a plan for the City of San José, Calif., to meet its ambitious goals for more equitable and low-carbon transportation through the San José Access & Mobility Plan, Mr. Flynn supported an internal organizational assessment of SJDOT and recommended improvements to key processes and policies that will institutionalize the city's goals into its daily operations.

Community and Partner Engagement

- The Chicago Equitable Transit-Oriented Development (eTOD) Framework exemplifies a robust community engagement component where our team worked closely with civic leaders from the Metropolitan Planning Council (MPC), the Center for Neighborhood Technology, Elevated Chicago, and community leaders from neighborhoods impacted by TOD to build consensus around a vision for equitable TOD.
- During the MTC Network Management Evaluation in San Francisco, Sam Schwartz principal Kate Sargent was part of a team supporting the Blue Ribbon Transit Recovery Task Force, comprised of executives from the 27 Bay Area transit agencies. The task force endorsed a Transit Transformation Action Plan that identifies actions needed to develop a more connected, more efficient, and more user-focused transit network across the entire Bay Area and beyond to achieve ridership recovery and growth. The Action Plan

will address complex issues of legal authority policy, regional transit structure and funding, and is developing a business case for the preferred alternative.

Environmental Justice

During the Lime Bike and E-Scooter Deployment/Equity Mapping project, Sam Schwartz analyzed large data sets through an environmental justice lens to develop deployment scenarios for e-scooters in San Francisco that would contribute to transportation equity in the city by maintaining a certain level of availability across different neighborhoods.

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SEAM SOCIAL LABS, INC.

DBA Seam Social Labs, Inc.



Community and Partner Engagement

Seam Social Labs, Inc. is a benefit corporation and MWBE-certified business headquartered in New York City. Incorporated in June of 2018, Seam Social Labs' focus is on research, data and product development that will disrupt the current data market based on emerging trends. Our research presently is focused on economically distressed regions and developing a comprehensive database focused on sentiments within these areas. Our mission is to empower disinvested communities by providing technological tools that facilitate community engagement, research studies and data collection.

We believe by increasing civic engagement in America's low-wealth regions, policy can be transformed to benefit the needs of these areas' residents and ultimately provide equitable investments and economic growth for their communities and households. Our key product and service, co:census, is a public engagement software that builds bridges between civic institutions and communities—specifically socio-economically disadvantaged regions—by addressing diversity and the digital divide.

co:census uses short-message-service (SMS) texts to deliver surveys in regions with limited broadband internet access and cloud translation to deliver multilingual surveys. Our focus is on qualitative data, which uncovers key insights about constituencies' immediate needs, sentiments neighborhood

conditions, and potential solutions for the residents of these communities.

Our product is delivered with two key services: survey design consultation and stakeholder outreach to build trust in diverse communities and to foster stronger data collection. We understand there is a need to collect data in the following areas:

- Underinvested communities in urban areas
- Underinvested communities in rural areas
- Multicultural communities with a range of multilingual engagement in up to 10 different languages

Our public engagement product is used by more than 60 civic institutions across America including: the City of Oakland, the San Francisco County Transportation Authority, SFMTA, Baltimore Department of Transportation, City of Kansas City (Mo), Maryland Transportation Administration, Seattle Department of Transportation, and the City of Tucson (Ariz.).

Most recently, the San Francisco County Transportation Authority used our service to launch a congestion pricing survey as a part of the largest study completed by the Authority in over a year. SFCTA received more than 1,800 responses in five weeks, with a response rate of 80% and responses in English, Spanish, Simplified Chinese, and Filipino (Tagalog).

Our team focuses on inclusive public engagement and ethical data collection and analysis for planning, infrastructure programs, and policies. We collaborate to lead co-design sessions for survey design with our customers and community stakeholders. The goal is to design multicultural studies to gather public data on community needs, behaviors, conditions, sentiments, and solutions for equitable outcomes. From

this engagement we will produce a series of Equity Insights (EQINS) reports to determine the behaviors, affects, conditions, sentiments, and proposed solutions from participants in the study. All EQINS reports are concise overviews of overall data from the study and are generated using co:census IP.

Research Methods

Our team focuses on inductive research methods whose concepts are rooted in urban sociological methods. We prioritize qualitative data to focus on contextual and linguistic analysis, which adds breadth to multicultural stakeholder engagement and datasets. For gathering data, we use a quota-based methodology. With this method, we focus on specific subgroups we would like to survey. By taking the sample size of the specific subgroups we aim to connect with, we are able to determine the ideal survey responses we want from each subgroup in the specific geographic region.

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SF URBAN FILM FEST, INC.



We are a hybrid firm of urban planners, architects and filmmakers committed to BIPOC community representation in the public design and engagement process. SF Urban leverages the power of storytelling to create just and equitable cities by providing inclusive engagement strategy services, storytelling workshops and micro-video production. SF Urban has eight years of experience in reaching and engaging communities who are underrepresented and were also historically most negatively impacted by unjust policies.

SF Urban's multidisciplinary teams consist of urban planners, architects, filmmakers, media producers, graphic designers, copy writers, and social media strategists. Teams are hand-picked for their specific skills to create relevant and relatable data and narrative-rich outreach campaigns and to develop strategic communications using multi-media that captures the spirit, values and vision of diverse and vibrant communities. We also offer training to internal agency staff on leveraging storytelling as a design tool for early-stage programmatic goal setting and impact strategy.

SF Urban was founded by Fay Darmawi, a leader in fields such as affordable housing development and finance, film festival production, documentary film, and community engagement and planning. Recent clients include the Oakland Public Library, San Francisco County Transportation Authority, and City of Sacramento Office of Innovation.

