City of Fresno/FAX

PLANNING & DESIGN SERVICES– HYDROGEN INFRASTRUCTURE & FACILITY MASTER PLAN

RFQ No. 12502218

June 30, 2025

June 30, 2025

WSP USA
1281 East Alluvial Ave.
Suite 101
Fresno, CA, 93720
T +1 503-274-877
www.wsp.com

Attn: Orie Rubalcava
City of Fresno
Department of Transportation/Fresno Area Express (FAX)
2223 G Street
Fresno, CA 93706

RE: Request for Qualifications for Planning & Design Services For Hydrogen Infrastructure & Facility Master Plan | RFQ NO. 12502218

Dear Orie Rubalcava and Selection Committee Members:

Frenso Area Express (FAX) is at a pivotal moment- modernizing its transit system to better serve a diverse and growing community while continuing to provide safe, clean, and reliable transit experience to essential destinations. We understand that the primary goal of this project is to develop a practical, forward-looking roadmap that enables FAX to implement its Zero Emission Bus Rollout Plan and meet California's ambitious climate and mobility goals. With our technical depth, regional familiarity, and national leadership in zero-emission (ZE) infrastructure, WSP is uniquely positioned to deliver a plan that is both visionary and actionable. We are eager to help bring your vision to life for the Hydrogen Infrastructure & Facilities Master Plan.

WHY WSP IS THE RIGHT PARTNER FOR FAX

Transformational Expertise in Zero Emission and Hydrogen Infrastructure

WSP offers unparalleled expertise in leading major transportation infrastructure projects, including ZE planning, design, and implementation services. **WSP has provided hydrogen and battery-electric bus transition services for 15 of the 25 largest transit agencies in the U.S., including LA Metro, SFMTA, and SacRT.** In today's connected workplace, WSP seamlessly shares knowledge and resources across our network, bringing best practices from peer agencies directly to FAX. Our team brings deep experience in ZE fleet planning, facility design, and implementation, which offers FAX the benefits of best practices and lessons learned across the country. We understand the evolving hydrogen market and are prepared to help FAX navigate technical, regulatory, and funding complexities with confidence.

Extensive Local Knowledge and Industry Expertise

Our California-based team and national experts bring a diverse range of backgrounds and disciplines, such as professional engineers (all California-licensed), planners, architects, specialists, and economists who have worked together to deliver similarly innovative projects. Our robust team has an extensive background and understanding of bus fleet operations, hydrogen and battery-electric bus technologies and markets, including extensive experience in policy and transportation funding. Our local partner, VRPA Technologies, brings unmatched insight into Fresno's community and policy environment, ensuring that stakeholder engagement is authentic and effective.

Recent experience planning for hydrogen facilities in California

Deep understanding of California ZE policy, hydrogen technology and fuel providers, and funding landscape

Extensive experience in bus facility, vehicle procurement, and ZE transition planning

Local presence through VRPA

Expertise in project streamlining, providing cost and time savings to fleets.

Our team has a long history in California and the Central Valley and understands the nuances of your operations and the unique needs of the region. From day one we will leverage our substantial knowledge and experience of local, regional, and state regulations and requirements, the policy landscape (California Air Resources Board's Innovative Clean Transit [ICT], Advanced Clean Fleets [ACF], and Advanced Clean Trucks [ACT] regulations), hydrogen providers and original equipment manufacturers, funding opportunities, and other market considerations in our great state.

A Practical, Phased Approach to Implementation

WSP's approach is grounded in feasibility and flexibility. We will deliver a hydrogen infrastructure and facilities master plan that is technically sound, financially viable, and aligned with FAX's operational realities. Our team has extensive experience with multi-site, multi-jurisdiction ZE transition plans and understands how to balance long-term vision with near-term action.

Commitment to FAX's Vision

Our team is committed to being a steadfast partner to help the FAX and City of Fresno continue its ambitious push toward ZE technologies by identifying the most feasible site for hydrogen infrastructure, providing preliminary designs for said site, along with other services, and developing a phased Facilities Master Plan.

Our WSP team will be led by Project Manager, Lance MacNiven, WSP's National Lead for ZE Vehicle and Fleet Planning. Lance has delivered over 20 ZE planning and design projects across California and the U.S., and brings a collaborative, people-focused leadership style. He has supported peer agencies at similar inflection points, including LA Metro, SFMTA, SacRT, SolTrans, and RTD.

WSP is ready to leverage our industry-leading national and global ZE transition experience, our deep local understanding of the Central Valley and California, expertise, and spirit of service.

Our team is eager to partner with FAX with and bring practical and logical approaches to identifying, planning for, and designing its future hydrogen facility. The team has extensive experience with multi-site, multi-jurisdiction ZE transition plans. We understand and are well-prepared to respond to the dynamic nature of the ZE market and this pivotal opportunity.

WSP's primary contact for the proposed work is Lance MacNiven, Project Manager. Should you have any questions regarding this proposal or need further information, please do not hesitate to contact our committed leadership members. Lance MacNiven can be reached at lance.macniven@wsp.com and Principal-in- Charge, Shalonda Baldwin can be reached at shalonda.baldwin@wsp.com.

Sincerely,
WSP USA Inc.

Shalonda Baldwin
Senior Vice President
Deputy California Region Transportation Business Leader
shalonda.baldwin@wsp.com
(415) 243.4736

Lance MacNiven
Senior Vice President
National Alternative Fuels Fleet Planning Leader
lance.macniven@wsp.com
(310) 948.5666

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PROPOSER'S NAME: WSP USA Inc.
(Submit with Proposal)

PROPOSER'S CHECKLIST

Proposals shall be submitted in a three-ring binder, **one (1) original.** (If submitted electronically, hard copies are not applicable). The total proposal packet must be sealed and clearly marked on the outside **RFQ No. 12502218**.

Proposers are requested to submit this Checklist and the following information, providing the content in the sequence shown below. If the documentation provided is incomplete, the Proposer may be ineligible for award of a Contract.

REQUIRED

[X] 1. **BUSINESS LICENSE INFORMATION**, page 4

[X] 2. **PROPOSER'S QUALIFICATION QUESTIONNAIRE,** pages 5-6

[X] 3. **REFERENCES,** page 7

[X] 4. **ACCEPTANCE OF INDEMNIFICATION & INSURANCE REQUIREMENTS**, page 8

[X] 5. **DBE LISTING,** pages 9-10

[X] 6. **DEBARMENT AND SUSPENSION CERTIFICATION,** page 11

[X] 7. **NONLOBBYING CERTIFICATION**, page 12

[X] 8. **FEDERAL TAX LIABILITY & FELONY CONVICTION CERTIFICATION**, page 13

[X] 9. **DISCLOSURE OF CONFLICT OF INTEREST**, page 14

[X] 11. **DOE CERTIFICATION FORM**, page 15

[ ] 12. **SAMPLE SERVICE CONTRACT,** pages 16-17

[ ] 13. **PRE-PROPOSAL CONFERENCE (See *Instructions to Proposers, pg. ii* for details)**

[X] 14. **ADDENDA** - Signature page of all Addenda issued, Addenda No. __ to __. (Enter numbers if applicable)

FOR THE MOST QUALIFIED PROPOSER ONLY

[_] 15. **COST PROPOSAL INSTRUCTIONS,** pages 18 - 19

PROPOSER'S NAME: WSP USA Inc.
(Submit with Proposal)

ADDENDA

The City makes a concentrated effort to ensure any addenda issued relating to these Specifications are distributed to all interested parties. It shall be the Proposer's responsibility to inquire as to whether any addenda to the Specifications have been issued. Upon issuance by the City, all addenda are part of the proposal. Signing the proposal on the signature page thereof shall also constitute signature on all addenda.

TIME PERIOD TO AWARD/REJECT

The undersigned Proposer agrees that the City may have **ONE HUNDRED SIXTY (160) DAYS** from the date proposals are opened to accept or reject proposals. It is further understood that, if the Proposer to whom any award is made fails to enter into a Contract as provided in the Specifications, award may be made to another Proposer, who shall be bound to perform as if she/he had received the award in the first instance.

PROPOSER'S NAME: WSP USA Inc.
(Submit with Proposal)

BUSINESS LOCATION

( ) The undersigned Proposer does not maintain a place of business in the City of Fresno.

(X) The undersigned Proposer maintains a place of business in the City of Fresno at: 1281 East Alluvial Avenue, Suite 101, Fresno, CA 93720

BUSINESS LICENSE

(X) The undersigned Proposer has a current City of Fresno Business License and the number is 412115

If the successful proposer does not have a City of Fresno Business License, he/she shall obtain such a license prior to the issuance of a Notice to Proceed for the Work and maintain in effect throughout the term of this Contract.

PROPOSER'S NAME: WSP USA Inc.
(Submit with Proposal)

PROPOSER QUALIFICATION QUESTIONNAIRE

**REQUEST FOR QUALIFICATIONS FOR
PLANNING & DESIGN SERVICES FOR
HYDROGEN INFRASTRUCTURE & FACILITIES MASTER PLAN**

REQUEST FOR QUALIFICATIONS NO. 12502218

TO: FRESNO AREA EXPRESS

The undersigned Proposer submits the following information in accordance with the proposal Specifications: (Use additional sheets as needed.)

1. a. Business Name (If using more than one business name, please list all names.):
WSP USA Inc.

b. Address: One Penn Plaza, 4th Floor, New York, NY 10119

Is your firm operating as a franchisee? Yes_____ or No X

If yes, list the franchiser, and number of years your business has been franchised:

2. Provide the names, titles, qualifications, years of experience, and years with your firm, for all key personnel in authority in your business, including the key personnel that will be involved in this project, and the extent to which they will be involved in the performance of this Contract.*

Please see the table on page 6 for personnel in authority and *page 9* for each of the proposed team personnel for this project.

3. How many years has your business been established? 91

How many years has your business been under your present name? 8

How many years under former names? (List name and number of years)
Flatbush Engineering Corporation (1933-1964/ 31 years)Parsons Brinckerhoff Engineering Corporation (1964- 1964/ 2 months)
Parsons Brinckerhoff Quade & Douglas, Inc.(1964- 2006/ 42 years) PB Americas, Inc. (2006- 2011 / 5 years)
Parsons Brinckerhoff, Inc.(2011-2017 / 6 years)

4. How many years has your business been providing relevant services?
yrs of service in Feasibility Studies & Advisory : more than 40
yrs of service in master planning: more than 50
yrs of service in ZE: more than 30
yrs of service in hydrogen space: more than 9

5. What other types of services does your business provide? Advisory and Consulting; Engineering and Design; Environmental and Sustainability; Transportation and Mobility; Water Solutions, Energy Services, Federal Programs, Property and Buildings; Specialized and Technical Services in acoustics, archaeology, emergency management, tunnel engineering

6. Do you have any affiliated companies? (If parent company, list subsidiaries and divisions. If subsidiary or division, name parent company, its principals and their addresses):
Please see detailed affiliation companies on *page 7*

PROPOSER QUALIFICATION QUESTIONNAIRE (Continued)

REQUEST FOR QUALIFICATIONS FOR
PLANNING & DESIGN SERVICES FOR HYDROGEN INFRASTRUCTURE

REQUEST FOR QUALIFICATIONS NO. 12502218

7. Have there been any contract terminations for the services, relevant or otherwise, your firm performs before the fulfillment of the contract within the past three years? Yes X or No _____

   If so, list the date, client, and reason for termination below:
   WSP USA Inc. was a subconsultant to Wilson & Company, Inc., (WCI) on the Belen Watershed project for owner Middle Rio Grande Conservancy District. Effective December 27, 2024, WCI terminated WSP's subconsultant agreement for convenience.

8. Provide an organization chart, indicating full-time personnel, job titles, locations, and whether each individual works out of an office or is in the field. Organization chart attached?
   Yes X or No ____ Please see the project organization chart on *page 8* of this document.

9. Outline your support services including establishing direct lines of communication between City technical staff and the program manager. *
   Please see *page 29* for WSP's line of communication for the duration of this project

10. Submit a comprehensive plan for addressing the requirements per Appendix D - Statement of Work.
    Beginning on *page 30* of this document is WSP's approach to the scope of services and special considerations for Part 1 and Part 2

*Provide attachments as needed to accommodate responses.

#2 QUALIFICATION QUESTIONNAIRE

The table below shows our Northern California Transportation key personnel in authority. We have included detailed information of the project key personnel and the team selected for FAX's Planning and Design Services for Hydrogen Infrastructure and Facility Master Plan along with the organization chart and their resumes.

