



SHAPING A SMARTER
TRANSPORTATION EXPERIENCE™

STATEMENT OF QUALIFICATIONS

PUBLIC INFORMATION SERVICES

APRIL 24, 2026 | PREPARED FOR CITY OF COALINGA



APRIL 24, 2026

Sean Brewer, City Manager
City of Coalinga
155 W. Durian Ave.
Coalinga, CA 93210
Submitted via: sbrewer@coalinga.com



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OAKLAND, CA 94612
510.763.2061
P#26665-000

DKS ASSOCIATES STATEMENT OF QUALIFICATIONS FOR PUBLIC INFORMATION SERVICES

Dear Sean and Members of the Selection Committee,

The **City of Coalinga** is seeking experienced support to deliver clear, objective, and legally compliant public information services that help residents better understand City services, fiscal conditions, and potential funding options. This effort requires not only expertise in public outreach and communications, but also a strong understanding of the legal framework governing public agency communications and the importance of transparency, neutrality, and public trust.

Like many Central Valley communities, Coalinga faces challenges related to maintaining service levels, addressing infrastructure needs, and supporting long-term fiscal sustainability. As the City evaluates whether a local revenue measure could provide a stable, locally controlled funding source, residents must receive accurate, unbiased information that informs without advocating for a particular outcome.

DKS Associates (DKS) appreciates the opportunity to support the City in this effort. We understand that Coalinga's public information program must communicate complex fiscal and service-related issues in a way that is clear, factual, and meaningful to residents, while remaining fully compliant with California law governing the use of public resources.

Our team brings extensive experience delivering transparent, legally compliant public information programs, supported by a rigorous quality control process that includes legal review coordination, clear documentation protocols, and multiple levels of content review. We also recognize the importance of reaching all members of the Coalinga community. DKS offers strong Spanish-language outreach capabilities, including bilingual staff, culturally responsive messaging, and translated materials that support meaningful engagement with Spanish-speaking residents.

We understand the balance this work requires. The City must clearly communicate its fiscal realities, service needs, and potential options while maintaining public trust, preserving neutrality, and allowing flexibility as the City Council considers community input and next steps.

We would welcome the opportunity to partner with the City of Coalinga on this important initiative.

Sincerely,

Kendall Flint

Kendall Flint
Project Manager
kendall.flint@dksassociates.com
650.455.1201

Richard Hutchinson

Richard Hutchinson, PE, PTOE
Senior Vice President, Officer Authorized
to Negotiate/Contractually Bind the Firm
richard.hutchinson@dksassociates.com
253.204.5121

OVERVIEW

The City's evaluation of potential revenue measures is governed by a well-defined legal framework that will shape both the available options and the public information process.

California law authorizes cities to adopt local transactions and use taxes (commonly referred to as local sales taxes), subject to voter approval and administration by the California Department of Tax and Fee Administration. However, the combined rate of all district taxes within a county is generally limited to 2.00 percent (Revenue and Taxation Code Section 7251.1). As a result, Coalinga's ability to adopt a new tax—whether at a rate of 0.50 percent, 0.75 percent, or another increment—will depend on available capacity under this cap at the time of adoption.

Equally important is the distinction between general and special taxes. A general tax requires approval by a majority of voters, but must generally be placed on a regularly scheduled general election ballot for members of the governing body. A special tax, by contrast, may be placed on a special election ballot but requires approval by two-thirds of voters and must specify the purposes for which the funds will be used (California Constitution, Article XIII C).

If the City elects to pursue a special tax, state law requires accountability provisions, including a clear statement of purpose, restrictions on the use of funds, and annual reporting requirements (Government Code Section 50075.1). These provisions are designed to ensure transparency and maintain public trust.

In addition, Government Code Section 54964 and related legal authorities prohibit the use of public resources for campaign advocacy, while allowing expenditures for objective and factual information. This distinction is central to the City's effort and informs all aspects of the proposed scope of work.

Finally, implementation timing is an important consideration. Taxes approved by voters typically become operative at the beginning of a calendar quarter more than 110 days after adoption, which affects when revenues would begin to be realized following a March 2027 election.



APPROACH AND SCOPE OF SERVICES

DKS proposes a comprehensive and flexible approach that supports the City from initial evaluation through potential ballot consideration, while maintaining a clear focus on legal compliance and objective communication.

The effort will begin with a detailed assessment of the City's fiscal condition, service needs, and existing revenue sources. This work will establish a clear and defensible understanding of the City's financial position and identify potential funding gaps. Based on this analysis, DKS will assist the City in evaluating feasible revenue options within the constraints of state law, including potential tax structures, rates, and revenue ranges.

If desired, this analysis may be supplemented by public opinion research to better understand community priorities and perspectives. Such research can provide valuable insight into voter attitudes and help inform both policy discussions and communication strategies.

Building on this foundation, DKS will develop a public information strategy designed to communicate clear, factual, and accessible information to the community. This strategy will identify key topics, messaging approaches, and communication tools, ensuring consistency with City priorities and legal requirements.

A major component of the effort will involve community outreach and the development of informational materials.



DKS will assist the City in preparing fact sheets, frequently asked questions, presentations, and digital content that explain City services, fiscal conditions, and potential policy considerations. Public meetings and stakeholder engagement will be designed to provide meaningful opportunities for community input while maintaining a neutral and informational approach.

As the process advances, DKS will continue to support the City Council by preparing materials that facilitate informed decision-making, including clear explanations of fiscal impacts, service implications, and potential ballot measure structures. All materials will be developed in close coordination with the City Attorney to ensure compliance with applicable law.

DKS recommends a structured, phased schedule that allows sufficient time for fiscal analysis, public engagement, and City Council decision-making in advance of a potential special election in March 2027. While California law allows a city to call a special election on a range of dates, the process is governed by statutory notice requirements and practical coordination timelines with the County Registrar of Voters. In particular, the City must adopt a resolution calling the election and submit it to the County no later than 88 days prior to the election, although a lead time of approximately 100 to 120 days is strongly recommended to allow for ballot preparation, legal review, and administrative coordination.

Working backward from a potential March 2027 election, the City would need to take formal Council action no later than late November or early December 2026, with ballot language and ordinance development completed in advance of that deadline. The timeline below reflects these requirements and provides a realistic and defensible pathway for decision-making.

The project would begin in May 2026 with initiation and fiscal analysis, followed by refinement of revenue options and development of a policy framework during the summer months. In the fall, the City may elect to conduct public opinion research and finalize a public information strategy. Community outreach would occur through late 2026 and early 2027, leading to a Council decision on whether to place a measure on the ballot. If approved, the process would culminate in a potential special election in March 2027.

TASK 1: PROJECT MANAGEMENT

Our work will begin with a comprehensive kickoff meeting to confirm roles, communication protocols, and key milestones. Throughout the project, DKS will manage timelines, budgets, and deliverables with precision, offering the leadership necessary to keep the measure on track.

This will include coordination with all departments, overseeing deliverable tracking, and ensuring that all activities are effectively integrated, especially polling, engagement, and materials development.