Community and Partner Engagement

- Storytelling workshops for staff and community stakeholders of the Black-led Young Community Developers (YCD), a 50 year old social service organization serving the Bayview Hunters Point, to identify narratives that linked its activist history to its future in affordable housing development.
- Darmawi recently completed the documentary film "Sa Amin: Our Place" that tells the story of multiple generations of Filipino community activists in San Francisco's South of Market battling displacement by urban renewal and tech-fueled real estate speculation.
- City of Oakland Public Library's Main branch and Hoover/Durant branch feasibility analysis and community outreach.
- City of Sacramento Office of Innovation small business incubator cohort.
- San Francisco County Transportation Authority congestion pricing study and communication strategy for the autonomous vehicles on Treasure Island.
- Other clients include Bindlestiff (Filipino American) Theater, American Indian Cultural District, Chinese Cultural Center, and the LGBTQ/Leather Cultural District.
- Upcoming storytelling workshops planned for Livable City, the nonprofit that produces San

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SOCIAL GOOD FUND, INC.



Catalyze SV (CSV) engages community members, developers, & city leaders to envision and create sustainable, equitable, & vibrant places. Our vision is a region where city leaders, developers, & a diverse group of community members collaborate on development benefiting all parties. This improves civic discourse & expands our trust in each other & our institutions. Together, we imagine, design, support, & build projects that enhance our cities' long-term stability.

Community and Partner Engagement

- CSV has significant experience working for clients regionally to support collaborative approaches to development. With the City of San Jose, we facilitated two virtual community visioning workshops around the development of the Diridon Station Area Plan - one for the Vietnamese community & another for artists & creatives.
- In 2021, we were hired by the City of Milpitas to work with Milpitas residents & businesses to learn about the City's plan for its Main Street and collect input from the community on what it wants. We managed the entire public engagement process around 3 Community Conversations.
- We've also been hired by the San Jose-Evergreen Community College District to create a report synthesizing the key themes the District heard from the community on how the District should use 27 acres of extra land it owns.
- With the Valley Transportation Authority Real Estate team, we offer strategy & facilitation for

community meetings about the development of affordable housing on VTA-owned land next to its transit stops.

- In May 2022, we planned an educational event supported by Santa Clara County Supervisor Otto Lee to inform the community about the affordable housing supported by the 2016 Measure A

Environmental Justice

In 2022, we partnered with San Jose Council District 5 on an initiative led by the Councilmember. We put on an educational event about the link between equity and San Jose's tree canopy. We gathered stakeholders to provide Spanish language resources and information for residents for urban forestry.

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STEER DAVIES & GLEAVE, INC.

DBA Steer



Steer is an international, employee-owned, transportation, cities and infrastructure consultancy that works collaboratively with clients to find powerful answers to complex questions. For more than 40 years, Steer's work has been defined by place, identity, and movement. We combine our understanding of people, context, and function to deliver innovative, user-centered solutions which help to make our cities, regions, and economies more understandable, accessible, and equitable. Steer is a global company with access to international perspectives on successful emerging practices and we operate locally, using evidence and analysis methods, as well as community collaboration practices, which ground our work in the local context. With offices throughout California — Oakland, Sacramento, Los Angeles — and across North America, we know and understand the communities we live and work in.

Investments and Policy

- **Link21: New Transbay Rail Crossing Program Strategic Support (BART/CCJPA):** BART and Capitol Corridor commissioned Steer, as a member of an HNTB-led consultant team, to serve as Strategic Advisors for the New Transbay Passenger Rail Crossing Program (Link21). In this role, Steer leads the evaluation of project alternatives using a business case framework, as well as development of the Program's transportation

demand and land use initial model and oversight of the development of a Refined Tool being built on the back of MTC's model. A core member of Steer's team, Emily Alter, previously served as BART's Equity Manager for the Program. She shaped the Program's overall equity framework and deliverables, including the design, implementation, and integration of equitable engagement processes (co-creation and the Equity Advisory Council), and the development of equitable design, evaluation, and engineering processes. Emily worked collaboratively with Sarah McMinimy and Kate Bridges to develop an original definition of priority populations that could be applied throughout the 21-county northern California megaregion. The definition, similar to MTC's revised Equity Priority Communities, evaluates the distribution of benefits and burdens, indexing communities that are experiencing disproportionately high levels of burden that impact their access to opportunity. Most importantly, this definition was developed collaboratively with impacted community members and captures the burdens they find most impactful to their everyday lives.

- **Social Dimensions of the Future of European Union Transportation Study (European Commission):** The European Commission contracted with Steer to perform an analysis of how social and demographic characteristics impact transportation use and access. As part of the European Pillar of Social Rights, the Commission and Parliament identified transportation as a basic social right, though it acknowledges that there are current challenges to making transportation equitable and inclusive, including affordability, reliability, and accessibility.

- **Equitable Development Toolkit (Fourth Economy):** In 2020, Fourth Economy developed an Equitable Community Planning Toolkit based on robust research to assess how cities in the United States are working towards more equitable development. Designed for use by economic development, community development, philanthropic, private sector, and public policy leaders to be a foundation for self-awareness and conversation within communities.
- **Sustainable Financing Tools and Strategies White Paper (CARB):** The California Air Resources Board (CARB) has commissioned Steer to develop an evaluation framework for promising financing and funding tools and strategies that would allow emerging shared mobility providers, particularly those serving low-income and rural communities, to sustain operations beyond any initial grant funding.

Innovation

- **Next Generation Transit Strategy (Sacramento Area Council Of Governments):** Steer, as a subconsultant to Arup, assisted in the development of the Next Generation Transit Strategy for the Sacramento region. The Next Generation Transit Strategy is an effort to reimagine public transportation and provide a vision for the future of mobility that emphasizes the movement of people, not just buses and trains. The plan was developed with input from transit operators, county transportation authorities, advocates and business groups, producing short- and long-term strategies organized into four implementable focus areas—Seamless User Experience, Planning and Funding, Transit Design and Delivery, and Reducing Mobility Disparities. Steer's work

focused on understanding current user challenges and making new mobility and user experience recommendations to make SACOG's transportation system more user-friendly, equitable and interconnected. The Steer team led recommendations for the Reducing Mobility Disparities focus area, identifying opportunities to improve service and accessibility for low-income riders and underserved communities.