WSP'S TRANSPORTATION KEY PERSONNEL IN AUTHORITY

Name Title	Qualifications	Years of Experience / Years with the Firm	Level of Engagement on Study & Master Plan Project
Jerry Janetti Transportation and Infrastructure Business Line Executive	He is leading a $1.5B transportation business line. He has deep public and private sector transportation expertise and is an industry influencer and thought leader. He has strong ethical compass and leads with a "people-first" mindset.	41/30	—
John Fisher California Region Executive	He pioneered Public-Private Partnerships (P3s) and design-build delivery for major California projects. He is well versed in legislative strategy and stakeholder communications. He manages complex infrastructure programs and funding strategies and he has deep understanding in federal and regional transportation policy.	29/17	—
Domenic Lupo, PE Director of Operations, California Region	He leads complex transportation and site development projects; an expert in multidisciplinary civil design and engineering oversight; and he is experienced in agency coordination and permitting processes. He is experienced in delivering corridor and mobility improvements across jurisdictions.	30/3	—
Shalonda Baldwin, PMP Deputy California Region Transportation Business Leader / Principal-in-Charge	More than two decades of experience in public transportation. She is a strategic leader in multimodal infrastructure programs, oversees major transit and rail modernization projects, contributes to national infrastructure policy and equity initiatives. She is experienced in inclusive mobility and stakeholder engagement and cross-sector experience in public agency and private consulting.	25/3	5%, Principal in Charge

#6 QUALIFICATION QUESTIONNAIRE

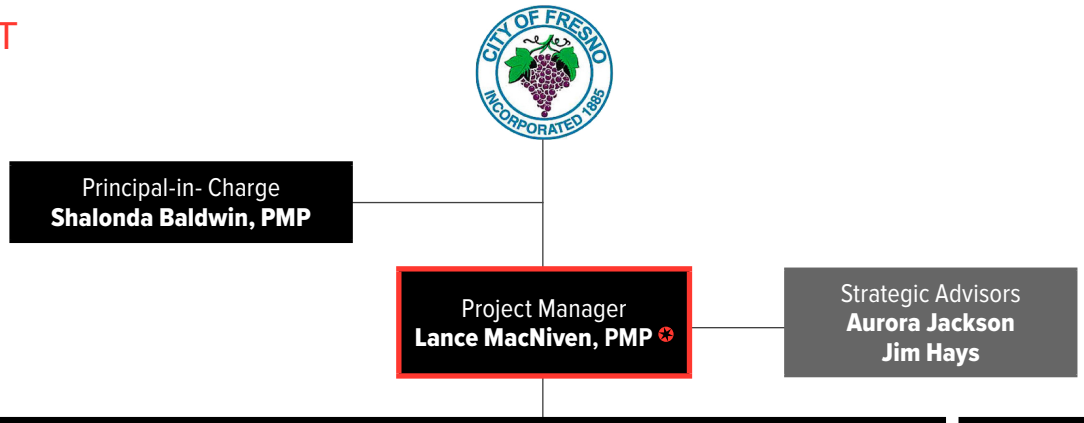
Affiliates and subsdiaries of WSP USA Inc.

Company	Relationship
Parsons Brinckerhoff Holdings Inc.	Parent
WSP USA Administration Inc.	Affiliate
WSP USA Services Inc.	Affiliate
WSP International LLC	Affiliate
Ecology and Environment Engineering and Geology, P.C.	Affiliate
WSP P.C.	Affiliate
Hydrogeologic, Architecture, Land Surveying, Landscape Architecture Services, P.C.	Affiliate
Louis Berger & Assoc., P.C.	Affiliate
Earth Environment Engineering and Geology P.C.	Affiliate
WSP USA E&E P.C.	Affiliate
WSP USA Design I LLC	Affiliate
WSP Puerto Rico P.C.	Affiliate
Walsh Environmental, LLC	Subsidiary
WSP Michigan Inc.	Subsidiary
WSP USA Geomatics Inc.	Subsidiary
WSP USA Solutions Inc.	Subsidiary
WSP USA Energy Storage Services Inc.	Subsidiary
WSP USA Environmental Consultants Inc.	Subsidiary
Knight E/A, Inc.	Subsidiary
Ecology and Environment de Mexico, S.A. de C.V.	Subsidiary
Ecology and Environment do Brasil, Ltda.	Subsidiary
Pastor, Behling & Wheeler, LLC	Subsidiary
POWER Engineers, Incorporated	Subsidiary
WSP USA Government Solutions Inc.	Subsidiary
Earthcreek LLC	Subsidiary
Logos WSP JV LLC	Subsidiary
CHIMBORAW JV	Subsidiary
WSP USA Design Inc.	Subsidiary

#8 QUALIFICATION QUESTIONNAIRE

The expertise of our team of specialists is not only technical, but also provides valuable insight into the needs and requirements, principal operating issues, and design criteria of successful transportation systems and facilities. The organizational chart below identifies each key team member's role and illustrates how our team will be structured to properly execute the RFP's scope of work. Following the organization chart is a table providing an overview of the qualifications for each team member and requirements outlined for this section.

ORGANIZATION CHART



LEGEND

✪ = Lead Personnel

SUBCONSULTANTS

EPC: hydrogen design
EPLS: surveyors
VRPA: outreach
MLEE: cost estimator

PART 1 FEASIBILITY STUDY				PART 2 FACILITY MASTER PLAN	
PROJECT VISIONING	**FEASIBILITY STUDY**	**PROJECT SELECTION**	**PRE-DESIGN**	**FACILITY PLANNING**	**DESIGN**
LEAD: Erik Bird ✪	**LEAD: Kaitlyn Zhang ✪**	**LEAD: Georgiena Vivian (VRPA) ✪**	**LEAD: John Cornish (EPC) ✪**	**LEAD: Mike Martin ✪**	**LEAD: Sina Mirzaeisefat ✪**
Needs, Outcomes, Priorities **Kay Cheng, LEED AP** KPIs, Metrics, and Scoring **Ryan Taylor-Gratzer**	Consumption Forecast Ex. Conditions **Cary Els, LEED AP** Fleet Analysis **Tamara Mahadi** H2 Infrastructure Siting Analysis **Ryan Taylor-Gratzer** Concept Development **Cary Els, LEED AP** Alternative Feasibility Evaluation Economic Analysis **Auden Kaehler** Reg. Analysis **Tanner Hamilton, EIT** Market Analysis **Dana Lowell** Schedule Development **Salvador Montes**	Public and Stakeholder Outreach **Carolina Ilic (VRPA)** Board Engagement **Lance MacNiven**	PMP Development **Lance MacNiven** ZE Technology **Cary Els, LEED AP** Civil **Evan Acevedo, PE** Electrical **Fadi Walieddine, PE** Geotechnical **Mitchell Fong, PE, GE**	Operational Analysis **Evan Register** Site Assessment **Evan Acevedo, PE** Alternatives Analysis **Cary Els** Stakeholder Outreach **Georgiena Vivian (VRPA)** Facilities Master Plan **Mike Martin**	Conceptual Design **Cary Els, LEED AP** Project Budget/Estimates **Ian Fisher** Project Schedule **Salvador Montes**

ADDITIONAL SUPPORT	Mechanical **Michael MacNiven, PE, FPE**	Environmental **Kristin Blackson**	Survey **ESP Surveying**	Cost Estimating **Franklin Lee (MLEE)**

The individuals selected for this project were carefully chosen based on their extensive experience and relevant skillsets to ensure the delivery of exceptional services to FAX. Following the summary table, we have provided detailed resumes for our Principal-in-Charge, Project Manager and each lead team members.

PROJECT PERSONNEL

✪ Represents lead team member

Name Title	Location	Qualifications	Relevant Projects	YRS of Exp / YRS with Firm	Field Personnel Y/N	Level Engage on Project
Shalonda Baldwin, PMP Principal-in-Charge	San Francisco, CA	✓ Deputy California Region Transportation Business Leader ✓ Extensive experience and relationships with NorCal-based public agencies and utilities	✓ SFMTA, Customer Experience (Cx), San Francisco ✓ LA Metro, Los Angeles ✓ National Infrastructure Policy Committee - Recommendation Drafting, Los Angeles	25/3	N	5%
Lance MacNiven, PMP ✪ Project Manager Board Engagement PMP Development	Los Angeles, CA	✓ WSP's national lead for ZE Planning ✓ Delivered over 15 transition plans ✓ Brings nationwide best practices and perspective to the team for this project	✓ SacRT, ZEB Facility Master Plan, Hydrogen Feasibility Study and Business Plan ✓ Regional Transportation District-Denver (RTD), Facility and Fleet Transition Plan ✓ SFMTA, Zero-Emission Facility and Fleet Transition Plan	15/10	N	75%
Erik Bird ✪ Project Visioning Lead	San Francisco, CA	✓ Experienced project manager and deputy project manager ✓ Proven knowledge of Fresno and the Central Valley ✓ Expertise in working with transit agencies regarding transition to ZE vehicles	✓ Tahoe Truckee Area Regional Transit, Systems Plan Update ✓ Placer County, Comprehensive Operational Analysis and Short Range Transportation Plan ✓ Caltrans, I-980 Corridor Alternatives Study	3/11	N	35%
Kaitlyn Zhang ✪ Feasibility Study Lead	Los Angeles, CA	✓ Strategic service planning and performance evaluation expertise ✓ Knows ZE transition planning ✓ Background in fleet mix evaluation, transit infrastructure, and facility planning	✓ SacRT, Hydrogen Feasibility Study and Business Plan ✓ SFMTA, Paratransit Zero-Emission Transition Feasibility Analysis	9/3	N	40%

Name Title	Location	Qualifications	Relevant Projects	YRS of Exp / YRS with Firm	Field Personnel Y/N	Level Engage on Project
Georgiana Vivian (VRPA) Project Selection Lead Stakeholder Outreach	Fresno, CA	✓ Provided City of Fresno/FAX public involvement services for Fixed-Route System Restructure ✓ Worked on Fresno Council of Government's, Fresno County Regional Microtransit Feasibility Study ✓ Assisted in Fresno Council of Government's, Regional Long-Range Transit Plan	✓ AC Transit, Emeryville and Seminary Stations H2 Fueling ✓ Golden Empire Transit, Fuel Cell Systems, Bakersfield	53/37	N	40%
John Cornish (EPC) Pre-Design Lead	Cheyenne, WY	✓ Specialization in fuel cell bus/transit projects ✓ Thought leader within the global hydrogen industry	✓ California Energy Commission, Riverside Station Hydrogen Fueling ✓ Sunline Transit, Fuel Cell Buses and Hydrogen Dispensing, Palm Springs	55/22	Y	40%
Mike Martin Facility Planning Lead Facilities Master Plan	Houston, TX	✓ WSP's national lead for fleet O&M facility design ✓ Focuses on fleet circulation, maintenance, and operations ✓ Conducts research into fleet maintenance and ZE equipment ✓ Phased implementation and operational continuity	✓ Metropolitan Transit System (MTS), Imperial Avenue Division Master Plan ✓ Maryland DOT (MDOT)/Maryland Transit Administration (MTA), Alternative Fuels Study ✓ Southeastern Pennsylvania Transportation Authority (SEPTA), Hydrogen Feasibility Study	18/18	N	50%
Sina Mirzaeisefat, PHD Design Lead	Irvine, CA	✓ Over a decade in engineering, energy, and transportation projects ✓ Deep experience of microgrid, Battery Energy Storage System (BESS), and charge management design ✓ Has led analysis and feasibility studies for advanced energy systems, including SCADA, hydrogen fueling, and solar PV systems	✓ LA Metro, Hydrogen Fueling Infrastructure Feasibility Study ✓ City of Taft, Microgrid/Electrification ✓ Port of Indiana, Microgrid Study ✓ Los Angeles Department of Water and Power, Green Hydrogen	15/4	N	25%

Name Title	Location	Qualifications	Relevant Projects	YRS of Exp / YRS with Firm	Field Personnel Y/N	Level Engage on Project
Kay Cheng, LEED AP Needs, Outcomes, Priorities	San Francisco, CA	✓ Proven track record of successful project management for California-based transportation projects ✓ Experience in electric micro mobility planning, operations, and permitting ✓ Familiarity working with local municipalities and private mobility operators	✓ VTA, Wheels on the Bus: Real Time Information, ✓ San Mateo County Transportation Authority (SMCTA), Regional Transportation Connections ✓ San Francisco City Planning	17/2	N	25%
Ryan Taylor-Gratzer KPI, Metrics, and Scoring H2 Infrastructure Siting Analysis	Los Angeles, CA	✓ Paratransit and accessible mobility on demand experience ✓ Experience working as both a paratransit contractor and contractor oversight ✓ Expertise in ZE demand response transition planning	✓ SacRT, Hydrogen Feasibility Study ✓ RTD-Denver, Facilities and Fleet Transition Plan ✓ Solano Transportation Authority (STA), CARB ICT Rollout Plan	12/5	N	30%
Cary Els, LEED AP Consumption Forecast Existing Conditions Concept Development ZE Technology Analysis Alternatives Analysis Conceptual Design	Houston, TX	✓ Leads transit facility site planning, including site selection, analysis, and heavy vehicle maintenance process planning ✓ Brings a multi-perspective understanding of design and construction, and enabling anticipation of stakeholder needs throughout project development	✓ SFMTA, Zero-Emission Facility & Fleet Transition Plan ✓ RTD-Denver, Reimagine RTD ✓ Soltrans, Maintenance Facility	25/16	N	50%
Auden Kaehler Alternative Feasibility Evaluation Economic Analysis	Washington, DC	✓ National lead for ZE funding and financing ✓ Developed financial and lifecycle cost and emissions models ✓ Focus on industry cost and reliability experience with ZE technology	✓ San Bernardino County Transportation Authority (SBCTA), ZEB Analysis ✓ LA Metro, ZEB Implementation ✓ Washington Metropolitan Area Transit Authority (WMATA), ZEB Fleet Transition	23/13	N	25%