DELIVERABLES

- Project kick-off meeting
- Bi-weekly check-ins with City staff
- Establishing documentation protocols for all meetings and public feedback
- Managing budgets, timelines, and subconsultant deliverables (FM3 and others)
- Monthly progress reports and invoices

TASK 2: DIGITAL PRESENCE AND ONLINE ENGAGEMENT

Building on the City’s existing website, our team will propose enhancements to usability and content strategy to help engage the public in greater understanding of municipal finance and City Services. This would include creating interactive tools and online surveys to broaden access and input. This would include multilingual access to participatory budgeting tools.

DELIVERABLES

- Updated content, calendar events, and tools for the project website
- Development of a participatory budgeting tool
- Up to 12 social media posts tailored



TASK 3: POLLING

In designing the survey for this project, we will draw from our knowledge of public opinion survey methodology, our comprehensive review of the City's past public opinion research, and your current and future objectives and needs. The survey will assess voters' budgeting and spending priorities to help refine and strengthen potential ballot language.

If the measure appears viable, the survey results will provide a roadmap for drafting legally permissible educational outreach materials. Our findings will also help draft the most efficient 75-word ballot language and inform best practices for community engagement.

DELIVERABLES

- Development of survey instrument
- Statistically valid survey of 1,000 residents
- Presentation of results

TASK 4: EDUCATION PROGRAM

We propose to lead at least 20 targeted meetings with stakeholders, community-based organizations, and two Town Hall Meetings. We will also design two mailers: one with information about engagement opportunities and one measure fact sheet. In all cases, our message will be educational, emphasizing how a measure could help improve local roads, support economic growth, and contribute to the region's quality of life

DELIVERABLES

- Review and update presentation materials, talking points, and engagement tools
- Personally lead at least 20 key stakeholder meetings
- Two City-wide mailers
- Provide summary memo detailing outcomes of meetings and feedback received

TASK 5 DRAFT AND FINAL PLAN AND ORDINANCE

Guided by polling, focus groups, and jurisdictional input, DKS will work closely with City staff to develop a Draft Investment Plan and Ordinance that is:

- Legally sound
- Politically viable
- Publicly accessible

We will also deliver a comprehensive final report capturing the full arc of outreach, engagement, polling, and policy development—providing a clear record for the public and a foundation for future communications.

DELIVERABLES

- Development of draft investment plan and ordinance
- Presentations at City Council
- Summary report
- Overall outcomes of the engagement efforts and how feedback impacted project outcomes and council direction, if applicable





FEE STRUCTURE

DKS proposes a flexible fee structure based on hourly rates and task-based budgeting aligned with the City's priorities and direction. Based on our understanding of the scope outlined in this SOQ, we have developed a preliminary budget framework that reflects the anticipated level of effort associated with fiscal analysis, public information strategy, community engagement, and development of informational materials.

This budget is intended to provide the City with a clear understanding of expected costs while maintaining flexibility to refine scope, level of effort, and phasing in coordination with City staff.

Key elements of our proposed fee structure include:

- Hourly billing rates by staff classification
- Task-based budgeting aligned with project phases (analysis, outreach, materials, and support)
- Optional services, including public opinion research and expanded outreach, that may be authorized at the City's discretion

A detailed fee estimate and rate schedule are provided as an attachment. Final scope and budget will be developed in coordination with the City following selection.

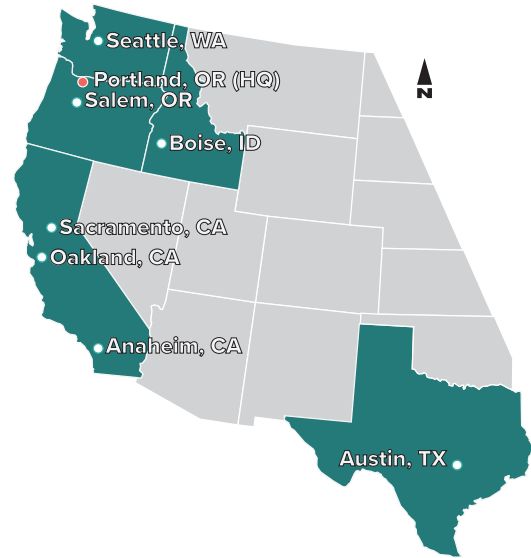
TEAM QUALIFICATIONS

DKS DKS ASSOCIATES

Founded in 1979, DKS Associates has provided specialized transportation engineering and planning services to public agencies across the country for 47 years. DKS also maintains a transportation-focused outreach practice that helps clients connect effectively with their communities. We are strongly committed to social equity and environmental justice, and we work to ensure that all people, regardless of socioeconomic status, can participate meaningfully in processes that value multicultural engagement.

DKS tailors its approach to each outreach project, combining innovative technology with grassroots engagement to develop effective outreach programs. We help agencies collaborate with local jurisdictions and partner organizations to advance regional solutions to transportation challenges.

This work includes supporting projects with shared regional benefits and assisting with funding strategies designed to maximize investment from state and federal agencies.



1979
Year Founded

47
Years in Business

8
Offices

150+
Employees Firmwide

S Corp
Form of Corporation

JOIN US FOR OUR TOWN HALLS OR SPECIAL MEETINGS!

Learn about what **Measure T** has done for **your community** and a potential renewal for 2024.

| | | | | |
|---|---|---|--|--|
| MON, MARCH 18 6:30PM - 8:00 PM Meadows Community Center 1218 E. Cleveland Madera District 4 Supervisor Leticia Gonzalez | TUES, MARCH 19 8:00 PM - 9:30 PM Reunión comunitaria (español) La Vitis Community 2776A Avenue 3 Madera District 1 Supervisor David Rogers | WED, MARCH 20 6:30 PM - 8:00PM Elementary School 48485 High School Road Oakhurst District 5 Supervisor Bobby Macaulay | THURS, MARCH 21 6:30 PM - 8:00 PM City of Chowchilla Special Council Meeting City Council Chambers 130 S. Second St. Chowchilla Zoom Available | FRI, MARCH 22 MOON - 1:30 PM Reunión comunitaria (español) Fairmead Elementary School 19421 Avenue 22 1/2 Chowchilla |
| MON, MARCH 25 8:30 PM - 9:30 PM Fire Station 3 2105 Road 26 Madera District 2 Supervisor David Rogers | TUES, MARCH 26 6:30 PM - 7:30 PM Ranchos Miral School Cafeteria 15425 Road 25 1/2 Madera District 1 Supervisor Jordan Wilmhoff | WED, MARCH 27 6:30 PM - 8:00 PM City of Madera Special Council Meeting City Council Chambers 205 W. 4th St. Madera Zoom Available | THURS, MARCH 28 6:30 PM - 8:00 PM Madera BOS 200 W. 4th St. Madera District 3 Supervisor Robert Poythress | |

¿Como invertirá los fondos para Measure T?

Deja tu aporte aquí: MeasureT-2024.com

MEASURE T - 2024
Madera County Transportation Authority

重新构想 NORTH WATT 道路交通计划

帮助 Sacramento 县改善 North Watt Avenue 的交通安全与便捷!

请访问我们的网站分享您的建议 www.reimagineorthwatt.com

HOW WOULD YOU INVEST MEASURE T FUNDS?