- **Orange County Mobility Hub Strategy (OCTA):** The Orange County Transportation Authority commissioned Steer to develop a strategy for determining where mobility hubs — integrated transportation centers — should be located, what they should look like, and what features they should include. Mobility hubs are intended to provide more seamless access to transportation options that increase transit ridership, provide convenient alternatives to single-occupancy vehicle trips, reduce car dependency, increase the number of shared rides, reduce air pollution, encourage active transportation, and provide equitable transportation solutions that meet the needs of all communities. Hubs may include new mobility technologies, including micro mobility solutions and shared mobility platforms.
- **Richmond San Rafael E-Bike Commute Program (MTC):** MTC commissioned Steer to draft, implement and administer an equity-focused e-bike commute program that would encourage e-bike commuting on the Richmond-San Rafael bike path. The program also explores strategically structuring, implementing and administering subsidies and incentives to encourage e-bike commuting, especially from underserved communities.

Environmental Justice

- **2050 Long Range Transportation Plan (Puerto Rico):** In 2022, the Puerto Rico Highways & Transportation Authority appointed Steer to produce a long-range multimodal transportation plan for Puerto Rico. This LRTP will be the principal transportation planning document for the island and will serve as a blueprint to guide the development of programs and transportation projects through 2050. The Plan will use an equity evaluation framework to assess whether projects meet the needs of all community members and will include an Environmental Justice Assessment of all proposed projects.
- **Regional Travel Options Program (Oregon Metro):** Oregon Metro's Regional Travel Options (RTO) program shifts travel behavior from single occupancy vehicles to more sustainable travel modes. Every two years Metro conducts an evaluation of the program to inform investment, planning and project selection. Steer staff worked collaboratively with the Oregon Metro team and core RTO Program stakeholders to understand the full benefits and impacts of the current RTO program.
- **Gender and Demand Management Analysis for Sustainable Development in Mexico City:** In 2018, with funds from the Development Bank of Latin America (CAF), Steer was selected to help inform the government of Mexico City' gender and transportation strategic plan by informing local leaders of differing travel patterns by gender. Led by Liliana Pereira, a key staff member on our proposed team, the objective of the study was to identify the different travel trends of men and women based on a regional transportation household

survey, particularly in relation to mobility of care, interdependence, and traditional and complex accessibility. Steer formulated a methodological framework across nine aspects that reflect the relationship between gender and mobility, with an emphasis on mobility of care. The study demonstrated the substantial differences in travel patterns by gender and was the first mega-city scale, evidence-based analysis of its kind in Latin America. This not only informed local government work, but also the Bank and the Division of Gender Affairs of the Economic Commission for Latin America.

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STV INCORPORATED



STV Incorporated (STV) is an award-winning professional firm consistently ranked among the country's top companies in the transportation sector. STV provides a complete range of planning, engineering, architectural, environmental, and construction management services for a wide range of projects. The firm has more than 50 offices across the U.S. and Canada and a multidisciplinary staff of over 2,000, including some 150 in California.

Patricia Macchi is a seasoned project manager with more than 20 years of experience in benefit-cost analysis, economic impact assessments, economics and financial modeling, and funding of infrastructure projects. Patricia brings national and international experience from her work on infrastructure finance for A/E and consulting firms, as well as the World Bank. In addition to her economics background, her expertise includes guiding clients during grant applications; strategizing project submissions, creating a prioritization process; drafting grant narratives; and preparing benefit-cost models for DOTs and other state and local agencies. Patricia excels in conceptualizing complex questions and ideas for clients and strategizing transportation electrification and sustainability.

Athena Ullah is STV's Chief of Staff, with more than 10 years of experience and expertise in asset management and capital planning, including extensive support for transit facility planning and vehicle procurement. Her experience includes work for

municipal and regional government organizations, transportation providers, and banking institutions. Athena authored the asset management plan for the Southern California Regional Rail Authority (SCRRA) using ISO 55000 principles. She also has been involved in process improvement programs and completed a Six Sigma Green Belt program in which she analyzed and solved quality problems through a project entitled "Reducing Material Delivery Processing Time for Locomotive Routine and Emergency Maintenance."

Meeting the Challenge, Inc. is a wholly-owned subsidiary of CP&Y, an STV company. As an Americans with Disabilities Act (ADA) accessibility consulting firm, Meeting the Challenge's work serves state and local governments and private entities. The firm's knowledge and experience help create accessible spaces for communities across the U.S. Meeting the Challenge's goal is to improve the quality of life for individuals with disabilities through innovative technology products. The firm understands the ADA law and how to implement it, and is committed to providing technical assistance and training through operating the Region 8 Rocky Mountain ADA Center.

Internal Operations

- **Gender Action Plan, Los Angeles County:** Along with providing transit services, the Los Angeles County Metropolitan Transportation Authority (Metro) also is responsible for developing and overseeing transportation plans; policies; funding programs; and short- and long-range solutions to mobility, accessibility, and environmental needs. Metro selected STV to lead development of a Gender Action Plan to help

realize the agency's vision of providing a more accessible and efficient transportation system. The project team explored areas for potential policy improvements and service changes, and formulated strategic actions for key Metro departments.

- **Equity Technical Memorandums for Discretionary Grant Applications:** The STV team has drafted equity technical memorandums to complement and provide context and metrics for the following discretionary funding opportunities:
 - USDOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE)
 - USDOT Nationally Significant Multimodal Freight and Highway Projects (INFRA)
 - USDOT National Infrastructure Project Assistance (MEGA)
 - USDOT Strengthening Mobility and Revolutionizing Transportation (SMART)
 - FHWA Bridge Investment Program (BIP)
 - FRA Railroad Crossing Elimination (RCE)
 - FRA Consolidated Rail Infrastructure and Safety Improvements (CRISI)
 - FTA Advanced Driver Assistance Systems (ADAS)
- **Vision 2020 Strategic Plan Update, Greater Chicago Area:** The service area of Pace Suburban Bus (Pace) covers nearly all of the Chicago metropolitan area outside the City of Chicago. This combination of urban, suburban and rural environments creates diverse challenges as population increases and transit service markets continue to evolve. STV was a major partner in supporting an update of Pace's strategic plan, originally created in 2002. The new strategic plan, Vision 2020, serves as a

STV Incorporated, continued

framework to provide clear policy, business, service and implementation recommendations to advance Pace's services over the next 20 years.