Name Title	Location	Qualifications	Relevant Projects	YRS of Exp / YRS with Firm	Field Personnel Y/N	Level Engage on Project
Tanner Hamilton, EIT Regulatory Analysis	San Francisco, CA	✓ CAD land development experience ✓ Digital delivery experience ✓ Civil design experience	✓ Caltrans District 3 and 4 (Napa, Mendocino, Alameda, Butte & Tehama), Middle Mile Broadband Network ✓ SFMTA, Transit Training and Management Support Services (TTMSS)	3/3	N	20%
Tamara Mahadi Fleet Analysis	Los Angeles, CA	✓ Extensive expertise in ZE planning across low, medium, and heavy-duty vehicles for diverse vehicle types and operational use cases ✓ Experience working on over 20 ZE transition studies ✓ Familiarity with both ZE and non-ZE technologies	✓ Valley Metro, ZE Transition Plan ✓ SacRT, On-Call Planning ✓ RTD-Denver, Zero-Emission Transition Plan ✓ Hydrogen Feasibility Study, Singapore	7/5	N	40%
Dana Lowell Market Analysis	Boston, MA	✓ Career-long focus on alternative fuel and new technology implementation in transit ✓ Current knowledge of US hydrogen industry ✓ Significant experience with hydrogen infrastructure planning	✓ SacRT, Hydrogen Feasibility Study and Business Plan ✓ New Jersey Transit, Zero-Emission Bus Planning Study ✓ Southeastern Pennsylvania Transportation Authority (SEPTA), Hydrogen Fueling Infrastructure Analysis and FCEB Pilot Program	39/3	N	15%
Salvador Montes Schedule Development Project Schedule	Los Angeles, CA	✓ Extensive expertise project management and delivery, quality assurance/quality control (QA/QC) management, data management, document controls, rail and transit operations and corridor planning ✓ Maintains project schedules and budgets	✓ LA Metro ZEB Master Plan ✓ LA Metro Antelope Valley Line Study ✓ LA Metro Light Rail Transit (LRT) Foothill Gold Line, Phase 2B Extension	20/12	N	25%

Name Title	Location	Qualifications	Relevant Projects	YRS of Exp / YRS with Firm	Field Personnel Y/N	Level Engage on Project
Carolina Ilic, MCP, AICP (VRPA) Public and Stakeholder Outreach	Fresno, CA	✓ Career focused on public outreach and facilitation ✓ Proven experience in transportation and city planning ✓ Knowledgeable in transit planning and design ✓ Fluent in Spanish (reading, writing, speaking); translations	✓ Fresno-Clovis Metropolitan Area, Short Range Transit Plan ✓ City of Fresno Transportation Department/Fresno Area Express, Transit Network Route Changes ✓ San Diego Association of Governments (SANDAG), Urban Area Transit Strate/Regional Transit Vision	30/1	N	20%
Evan Acevedo, PE Civil Engineer	San Francisco, CA	✓ Brings experience in strategic planning and risk management ✓ Extensive transit infrastructure leadership ✓ Deep technical expertise with field experience ✓ Registered CA professional civil engineer	✓ Bay Area Rapid Transit (BART), General Engineering Services (GES) Contract (6M8149), Cable Replacements and Fiber Optic Cable Along R-Line ✓ Link21, Transbay Crossing Planning and Engineering	12/7	Y	30%
Fadi Walieddine, PE Electrical Engineer	San Francisco, CA	✓ Exceptional analytical and proven problem-solving skills and ability to present complex information clearly ✓ Strong interpersonal skills and effective communication ✓ Brings industry best practices ✓ Registered CA professional electrical engineer	✓ STA, Inductive Charging PS&E and Countywide Transit Electrification Plan ✓ Airport Fleet EV Upgrade, Hertz Rental Car National Project ✓ San Carlos Airport, Fuel Facility and Pump Station Improvements	46/17	Y	20%
Michell Fong, PG, GE Geotechnical Engineer	San Francisco, CA	✓ Specialization in seismic and subsurface engineering ✓ Experienced leader in team management ✓ Registered CA professional geotechnical engineer	✓ Placer County Transit, Battery Electric Bus (BEB) Facility ✓ USPS, Vehicle Maintenance Facility Next Generation Delivery Vehicles (NGDV)- Electric Vehicles Upgrades ✓ California High-Speed Rail Program Management	39/37	Y	20%

Name Title	Location	Qualifications	Relevant Projects	YRS of Exp / YRS with Firm	Field Personnel Y/N	Level Engage on Project
Evan Register, EIT Operational Analysis	Houston, TX	✓ Specialist in ZE transit facility design ✓ Technical leadership in charging infrastructure ✓ Hands-on experience across North America	✓ MTS, SBMF BEB Master Plan & Phase 1 Implementation ✓ Massachusetts Bay Transportation Authority (MBTA), 40-Foot BEB Feasibility Study ✓ Maryland Department of Transportation, Electrification Pre-2030 Transition Plan	7/7	N	20%
Michael MacNiven, PE, FPE Mechanical Engineer	Sacramento, CA	✓ Technical expert in mechanical and fire life safety systems ✓ National leader of vertical transportation systems ✓ Construction and commissioning expertise ✓ Strong client and stakeholder communication skills ✓ Regulatory and environmental awareness	✓ Sacramento Regional Wastewater Treatment Plant-Biogeneration Facility ✓ Caltrans District 4, Posey and Webster Tube Mechanical Upgrade ✓ Sound Transit, Northgate Extension Light Rail Final Design	25/2	N	20%
Kristin Blackson Environmental Analysis	San Diego, CA	✓ Expertise in environmental planning ✓ Trusted environmental policy advisor ✓ California Environmental Quality Act (CEQA) Instructor	✓ City of Fresno, CEQA Training Program ✓ SamTrans, ZEB Infrastructure Program ✓ Kern County, Carbon TerraVault I Environmental Impact Report (EIR)	25/2	N	25%

SHALONDA BALDWIN, PMP, SPHR
PRINCIPAL-IN-CHARGE

Shalonda Baldwin has more than 20 years of experience in guiding strategy; delivering pragmatic business and operational solutions; and promoting inclusive infrastructure and mobility in municipal governments, public transportation, and the infrastructure industry. Prior to joining WSP, Shalonda was an executive officer with LA Metro where she led management audit services; provided assurance of operational activities, capital programs, and financial investments exceeding $8 billion; and provided leadership for the delivery of nationally recognized innovative programs in support of inclusive infrastructure and mobility. Shalonda also served on the leadership team at SFMTA. She began her career in the San Francisco mayor's office and served in a senior leadership role for two mayors. Shalonda's core competencies include strategic planning, project management, enterprise strategy, public policy, contract and grant management, financial management, and stakeholder engagement.

PROJECT EXPERIENCE

Communication Based Train Control Upgrade Project (TCUP), SFMTA, San Francisco, CA: Principal-in-Charge. WSP provides expertise serving SFMTA's Program Management Team for the system-wide modernization of the transit rail system through Communications Based Train Control Upgrade (TCUP). Serve as the Principal in Charge and JV Board Representative, provides guided leadership, governance, and oversight for the PMT's delivery for SFMTA's TCUP.

Customer Experience (CX) Program, SFMTA, San Francisco, CA: Project Manager. WSP provides expertise and guides the development of the SFMTA CX Program. Through a systematic framework, collaborative, and agile process, WSP's CX team guides the development of a CX Program unique to SFMTA's operations and organizational culture that builds on industry standards, advances innovative CX approaches, including lessons learned in other markets, and aligns with SFMTA leadership's priorities that culminates in a comprehensive CX Roadmap.

BART Silicon Valley Extension Phase II Project, VTA, Santa Clara County, CA: Senior Vice President, Regional Transportation & Infrastructure Business Line Leader. The Phase II project is planned to include an approximately five-mile subway, three stations with underground platforms (28th Street/Little Portugal, Downtown San José, and Diridon), one ground-level station (Santa Clara), a train maintenance and storage facility, and additional facilities. Serving as the Joint Venture Board Representative for the Program Management Team (PMT), Shalonda provides guided leadership and oversight for the PMT's delivery for VTA's BART Silicon Valley Phase II Extension (Phase II Project).

I-980 Corridor Alternatives Study (Vision 980 Phase I), Caltrans, Oakland, CA: Principal-in-Charge. WSP supports Caltrans' effort to determine a broad set of goals and equity-based performance measures for the assessment of corridor scenarios/alternatives. Collaborates with a cross-functional team for the delivery of Interstate 980 visioning and corridor concepts. Serving as the Principal-in-Charge, Shalonda guides strategy

EDUCATION

- MBA, Golden Gate University
- BS, Allied Health Sciences, University of San Francisco

LICENSES/REGISTRATIONS

- Project Management Professional (PMP)
- Senior Professional Human Resources (SPHR)

QUALIFICATIONS

- Extensive experience and relationships with NorCal-based public agencies and utilities

3
Years with WSP

25
Years of Experience

Shalonda Baldwin, *continued*

including pragmatic and business solutions to support qualitative and quantitative data gathering, community engagement and stakeholder, and equity centered principals and initiatives to deliver I-980 alternative corridor concepts. She provides guidance of work tasks to ensure timely and quality deliverables.

Express Lanes Program Advisor, Bay Area Infrastructure Financing Authority (BAIFA), San Francisco, CA: Principal in Charge. Through the multi-year contract, WSP supported operations and implementation, planning and reginal coordination, technical and engineering support services, and public engagement and stakeholder coordination. Serving as Principal in Charge, Shalonda guided client engagement, and provided direction to ensure the timely and quality delivery of tasks and core deliverables. She served as an strategic advisor, provided escalated review of project deliverables, and identified programmatic solutions in support of project team's scope, resources and delivery for BAIFA's regional Express Lane program that supports the San Francisco Bay Area's Express Lane Network including the I-80 and I-680.

US Advisory Services: Shalonda served as a senior member of the enterprise management and strategy practice. She guided large-scale public and private enterprise customers and executives through a range of strategic initiatives including planning and policymaking, economic development, value capture, process improvement, performance management, communication, and engagement.

LA Metro, Los Angeles, CA: Executive Officer/Administration. Shalonda provided strategic direction and influence for projects, programs, and policies in support of Los Angeles County Metropolitan Authority's Vision 2028 strategic plan, Customer Experience (CX) Plan, and Metro's Program Management Plan for Measure M Capital Project Delivery. Shalonda led change initiatives across Transit Operations, Vendor and Contract Management, and Diversity and Economic Opportunity, guided Management Audit Services, and provided governance and assurance for operating programs and capital projects exceeding $8B annually.

LOCATION

- San Francisco, CA

FIELD PERSONNEL

- No

LANCE MACNIVEN, PMP
PROJECT MANAGER

Lance MacNiven is WSP's National Lead for ZE Vehicle and Fleet Planning. He has managed, supported, and advised ZE transition planning and design projects for more than 20 transit, port, public, and private fleet projects nationwide. Lance has a background in planning, managing, modeling, alternative analysis, phasing strategies, and technical writing for ZE transition projects. He is experienced in transportation planning and has delivered and supported the development of transit feasibility studies, implementation plans, facility master plans, and environmental documents like EIR and Environmental Impact Statements (EIS) for various modes and project types, including active bike and ped, bus rapid transit (BRT), rail, and highway. Lance's achievements include being featured on *Mass Transit Magazine's* '40 Under 40' in 2021 and *Business Insider's* '35 Under 35 Rising Stars in the EV Industry' in 2022. Lance is also a member of the American Public Transportation Association's (APTA) Leadership Class of 2025.

PROJECT EXPERIENCE

Facility and Fleet Transition Plan, Regional Transportation District (RTD), Denver, CO: Project Manager. Lance is responsible for developing RTD's Facilities and Fleet Transition Plan, a plan that will guide RTD in meeting their net zero emissions goal by 2050. The two-phased project began with an assessment of five alternative fuels/technologies (including hydrogen and battery-electric) and their respective impacts to RTD's existing facilities, fleet, workforce, and costs. Based on recommendations by staff, the project team then developed two plans: a Facilities Transition Blueprint that provides a roadmap for RTD to follow in the coming decades as it transitions its facilities and fleet, and a Federal Transit Administration (FTA) Transition Plan to leverage federal discretionary grant funding to assist in its transition.

ZEB Facility Master Plan and BEB Feasibility Study, SacRT, Sacramento County, CA: Project Manager. Lance was responsible for delivering SacRT's CARB-compliant Rollout Plan, and Bus Facility Master Plan. The latter provided conceptual drawings, requirements, and best practices for purpose-built hydrogen operations at various parcels in the Sacramento region (for a new bus facility).

BEB Facility Design and Specification Services, Placer County Department of Public Works (PCDPW), Placer County, CA: Project Manager. Lance is responsible for carrying out final (100%) designs for BEB charging at PCDPW's two bus facilities. Once designs are completed, the team is also responsible for supporting PCDPW with bid/procurement work for construction activities and construction administration.

ZE Facility and Fleet Transition Plan, SFMTA, San Francisco City and County, CA: Project Manager. Lance is responsible for managing the delivery of a Fleet Transition, CARB-compliant Rollout Plan, and other related services to guide SFMTA in their transition to a ZEB fleet by 2035.

San Bernardino Countywide Zero-Emission Bus Study Master Plan, San Bernardino County Transportation Authority (SBCTA), San Bernardino

EDUCATION

- MA, Urban and Regional Planning: Transportation Policy and Planning, University of California - Los Angeles
- BA, Urban Studies, Loyola Marymount University
- AS, Finance, Hawaii Pacific University

LICENSES/REGISTRATIONS

- Project Management Professional (PMP) # 2931312

QUALIFICATIONS

- National lead for ZE Planning
- Delivered over 15 transition plans
- Brings nationwide best practices and perspective to the team for this project

10
Years with WSP

15
Years of Experience

Lance MacNiven, *continued*

County, CA: Deputy Project Manager. Lance was responsible for managing team and coordination of ZEB Master Plan and CARB-compliant Rollout Plans for San Bernardino County agencies. The SBCTA ZEB Study Master Plan includes the analysis of both battery-electric and hydrogen fuel cell buses.