Give your input at MeasureT-2024.com by choosing from these possible project categories:

- LOCAL STREETS & ROADS
- SAFE ROUTES TO SCHOOLS
- EVACUATION PREPAREDNESS
- TRANSIT
- BICYCLES & PEDESTRIANS
- REGIONAL PROJECTS
- OTHER

MEASURE T - 2024
Madera County Transportation Authority



FAIRBANK, MASLIN,
MAULLIN, METZ
& ASSOCIATES

FM3

Fairbank, Maslin, Maullin, Metz & Associates (FM3) has specialized in public policy opinion research since 1981. With offices in Los Angeles and Oakland, California, FM3 combines the personalized attention and partner-level service of a smaller firm with the broad capabilities, fast turnaround, and rigorous quality control of a larger organization.

KEY STAFF

This effort will be led by Kendall Flint, whose work across California, particularly in the Central Valley, has focused on revenue measure planning, public information programs, and community engagement.

Kendall has led successful efforts for the Stanislaus County Council of Governments, the Merced County Association of Governments, and, most recently, the renewal of Measure T for the Madera County Association of Governments. She also led renewal planning for the Fresno Council of Governments through 2025. Her experience includes coordinating with local jurisdictions, developing expenditure frameworks, and engaging diverse stakeholders. As a result, she brings a strong understanding of regional economic conditions, voter behavior, and the practical considerations that shape successful ballot measures.

DKS is also assisting the City of Selma with a similar effort, providing public information and revenue measure advisory services. This includes developing legally compliant informational materials, coordinating with legal counsel, and crafting clear messaging about fiscal conditions and service needs. That ongoing work gives DKS directly relevant experience and allows us to bring tested approaches and practical insight to Coalinga.



KENDALL FLINT
PROJECT MANAGER, DKS

Kendall is an industry professional with more than 30 years of government experience. She has developed and implemented a broad range of communications efforts for cities, counties, special districts, and regional planning agencies throughout California. She brings extensive experience with outreach in support of transportation and land use planning and overall public information. Kendall has developed expenditure plans for the Stanislaus Governments, the San Luis Obispo Council of Governments, and most recently for the Madera County Transportation Authority. In addition, she has managed education programs related to measures for those agencies as well as the Merced County Association of Governments, Placer County Transportation Planning Agency, and the Transportation Agency of Monterey County.



MELISSA ABADIE, AIGA PD
DEPUTY PROJECT MANAGER, DKS

Melissa leads a team of graphic designers at DKS which focuses on strategic branding and visual design of reports, communications materials, and data visualization. She has over 25 years of experience developing creative strategies for public agencies and private companies. Her work includes development of the branding and outreach materials for the Madera County Transportation Authority's Measure T and the Placer County Transportation Planning Agency's Measure B. Melissa is committed to equity and how her design work can contribute to an equitable practice at DKS. Being able to create ADA-accessible graphics and documents is one way that the DKS Creative Services Group uses their skills to better reach strategically undervalued communities.



ALICE CHEN, AICP
*PRINCIPAL-IN-CHARGE,
QA/QC MANAGER, DKS*

providing key leadership support to Project Manager Kendall Flint and ensuring the team has the tools, resources, and staff needed to consistently exceed expectations. She brings over 30 years of experience in multimodal transportation planning and engineering, with expertise in policy development, interagency coordination, and implementation of Complete Streets, SB 743, and Safe System strategies.



ELISE BROCKETT
COMMUNITY LIAISON, DKS

Elise has a robust background in strategic communications and community engagement. With over six years of experience, she has successfully developed and executed complex outreach plans for construction, land use, and infrastructure projects across the Northern California region. Elise is adept at crafting clear and effective messaging, facilitating workshops, and managing project budgets and milestones. Her expertise extends to graphic design, event planning, and creating engaging marketing materials.



SHEIDA CARUGATI
*COMMUNITY LIAISON
SUPPORT, DKS*

Sheida has experience with creating public engagement plans, coordinating and leading outreach events, presentations, focus groups, and town hall meetings in multiple languages, and translating technical and nontechnical documents and engagement materials. Sheida is fluent in English, Spanish, and Italian and has a passion for languages as she is currently studying a fourth language: Farsi. Sheida is a 2021 FHWA Dwight D. Eisenhower Transportation Program Fellow focusing on transportation planning, roadway safety and design.



RICHARD BERNARD
FOCUS GROUP CO-LEAD, FM3

Richard is one of California's foremost public opinion researchers on issues related to public agencies, their services, and the funding they need to provide those services. Richard provides strategic advice for a diverse set of clients including cities, counties, special districts, K-12 and community college districts, nonprofits, businesses, and labor unions. He has been the lead researcher on projects examining resident satisfaction with local government services, as well as branding and marketing public agencies, nonprofit organizations, and development projects.



ADAM SONENSHEIN
FOCUS GROUP CO-LEAD, FM3

Senior Vice President Adam Sonenshein has conducted opinion research and evaluation and provided strategic advice for dozens of clients including local governments, ballot measure campaigns, candidates running for political office, local governments, nonprofit organizations, and business associations. Adam has extensive experience working in San Luis Obispo County, including for the cities of San Luis Obispo, Grover Beach, Morro Bay, Paso Robles, and Pismo Beach, as well as for the California Polytechnic State University (Cal Poly) in San Luis Obispo County.



PROJECT QUALIFICATIONS

MADERA COUNTY TRANSPORTATION AUTHORITY, MEASURE T

DKS developed and implemented a community engagement program on behalf of the Madera County Transportation Authority. The objective was to determine which projects, programs, and investments were viewed as most critical by the voting public. The new Measure T expenditure plan was passed on November 5th following almost two years of reassessing, adapting, and changing the form and structure of the Measure to meet those needs and expectations. Kendall, our proposed Project Manager, gathered a steering committee of people from each of the five County Districts instead of having our elected officials appoint people to make it more independent. With polling suggesting that road maintenance was the top priority across the County, the committee allocated 80% of all revenues to local roads. That category also includes options for evacuation

planning, which residents and businesses in the eastern part of the county badly wanted. It contains options for bike and pedestrian improvements in areas where they are desired and Safe Routes to Schools. We heard that many of the County's disadvantaged communities felt overlooked, lacking the investments they see happening in other areas. The Measure now sets aside 10% of all revenues for these areas using the same criteria as those used by the state and federal governments for grant eligibility; a first for a Self-Help County effort. It's hard to overstate the immense amount of outreach conducted to develop this new expenditure plan for Measure T.

More than 40 meetings and presentations, nine town halls, and a Measure website with thousands of visitors provided opportunities to ask questions and review all expenditures made for the last 17 years. The Measure was unanimously supported by the Steering Committee and all of the member agencies.