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PHOTO: THIS IS ENGINEERING, UNSPLASH

SUSTAINABLE WATERSHED DESIGNS, INC.

DBA Lotus Water



Established in 2007, Lotus Water (Lotus) is a full-service water resources consulting firm (CA-SBE ID 1223180) that specializes in delivering integrated water, stormwater and wastewater solutions that help restore the natural hydrologic balance in urban watersheds and center community. Through this approach, Lotus strives to develop economically, environmentally, and community-centered solutions that more effectively protect and enhance our water resources while meeting community needs.

Maddie Duda, proposed Project Manager for Community Engagement and Partnership, has nine years of experience with outreach and engagement, and has built relationships with community and Tribal partners throughout the Bay Area. Since 2016, Maddie has supported the work of the IRWM DACTIP through designing a community-based needs assessment and managing its implementation alongside community-based groups throughout the Bay Area to elevate community expertise into planning processes. Maddie has served as a link between elevating community needs and technical assistance to support community-led solutions, including through creating partnerships between technical experts and communities, and writing successful grant proposals alongside community partners.

Kelsey Wilson, proposed Technical Support/Planner III for Community Engagement and Partnership, is

an Urban Watershed Planner with over 10 years of experience in both the public and private sectors on community engagement, strategic design, and policy analysis. Kelsey brings expertise that ties together community engagement and innovation, having also served as the lead for many community-centered design projects to develop sustainable, innovative solutions to meet identified needs and address inequities.

Margot Walker, proposed Policy Support/Senior Planner for Community Engagement and Partnership and Innovation, has 14 years of experience in strategic planning/policy development, capital improvement planning, Clean Water Act compliance, inter- and intra-agency coordination, stormwater performance metrics, maintenance and operations of green infrastructure (GI) assets, climate resiliency, and community engagement. Margot has also worked on developing new GI initiatives, moving beyond right-of-way work toward private property implementation in both retrofits and new construction. Margot's strengths are in understanding how to develop, coordinate, and implement city-wide programs and concurrent GI projects to meet CSO Consent Decree or other regulatory requirements.

Eric Zickler, proposed Project Manager/Principle for Innovation, is a water resource engineer and sustainable infrastructure specialist and is the principal-in-charge for community infrastructure at Lotus. He has over 20 years of experience working for large public-sector clients on wet utility design and planning as well as private and institutional clients on master planning and infrastructure design projects. He has participated in all aspects of water resource engineering design and planning including technical policy development, program management,

capital planning, and regulatory compliance. Eric has dedicated his career to providing sustainable and cost-effective community infrastructure solutions at scales ranging from individual building sites to major cities.

Kristen Matsumura, proposed Engineering & Modeling Support/Water Resources Engineer IV for Innovation, is a water resources engineer with nine years of experience providing technical support for green stormwater infrastructure regulation, planning and design. She brings specialized expertise on the modeling, statistics, and regulatory requirements that are foundational to stormwater management. Kristen's technical knowledge and research have informed regulatory and incentive programs across the West Coast, as well as green stormwater infrastructure planning and design for public agencies and private developers from North America to China. Kristen brings a suite of technical skills in programming, data science, and GIS to find innovative solutions for complex infrastructure problems.

Community and Partner Engagement

- **Disadvantaged Community & Tribal Involvement Program (DACTIP):** Funded by state Proposition 1, the Disadvantaged Community + Tribal Involvement Program is administered throughout California through the Integrated Regional Water Management (IRWM) program and is designed to include historically underrepresented and marginalized communities and Tribes into IRWM and other water planning and decision-making efforts. In the Bay Area, funding is being applied directly to community-based

- groups and Tribes for outreach and needs assessment processes.
- Along with DACTIP team partners SFPUC, SFEP and RMC, Lotus is supporting these needs assessment processes and following up on identified needs with community and Tribal partner organizations by providing additional data gathering, engineering and design studies, grant writing support, and other capacity building efforts to ultimately support the development of projects that address persistent community water issues.
 - **San Francisco Green Infrastructure Grant Program:** Lotus was the technical lead for creating the SFPUC's grant program, which funds the design and construction of green infrastructure on large public and private properties to reduce stormwater runoff while delivering public benefits that enhance the quality of life for all SFPUC rate payers. Projects can include permeable pavement, bioretention, rainwater harvesting, rain gardens and vegetated roofs.
 - Lotus developed the grant application and embedded forms, including: site performance calculator, design checklist, cost template, and maintenance forms. Since the program launched in 2019, Lotus has provided technical guidance to applicants, including site walk assessments, concept development assistance and design submittal review. Lotus is currently updating eligibility criteria, establishing performance metrics, and co-leading public outreach to support a new competitive application process with a greater emphasis on multiple community benefits.

- **RainCity Partnerships Program: Launched** by Seattle Public Utilities (SPU), this innovative program will deliver stormwater and water quality benefits as well as economic and social benefit outcomes for disadvantaged communities by encouraging GI and riparian restoration. RainCity Partnerships' phased rollout allows the SPU to evaluate the benefits gained through an emerging community-based public-private partnership (CBP3) project delivery method. Lotus led the overall program development — including interdepartmental collaboration workshops; defining water quality and community benefit performance criteria, cost structure, and eligible geographic areas.