Countywide Electrification Manager, Solano County Transit (SolTrans), Vallejo, CA: Project Manager. Lance is supporting SolTrans with various management tasks to meet their goal of a 100% ZE Fleet, including but not limited to, the development of SolTrans CARB ICT Rollout Plan, grant funding, design decisions, procurement support, and construction administration of ZE-supporting infrastructure, including inductive opportunity charging locations and O&M facilities.

ZEB Bus Program Master Plan, LA Metro, Los Angeles County, CA: Deputy Project Manager/Project Coordinator. Lance was responsible for managing subconsultants and tasks, and developing Metro's master and CARB-compliant Rollout Plan. The largest (to date) transition in the US, Metro plans to convert their fleet of 2,300+ buses (11 bus divisions) to ZE technologies by 2030.

ZEB Feasibility and Transition Plan, PCDPW, Placer County, CA: Project Manager. Lance is responsible for developing a ZE transition plan (and CARB ICT Rollout Plan) for Placer County's two transit services - Tahoe Truckee Area Regional Transit (TART) and Placer County Transit (PCT). The final plan includes 30% facility concepts, route modeling, utility and electrical modeling, financial analysis, and Title VI analysis.

BRT/BEB Feasibility Analysis, VIA Transit, San Antonio, TX: Task Lead. Lance was responsible for the development of an analysis to evaluate the viability of operating a planned BRT system with BEBs (opposed to CNG buses).

ZEB Transition Plan, WMATA, Washington, D.C.: Technical Advisor and Task Lead. Lance was responsible for developing WMATA's ZE Transition Plan.

ZEB Program, Maryland Department of Transportation Maryland Transit Administration (MDOT MTA), Baltimore, MD: Advisor, Modeling Task Lead, and ChargeSim Task Lead. Lance was responsible for MDOT MTA's ZEB Program which consists of several projects, including planning, design, and pilots pursuant to a 50% ZEB fleet by 2030 and 95% ZEB fleet by 2045.

Fleet Procurement Plan, Lane Transit District (LTD), Eugene, OR: Project Manager. Lance was responsible for Phase II, the refinement and development of a 15-year fleet procurement plan for LTD's 100-bus transit fleet and 53-bus paratransit fleet. The goal is to identify a single fuel/technology that will be used for LTD's future "clean" fleet. The project includes the detailed analysis of RNG, propane, gasoline, hydrogen, ethanol, and battery-electric in terms of environmental, financial, and operational impacts.

FIELD PERSONNEL

- No

LOCATION

- Los Angeles, CA

ERIK BIRD
PROJECT VISIONING LEAD

Erik Bird is a skilled transportation planner, recognized for his versatile expertise in transportation and urban planning. He has experience in the Central Valley through his work with the City of Madera on their Transit Plan Services Assessment and the California High-Speed Rail Authority which included station planning work in Fresno and the other three potential stations included in Phase 1. Erik is also currently the project manager for the Placer County Transportation Planning Agency's Comprehensive Operational Analysis (COA) and Short-Range Transit Plan (SRTP) and Tahoe Truckee Area Regional Transportation's (TART) Systems Plan Update and is also the Deputy Project Manager for the California Department of Transportation's (Caltrans) I-980 Corridor Alternatives Study (Vision 980-Phase 1). As project manager and deputy project manager, Erik has shown the ability to keep projects on time and within budget while delivering quality work for a wide variety of clients through his overall organization skills and communication across a number of internal and external project team members.

PROJECT EXPERIENCE

COA and SRTP, Placer County Transportation Planning Agency, Placer County, CA: Task Lead. Erik is preparing a COA for the Auburn and Placer County areas and a consolidated SRTP for all transit providers in western Placer County. The plan will guide transit's post-pandemic ridership growth and the possible deployment of alternative operating models as well as determining future fleet needs regarding the transition to zero-emission vehicles.

Systems Plan Update, TART, North Lake Tahoe, CA: Task Lead. Erik is updating the 2016 Systems Plan to evaluate the region's transit network including routing, operating hours, seasonal service fluctuations, and efficiencies between TART's fixed routes, Paratransit, and TART Connect services to further meet the needs of the North Lake Tahoe region.

I-980 Corridor Alternatives Study (Vision 980-Phase 1), Caltrans, Oakland, CA: Task Lead. Erik is exploring alternatives for reconnecting communities along the Interstate I-980 corridor with an expanded focus on community integration and environmental justice to deliver more equitable outcomes for the City of Oakland, Bay Area region, and State of California. The study will outline alternative I-980 corridor scenarios and their effect on a range of corridor goals and objectives.

California High-Speed Rail Program, California High-Speed Rail Authority, multiple locations, CA: Task Lead. Erik conducted station planning work for various stations along the proposed network. Tasks included developing maps using ArcGIS and Illustrator, writing station reports that summarize work performed to date, and developing multimodal access design criteria including recommendations for pedestrian, bicycle, transit, and vehicular access to the stations.

Madera Transit Plan Services Assessment, City of Madera Transit, Madera, CA: Task Lead. Erik assessed the status of Madera Metro's bus route network and bus stop conditions. He conducted public outreach and

EDUCATION

- BA, Urban Studies, University of Texas-Austin

QUALIFICATIONS

- Experienced project manager and deputy project manager
- Proven knowledge of Fresno and the Central Valley
- Expertise in working with transit agencies regarding transition to ZE vehicles

3
Years with WSP

11
Years of Experience

LOCATION

- San Francisco, CA

FIELD PERSONNEL

- No

KAITLYN ZHANG
FEASIBILITY STUDY LEAD

Kaitlyn Zhang specializes in transit planning and ZE transition master planning, her background is in transit data analysis and performance reporting. She has led numerous transit capital improvement projects and coordinated with various stakeholders, including state and local governments, transit agencies, contractors, and community groups. Kaitlyn's expertise includes ZE technology evaluation, transition modeling, master plan development, fleet transition scheduling, and related ZE transition activities. She has also played a significant role in the development of Metro's ZEB Transition Plan and is leading efforts to source vehicles for Metro's contingency fleet for large events, including the LA 28 Olympic and Paralympic Games.

PROJECT EXPERIENCE

Hydrogen Feasibility Study and Business Plan, SacRT, Sacramento, CA: Project Manager. Kaitlyn leads a series of technical analysis that evaluates the cost and benefits of introducing FCEBs to the SacRT operation. The analysis ranges from vehicle assessment, service compatibility, facility improvements required. The evaluation includes various business models that will enable for SacRT to produce, purchase, store, and fuel FCEBs, and/or public commercialize hydrogen production and assessing the optimal fleet technology mix with the expectation of an expended fleet over the next 20 years. Kaitlyn led the team to complete the service and site evaluations and carried out an RFI to the industry to which 20 companies provided responses including both technical and planning strategies for the future project implementation.

Hydrogen Feasibility Study, LA Metro, Los Angeles, CA: Task Lead. An assessment to select the best division to implement a pilot program with 20 hydrogen fuel cell buses and supporting fueling infrastructure. Kaitlyn led the market research and facilitated direct conversations with hydrogen suppliers and recommendations to the supporting infrastructure to the planned fuel cell bus fleet.

Paratransit ZE Transition Feasibility Analysis, SFMTA, San Francisco, CA: Task Lead. An assessment of converting the existing 150-vehilce paratransit fleet to ZE fleet through service assessments, fleet mix analysis, and forecast vehicle replacement scenarios. Following the completion of the paratransit transition feasibility study, Kaitlyn also lead the update of the ICT Rollout Plan incorporating new equity assessments, recalculation of fleet compliance, and updated procurement plans for both fixed route and paratransit fleets.

Innovative Clean Transit Plan Update, SamTrans, San Mateo, CA: Technical Lead. Kaitlyn created the ICT Rollout Plan update and a slide deck used for leadership and internal outreach meetings to gain support on the plan implementation. The work had supported the SamTrans staff on getting board approval to procure 108 hydrogen fuel cell buses that enables transitioning one of two bus bases to be a hydrogen based facility.

EDUCATION

- MS, Public Policy, University of Southern California, Los Angeles
- BS, International Economics, Fudan University, Shanghai, China
- Graduate Certification in Transportation Systems, University of Southern California

QUALIFICATIONS

- Strategic service planning and performance evaluation
- ZE transition planning
- Hydrogen feasibility and implementation experience

3
Years with WSP

9
Years of Experience

Kaitlyn ZhanG *continued*

ZEB Master Plan, LA Metro, Los Angeles, CA: Modeling Lead and Coordination Lead. Kaitlyn conducted the service modeling analysis and opportunity charging analysis for all fixed route services operated by LA Metro. The work involved the modeling of over 2,000 buses that are deployed from 10 Metro directly operated divisions with built in assumptions of battery technology growth over the next 10 years. She led the 2023 Zero Emission Transition Master Plan Development. Kaitlyn hosts regular intra-agency coordination for Bus and BRT projects and external coordination with other municipal operators within LA County. She is also leading market sounding research for the regional ZEB procurement program in identifying interests and purchasing needs from 20 municipal operators in and around LA County.

ZE Fleet and Facilities Blueprint Project, RTD, Denver, CO: Acting Task Lead. Kaitlyn led the development of the fuel/technology screening report that guides the selection of core ZE technologies to be implemented by RTD between now and 2050. The report evaluates the current clean fuel and ZEB technology market and their respective impact to RTD operations in terms of fleet, facilities, emission, cost, and funding.

Contingency Fleet Plan, LA Metro, Los Angeles, CA: Task Lead. Kaitlyn is developing a plan to support the formulation of a 500-bus contingency fleet and establish the path to secure vehicles and infrastructure for the planned 2,700 Games Enhanced Transit Services fleet. She has been in charge of carrying out industry surveys, facilitating coordination and negotiation with public and private partners to identify available vehicles for loan or transfer to Metro. Kaitlyn is also responsible for coordinating candidate vehicle inspections, temporary facility evaluations, and developing a fleet operations plan.

Grant Assistance, LA Metro, Los Angeles, CA: Task Lead. On the preparation of the grant application package for the FY2023 FTA Low or No Emission Vehicle Program and Grants for Buses and Bus Facilities Program.

ZEB System Design & Investment Planning Study, New Jersey Transit, Newark, NJ: Task Lead. Kaitlyn led the completion of an existing fleet conditions assessment of the 17 garages and over 2,000 buses owned by NJT. The work includes the documentation of existing fleet and facility conditions, vehicle usage, and estimates of power usage by vehicle type at each garage. She is currently supporting the development of a 500 ZEB deployment plan that will guide the initial deployments of incoming ZEBs in coordination with the first two bus garages to be upgraded with bus charging. She is also leading a pilot KPI (Key Performance Indicator) evaluation effort on the community paratransit services that operate under the NJT umbrella. Kaitlyn developed a complete evaluation strategy and drive the data identification process to collection data on the service, vehicle, charger, and any maintenance activities.

Dutchess County Electric Bus Infrastructure Study, Dutchess County, NY: Task Lead. Kaitlyn led the development of the ZE technology report reviewing available BEB and FCEB options on the market, the supporting infrastructure and systems required, and associated cost and operations impact.

LOCATION

- Los Angeles, CA

FIELD PERSONNEL

- No

GEORGIENA VIVIAN (VRPA)
PROJECT SELECTION LEAD

Georgiena Vivian, President, founded VRPA Technologies, Inc. in 1988. She has over 53 years of experience in transportation planning and financing, congestion management, traffic engineering, transportation demand management and transportation systems management (TDM/TSM) activities, intelligent transportation systems (ITS) planning, sustainable communities planning, environmental planning, air quality, climate change, noise analysis and extensive public outreach. Georgiena's experience also includes the preparation of regional and local transportation plans including Corridor Studies, Congestion Management Programs, County Blueprint Programs, local and regional land use and Multimodal Transportation and Smart Growth studies, and associated outreach programs.

PROJECT EXPERIENCE

Fixed-Route System Restructure Public Involvement Services, City of Fresno/FAX, Fresno, CA: Principal in Charge. Georgiena assisted with obtaining public input on Title VI policies, including the threshold changes, disparate impact and disproportionate burden policies to guide the route restructure. She conducted eight (8) workshops in different venues across the City of Fresno, participated in several pop-up events held in conjunction with community events, and assisted with interviews with key stakeholders representing transit riders, including County Social Services, major employers, and educational institutions.

Fresno County Regional Microtransit Feasibility Study, Fresno Council of Governments, Fresno County, CA: Public Outreach and Engagement Program Manager. Georgiena attended and participated in stakeholder committee meetings. She led the development of the Public Engagement Plan (PEP) and oversaw the development of a bilingual community survey (both online and in-person). Georgiena also co-facilitated public workshops, and participated at pop-up events throughout Fresno County; provided assistance on the Service Alternative Development Memo, Prioritization Memo, and Recommendations Report; and led the preparation of Final Report content related to public outreach activities.

Regional Long-Range Transit Plan, Fresno Council of Governments, Fresno County, CA: Principal in Charge. Georgiena reviewed prior plans and studies relevant to the Long-Range Transit Plan. She supported the development of three (3) alternatives for the Plan; led or assisted with community engagement activities including workshops, pop-up events, community survey and stakeholder interviews; and assisted in the preparation of the Draft and Final Long-Range Transit Plan.

Blackstone McKinley Burlington Northern Santa Fe Railroad Grade Separation, City of Fresno, CA: Public Outreach and Engagement Program Manager. Georgiena led the creation of a bilingual project flyer and QR code.She managed the development of a community meeting direct mailer that was distributed to resident located in the vicinity of the project area; participated in an interactive virtual community meeting; led the development of talking points for the Mayor's office; and oversaw the creation of project news articles and press releases.