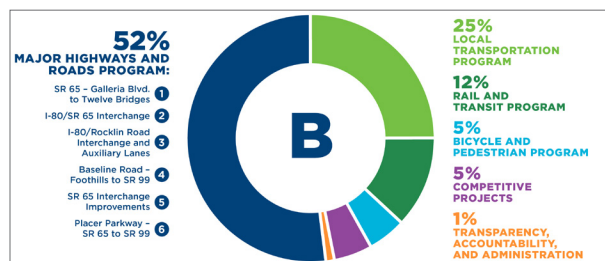
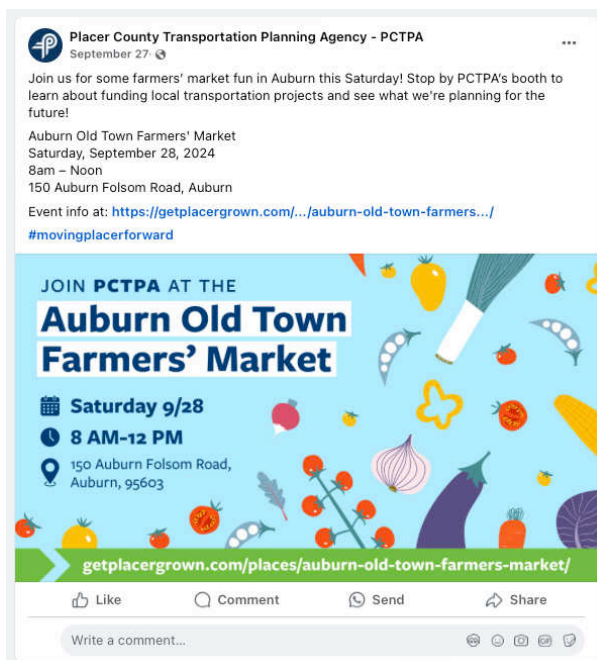
“The entire DKS team has been an invaluable asset to our agency. Kendall’s boots-on-the-ground approach, tireless dedication, and ability to foster consensus are truly impressive. She successfully organized the Steering Committee for the renewal Measure T Expenditure Plan in Madera County, facilitating discussions with professionalism and positivity.”

Patricia Taylor, Executive Director
(559) 675-0721 Ext 3
patricia@maderactc.org



PLACER COUNTY TRANSPORTATION PLANNING AGENCY (PCTPA) MEASURE B

DKS recently completed a comprehensive outreach effort as part of our role as the on-call public engagement team for the PCTPA. This included developing collateral materials and managing more than 40 pop-up events and presentations with information on the new proposed sales tax Measure B, as well as upcoming enhancements and changes to transit services in the region. Measure B is unique in that it would apply only to three cities in the County. It failed in 2016 and was pulled from the 2020 and 2022 ballots.



SAN LUIS OBISPO COUNCIL OF GOVERNMENTS (SLOCOG) MEASURE J

Prior to joining DKS, Kendall managed a comprehensive education program for SLOCOG's Measure J – its first attempt at a ½ cent transportation sales tax measure. Unlike StanCOG, the SLOCOG Board was not unanimously in support of the measure and there was organized opposition. Utilizing a community-based strategy

that included community presentations, farmers markets, senior centers, and a collaboration with Cal Poly San Luis Obispo – we were able to shift support in favor by nearly 10 points. The measure ultimately failed by less than 200 votes – an extremely narrow margin but was still the best performing first-time effort in the 2016 election cycle. Following the election, several members of the County Board of Supervisors remarked that if they had known it was so close to passing, they would have supported it.

STANISLAUS COUNCIL OF GOVERNMENTS (STANCOG) MEASURE L

Prior to joining DKS, Kendall spearheaded the creation of a community-centered expenditure plan following a comprehensive outreach initiative for the Stanislaus Council of Governments. In 2016, she successfully developed Measure L, a transportation sales tax measure, after previous efforts in 2006 and 2008 had failed. Unlike the earlier attempts, this measure was firmly rooted in public input, reflecting what the community wanted rather than the preferences of transportation planners or elected officials. She managed a thorough, transparent process that included focus groups, polling, and over 100 meetings with local agencies, stakeholder groups, and advisory bodies. This inclusive approach led to a plan that was distinct from previous proposals, prioritizing “Local Roads First”—a message that resonated across political lines. To ensure widespread awareness and support, Kendall delivered over 200 presentations to various local organizations,

including community groups, Municipal Advisory Councils, chambers of commerce, seniors, students, and local media. The result was a landslide victory: Measure L passed with 71.95% of the vote—the highest approval for a transportation measure in California in 2016 and the highest since 1989. Its success was particularly remarkable given the challenging political climate of 2016, with similar measures failing in more liberal areas like San Diego, Sacramento, and Contra Costa County.



Former CTA Board Member Paul Van Konynenburg, Kendall Flint, and then Board Chair Vito Chiesa accepting the California Transportation Foundation's Award for Public Outreach Project of the Year in Sacramento 2017.

"The Stanislaus County Council of Governments hired Kendall Flint in 2016 to do community outreach to gauge support for a ½ cent sales tax that would be dedicated to transportation.

Kendall created forums for the residents of Stanislaus County to voice their opinions and concerns. She used the voices of the community as well as polling data to propose an expenditure plan for the measure. This was a difficult task that was fraught with controversy and compromise. Kendall used her skills as a mediator and a moderator to bring the political factions and elected leaders in the county together to endorse the expenditure plan.

Once the expenditure plan was adopted and placed on the ballot as Measure L, Kendall did many educational presentations within the county. Since I was the chair of the political campaign to adopt Measure L, I had many opportunities to see her in action. She was an unbiased referee for Measure L – telling residents what the measure would do and what it would not do. She patiently engaged the opponents of the measure and corrected them when they were factually in error. Many meetings and forums became lively, but Kendall was always calm and focused. She never lost control of the setting.

Measure L was adopted in 2016 by the voters of Stanislaus County. Kendall Flint role was critical in the measure's passage.

I was, and still are, very impressed with Kendall's ability to mediate and moderate community meetings and forums. She brings expertise, experience, focus and dedication to the tasks that she is commissioned to accomplish. I highly recommend her."

– PAUL J. VAN KONYNENBURG, FORMER CALIFORNIA TRANSPORTATION COMMISSION, CHAIR YES ON L

TAHOE REGIONAL PLANNING AGENCY (TRPA) EQUITY POLICY PLAN

DKS and our client, the Tahoe Regional Planning Agency (TRPA), were honored with the WTS Sacramento Rosa Parks Diversity Leadership Award for our work on the agency's first Equity Study. This award is a testament to both of our unwavering commitments to promoting diversity and cultural awareness in the transportation industry. Over the course of a year, DKS and TRPA staff conducted multilingual surveys and focus groups throughout the Tahoe Basin to clearly define challenges in accessibility, availability, safety, and affordability of

information and services related to transportation. This required coordination across the states of California and Nevada as well as the Washoe Tribal Nation.

The study culminated in a suite of policy recommendations across six key areas: Engagement, Year-Round Access, Services, Infrastructure, Environment, and Technology. These recommendations, unanimously approved by the TRPA Board of Directors, are actively shaping new guidelines and approaches for implementing equity policies in housing, public engagement, and the current update of TRPA's Regional Transportation Plan.