Innovation

Colma Creek Adaptation (2021 Measure AA Grant): Lotus was chosen to participate on two of the 10 multi-disciplinary design teams for the Resilient by Design Bay Area Challenge. As part of the Hassell+ team in South San Francisco, Lotus led the engineering analyses to develop multiple design concepts to manage flooding, improve water quality, and adapt critical infrastructure and industrial resources to rising seas. Coordinating with technical stakeholders to vet concepts and inform the designs, Lotus performed hydraulic modeling of Colma Creek and Navigable Slough to test various flood mitigation and sea level rise adaptations. The team developed a range of strategies guided by thoughtful and interactive engagement with local communities to identify priority concerns and project components. In 2021 the City of South San Francisco received a Measure AA grant to advance

these scenarios into an implementation project. Now in the schematic design phase, the project includes wetland restoration, flood- control, and community access elements.

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TRANSCO GROUP USA, INC.

DBA Transpo Group



TRANSCO GROUP USA has assisted municipal agencies on transportation planning, engineering and design projects since 1975. Our focus is on transportation systems for people—not just drivers of cars and trucks, but also the pedestrians, cyclists and transit riders who share these systems. Our staff also bring creativity, innovation and out-of-the-box thinking to our projects. In the innovation space, our services include: application conceptualization, technology planning, systems engineering, smart cities strategies and project delivery support.

The Taskar Center for Accessible Technology, housed by the Paul G. Allen School of Computer Science at the University of Washington, develops, translates and deploys open source universally accessible technologies, with a focus on benefiting populations with motor limitations or speech impairment. TCAT engages UW students, faculty and an engaged community in the creation of a sustainable social enterprise for the development, deployment and support of accessible technologies. TCAT leverages novel tools, sensors, chips, interfaces, robots, actuators and opensource software that are inexpensive and readily available to facilitate rapid development and deployment of customized solutions to accessibility problems. TCAT focuses on pedestrian access and access to transportation, universal access to collaborative work/play environments, and community engagement.

Innovation

- **USDOT ITS4US CompleteTrip: Transportation Data Equity Initiative:** The Complete Trip Empowered by Data Standards, Phases I and II. Detailed and accurate data about pedestrian spaces, travel environments and travel services are crucial for trip planners, trip concierges, wayfinding applications, and exploratory mobile applications — particularly those that serve the needs of people with disabilities, older adults, veterans, and suburban and rural populations. This project is developing a national pipeline of sidewalk data to help all people navigate more easily. The project also will extend the national data standards for on-demand transit services (GTFS-Flex), and for the mapping of multi-level transit stations (GTFS-Pathways).
- **IDEA Shared Automated Vehicles (SAV) Program Technical Advisory Services:** MTC. Mark Jensen led the consultant team in support of this MTC equity-prioritized SAV/mobility technologies grant program in the Bay Area. This work involved evaluating and assisting MTC in selecting multiple technology grant applications to support disabled and disadvantaged communities' access to public transportation services. Mark oversaw the development and implementation of the grant ranking and prioritization methodology, which led to an SFCTA grant for SAV routes on Treasure Island in San Francisco, and a VTA grant to deploy advanced passenger management systems to accommodate elderly and disabled riders of automated transit in Palo Alto.
- **Seattle ITS4US Complete Trip:** University of Washington and U.S. Department of Transportation. In support of the University of Washington, Transpo Group led the Systems

Engineering effort for this \$11 million development and implementation project—including the User Needs, ConOps, System Requirements, SEMP and Data Management tasks. This provided the blueprint for the standardization of open-source data and the development of scalable data infrastructure to supply missing information needed to allow disadvantaged individuals, including the disabled and senior citizens, to discover, plan, and navigate trips that include sidewalks, transit path, and on-demand transit services.

- **The Complete Trip Empowered by Data Standards, Phases I and II:** FHWA and DOT. This project aims to create accessible and equitable transportation data standards and the data infrastructure to support open data collection, sharing, vetting, quality control, interoperability and scalable use of the data by producers and consumers alike. Anat Caspi was Principal Investigator for this project. Inclusive First/Last Mile integration of Pedestrian Pathway Data in Support of Employees with Disabilities, MV Professional Transportation Services This project aims to enhance mapping and application infrastructure for employees with disabilities using pedestrian routes to access the Microsoft Connector bus. The project develops and evaluates the impact of mobility applications and tools that help employees mitigate commuting risks.
- **Human Service Transportation Plan,** Skagit Council of Governments. Paul Sharman managed this project to document existing transportation providers, evaluate socioeconomic and demographic data, and conduct outreach to ensure the plan reflected the needs of all people traveling in Skagit County, Wash.

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PHOTO: JOEY KOTFICA

URBAN HABITAT PROGRAM



Urban Habitat's nationally recognized transportation justice work includes:

Investments and Policy

Urban Habitat has developed and helped implement model transportation, housing and climate planning programs and policies at the local, county and regional level. Our local project work includes development of discount transit pass programs with multiple transit operators including AC Transit's Alameda County Measure B youth pass program and SFMTA's Free MUNI for low- and moderate-income youths, seniors, and people with disabilities. We also have been at the forefront in the creation of equity analysis frameworks to assess community-identified transportation needs and link these needs to the agencies' budgeting processes. At the county level, we have led the development of policies, programs and investments for inclusion in transportation expenditure plans for San Francisco Propositions D and J, Alameda County Measure B, Santa Clara County Measure B and San Mateo County Measure W. At the regional level, we have provided policy analysis of MTC equity programs for a range of public agency decision-makers and elected officials. We also have worked directly with regional agency staff to create model policies on potential regional transit fare discounts.

Community and Partner Engagement

For over 30 years, Urban Habitat has been a leader in convening Bay Area equity, environmental,

transportation, housing, and racial justice organizations in community engagement at the local, county and regional level. Our community engagement expertise includes participation on MTC and ABAG stakeholder committees including MTC's and ABAG's CASA regional housing process, ABAG's regional policy committee, and MTC's Blue Ribbon Transit Recovery Task Force.