EDUCATION

- MS, Program, Urban and Regional Planning, California State University, Fresno
- BS, Urban and Regional Planning, California State University-Fresno

QUALIFICATIONS

- Public Outreach
- Environmental Assessments Long-Range Transportation Plans
- Transit Planning and Design
- Traffic Impact Studies

37
Years with VRPA

53
Years of Experience

LOCATION

- Fresno, CA

FIELD PERSONNEL

- No

JOHN CORNISH (EPC)
DESIGN LEAD

John Cornish has been the project manager and construction manager for over a dozen Fuel Cell Bus/Transit agency projects. The scope of responsibilities on these transit projects include concept through detailed design, equipment specification and purchase, H2 fuel supply specification and purchase, permitting, construction and construction management, commissioning, and operator and local Authority Having Jurisdiction training.

PROJECT EXPERIENCE

Emeryville and Seminary Stations, AC Transit, Oakland, CA: Project Manager. The project consisted of two new H2 fueling station design, permitting, equipment purchase, installation, community education outreach, Quantitative Risk Assessment (QRA), training and commissioning for two large bus yards each handling fleets of 12 fuel cell buses integrated with existing CNG and diesel fleets. John designed, permitted, and constructed modifications to two Maintenance Facilities to accommodate fuel cell buses.

SARTA- Canton, OH: Engineer of Record. The project included hydrogen infrastructure and hydrogen safety. John managed the projects design and permitting for the hydrogen systems and infrastructure.

Bus Fueler, Los Alamos National Laboratory (LANL), Los Alamos, NM: Project Manager. In response to a competitive RFP, EPC was awarded a contract to design, fabricate and provide O&M for a modular (containerized) bus fueler to fuel three public transit buses. Included onsite generation, compression, storage and 350 bar dispensing, fuel management system, remote monitoring, and five years of O&M.

Bus Fleet Transition, UCLA, Los Angeles, CA: Station design to replace campus CNG bus fleet with Fuel Cell Buses (FCBs.) Full design from concept to IFC and permitting of replacement fueling facilities to convert the campus bus fleet to FCBs including architectural, electrical, mechanical, and structural design and estimating.

FCB Maintenance Facility, DART, Dallas, TX: Hydrogen Technology Lead. John served as a subject matter expert supporting design of a new FCB maintenance facility and future H2 Fueling station at Wrangle Hill yard in Delaware. He prepared drawings specs, equipment sizing and cost, and key participant is HazOps following design. John also coauthored and published seminal paper on codes applicable to hydrogen maintenance and fueling compared to CNG and Diesel.

Riverside Station, City of Riverside, CA: Engineer of Record. John was responsible for the design and permitting of a City-owned hydrogen fueling station. He and his team prepared the 30, 60, 90 and IFC for the entire station. The station fueled both light-duty vehicles (LDVs) and transit buses. John was also the Construction Manager to construct the project. He also commissioned the station and was responsible for Turnkey O&M for the 14 months of operation.

Hydrogen and Fuel Cell Systems, Golden Empire Transit, Bakersfield, CA: Hydrogen Technology Lead. John designed the hydrogen and fuel cell systems and components to install a trailer mounted ethanol reformer system for fueling buses and powering electric chargers for a new FCB fleet. Separate contract to consult on design of maintenance facility upgrade to accommodate FCBs.

EDUCATION

- BSChE, Lehigh University, Bethlehem, PA

QUALIFICATIONS

- Thought leader within the global hydrogen industry
- Extraordinary breadth of experience on hydrogen projects, especially transit projects with hydrogen
- In-depth understanding about project risks

22
Years with EPC

55
Total Years of Experience

LOCATION

- Cheyenne, WY

FIELD PERSONNEL

- No

MIKE MARTIN
FACILITY PLANNING LEAD

Mike Martin manages the National Fleet & Facilities Division (FFD) of WSP's Transit & Rail Systems subsidiary. He has a wealth of experience developing ZE transition plans, system and facility master plans, asset management plans, and facility maintenance plans in addition to site, facility, and equipment design for large fleet projects across North America. Mike uses his background in technical writing to lead FFD's creation of clear, informative and precise documents and communications. He also develops designs and equipment layouts for building information modeling (BIM) projects using Autodesk Revit software. Mike has extensive experience with design criteria, compiling proposals, performing quality assurance, completing equipment research and layouts, and authoring asset maintenance programs.

PROJECT EXPERIENCE

System Facilities Master Plan, TriMet, Portland, Oregon: Deputy Project Manager. Mike was responsible for developing site layouts and system-wide design criteria to guide the development and renovation of TriMet's existing bus, rail, transit police, operator layover, and paratransit facilities. The project included modelling routes to expand TriMet's ZEB program and designs for a scalable rollout of ZE infrastructure across TriMet's properties. This project also included studies of both hydrogen and battery electric bus deployments.

Hydrogen Feasibility Study, Southeastern Pennsylvania Transportation Authority (SEPTA), Philadelphia, PA: Facilities Task Lead. Mike was part of the team that studied the feasibility of providing hydrogen fueling to fuel cell electric buses (FCEBs) at SEPTA's eight facilities at Midvale, Allegheny, Victory, Comly, Frankford, Southern, Callowhill and Frontier with a combined fleet of 1,370 transit buses. Following on the overall report, SEPTA tasked WSP with developing a pilot scheme at Midvale for a mobile liquid hydrogen fueler stationed on the site.

Zero Emissions Program, Community Transit, Everett, WA: Facilities Task Lead. Mike is studying the impacts and requirements associated with deploying an initial 60 bus transition fleet as hydrogen fuel cell buses (FCEBs) on the Kasch Park site. He detailed the needs associated with two distinct scenarios to achieve this initial transition: On-Site Hydrogen Generation via Hydro-Electrolysis at the Kasch Park site or Remote Site Hydrogen Generation via Hydro-Electrolysis at a yet to be identified site owned and operated by Community Transit.

ZE Bus Analysis, SBCTA, San Bernardino CA: Facilities Task Lead. Mike was part of the team that reviewed five different transit agencies within San Bernardino County including Omnitrans, Victor Valley Transit (VVTA), Mountain Transit, Morongo Basin Transit, and the City of Needles. Covering nine separate operating garages and four transit centers, the focus was on how to size, implement and phase in zero emission infrastructure at each facility. Both battery electric and hydrogen fuel cell buses were considered for each site.

Bus Yard Master Plan, Miami-Dade Public Transit, Miami, FL: Deputy

EDUCATION

- Bachelor of Arts, University of Houston, Houston, TX

QUALIFICATIONS

- National Lead for Fleet O&M Facility Design
- Focus on fleet circulation, maintenance, and operations
- Constant research into fleet maintenance and ZE equipment
- Phased Implementation and Operational Continuity
- Presenter: APTA Mobility 2025 – Maintenance Facility Design for ZE Transit

18
Years with WSP

18
Years of Experience

Mike Martin *continued*

Project Manager. Mike was responsible for developing site circulation patterns and safe vehicle and pedestrian movement across all of Miami's bus yards. The project included a complete overhaul of the existing yard layouts with an emphasis on developing more efficient routes for the vehicles to traverse the site which also provided adequate space to implement incoming zero emission buses. WSP developed a phasable plan to progress from an initial 25 ZEBs to a fully electric fleet while maintaining safe and efficient operation in all three existing yards.

ZE Facility & Fleet Transition Plan, SFMTA, San Francisco, CA: ZE Bus infrastructure Lead. The project includes transitioning SFMTA's entire fleet of 900 buses and their existing facilities to zero emissions vehicles by 2035.

Miami-Dade South Bus Maintenance Facility, Miami, FL: ZE Charging Infrastructure and Maintenance Equipment Lead. Mike lead the design of a new maintenance and operations facility to support the South Corridor Busway. The facility will support 100 articulated BEBs. The project included site selection and Title VI analysis.

ZE Fleet Study, MDOT/MTA, Baltimore, MD: Facilities Task Lead. Mike lead concept design to accommodate future fifty percent BEBs at four of MTA's existing facilities – Bush Main, Kirkland, Easter, Northwest. Test fits for hydrogen, ground mounted plug-in, wireless in-ground induction and overhead drop-down cord/inverted pantograph were produced. Impacts to bus capacity, on-site vehicle and night servicing circulation and high-level budgetary cost estimates were included.

Alternative Fuels Study, MDOT/MTA, Baltimore, MD: Facilities Task Lead. Mike lead concept design to accommodate future fifty percent BEBs at four of MTA's existing facilities – Bush Main, Kirkland, Easter, Northwest. Test fits for hydrogen, ground mounted plug-in, wireless in-ground induction and overhead drop-down cord / inverted pantograph were produced. Impacts to bus capacity, on-site vehicle and night servicing circulation and high-level budgetary cost estimates were included.

Imperial Avenue Division Master Plan, Metropolitan Transit System (MTS), San Diego, CA: Project Associate. Mike was responsible for site analysis of existing bus maintenance and storage facilities, BEB charging technology selection, parking layouts, and impacts of implementation of various structures and charging technologies. WSP developed a master plan implementable in three phases to allow full BEB transition while maintaining use of the site. A portion of the site is to be covered by light steel structure, the other portion of the site to be concrete parking deck to allow for staff parking on top, and bus parking and charging below.

Facility Modifications to Support BEB, SolTrans, Vallejo, CA: Project Associate. Mike was responsible for existing site analysis, BEB charging technology selection, charging concept selection, detail design, permit and construction oversight to provide new infrastructure to support a full fleet conversion from CNG, unleaded and diesel vehicles to BEB. The scope included concept design though detail design, permit and construction also includes modifications to two separate SolTrans transit centers.

LOCATION

- Houston, TX

FIELD PERSONNEL

- No

SINA MIRZAEISEFAT, PHD
DESIGN LEAD

Sina Mirzaeisefat has over 15 years of experience in engineering design, energy systems, utilities, and transportation electrification, supporting clients both domestically and internationally. His expertise spans clean energy infrastructure, microgrid development, and zero-emission transportation, including the design and simulation of microgrids, battery energy storage systems, and EV charging strategies. Sina has developed tools for charge management optimization, solar integration, and energy cost analysis, aiding agencies and utilities in making data-driven decisions. With a strong background in program management, technical consulting, and client support, he effectively aligns project goals with stakeholder needs through a collaborative and solutions-focused approach.

PROJECT EXPERIENCE

ZE Battery- Electric Bus Project, LA Metro, Los Angeles, CA: Technical Project Manager. Sina provides engineering support, coordinate internal and external teams for design delivery, cost estimations, utility applications and oversee simulations (2023-now).WSP is assisting LA Metro in transitioning its 2,400-bus fleet across 10 divisions from CNG to battery-electric bus (BEB) technology by 2030.

Equipment Maintenance & Transit Operation Center (EMTOC) BEB Electrification and Microgrid Detail Analysis, Rockville, MD: Solar Design Team Lead. Sina led the systems team for engineering design, energy yield analysis, microgrid design, electrification, solar PV layout, and system sizing WSP provided design services for Basic, Conceptual, 30%, 60%, 90%, and IFC stages of Solar PV arrays, BESS, BEB chargers, and related electrical/microgrid upgrades.

Hydrogen Fueling Infrastructure Feasibility Study, Project, LA Metro, Los Angeles, CA: Technical Program Manager. Sina is leading a team in a feasibility study for hydrogen fueling infrastructure, covering engineering, energy analysis, market research, cost estimation, layout planning, site evaluation, supplier interviews, etc.

BEB Design, WMATA, Washington, DC: Solar/Microgrid Design Team Lead. Sina is responsible for microgrid design, energy modeling, reviewing ChargeSim simulations, and developing detailed PV system designs WMATA has contracted WSP to develop a comprehensive BEB Master Plan Design for Project Development, building on the 2022 ZEB Transition Plan. The goal is to create a detailed short-term and long-term BEB Implementation Plan for Metrobus garages.

New Charges RFP, SBCTA, San Bernardino CA: Project Manager. Sina is lleading the development of an RFP package for adding Level 2 and Level 3 chargers at two stations, including cost estimation, scope of work, technical specifications, evaluation criteria, and load analysis.

Microgrid/Electrification Project, City of Taft, CA: Solar/Microgrid Design Team Lead. Sina led the systems engineering team to develop the Microgrid (BESS and Solar PV) electrical standard specification for the City of Taft, including packages for solar PV, battery systems, and new EV chargers.

EDUCATION

- Postdoc Researcher, Mechanical Engineering, University of Michigan, Ann Arbor, MI
- Ph.D., Mechanical Engineering, Federal University of Rio de Janeiro, Rio de Janeiro, Brazil
- MS, Offshore Engineering, Tehran Polytechnic University, Tehran, Iran
- BS, Ocean Engineering, Persian Gulf University, Bushehr, Iran

LICENSES/REGISTRATIONS

- License/registration

QUALIFICATIONS

- 15+ years in engineering, energy, and transportation projects
- Expert in microgrid, BESS, and charge management design

4
Years with WSP

Alternative Energy Study, Nevada Department of Transportation (NDOT), NV: Solar/Microgrid Design Team Lead. Sina led the team in energy modeling, system sizing optimization, code development, energy yield analysis, and detailed microgrid design/layout. WSP developed solutions for NDOT to meet current and future signals, lighting, and ITS power needs in Nevada using alternative energy.

Battery Energy Storage Systems Energy Modeling Projects: Project Manager. Sina led the system modeling for several energy storage projects, including sizing, charge/discharge strategy modeling, financial analysis, and layout design.

Solar PV Energy Modeling Projects: Project Manager. Sina led the system engineering team for the design of several utility-scale solar projects, including the PV system's study, sizing, energy yield modeling, conceptual and detailed design, system layout, and data analysis.