ADDITIONAL CLIENTS

- Alameda County Transportation Commission
- El Dorado County Transportation Commission
- Humboldt County Association of Governments
- Metropolitan Transportation Commission
- Nevada County Transportation Commission
- San Joaquin Council of Governments
- Santa Barbara County Association of Governments
- Solano County Transportation Commission
- Ventura County Transportation Commission
- City of Fresno
- County of Fresno
- City of Fowler
- City of Clovis
- City of Kerman
- City of Kingsburg
- City of Mendota
- City of Parlier
- City of Reedley

PROFESSIONAL REFERENCES

MADERA COUNTY TRANSPORTATION AUTHORITY, MEASURE T

Nature of Work Performed: Development of Measure T Expenditure Plan, Facilitation of Steering Committee, Development and Implementation of Multi-Channel Public Engagement Program

Level of Responsibility: Prime Contractor / Project Manager (Kendall Flint)

Time Span: 2022-2024

Client Contact: Patricia Taylor, Executive Director
559.675.0721, patricia@maderactc.org

Additional Reference for this Project:

Robert L. Poythress
Madera County Supervisor
San Joaquin Valley Regional Policy Council Chair
San Joaquin Joint Powers Authority Board
California Association Of Councils Of Governments
Board Of Directors
200 W. 4th Street
Madera, CA 93637
559.662.6030

PLACER COUNTY TRANSPORTATION PLANNING AGENCY (PCTPA), MEASURE B

Nature of Work Performed: Support for Education Program for Measure B Community Events and Engagement

Level of Responsibility: Prime/Project Manager for Education Only (Kendall Flint)

Time Span: 2024

Client Contact: Matt Click, Executive Director
916.812.2077, mclick@pctpa.net



Victoria Ortiz, Kira Smith (TRPA PM), Kendall Flint, and Melissa Abadie at the 2024 WTS Awards

STANISLAUS COUNCIL OF GOVERNMENTS (STANCOG) MEASURE L

Nature of Work Performed:

Development of Measure L Expenditure Plan
Development and Implementation of Multi-Channel Public Engagement Program

Level of Responsibility:

Project Manager (Kendall Flint)

Time Span: 2014-2016

Client Contacts:

Vito Chiesa
Stanislaus County Supervisor
San Joaquin Valley Regional Policy Council Chair
San Joaquin Joint Powers Authority Board
California Association of Councils of Governments
Board Of Directors
209.531.5235
Chiesav@stancounty.com

Paul J. Van Konynenburg
Former Member California Transportation
Commission, Chair Yes on L
209.505.2308

KEY STAFF RESUMES



RESUMES



KENDALL FLINT

PROJECT MANAGER

Kendall is an industry professional with more than 30 years of government experience. She has developed and implemented a broad range of communications efforts for cities, counties, special districts, and regional planning agencies throughout California. She brings extensive experience with outreach in support of transportation and land use planning and overall public information. Kendall specializes in reaching out to underserved populations and managing controversial projects and issues. Kendall brings two decades of experience working on transportation sales tax measures throughout California.

EDUCATION

English Major, University of California, Los Angeles

YEARS OF EXPERIENCE

Total: 36

With DKS: 6

SELECT EXPERIENCE

Madera County Transportation Authority (MCTA)

Measure T Public Engagement Services, CA. After a failed renewal attempt in 2022, MCTA hired DKS to develop a new expenditure plan that more closely aligned with the expectations of local residents and stakeholders. Over the past year, she created a Steering Committee, developed a new expenditure plan that was unanimously supported by the committee, and then led a countywide education effort throughout Madera County. Measure T appeared on the November 5, 2024, ballot.

Placer County Transportation Planning Agency (PCTPA) Measure B, CA.

As the agency's on-call Public Information Director, Kendall and her team managed a county-wide education program for Measure B, a transportation sales tax on the November 2024 ballot.

Stanislaus Council of Governments (StanCOG) Measure L, CA.

Kendall developed and then managed the education program for StanCOG's expenditure plan for Measure L and managed a comprehensive education program that ultimately resulted in the measure's passage by 72% in 2016.

Merced County Association of Governments (MCAG) Measure V, CA.

Kendall assisted MCAG with its outreach program for Measure V and assisted in the development of the accompanying Strategic Plan, which was created by the Citizens Steering Committee and member agencies. This included coordination with all local municipalities and stakeholder groups.

Tahoe Regional Planning Agency (TRPA) Equity Policies &

Actions, CA. DKS is working with the Tahoe Regional Planning Agency on a multi-level engagement and technical program to



develop an area specific Equity Index. This index will guide future investments in transportation infrastructure, recreational amenities and sustainable tourism. It involves collaboration between both the State of California and the State of Nevada as well as four counties and three cities. Kendall serves as Project Manager for the study which includes measuring resilience of infrastructure related to emergency preparedness, access to public transportation, access to recreational opportunities and economic development. Work includes multiple

stakeholder groups, outreach to disadvantaged populations, coordination with the local Washoe Tribe and multilingual communications to reach Spanish and Tagalog speakers.

City of Santa Maria Local Road Safety Plan, CA. DKS recently completed a highly successful effort to develop a Local Road Safety Plan for the City of Santa Maria. With a local population that is 75% Hispanic, it was important to coordinate with local community-based organizations and schools to ensure equitable representation throughout the community. Additionally, the city has a substantial Mixteco community which does not speak or read Spanish. To ensure maximum participation, Kendall collaborated with the local Promotores and Proyecto Mixteco Indegenas groups and attended local events including the rodeo in person. This resulted in more than 500 interviews with at risk population members - greatly influencing the final study.

Fort Ord Reuse Authority, CA. Kendall successfully facilitated the sunset for the Fort Ord Reuse Authority, negotiating the orderly dissolution of the 25-year-old agency, which includes 10 local cities and Monterey County; University of California, Santa Cruz; Monterey Peninsula College; Cal State Monterey Bay, and more than a dozen local agency stakeholders. This two-year process included negotiations for future land use, property transfers, transportation funding, habitat management, the issuance of bonds for building removal, and a review of more than 120 individual contracts dating back over 20 years. Kendall collaborated with all the Agency's Committees, its Board, Executive Committee, and staff throughout the process, which concluded June 30, 2020.

Kings County Association of Governments (KCAG): Kings Regional Vision, Regional Transportation Plan & Sustainable Communities Strategy, Community Outreach 2014, 2018 and 2022 Kings Climate Action Plan (Cities of Avenal and Hanford), Community Outreach 2013-2014. Kendall led three separate outreach efforts for KCAG; one for its RTP/SCS effort and the other as part of the agency's coordination of Climate Action Plan development for the cities of Avenal and Hanford. Both projects include a series of workshops, presentations, collateral development, media relations, website development, and bilingual outreach efforts throughout the County.

Metropolitan Transportation Commission (MTC) Citizens Advisory Committee Review and Reorganization, CA. MTC asked for a review of the form and function of its three advisory committees and recommendations for future organization. Kendall served as the Project Manager for this review which included research regarding similar agencies, multiple meetings with citizen groups and MTC staff, and a complete review of the committee work products. Her recommended consolidation of the committees into one and restructuring was adopted by the MTC Board in November of 2009.