We have created regional equity collaboratives to facilitate community participation in regional planning processes including MTC's and ABAG's CASA process, the development of Plan Bay Area, and the regional sustainability and equity initiatives funded by the U.S. Department of Housing and Urban Development. Finally, we have co-led the creation and facilitation of regional equity coalitions, each with over 20 members (including labor, community-based, advocacy, and faith-based organizations) across the Bay Area such as the 6 Wins for Social Equity Network and Voices for Public Transportation. At the local level, we have provided support for the creation and design of community-led planning processes for General Plan updates in Richmond and East Palo Alto as well as BART's Transit-Oriented Development station area planning processes in San Leandro and El Cerrito. In the areas of transportation planning and project development we have designed and organized community engagement workshops for MTC's Community-Based Transportation Plans and outreach workshops for expenditure plans that have formed the basis of transportation sales tax ballot measures. These include voter-approved measures in San Francisco, Alameda, Santa Clara and San Mateo counties.

Environmental Justice

Urban Habitat was founded as a project of the Earth Island Institute to expand the definition of environmental justice to include the intersection of land use, housing and transportation to achieve a more sustainable, just and equitable region. Our expertise includes development of nationally recognized efforts to ensure environmental justice in planning and investment scenarios for the Bay Area's SB 375 process. This work has included close collaboration with regional agency staff, elected officials and community stakeholders to translate community-identified housing and transportation needs into the full range of regional planning and policy frameworks, from modeling, to development of equity indicators to investment priorities within PBA.

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VENTURE WITH PURPOSE, LLC



Venture provides services to leaders, teams, and individuals working on internal development or externally facing projects through project management, coaching, advising, leadership development, training, facilitation, strategic planning, and strategic plan implementation.

Collectively, the Venture team has over 30 years of experience from a wide range of disciplines and sectors, including local governments, non-profits, and community based organizations. The Venture team consists of four owner operators, each serving as a partner: Rachael Tanner (San Francisco), Patrick Brown (Oakland), Shaniece Alexander (Chicago) and Josh Ente (New Orleans).

Internal Operations

- **Leadership Training: California Association of Councils of Government (CALCOG) (2022-2023):** Venture, led by Shaniece Alexander, developed and delivered an 11-month training series for CALCOG's statewide partners to deepen individual and collective skills of institutional leaders to incorporate DEI into their respective organizations. Venture also facilitated the California Academy for Regional Leaders cohort and facilitated a workshop for CALCOG's Annual Conference to help participants deepen their practice of necessary racial equity skills and tools.

- **Team Building and Coaching: Bay Area-based Community Law Center (2022):** Rachael Tanner and Patrick Brown designed a four-part workshop series to help the Housing Team recover from some challenging team interactions, align values and mission with practices, and navigate interpersonal conflicts.
- **Diversifying Vendor Pool: BRIDGE Housing (2022):** Rachael Tanner designed and delivered a two-part, hands-on workshop series regarding diversification of the BRIDGE vendor pool. The workshops focus on providing teams with the framework and tools to create an action-plan that will meet the organization's goal of spending 30% of company dollars with minority-owned businesses.

Community and Partner Engagement

- **Action Planning & Implementation: Sacramento Area Council of Governments (SACOG) (2022-2023):** Venture, led by Shaniece, developed and delivered a three-phase planning process that included (1) listening and learning; (2) developing an action plan for diversity, equity and inclusion; and (3) implementation. The planning effort includes staff, board members and other SACOG stakeholders.

Environmental Justice

- **Environmental Defense Fund (EDF) Goal Setting and Communicating to Advance Diversity, Equity, and Inclusion:** Rachael and Josh designed and delivered a two-part workshop series equipping leaders with the capacity and framework to identify diversity, equity, and inclusion goals for their 2022-23 work plan.

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WSP USA, INC.



Investments and Policy

WSP offers strategic services: identifying and apply for funding, investment strategy, metrics for project prioritization and policy evaluation, impact assessments, means-based pricing programs, and more. See a few project samples below.

- **City of Raleigh (N.C.) Equitable Transportation-Oriented Development Guide:** WSP developed an investment framework for economic and housing opportunities along the city's bus rapid transit corridors. The guide includes land use policies, zoning tools, recommendations for affordable housing, incentives for small businesses, and design principles.
- **North Jersey Transportation Planning Authority, Transportation Improvement Plan:** WSP developed performance measures and evaluation criteria, and the weights assigned to various categories. We also created a technology solution for ranking projects and tracking investments and their impact over time.
- **Washington State Transportation Commission, Low-income Toll Program Study:** WSP explored means-based program options for low-income users, developed metrics to evaluate program options, and estimated operational and revenue impacts informed by input from implementing agencies, customers and the national tolling community through partnerships with professional organizations IBTTA and TRB.

Community and Partner Engagement

WSP offers innovative public and stakeholder engagement services: market research, workshops, partnerships with community-based organizations, public information campaigns, design and visualizations, website development, language translation, and more. See a few project samples below.

- **Metropolitan Transportation Commission — Bay Area Healthy Transit Plan:** WSP led stakeholder engagement to organize around common goals. We developed this plan to provide consistent regional guidance on health and safety guidelines, metrics, and public information messaging to lead pandemic recovery. We developed metrics to measure efficacy of science-based best practices and created data collection methodologies and an online dashboard to support agencies in monthly reporting.
- **California High-Speed Rail:** WSP convened a community network of schools, places of worship, cultural organizations, and others to co-create a series of community workshops for input on environmental justice concerns. We also coordinated homeless walks with organizations that provide homeless services along the corridor in the San Francisco Peninsula to better understand how rail development would impact their safety.
- **City of West Sacramento (Calif.) Mobility Action Plan:** During the pandemic, WSP led a series of virtual design community workshops to create mobility hub prototypes. Participants could drag and drop graphic features onto a 3D canvas. The discussion surfaced preferences like head-start cross lights, complete sidewalks and plant box-protected bike lanes, real-time information kiosks, and staffing community guides instead of police.

Innovation Environmental Justice

WSP offers future-ready services: policy development, adaptation strategies, mitigation solutions, resource and risk assessments, pilot program development, public engagement and more.