Mortenson, Edward Sanborn Battery Storage, Mojave, CA: Commissioning and SCADA Team Lead. Sina led SCADA system commissioning and PPA tests, including fiber communications, network switch configuration, PLC, and HMI setup; managed EMS via user interface, providing on-site support for 800MWh BESS commissioning.

Apple Data Center Alternative Backup Power Study, Reno, NV: System Team Lead. Sina led the feasibility study of different alternative hybrid and single technology options, including system availability & reliability study, life cycle cost analysis, etc.

U.S. Army Material Command Organic Industrial Base Modernization Implementation Plan: Lead Energy Engineer. Sina conducted energy consultation/assessment of three army bases (Tooele Depot, Sierra Depot, and Hawthorne Depot) to improve/modernize the energy and critical utilities.

Port of Indiana Microgrid Study, Burns Harbor, IN: Solar/Microgrid Design Team Lead. Sina conducted a feasibility study of a facility-scale microgrid, energy modeling, resource assessment, etc.

EDP, Vientos de Coahuila (VDC) Wind Project, Saltillo, Mexico: Commissioning Team Lead. Sina led the onsite SCADA system commissioning and testing, HV and MV breaker control commissioning, transformer commissioning and tests, etc.

LADWP Green Hydrogen, LADWP, Los Angeles, CA: Commissioning and SCADA Team Lead. Sina is participating in the LADWP and Power Green Hydrogen RFI response, leading the hydrogen production section

Sunfolding, Solar Tracker Load and Structural Design Analysis Project, CA: System/Mechanical Engineer. WSP conducted an independent engineering review of Sunfolding's Tracker System, focusing on pile embedment, post-plan flexibility, and civil grading. I led efforts in CFD simulation, energy modeling, load analysis, and civil grading

15
Years of Experience

LOCATION
- Irvine, CA

FIELD PERSONNEL
- No

#9 QUALIFICATION QUESTIONNAIRE

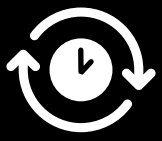
COMMUNICATION

WSP fully understands that the team selected for the Comprehensive Planning Services for Hydrogen Infrastructure & Facility Master Plan must demonstrate the ability to collaborate effectively with City of Fresno/FAX and respond to requests in a timely and economically efficient manner. Our staff will be available for the duration of the project and will be accessible to the City of Fresno/FAX at the duration of the project.

Project Manager Lance MacNiven, and his team are available by every method of communication, including email, phone, and virtual and in-person meetings.

Lance will communicate with the team and the City of Fresno/FAX Project Manager to discuss work activities and key action items (formally) during bi-weekly check-in meetings. The frequency of these check-in meetings will likely increase during more strategic periods of the project, such as preparation for stakeholder discussions and the development of major deliverables. Lance will respond to your requests in a timely fashion – typically within two hours of receipt.

Along with Lance as your main point of contact, FAX also has direct access to the Leads for each task.



Principal-In-Charge
overall performance, client satisfaction

Project Manager
overall oversight of the contract and monitors contract performance

Task Leads
daily oversight of technical team and subconsultant management

#10 QUALIFICATION QUESTIONNAIRE

PART 1

SCOPE OF SERVICE FEASIBILITY STUDY

The WSP team's extensive experience in ZE fleet transitions, facility siting, and bus facility master planning provides us with a deep understanding of the technological, financial, political, and operational constraints that will need to be considered when developing dynamic and actionable plans and designs for FAX. The preliminary designs and facility master plan that WSP develops will also include all required elements and special considerations as outlined by the US Department of Transportation (USDOT) and US Department of Energy (USDOE) to ensure that FAX's projects adhere with grant requirements and are eligible for other funding opportunities. WSP's approach to addressing all special considerations is detailed at the conclusion of the Scope of Services section.

To ensure the project's success, we will be implementing the two parts concurrently rather than sequentially. This approach will allow the project team to easily capture and respond to any changes in the market, funding, policy, and technology during the period of performance – potentially reducing costs and timeline for project delivery.

For Part 1, the Hydrogen Facility Feasibility Study (Feasibility Study), WSP will leverage the best practices and lessons learned from similar studies we developed for SEPTA, SacRT, and LA Metro. We will first develop a visioning framework with FAX staff to ensure that before we proceed with the analysis, all relevant agency and broad documentation have been reviewed, documented, and considered. It is also during this time that we will work with FAX to develop a scoring and weighting methodology to assess and identify the most viable sites for a new hydrogen facility. Following the development of the visioning framework, we will conduct an in-depth feasibility assessment consisting of site visits, geospatial analysis, and other evaluations to identify a shortlist of sites that are the most viable for future hydrogen bus operations. Using the agreed to evaluation metrics and methodology developed in the visioning workshop, the collective project team (WSP and FAX stakeholders) will identify the most suitable site for hydrogen operations. We will conclude Part 1 with pre-design activities, including the development of a Project Management Plan (PMP), up to 30% design drawings and associated documentation (preliminary cost estimates and specification framework), and environmental assessments. These elements are essential for the USDOE Hydrogen Hub funding decision, compliance with National Environmental Policy Act (NEPA)/ CEQA requirements, and increased competitiveness for discretionary federal and state grant opportunities.

Part 2 of the project focuses on the development of FAX's comprehensive Facilities Master Plan, which will largely run concurrently with Part 1. To accomplish Part 2, we plan to gather input from FAX early on in the project (during Visioning Workshop) on existing facilities. This approach will allow the project team to make preliminary phasing recommendations, and develop preliminary concepts for facilities that may be indepenent of the transition to hydrogen. **This strategy will also enable the project team to streamline some project elements and potentially finish sooner than the schedule shows.** Once the facility master plan has been developed, the project team will support FAX with advancing design for any or all facilities.

Task 1 – Project Management and Coordination

The Project Management and Coordination task will be used to provide and manage project oversight, structure of work, coordination, and control to successfully deliver the Hydrogen Facility Feasibility Study, Facilities Master Plan, and all underlying activities and tasks.

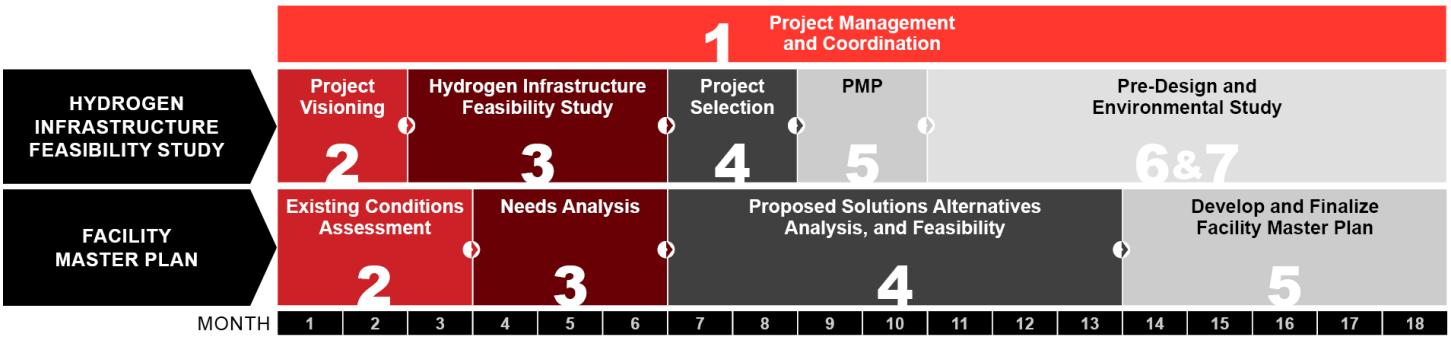


Figure 1: Summary of the necessary project elements, key tasks, and projected schedules

Frequent and effective communications and coordination between the project team and FAX, and stakeholders, will ensure that all parties are continuously aligned on the project status and outcomes. The following summarizes the activities and deliverables under the Project Management and Coordination task.

- **Project Kickoff.** To align expectations, a kickoff meeting with the FAX project team will be held shortly after the Notice to Proceed (NTP) is issued. During this kickoff meeting, WSP will introduce the project team, outline the project approach and schedule, identify points of contact and data needs, and align with the FAX project team on key priorities, expectations, and immediate needs/ concerns.
- **Regular Project Meetings/Coordination.** The project team will hold virtual bi-weekly calls with the FAX project team to discuss the project's status. This frequency of coordination will ensure that both the WSP and FAX teams are always aligned on the project's standing. Meeting minutes that summarize each call and expected action items will be developed and distributed to FAX shortly after the conclusion of each meeting.
- **Project Work Plan.** Shortly after the kickoff meeting, the project team will provide FAX's project leadership with a Project Work Plan (PWP). This document will be a living document that will be updated throughout the course of the project. It will outline the project goals, schedule, resources, and the Communications, Quality, and Safety Plans.
- **Project Reporting/Invoicing.** The project team will submit a monthly progress report to FAX with each invoice. The progress report will detail the work efforts of the project team during that reporting period. Additionally, the report will include a project forecast and tracker, providing FAX's leadership with an overview of the project's status regarding schedule, deliverables, and budget.
- **Project Controls.** The project team will utilize a Microsoft SharePoint site for document control, storage, organization, and collaboration. This site will also be accessible by FAX staff for ease of access for reviews and data exchange. At project completion, all documentation will be submitted to FAX for subsequent implementation steps and record-keeping. All deliverables (drawings, documents, meeting minutes, etc.) will undergo WSP's quality procedures and protocol (Quality Plan to be provided in the PWP) before being transmitted to FAX. WSP's commitment to delivering quality services is demonstrated by our success in maintaining ISO 9001 certification since 1998.

Task 1 Deliverables: Project Kickoff Meeting, Bi-Weekly Meetings, Project Work Plan, and Monthly Progress Reports

Task 2 – Project Visioning

The Project Visioning task will be used to develop the project's Visioning Framework document, a framework that will document FAX's needs, priorities, constraints, and expected outcomes for the Hydrogen Facility Feasibility Study and Facilities Master Plan.

To develop the Visioning Framework the project team will first consult, review, and evaluate several plans, documents, and other criteria that will impact the parameters of the project, including, but not limited to: FAX's LRTP, SRTP, ICT Rollout Plan, and various city, regional, state, and federal guidelines, codes, regulations, and requirements. The team will also engage the local Fire Department to ensure they also are involved with the process.The project team will then host up to two virtual workshops with FAX staff to summarize the general takeways and solicit feedback from FAX and stakeholders on additional parameters and needs that need to be considered for the project including, but not limited to:

- **Hydrogen Facility Requirements.** The type of parcels that should be considered for a future facility (City of Fresno/FAX-, public-, or private-owned), expected fleet size, operational preferences, and other considerations that are not available in current documentation.
- **Siting Criteria.** Metrics and weights for various factors that will determine the most suitable future sites for a hydrogen facility. This may include: facility size, ownership, proximity to routes (minimized deadhead), Title VI, and other factors.
- **Stakeholders and Outreach Strategy.** Feedback from FAX on who and how to engage during the project to ensure that messaging is consistent and being conducted in a way that is suitable to FAX.
- **Facility Master Plan.** The plan for FAX's future facilities will be dictated by the fleet mix, schedule, and timing. The project team would like to use this workshop to understand FAX's vision for the future to help guide the project team with parameters for concepts and future designs.

Task 2 Deliverables: Project Visioning Workshops and Visioning Framework.

Task 3 – Feasibility Study

The Feasibility Study task is a linchpin in the transition of FAX's future FCEB fleet. **Considering it will drive the design and implementation of a future hydrogen operation, it is essential that the study is logical, comprehensive, and aligns with all of the parameters and needs established in the Visioning Framework.** The project team has conducted similar studies for other agencies across the country and based on our previous work (lessons learned and best practices), and understanding of FAX's needs, we propose a structured three-step approach to conduct the feasibility study. Step 1, the Consumption Forecast, focuses on estimating hydrogen consumption for the future FAX fleet. This includes a year-by-year forecast as additional hydrogen vehicles are introduced, helping to define the scale of required on-site production or off-site hydrogen deliveries. Step 2, the Hydrogen Infrastructure Siting Analysis, identifies and evaluates potential sites for hydrogen infrastructure.

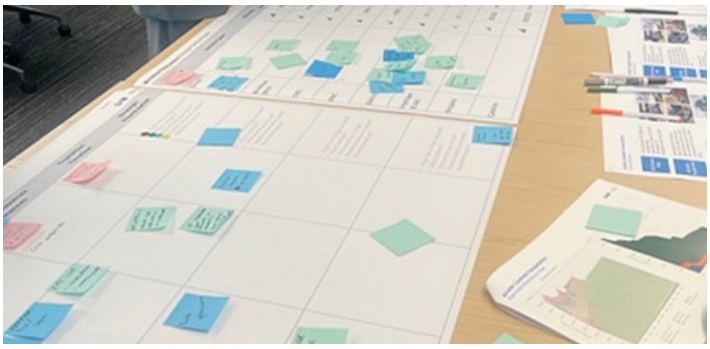


Figure 2: In-person project visioning workshop that provided staff with a forum for discussion and input.

This involves assessing current FAX operational facilities as well as other properties owned—or potentially acquirable—by City of Fresno/FAX. We will develop alternative configurations based on these sites. The last step, Step 3, Alternative Feasibility Evaluation, focuses on detailed assessments of candidate sites to determine their maximum hydrogen production, storage, and operational capacities. This will include financial and operational feasibility analysis. The goal is to narrow the alternatives down to two or three of the most cost-effective options (noting that a single alternative could involve multiple sites). These shortlisted alternatives will move forward to a public selection process in Task 4.