On-Call Contracts:

- City of Anaheim
- Madera County Transportation Commission
- Placer County Transportation Planning Agency
- Sacramento Area Council of Governments
- San Luis Obispo Council of Governments
- City of Tracy



MELISSA ABADIE, AIGA PD

DEPUTY PROJECT MANAGER

Melissa leads the Creative Services Group at DKS which focuses on strategic branding and visual design of reports, communications materials, and data visualization. She has over 25 years of experience developing creative strategies for public agencies and private companies. Melissa possesses a wide range of skills including creative direction, project management, branding, and graphic design. She uses an innovative approach to page layout, typography, and colors to promote an ease of readability—leading to documents with a professional appearance. Melissa is also committed to equity and how her design work can contribute to an equitable practice at DKS. Being able to create accessible graphics and documents is one way that the DKS Creative Services Group uses their skills to better reach strategically undervalued communities.

EDUCATION

BFA, Graphic Design,
University of Illinois

CERTIFICATION

Professional Designer, American
Institute of Graphic Arts,
Leadership & Public Speaking,
Dale Carnegie | Essentials of
Management, AmeriBen/IEC
Group

YEARS OF EXPERIENCE

Total: 28

With DKS: 8

SELECT EXPERIENCE

Madera County Transportation Authority (MCTA)

Measure T Public Engagement Services, CA. DKS worked with MCTC to develop a comprehensive community engagement strategy for the proposed renewal of Measure T, a transportation sales tax initiative. Melissa led a team of graphic designers in the creation of the project communication materials, including collateral, mailer, signage, websites, social media, and digital and print advertising.

Placer County Transportation Planning Agency (PCTPA) On-Call

Public Engagement Services, CA. To support PCTPA's goals of bringing transportation to communities that need it the most and providing equitable transportation alternatives to their region, DKS provides ongoing communication and graphic support. As part of this public engagement on-call, Melissa developed a social media strategy with accompanying event announcements and boosted online posts, including communication to promote PCTPA's attendance at several community events to provide information to the public about Measure B, a new proposed sales tax aimed at reducing traffic congestion and building transportation projects in Roseville, Rocklin, and Lincoln. Melissa also created public-facing communication pieces for the Regional Transportation Plan, including a project logo, banner, info cards, and website updates. To provide people-centered storytelling for PCTPA, Melissa developed an online equity dashboard that highlights regional demographic information and insights.



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

and presentation boards. The project will also culminate a final policy and actions document using interesting visuals and page layout.

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

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

San Luis Obispo Council of Governments US 101 Corridor Study, CA. For this corridor study of US 101 in San Luis Obispo County, Melissa led the development of the project logo and brand package to create a consistent look for the project and outreach materials. To provide vital project information and increase participation from the community, Melissa and the DKS Creative Services Team created social media posts, flyers, a project website, and an interactive comment map.

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

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

City of Santa Maria Local Road Safety Plan, CA. DKS developed a Local Road Safety Plan for the City of Santa Maria. For community engagement, Melissa created a comprehensive branding package that included a project logo and color palette that was used for all project communication. The materials were provided in both English and Spanish to ensure equitable access to all community members.

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



ELISE BROCKETT

COMMUNITY LIAISON

Elise is a skilled Project Manager with a robust background in strategic communications and community engagement. With over four years of experience, she has successfully developed and executed complex outreach plans for construction, land use, and infrastructure projects across the Sacramento and Northern California region. Elise is adept at crafting clear and effective messaging, facilitating workshops, and managing project budgets and milestones. Her expertise extends to graphic design, event planning, and creating engaging marketing materials. A graduate of the University of California, Davis, with a B.S. in International Agricultural Development, Elise brings a unique perspective and passion for public engagement and sustainability to her work.

EDUCATION

BS, International Agricultural Development, University of California, Davis

YEARS OF EXPERIENCE

Total: 6

With DKS: 1

SELECT EXPERIENCE

City of Sacramento Howe Avenue Transportation and Vision Zero Plan, CA. The goal of the project is to eliminate fatal and severe injury crashes on Howe Avenue between Fair Oaks Blvd and the Power Inn light rail station south of Folsom Blvd by identifying needs and recommendations to make it safer and more multimodal. The project, funded by Caltrans grant money, is focused on improving access and connectivity for all users, especially to nearby Sac State University and the American River Bicycle Trail. The analysis aims to identify and evaluate alternatives through balancing mobility, safety, and equity considerations, all in concert with a robust public outreach process to increase community buy-in. As Community Engagement Project Manager, Elise is currently planning an in-person and a virtual open house to present findings from the first phase of work and solicit community feedback to help refine the plan. To effectively promote and advertise this round of engagement, Elise is developing marketing materials such as a flyer, social media graphic, content for the project website, and email content to increase awareness.

City of Sacramento Norwood Avenue Complete Streets Transportation Plan, CA. The goal of the project is to provide increased multimodal connectivity and safety along Norwood Avenue from Main Avenue to Arcade Creek by identifying needs and project recommendations for increasing user safety and mobility. The project, funded by Caltrans grant money, is focused on improving access and connectivity for all users. The analysis aims to identify and evaluate alternatives through balancing mobility, safety, and equity considerations, all in concert with a robust public



outreach process to increase community buy-in. As Community Engagement Project Manager, Elise is currently planning an in-person and a virtual open house to present findings from the first phase of work and solicit community feedback to help refine the plan. To effectively promote and advertise this round of engagement, Elise is developing marketing materials such as a flyer, social media graphic, content for the project website, and email content to increase awareness.

County of Inyo Electric Vehicle Charging Infrastructure Network Plan, CA.

Inyo County and the Inyo County Local Transportation Commission are developing a plan to determine the best potential sites for building charging stations for electric vehicles (EVs). The Plan will provide detailed implementation guidance for installing these and other strategically-located stations throughout Inyo County to support the travel needs of residents and visitors. As Community Engagement Project Manager, Elise helped plan and facilitate a virtual Stakeholder Focus Group meeting with representatives from local agencies, tribal governments, utility providers, and community organizations to present project information and gather feedback from them about the EV plan. Additionally, Elise planned and facilitated a Virtual Public Workshop to inform community members about the project and encourage them to share any input on potential locations for EV chargers through the online interactive map. Elise also developed an informational project fact sheet that includes a broad overview of the planning process and how stakeholders and members of the public can continue to participate in the project.

Transportation Agency for Monterey County Regional Vision Zero Action Plan, CA. The Monterey County Regional Vision Zero Action Plan is a transformative initiative intended to eliminate fatalities and serious injuries on Monterey County roadways. This plan will outline the strategies needed for achieving safer roads, safer speeds, safer people, safer vehicles, and post-crash care. The Transportation Agency for Monterey County (TAMC) is leading the plan in close collaboration with staff from each city and the county. Throughout the plan each community will be engaged to ensure the plan reflects the diverse needs of populations throughout Monterey County. As Community Engagement Project Manager, Elise is planning a series of workshops taking place in each jurisdiction throughout the County to educate community members about the initiative and encourage their feedback and participation. Additionally, Elise is developing an informational project fact sheet to be shared with community partners and through the project website to increase public awareness of the plan.