- **San Mateo County, Climate Ready San Mateo:** WSP is overseeing development of 13 transportation-specific climate scenarios and an innovative web visualization tool with a menu of adaptation options. WSP led two mitigation and adaptation pilot projects partnering with city governments and community-based organizations in low-income communities like East Palo Alto to educate residents on the consequences of climate-change to daily-use transportation.
- **Massachusetts Department of Transportation, Inland Flood Risk Assessment:** WSP conducted an environmental assessment, defining at-risk communities and the impacts on access and mobility they will experience without intervention. The recommendations inform project prioritization climate resiliency investments.

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DISADVANTAGED BUSINESS ENTERPRISE AND SMALL BUSINESS ENTERPRISE STATUS (Revised January 19, 2024)

Service Category A: **Internal Operations**

EROL	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Prime	causeIMPACTS, LLC		X	44729		X	2014558
Prime	Center for Neighborhood Technology	X			X		
Sub	Mobility Development Partners	X			X		
Sub	Sapodilla Group	X			X		
Prime	Contigo Communications Corp.		X	45724		X	2009764
Sub	Rosales Business Partners, LLC		X	40711		X	1740220
Sub	Reynolds Consulting	X			X		
Prime	Colette M. Luckie dba Cornerstone Consulting HR		X	41857	X		
Prime	Cooperative Personnel Services dba CPS HR Consulting	X			X		
Prime	Davis & Associates Communications, Inc.		X	26344		X	1785923
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Estolano Advisors		X	42483		X	2002042
Sub	Left Lane Advisors	X			X		
Prime	Ana Lugo Bedolla dba Equity First Consulting	X			X		
Sub	Trillium Advisors	X			X		
Prime	Exygy, Inc.	X				X	2001043
Sub	The Justice Collective	X			X		
Prime	Guidehouse, Inc.	X			X		
Sub	Pivot Strategies	X			X		
Sub	Brian Ansari & Associates, Inc.		X	46571	X		
Sub	Othering and Belonging Institute	X			X		
Sub	The Unity Council	X			X		
Prime	HR&A Advisors, Inc.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Redwood Resources	X			X		

EROL	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Prime	ICF Incorporated, LLC	X			X		
Prime	RSCA Corporation dba Redwood Resources		X	42714		X	
Sub	Refolda	X			X		
Prime	Reflex Design Collective, LLC		X	46293		X	2011622
Prime	The Mark USA, Inc.		X	49217		X	2020665

Service Category B: **Investments and Policy**

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Prime	Arup Americas, Inc. dba Arup North America Ltd.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Stuart Cohen Strategies	X			X		
Sub	Mariposa Planning Solutions		X	49323	X		
Sub	Toole Design	X			X		
Prime	Marcus Griwsold dba Calm Waters Group, LLC	X				X	2018313
Sub	Bio Studio, LLC	X				X	2022766
Sub	Aplomb Design, Inc. dba JUST Design	X			X		
Prime	causeIMPACTS, LLC		X	44729		X	2014558
Prime	Center for Neighborhood Technology	X			X		
Prime	Davis & Associates Communications, Inc.		X	26344		X	1785923
Sub	Estolano Advisors		X	42483		X	2002042
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Mariposa Planning Solutions		X	49323	X		
Sub	Fehr & Peers	X			X		
Sub	InterEthnica	X			X		
Prime	Eastern Research Group, Inc.	X			X		
Prime	Ana Lugo Bedolla dba Equity First Consulting	X			X		
Sub	Trillium Advisors	X			X		
Prime	Exygy, Inc.	X				X	2001043
Sub	The Justice Collective	X			X		

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Sub	Street Level Advisors	X			X		
Sub	FrameWorks Institute	X			X		
Prime	Guidehouse, Inc.	X			X		
Sub	Pivot Strategies	X			X		
Sub	Brian Ansari & Associates, Inc.		X	46571	X		
Sub	Othering and Belonging Institute	X			X		
Sub	The Unity Council	X			X		
Sub	Hatch LTK	X			X		
Prime	HR&A Advisors, Inc.	X			X		
Sub	Mariposa Planning Solutions		X	49323	X		
Prime	Christopher Jerome Lepe dba Mariposa Planning Solutions		X	49323	X		
Sub	Stuart Cohen Strategies	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	The Nova Rose Group	X			X		
Sub	Espousal Strategies	X			X		
Prime	Nelson\Nygaard Consulting Associates, Inc.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Reflex Design Collective, LLC		X	46293		X	2011622
Sub	Cambridge Systematics	X			X		
Prime	Reflex Design Collective, LLC		X	46293		X	2011622
Prime	Urban Habitat Program	X			X		
Prime	WSP USA, Inc.	X			X		

Service Category C: **Community and Partner Engagement**

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Prime	Marcus Griwsold dba Calm Waters Group, LLC	X				X	2018313
Sub	Bio Studio, LLC	X				X	2022766
Sub	Aplomb Design, Inc. dba JUST Design	X			X		
Prime	Center for Neighborhood Technology	X			X		
Sub	Mobility Development Partners	X			X		
Sub	Sapodilla Group	X			X		
Prime	Contigo Communications Corp.		X	45724		X	2009764
Sub	Reynolds Consulting	X			X		
Prime	Davis & Associates Communications, Inc.		X	26344		X	1785923
Sub	InterEthnica	X			X		
Sub	Slow Clap Productions, LLC	X				X	2016514
Sub	Mariposa Planning Solutions		X	49323	X		
Sub	Fehr & Peers	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Estolano Advisors		X	42483		X	2002042
Prime	Ana Lugo Bedolla dba Equity First Consulting	X			X		
Sub	Trillium Advisors	X			X		
Prime	Exygy, Inc.	X				X	2001043
Sub	Propose, LLC dba Sagent Marketing		X	37643		X	38182
Sub	Street Level Advisors	X			X		
Sub	Brink	X			X		
Prime	HR&A Advisors, Inc.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Ground Works Consulting	X			X		
Sub	Ogilvie Labs	X			X		
Prime	Lowe Consulting Group, Inc.		X	38055		X	49380
Prime	Christopher Jerome Lepe dba Mariposa Planning Solutions		X	49323	X		
Sub	Stuart Cohen Strategies	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Sub	The Nova Rose Group	X			X		
Prime	Nelson\Nygaard Consulting Associates, Inc.	X			X		
Sub	Reflex Design Collective		X	46293		X	2011622
Sub	Circlepoint	X				X	40528
Prime	Reflex Design Collective, LLC		X	46293		X	2011622
Prime	Tiasia O'Brien dba Seam Social Labs, Inc.	X			X		
Sub	Diana Reyna Strategic Consulting, LLC	X			X		
Prime	Diane Burbie dba The Aspire Group		X	48761	X		
Prime	Urban Habitat Program	X			X		
Prime	WSP USA Inc.	X			X		
Sub	Kearns & West	X			X		
Sub	Raimi & Associates	X			X		