This approach is inclusive of all of the requirements and considerations outlined in the RFQ (market, fleet, delivery options, economic evaluation, regulatory constraints, and project schedule), but they're phased and organized in a way that we have found to be the most time-effective and dynamic – a key component in an industry/market that is constantly evolving.

Step 1: Consumption Forecast

WSP will review existing fleet and facility plans to understand the projected evolution of FAX's fleet from project initiation through full fleet transition. Our objective is to estimate annual hydrogen demand based on key inputs such as fleet replacement schedules, facility assignments, and potential changes in service levels. We recognize that FAX's future technology mix continues to evolve following the CARB ICT rollout plan. We can either begin with an updated version of your existing fleet plan or collaborate with you to develop a new one. In addition, understanding any planned major service changes or restructuring will help us estimate annual vehicle miles traveled, which in turn will inform fuel/energy requirements.

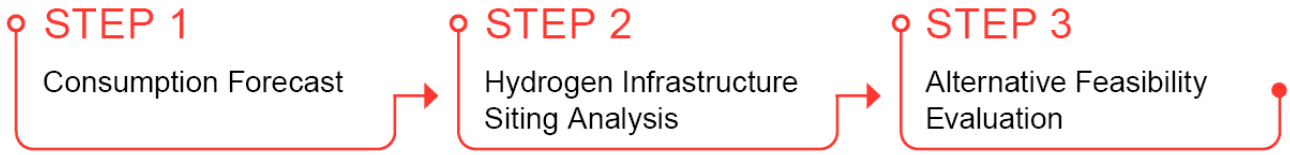


Figure 3: Three-Step Feasibility Study Approach

- At the conclusion of Step 1, we will have established study assumptions (e.g., service efficiency;
- Analyzed fleet and service patterns; and
- Developed year-by-year fuel demand projections.

Step 2: Hydrogen Infrastructure Siting Analysis

Based on the hydrogen demand forecast in Step 1, we will assess where and how much hydrogen will be needed. These findings will inform the siting of future infrastructure.

Our first step will be to review existing City of Fresno/FAX-owned properties for potential use, identifying any fatal flaws that would disqualify a site (e.g., size constraints, land use restrictions, or operational conflicts). If no suitable FAX properties are identified, we will expand our search to include additional parcels that meet the criteria for hydrogen facility development. Initial screening will focus on high-level criteria, including:

- Available space
- Land use compatibility
- Proximity to fleet operations
- Potential impact on existing operations, operating costs (ie dead head for fueling)
- Potential for revenue generation from fueling demand from other public and private fleets

At the conclusion of Step 2, we will have developed preliminary site analysis maps and reports.

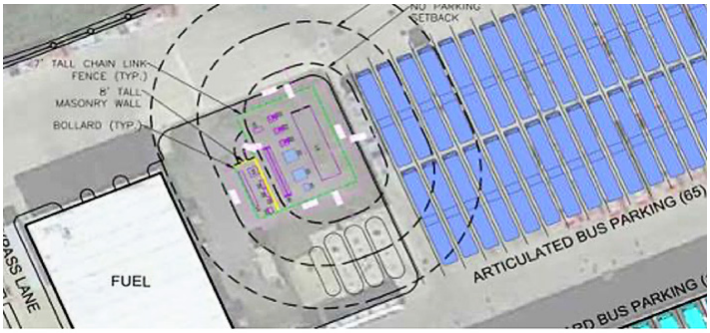


Figure 4: Hydrogen Yard with NFPA Setbacks

Step 3: Alternative Feasibility Evaluation

For each viable site identified in Step 2, we will conduct a detailed feasibility analysis to understand the full potential and limitations of hydrogen infrastructure development. This includes evaluating each site's maximum production, storage, and operational capacity.

We will assess:

- **Operational Logistics.** Review each candidate site as to how they fit into the planned service structure and any impact to FAX's standard operating procedures. FAX could expect to see impacts to fueling time and procedures which will in turn impact service scheduling and level of deadhead. Higher level of service impact will be expected if off-site fueling is necessary or multiple fueling locations are found to be necessary.
- **Market Analysis.** On top of providing a general review of what hydrogen technologies are available on the market, WSP will conduct a marketing sounding analysis where we zoom in on what is the most logical and efficient hydrogen facility/operation that each site alternative could host. The analysis will also discuss the potential of revenue generation if hydrogen production is deemed viable and other approaches that would enable shared use of a hydrogen fueling facility.
- **Permitting and Regulatory Constraints.** WSP will review regulatory requirements that govern each alternative site and identify any constraints that will impact the level or scale of hydrogen infrastructure allowable at each site, *including NFPA, and any local, regional, or state requirements.*
- **Infrastructure Build-Out Potential.** Identify whether each site alternative is suitable for on-site hydrogen production and/or storage and hydrogen fueling. These determinations will also depend upon review of suitable technologies, operational reasonableness, regulatory constraints, and financial impacts.
- **Estimated Capital and Operational Costs.** The project team will develop estimated initial capital costs to transition each site. Conceptual site plans and the phasing plan/construction timeline developed in Task 3 will serve as the basis for capital cost estimates. The team will also capture the cost of other improvements needed. These additional costs will include soft costs for design, project management and procurement, utility coordination and improvements, reconfiguring the site to support charging infrastructure, and safety enhancements. For each site, a comparable summary table of costs incurred by year, by category, will be provided with costs presented in both current year dollars and year of expenditure dollars, using WSP cost escalation forecasts developed internally by our team of economists.
- **Preliminary Implementation Schedule.** Based on the anticipated level of on-site infrastructure needed and feasibility at each site, WSP will work with FAX to develop a planning implementation schedule for anticipated build out. This will incorporate FAX's standard public solicitation and procurement timelines,

Operational Impact Score	High ●	High ●	High ●	Low ○	Medium ◑	Medium ◑	Medium ◑	Medium ◑
Social Equity/Environmental Impact Score	Medium ◑	Medium ◑	High ●	High ●	High ●	High ●	High ●	High ●
Lifecycle Costs Score	High ●	Medium ◑	High ●	Medium ◑	Medium ◑	Medium ◑	Medium ◑	Medium ◑
Selected to move into Phase II	Yes	No	Yes	Yes	No	No	Yes	Yes

Figure 5: Example of how metrics and alternatives may be displayed for easy reference and understanding for FAX and stakeholders.

required permitting and environmental clearance, market lead times for construction items, and other planned contingencies.

At the conclusion of Step 3, we will develop a detailed Feasibility Study that provides an overview of the approach, findings, and all documentation associated with Task 3.

Task 3 Deliverable: Feasibility Study

Task 4 – Project Selection

After the Feasibility Study is developed, the project team will work with FAX to identify the most feasible hydrogen facility alternative to advance into pre-design and subsequent stages of implementation. It is essential that the public is involved in the selection process - this task will be used to plan, facilitate, and deliver public and stakeholder engagement. The following summarizes the activities that will be accomplished during this task.

- **Working Group Workshop.** A workshop that will include the project team, FAX staff, and ARCHES representatives. The purpose of the workshop is to develop a plan to engage the public. During the workshop, the project team will develop project selection criteria, determine stakeholder meeting requirements, and establish other goals and needs for public engagement. The workshop is meant to prepare the project team for public workshops that are aimed to make sure that the public is engaged, informed, and has an opportunity to provide feedback on project alternatives.
- **Public Workshops.** Following the Working Group Workshop, the project team will plan and deliver several workshops to the public. These workshops will be used to educate and inform on the purpose of these efforts (ICT regulation, etc.), provide a brief overview of hydrogen fueling facilities (including examples of peer agencies, benefits and opportunities, etc.), and most importantly, provide a platform for feedback on the alternatives under consideration. The feedback from the public will be documented and integrated into the matrix as a weighted metric to help inform the best alternative.
- **Recommended Alternative and Executive Presentation.** After the workshops, the project team will work with the FAX team to summarize and review the efforts to-date, quantitative analysis, and feedback provided by the public, Working Group, and other stakeholders to determine the alternative that should be advanced into pre-design.

Once a preferred alternative is selected, the project team will develop a brief memo and presentation that documents the steps taken to assess the alternatives, summarize the short list of feasible alternatives, and the preferred alternative selected through the public engagement process. The project team will then present these items to FAX's Executive Team for consideration.

Task 4 Deliverables:

Working Group Workshop, Public Workshops, Recommendations Memo, Recommendations Presentation (PowerPoint), and Executive Presentation

Task 5 – Project Management Plan (PMP)

Once FAX decision makers confirm the recommended alternative, the project team will coordinate with FAX staff to develop a PMP that will govern the requisite activities to successfully complete and deliver the project through subsequent stages, including project design and implementation. **Considering the evolving nature of the hydrogen market, including the policy landscape, technological advancement, costs, vehicle availability, and funding opportunities at the federal and state levels, it is essential that the PMP is considered a living document and is updated as market and project-specific factors evolve.**

The following summarizes elements that will be included in the PMP and the WSP's team approach to develop them.

- **Capacity and Capability Review.** The decision to adopt hydrogen fuel cell buses is not taken lightly. A full—or partial—transition will have implications for all aspects of FAX – including service, capital planning, training and recruiting, safety, etc. For these reasons, it is important that FAX is structured in a way that ensures that pertinent divisions and personnel are involved with decision making. For this reason, the PMP will also include direction on how this study and stakeholders should be structured, Responsible, Accountable, Consulted, and Informed (RACI) charts, and other information that will allow FAX to most efficiently and effectively manage the project from design through operation.
- **Operations and Maintenance Plan (OMP).** A transition to hydrogen operations (or any new fuel/technology) may significantly change the way that FAX operates and maintains its vehicle fleet. For a seamless transition, it is important to have a full understanding of the additional roles, training needs, and operational requirements for existing and new staff. The PMP will determine these aspects and also provide protocols and timing for change management at different stages of project implementation (pre-delivery of vehicles infrastructure to normal bus operations).
- **Quality Management Plan (QMP).** The QMP will provide the protocol (and expectations) for quality assurance and quality control throughout the project. This will include, but not be limited to deliverables (design packages, specifications, etc.), product testing (hydrogen dispensers, equipment, etc.), and vehicle acceptance testing. The QMP will serve as the framework for FAX to hold designers, contractors, and original equipment manufacturer (OEM) providers accountable for the quality and safety of their products. Upholding these standards can potentially reduce costs and project timelines if followed correctly.
- **Real Estate Acquisition and Management Plan (RAMP).** If the recommended alternative is on a site that City of Fresno/FAX will need to acquire, it is important to fully understand all of the requirements, considerations, and risks to acquire the property. This includes easements, zoning environmental clearance, and other elements of property acquisition. The RAMP will provide all of this information and serve as an action plan to assist with all of the challenges and opportunities associated with FAX acquiring new property.
- **Safety and Security Management Plan (SSMP).** Safety is a key priority with the implementation of the hydrogen infrastructure. The SSMP will outline all safety procedures, guidelines, and resources throughout the project's lifecycle.
- **USDOE Go/No Go Requirements.** The USDOE has outlined several elements that a project must meet before being funded. This includes a risk register, market analysis, stakeholder engagement, lifecycle analysis, etc.). Many of these elements, based on the scope of work, would be addressed. However, a checklist will be included in the PMP to track the project's adherence to these requirements.

Task 5 Deliverable: Project Management Plan (PMP)

Task 6 – Pre-Design

Under Task 6, the project team will advance the recommended alternative into early design (up to 30%). This level of design will ensure that the project is in compliance with USDOE requirements. Once the preliminary design set is developed, FAX can assess market and agency conditions to determine the next stages, which may include design, design/build, or a P3. The following summarizes the activities that WSP will accomplish under this task.

- **Engagement with hydrogen infrastructure, vehicle, and fuel suppliers.** WSP will collect detailed specifications, requirements, and information from the hydrogen market to refine and advance the drawings established in Task 3. Collaborating with FAX and the hydrogen market, we aim to develop drawings that precisely reflect FAX's preferences within the industry's specified constraints and requirements. Our subconsultants at EPC are well-established with numerous equipment OEMs in this field and possess extensive knowledge of commercially available systems and their capabilities. They have partnered with transit agencies to create multiple scenarios ('vignettes') that address project needs and perform high-level comparisons of various approaches (e.g., one general arrangement with onsite generation, one with liquid delivery, one with gaseous delivery, etc.).