City of Rancho Cordova Active Transportation Plan (ATP), CA. The City of Rancho Cordova is embarking on a journey to develop the Rancho Cordova Active Transportation Plan (ATP), which will be a new plan that establishes a vision for walking, rolling, and bicycling in Rancho Cordova. The ATP will identify needs in the community to create a low-stress network of streets, sidewalks, and paths, connecting people where they live to where they want to go. People are at the center of this plan and collaboration with the Rancho Cordova community is critical throughout the ATP process. As Project Manager, Elise oversaw the development of project communications materials and collateral including branding and logos, content for a dedicated project page on the City's website, a project fact sheet, informational cards for distribution at community events, and community activities designed to obtain informed feedback on potential active transportation improvements. Early in the planning process, Elise attended and helped facilitate a Community Workshop and Pop-up Workshop at the city's Good Neighbor Day event to gather public input that would help develop a citywide vision for a well-connected active transportation network.



SHEIDA CARUGATI

COMMUNITY LIAISON SUPPORT

Sheida has experience with creating public engagement plans, coordinating and leading outreach events, presentations, focus groups, and town hall meetings in multiple languages, and translating technical and nontechnical documents and engagement materials. Sheida is fluent in English, Spanish, and Italian and has a passion for languages as she is currently studying a fourth language: Farsi. Sheida is a 2021 FHWA Dwight D. Eisenhower Transportation Program Fellow focusing on transportation planning, roadway safety and design.

EDUCATION

BS Civil Engineering,
Concentration in Transportation,
University of New Mexico

Associate of Applied Science,
General Studies, Houston
Community College

YEARS OF EXPERIENCE

Total: 3

With DKS: 3

SELECT EXPERIENCE

Madera County Transportation Authority (MCTA) Measure T Public Engagement Services, CA. Transportation planning assistant on a public outreach project for the Madera County Transportation Authority in California. Sheida led the task of collecting and organizing information about different stakeholder groups, community service organizations, and service clubs in the County. Provided Spanish translation for all the project materials, including presentation slides and the project website. Conducted Spanish language town hall presentations to several community groups in Madera County. Coordinated in-person and virtual presentations with these community groups throughout the County to discuss what Measure T's impact has been on the region and share the Madera County Transportation Authority plan to explore putting a renewal effort on the 2024 ballot. Measure T was renewed by Madera County voters during the 2024 General Election.

City of Livermore Active Transportation Plan Public Engagement, CA. Transportation planning assistant on a public engagement task of the City of Livermore's Active Transportation Plan (ATP). Provided Spanish translation for engagement materials, including content on promotional materials such as e-blasts, flyers, and social media posts along with their captions. Conducted English and Spanish-language phone calls to promote the Livermore ATP virtual open house. Assisted in the organization of a virtual open house to provide information about an interim update of the ATP that was completed in April of 2024. Researched and compiled a diverse list of community stakeholders and their contact information to directly share information about the virtual open house. Created presentation materials for the virtual open house.



San Mateo County Midcoast Transportation Demand Management Plan, CA.

Transportation planning assistant on the outreach portion of the San Mateo County Midcoast Transportation Demand Management (TDM) Plan known as Get There Together. Get There Together outlines nine new strategies to leverage existing transportation systems to make it more accessible and equitable to drive, bike, walk, or take transit throughout the Central Coast in San Mateo County.

Spanish translation of all technical documents, including FAQ sheets, presentation slides, focus group evaluation forms, and outreach materials as well as real-time translation during the public outreach pop-ups and focus groups. Spanish translation was used for pop-up public outreach events catered to seniors, youth, and farmworkers in the County. The public's feedback on the nine outlined TDM strategies will help the County prioritize its strategies based on the input received during the pop-up events and focus groups.

PCTPA Transportation Accessibility and Equity Focus Groups, CA. Transportation planning assistant on an equity index and policy document drafted for the Placer County Transportation Planning Agency (PCTPA). Provided Spanish translation quality assurance and control for presentation and focus group materials. Coordinated between community service groups throughout Placer County and the PCTPA board to develop two focus groups for community members to provide valuable feedback regarding access to transportation in the context of equity.

Austin Transit Enhancement Infrastructure Project, Austin, TX. Transportation planning assistant on a transit infrastructure enhancement project for the City of Austin. Participated as an English and Spanish language outreach deputy representing Austin's transit agency, CapMetro, for ten events at transit centers throughout different areas of the city. Asked over 400 individuals, of which 19% were Spanish speakers, for feedback regarding preferences in bus infrastructure, speed, and reliability, how to use the funding for different types of projects, and optional demographic questions. Prepared survey questions for Phase 2 of public outreach for the Austin Transit Enhancement Infrastructure Project.

Island Regional Transportation Planning Organization Comprehensive Safety Action Plan, WA.

Transportation planning assistant on a comprehensive safety action plan (CSAP) for the Island Regional Transportation Planning Organization (IRTPO). Developed and executed the public engagement plan for the public outreach and transportation equity portion of the IRTPO's CSAP. Provided Spanish translation of outreach event materials and promotional tools for outreach events during the Summer and Fall of 2024. Researched and compiled a diverse list of community stakeholders throughout the entire county and their contact information to share information and coordinate community outreach events. Community stakeholders included senior, youth, bicyclist, pedestrian, differently-abled, non-English speaking, and other mobility challenged populations. Nearly 400 comments were received online and over 280 surveys were completed during the IRTPO CSAP outreach process.

Renton Safer Access to Neighborhood Destinations (SAND) Academy, WA. Transportation planning assistant on a public-facing roadway safety initiative spearheaded by the City of Renton in Washington. Prepared materials for three hands-on 2-hour training sessions – known as the SAND Academy – in both English and Spanish. Coordinated with the Renton School District and student/youth community organizations in the city to promote registration for the SAND Academy training, including preparing and distributing promotional fliers and presentations throughout Renton and providing 2 hours of registered community service hours for high school students.



RICHARD BERNARD

FOCUS GROUP CO-LEAD

Richard Bernard is an experienced public opinion researcher and accomplished focus group lead with deep expertise in qualitative and quantitative research for public agencies, nonprofit organizations, and private-sector clients. At FM3, he has written surveys, conducted focus groups and in-depth interviews, and provided strategic guidance on issues ranging from resident satisfaction and public agency branding to major ballot measure campaigns. His research has helped secure billions of dollars for transportation, clean water, open space, schools, libraries, and public safety initiatives, including recent efforts that led to the passage of the largest local transportation sales tax measure and the largest local park and open space parcel tax measure in U.S. history. Richard is particularly skilled at turning complex public opinion research into practical insights and messaging strategies that help clients engage communities and communicate with clarity and confidence.

EDUCATION

PhD, Sociology, UCLA



ADAM SONENSHEIN

FOCUS GROUP CO-LEAD

Adam Sonenshein is a skilled public opinion researcher and strategic advisor with extensive experience conducting research on behalf of local governments, school districts, nonprofit organizations, business associations, and ballot measure campaigns. Since joining FM3 Research in 2013, he has provided opinion research, evaluation, and strategic guidance on a wide range of public issues, including education, homelessness, public safety, housing, transportation, environmental protection, and government trust. His work has helped support the passage of numerous local ballot measures across California and has informed successful campaign strategies for both civic initiatives and public office. Adam is also a lead contributor to major ongoing research efforts, including the UCLA Quality of Life Index and polling on quality of life and trust in local institutions in San Diego County. Combined with more than a decade of prior experience in advocacy and public policy, Adam brings a thoughtful, practical approach to helping clients understand public sentiment and develop effective engagement and communications strategies.