Service Category D: **Innovation**

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Prime	Arup Americas, Inc. dba Arup North America Ltd.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Stuart Cohen Strategies	X			X		
Sub	Mariposa Planning Solutions		X	49323	X		
Sub	Toole Design	X			X		
Prime	Center for Neighborhood Technology	X			X		
Sub	Mobility Development Partners	X			X		
Prime	CivicMakers, LLC	X				X	2004377
Prime	Contigo Communications Corp.		X	45724		X	2009764
Prime	Colette M. Luckie dba Cornerstone Consulting HR		X	41857	X		
Sub	Next Steps Marketing, Inc.		X	41733		X	1037598
Prime	Davis & Associates Communications, Inc.		X	26344		X	1785923
Sub	Fehr & Peers	X			X		
Sub	Mariposa Planning Solutions		X	49323	X		

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Prime	Exygy, Inc.	X				X	2001043
Prime	Guidehouse, Inc.	X			X		
Sub	Pivot Strategies	X			X		
Sub	Brian Ansari & Associates, Inc.		X	46571	X		
Sub	Hatch LTK	X			X		
Prime	HR&A Advisors, Inc.	X			X		
Sub	Mariposa Planning Solutions		X	49323	X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Prime	Kimley-Horn and Associates, Inc.	X			X		
Sub	HR&A Advisors, Inc.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Toole Design Group, LLC	X			X		
Sub	mySidewalk	X			X		
Prime	Christopher Jerome Lepe dba Mariposa Planning Solutions		X	49323	X		
Sub	Stuart Cohen Strategies	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	The Nova Rose Group	X			X		
Sub	Espousal Strategies	X			X		
Prime	Nelson\Nygaard Consulting Associates, Inc.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Reflex Design Collective, LLC		X	46293		X	2011622
Sub	Cambridge Systematics	X			X		
Prime	Melanie Nutter dba Nutter Consulting, LLC	X			X		
Prime	Reflex Design Collective, LLC		X	46293		X	2011622
Prime	The Mark USA, Inc.		X	49217		X	2020665

Service Category E: Environmental Justice

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Prime	Arup Americas, Inc. dba Arup North America, Ltd.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Stuart Cohen Strategies	X			X		
Sub	Mariposa Planning Solutions		X	49323	X		
Sub	Toole Design	X			X		
Prime	Marcus Griwsold dba Calm Waters Group, LLC	X				X	2018313
Sub	Bio Studio LLC	X				X	2022766
Sub	Aplomb Design, Inc. dba JUST Design	X			X		
Prime	causeIMPACTS, LLC		X	44729		X	2014558
Prime	Center for Neighborhood Technology	X			X		
Sub	Mobility Development Partners	X			X		
Sub	Sapodilla Group	X			X		
Prime	Contigo Communications Corp.		X	45724		X	2009764
Sub	Reynolds Consulting	X			X		
Prime	Colette M. Luckie dba Cornerstone Consulting HR		X	41857	X		
Sub	Next Steps Marketing, Inc.		X	41733		X	1037598
Prime	Davis & Associates Communications, Inc.		X	26344		X	1785923
Sub	Better World Group		X	46330		X	2017586
Sub	Estolano Advisors		X	42483		X	2002042
Sub	Fehr & Peers	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Mariposa Planning Solutions		X	49323	X		
Prime	Eastern Research Group, Inc.	X			X		
Prime	Ana Lugo Bedolla dba Equity First Consulting	X			X		
Sub	Trillium Advisors	X			X		
Prime	Exygy, Inc.	X				X	2001043
Sub	The Justice Collective	X			X		
Sub	Propose, LLC dba Sagent Marketing		X	37643		X	38182
Sub	Street Level Advisors	X			X		

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Prime	Guidehouse, Inc.	X			X		
Sub	Pivot Strategies				X		
Sub	Brian Ansari & Associates, Inc.		X	46571	X		
Sub	Othering and Belonging Institute	X			X		
Prime	HR&A Advisors, Inc.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Ogilvie Labs	X			X		
Prime	ICF Incorporated, LLC	X			X		
Prime	Kimley-Horn and Associates, Inc.	X			X		
Sub	HR&A Advisors, Inc.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Morado Consulting	X			X		
Sub	Vicus Planning		X	46234	X		
Prime	Christopher Jerome Lepe dba Mariposa Planning Solutions		X	49323	X		
Sub	Stuart Cohen Strategies	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	The Nova Rose Group	X			X		
Sub	Espousal Strategies	X			X		
Prime	Nelson\Nygaard Consulting Associates, Inc.	X			X		
Sub	Reflex Design Collective, LLC		X	46293		X	2011622
Prime	Melanie Nutter dba Nutter Consulting, LLC	X			X		
Prime	RSCA Corporation dba Redwood Resources		X	42714		X	
Prime	Reflex Design Collective, LLC		X	46293		X	2011622
Prime	The Mark USA, Inc.		X	49217		X	2020665
Prime	Urban Habitat Program	X			X		
Prime	WSP USA, Inc.	X			X		
Sub	Kearns & West	X			X		
Sub	Raimi & Associates	X			X		