EDUCATION

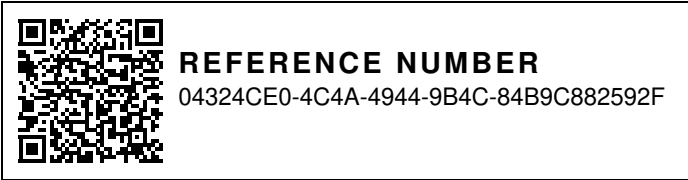
MPP, Public Policy (Education and Health Care), UCLA

BS, Political Science, Tufts University

TABLE 1. SAMPLE BUDGET



| | Direct Costs | Principal-in-Charge | Project Manager | Public Information | Graphic Services | Project Coordinator | Totals |
|--|------------------|---------------------|------------------|--------------------|------------------|---------------------|------------------|
| Tasks | | \$350.00 | \$325.00 | \$175.00 | \$135.00 | \$150.00 | |
| Task 1: Project Management and Coordination | | | | | | | |
| Task 1.1 Kick Off Meeting | \$800 | | 2 | 2 | | | 1800 |
| Task 1.2 Project Management | | 4 | 24 | 12 | 6 | 12 | 13910 |
| Task Subtotal | \$800 | \$ 1,400 | \$ 8,450 | \$ 2,450 | \$ 810 | \$ 1,800 | \$ 15,710 |
| Task 2: Digital Presence Online Engagement | | | | | | | |
| Task 2.1 Fact Sheet/Website Content | | | 2 | 12 | | | 2750 |
| Task 2.2 Social Media Posts | | | 4 | 16 | 16 | | 6260 |
| Task Subtotal | \$0 | \$ - | \$ 1,950 | \$ 4,900 | \$ 2,160 | \$ - | \$ 9,010 |
| Task 3: Polling | | | | | | | |
| Task 3.1 Polling | \$26,000 | 2 | 10 | | | | \$ 29,950 |
| Task Subtotal | \$26,000 | \$ 700 | 3250 | 0 | 0 | \$ - | \$ 29,950 |
| Task 4: Community Meetings and Workshop | | | | | | | |
| Task 4.1 Up to 20 Meetings/Workshops | \$8,000 | 2 | 120 | 80 | 24 | 12 | 66740 |
| Task Subtotal | \$8,000 | \$ 700 | \$ 39,000 | \$ 14,000 | \$ 3,240 | \$ 1,800 | \$ 66,740 |
| Task 5: Investment Plan and Ordinance Development | | | | | | | |
| Task 5.1 Draft and Final Plan and Ordinance | | 4 | 24 | | | 4 | 9800 |
| Task Subtotal | \$0 | \$ 1,400 | \$ 7,800 | \$ - | \$ - | \$ 600 | \$ 9,800 |
| Subtotal Cost | \$ 34,800 | \$ 4,200 | \$ 60,450 | \$ 21,350 | \$ 6,210 | \$ 4,200 | \$131,210 |

SIGNATURE CERTIFICATE



| TRANSACTION DETAILS | DOCUMENT DETAILS |
|--|--|
| Reference Number 04324CE0-4C4A-4944-9B4C-84B9C882592F | Document Name 26665-000 Coalinga On-Call Outreach - Final Proposal |
| Transaction Type Signature Request | Filename 26665-000_Coalinga_On-Call_Outreach.pdf |
| Sent At 04/24/2026 12:58:08 PM EDT | Pages 26 pages |
| Executed At 04/24/2026 04:11:00 PM EDT | Content Type application/pdf |
| Identity Method email | File Size 8.27 MB |
| Distribution Method email | Original Checksum 0aa9a87c7022001e839708166e9cc5826b3fa281fa8f397a548377683f9795c7 |
| Signed Checksum 4cb803efcbfa9f640ce2025d71daae171b8041931034eae068491c3876a80267 | |
| Signer Sequencing Disabled | |
| Document Passcode Disabled | |
| eIDAS Authentication Disabled | |

SIGNERS

| SIGNER | E-SIGNATURE | EVENTS |
|---|--|--|
| Name Richard Hutchinson Email rjh@dksassociates.com Components 1 | Status signed Multi-factor Digital Fingerprint Checksum 4f53cda18c2baa0c0354bb5f9a3ecbe5ed12ab4d8e11ba873c2f11161202b945 IP Address 172.56.109.151 Device Mobile Safari via iOS Typed Signature  Signature Reference ID B8E9C198 | Viewed At 04/24/2026 04:10:47 PM EDT Identity Authenticated At 04/24/2026 04:11:00 PM EDT Signed At 04/24/2026 04:11:00 PM EDT |
| Name Kendall Flint Email kendall.flint@dksassociates.com Components 1 | Status signed Multi-factor Digital Fingerprint Checksum 4f53cda18c2baa0c0354bb5f9a3ecbe5ed12ab4d8e11ba873c2f11161202b945 IP Address 107.127.14.129 Device Chrome Mobile iOS via iOS Typed Signature  Signature Reference ID 0D18166E | Viewed At 04/24/2026 01:01:51 PM EDT Identity Authenticated At 04/24/2026 01:02:09 PM EDT Signed At 04/24/2026 01:02:10 PM EDT |

AUDITS

| TIMESTAMP | AUDIT |
|----------------------------|--|
| 04/24/2026 12:58:08 PM EDT | Ashley Kaylor (ashley.kaylor@dksassociates.com) created document '26665-000_Coalinga_On-Call_Outreach.pdf' on Chrome via Windows from 72.177.1.18. |
| 04/24/2026 12:58:08 PM EDT | Kendall Flint (kendall.flint@dksassociates.com) was emailed a link to sign. |
| 04/24/2026 12:58:08 PM EDT | Richard Hutchinson (rjh@dksassociates.com) was emailed a link to sign. |
| 04/24/2026 01:01:51 PM EDT | Kendall Flint (kendall.flint@dksassociates.com) viewed the document on Chrome Mobile iOS via iOS from 107.127.14.129. |

| TIMESTAMP | AUDIT |
|----------------------------|---|
| 04/24/2026 01:02:09 PM EDT | Kendall Flint (kendall.flint@dksassociates.com) authenticated via email on Chrome Mobile iOS via iOS from 107.127.14.129. |
| 04/24/2026 01:02:10 PM EDT | Kendall Flint (kendall.flint@dksassociates.com) signed the document on Chrome Mobile iOS via iOS from 107.127.14.129. |
| 04/24/2026 02:57:50 PM EDT | Richard Hutchinson (rjh@dksassociates.com) was emailed a reminder. |
| 04/24/2026 04:10:47 PM EDT | Richard Hutchinson (rjh@dksassociates.com) viewed the document on Mobile Safari via iOS from 172.56.109.151. |
| 04/24/2026 04:11:00 PM EDT | Richard Hutchinson (rjh@dksassociates.com) authenticated via email on Mobile Safari via iOS from 172.56.109.151. |
| 04/24/2026 04:11:00 PM EDT | Richard Hutchinson (rjh@dksassociates.com) signed the document on Mobile Safari via iOS from 172.56.109.151. |