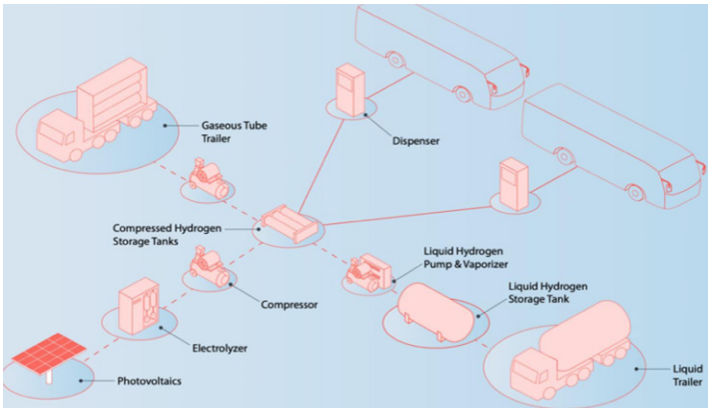


Figure 6: Hydrogen Site Infrastructure Components

- **Engagement with PG&E.** Although the power/energy demands for hydrogen are lower than those associated with an all-electric fleet, electricity is still needed for hydrogen operations such as compression and chilling. These operations may require electrical upgrades. Therefore, the project team will collaborate with PG&E to communicate FAX's estimated power requirements and determine if there are any constraints or additional actions needed.
- **Engagement with Authority Having Jurisdiction AHJ and local stakeholders.** Involving the AHJ and local stakeholders as early as possible can provide significant value to the project by garnering support and streamlining permitting/approval processes. This includes coordinating with the local fire marshal. Our subconsultant, EPC, has delivered several design projects and has found that this is a key factor in successful and on-time project delivery.
- **Survey and Geotechnical Analysis.** The project team will provide a site survey and geotechnical analysis as part of the preliminary design. These assessments will provide the topographical context of the site and insight into any potential barriers or challenges that the construction team may encounter.
- **Preliminary Engineering and Design.** The project team will develop up to 30% design for the future hydrogen infrastructure/site. The drawings would be accompanied by a basis of design report narrative that may describe the basis of design or performance requirements. For hydrogen fueling projects at the 30% design the team will provide: 1) an equipment schedule showing the quantity and capacity of hydrogen equipment; 2) layout drawings showing the location of the equipment, dispensers, utility interconnections, etc.; and 3) information on required site improvements, and required utility upgrades. The project team is supported by several California licensed professional engineers and architects that have extensive experience in the design of hydrogen and bus facilities.
- **Preliminary Specifications and Cost Estimates.** The estimating process would include quantifying and pricing key quantities from the basis documents and then using the estimator's experience to provide assembly costs or allowances for items described qualitatively that would be part of the physically constructed project. Site access and work restriction requirements are also considered in pricing. Together these items represent direct construction costs. Indirect construction costs such as general contractor's general requirements and conditions, bonds and insurance and overhead and profit are added typically as a percent of direct construction costs. A design phase estimating contingency is also included to represent items that are known to be required based on experience but not yet designed during the early design phase. The combination of the direct construction costs plus the indirect construction costs plus design phase estimating contingency represents the total estimated construction cost in today's dollars. Lastly, an allowance for cost escalation to the midpoint of construction is added to arrive at the total estimated construction cost, escalated to midpoint of construction.

Task 6 Deliverables: Preliminary design package (up to 30%) and supplemental documentation (preliminary cost estimates and specification outlines)

Figure 7: Phased Transition Site Plan

Task 7 – Environmental Study

If it is determined that the proposed project is subject to environmental review as determined by CEQA/NEPA, the project team will support FAX with the environmental study and documentation. This task may include:

- **Preparing** the Draft Initial Study (IS) and Preliminary Environmental Assessment (EA) pursuant to CEQA/NEPA including necessary research and technical analysis.
- If necessary, **conduct site visits** to identify issues and collect data related to environmental resources to support the IS and EA.
- **Conduct evaluations** of CEQA/NEPA-related issues, make recommendations for CEQA/NEPA compliance, and prepare other technical studies related to CEQA/NEPA compliance or federal, State, or local codes and regulations.
- **Represent FAX's interest** in meetings with environmental regulatory agencies and other stakeholders, including tribal consultation and engagement, if necessary.
- **Determine CEQA/NEPA next steps,** dependent upon the conclusions of the IS and EA. If it is determined that the proposed project would not result in a significant effect, the project team would prepare the scope of work to complete a Mitigated Negative Declaration (MND) pursuant to CEQA and a Finding of No Significant Effect (FONSI) pursuant to NEPA. If significant effects were identified during the IS and EA process, the project team would prepare the scope of work to complete a CEQA Environmental Impact Report (EIR) and a NEPA Environmental Impact Statement (EIS).

Task 7 Deliverable: Environmental documentation

Environmental Study Project

CALIFORNIA HIGH-SPEED RAIL AUTHORITY

Sustainability Program Management Air Quality/ Greenhouse Gas (GHG) Analysis

WSP is collaborating with the California High-Speed Authority (CHSRA) to create a sustainable high-speed rail system in California. WSP wrote the initial Sustainability Policy and engaged stakeholders to set objectives and strategies, with actions and key performance indicators to gauge progress.

A web-based dashboarding and reporting tool to manage the large sustainability dataset was developed and WSP also annually updates the GHG emissions inventory and quantifies the projected benefits of reduced vehicle miles traveled (VMT) and air travel due to the rail system powered entirely by renewable energy.

Additionally, WSP formulated the program's Climate Adaptation Plan to address climate changes, assessing hazards like temperature rise and precipitation change, and preparing through design, operations, maintenance, and program-level strategies.

PART 2
SCOPE OF SERVICE MASTER PLAN

As Part 1 of the scope establishes the foundation by planning and designing FAX's future hydrogen facility, the next logical step becomes considering the broader challenge of scaling the fleet and supporting FAX's growth. **To ensure long-term success, it is essential to develop a comprehensive, well-structured, yet adaptable, master plan that spans multiple facilities and addresses key priorities such as operational needs, scalability, alignment with regional priorities, environmental sustainability, and community impact both in the short- and long terms.**

As a recognized global leader in transit infrastructure planning, engineering, and the integration of ZE technologies, WSP is uniquely positioned to support FAX in evaluating, optimizing, and master planning its facility infrastructure to meet both current and future fleet demands. Our approach is thoughtful and methodical, grounded in a deep understanding of the evolving transit landscape. We integrate technical expertise with a multidisciplinary perspective, ensuring that solutions are responsive not only to operational requirements and sustainability goals but also to the priorities of both internal stakeholders and the broader community.

The overarching objective of this master planning effort is to position FAX for a successful and complete transition to a ZE fleet—one that is likely to include a substantial, if not full—deployment of FCEBs. Beyond the technical transition, the master plan will holistically address a wide spectrum of agency priorities, including environmental sustainability, equity in service delivery, public and operational safety, regional mobility goals, and the real-world practicality of implementation. To achieve this ambitious vision, WSP employs a structured, five-step methodology, outlined in the sections below.

Task 1: Operational Analysis

FAX currently owns and operates five facilities that serve as the backbone of its transit operations. As an essential first step in this engagement, **WSP will undertake a comprehensive assessment of existing conditions to establish a clear understanding of the agency's operational baseline and inform strategic planning for the transition to a ZE fleet.** This assessment will include a thorough site evaluation of each facility, with a focus on physical condition, layout, circulation, and infrastructure capabilities. It will also involve gathering critical data related to projected fleet and service growth, facility readiness for hydrogen and other ZE technologies, and the environmental footprint of current operations.

By understanding the existing conditions of each site and their associated functions and responsibilities, the project team will form the foundation for what is currently required at each site, what capabilities are present that have not been fully realized or could be reconfigured in the future for new operations, and where the existing site and systems may be falling short of their current or projected operational needs to serve FAX's fleet and transit operations. Defining the conditions will inform the opportunities and constraints that will be explored in this master plan across all of FAX's properties in a holistic manner.

The existing conditions assessments will include visual inspections of FAX's facilities to determine their viability for ongoing continued use and potential new zero emissions operations as well as a review of their sizing and layout for efficiency and capability to serve projected staffing, fleet sizing, new technologies and new safety requirements.

Among the items reviewed will be the following:

- Existing bus parking and traffic flow.
- Review of existing electrical service to the site.
- Review of existing and projected bus fleet size.
- Review existing maintenance bay areas.
- Review of site for potential hydrogen fueling infrastructure
  (Completed in Task 1).
- Review relationships between functional areas.
- Review fleet size, mix, and projected growth.
- Review current and projected staffing plans and labor agreement(s).

Additionally, the WSP will meet with end users across FAX's sites and divisions to gain a thorough understanding of the current operations, projected modifications to date, and the unique aspects of each group within FAX's system. These conversations will be documented and used to inform the existing conditions and operational analysis

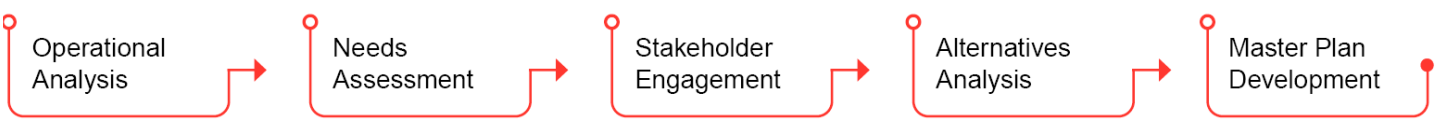


Figure 8: Master Plan Development Process

in task 1 of this study. From experience the project team has found no two transit entities are alike, and it is key to capture the input of staff stakeholders across all functions in the system to deliver a clear picture of where FAX stands today and where you aspire to go in the future.

Task 1 Deliverable: Operational Analysis Technical Memorandum

Task 2: Needs Analysis

Following the Operational Analysis, WSP will conduct a comprehensive Needs Analysis to identify gaps between current facility conditions and FAX's future operational, environmental, and equity goals (as captured in the Vision Framework from Part 1). This Needs Analysis will evaluate future requirements for fueling, maintenance, vehicle circulation, parking, and support services based on projected fleet growth and technology demands. When any of these requirements have a shortfall present to serve either the current fleet or projected fleet the project team will identify this and quantify the delta between what is necessary for successful operations and what is present. These challenges will be catalogued for each facility and site to provide detailed site information that can also be viewed across the whole system to identify the most pressing needs now and at the ultimate phase of the master plan.

In tandem, a detailed code compliance and safety analysis will be performed to ensure that all existing and future facilities adhere to applicable building codes, life safety standards, and best practices in design and operations. Environmental performance will also be a central focus—WSP will help FAX establish measurable sustainability objectives and identify areas where current facility operations fall short of those targets. Additionally, this phase will assess workforce capacity, forecasting future staffing levels, skill requirements, and training infrastructure needed to support ZE technologies.

The project team has extensive experience in code impacts associated with zero emissions transit operations and how they can be achieved at existing facilities during transition periods in a phased approach from our work with Denver RTD, SacRT, LA Metro, and MDOT/MTA amongst others. Defining the proper approach to zero emission infrastructure in addition to simply bringing existing facilities up to standard code compliance is key to developing a master plan with scenarios that can be constructed safely and efficiently while avoiding interruption to ongoing operations or having to operate in temporary scenarios as modifications are deployed.

Crucially, the Needs Analysis will also ensure that facility planning is aligned with Title VI of the Civil Rights Act, affirming equitable access to services and benefits across all communities. Finally, the analysis will examine the degree to which existing and planned infrastructure supports the broader objectives of local and regional transportation, climate, and land-use plans. This holistic evaluation will inform the development of strategic recommendations that are both visionary and implementable.

Task 2 Deliverable: Needs Analysis Technical Memorandum

Task 3: Stakeholder Engagement

At the conclusion of the Needs Analysis, WSP will again communicate with and engage key internal and external stakeholders to ensure inclusive planning and alignment with FAX's long-term vision. Similar to the stakeholder outreach in Part 1, the project team (as led by VRPA) will host a series of public workshops. These workshops will be used to educate and inform on the purpose of the master planning efforts and most importantly, provide a platform for feedback on the alternatives under consideration. The feedback from the public will be documented and incorporated into the **alternatives analysis decision making.**

Task 3 Deliverable: Public Workshops

Figure 9: Stakeholder Review Process

Task 4: Alternatives Analysis

Building on the findings of the Needs Analysis, **WSP will lead the development and evaluation of a range of proposed solutions through a robust Alternatives Analysis process.** This phase synthesizes all previously gathered information—including site conditions, stakeholder input, projected growth, environmental goals, operational requirements, and compliance obligations—to identify strategic, facility-based interventions that can meet FAX's long-term objectives. Each alternative will be

evaluated for its feasibility in terms of space utilization, operational efficiency, environmental performance, scalability, and alignment with stakeholder and other priorities.

The analysis will consider both near-term and long-term scenarios, comparing multiple pathways such as retrofitting existing facilities, expanding current sites, or constructing new purpose-built infrastructure. For each alternative, **WSP will provide a clear assessment of pros and cons, including operational trade-offs, regulatory constraints, land-use implications, and community impact.** Cost estimates will be developed at a planning-level for capital investments, site improvements, and any required upgrades to supporting systems such as utilities or workforce accommodations. In parallel, anticipated construction and implementation timelines will be provided, along with a review of potential disruptions to existing operations and strategies to mitigate those impacts.

By evaluating each solution through a multidisciplinary lens—considering financial, technical, environmental, and service delivery factors—WSP will guide FAX toward informed, balanced decisions. Ultimately, the selected solutions will not only support the successful deployment of a zero-emissions fleet, but will also improve the agency's overall operational resilience, promote equitable access, and enhance local and regional mobility by enabling cleaner, more reliable transit service that better meets the evolving needs of the Fresno community.

Task 4 Deliverable: Alternatives Analysis Report

Task 5: Master Plan Development

Upon completion of the Alternatives Analysis, WSP will support FAX in selecting a preferred solution that best aligns with the agency's long-term operational, environmental, and equity goals. This selected solution will form the foundation of a comprehensive, system-wide master plan that guides the future development and modernization of FAX's facility infrastructure. The master plan will be designed with flexibility in mind and structured for phased implementation across three planning horizons: Short-Term (1–4 years), Mid-Term (5–15 years), and Long-Term (15–30 years). This phased approach ensures that near-term priorities can be addressed quickly while allowing for scalability as fleet, service, and regional planning needs evolve over time.

The master plan will include both a detailed narrative and a high-level graphical timeline to clearly communicate the sequencing of major construction and implementation activities across all facilities. The narrative will describe what improvements or developments are expected during each phase, addressing dependencies, key decision points, and operational strategies. This will be supported by a construction phasing diagram that illustrates the temporal relationship between projects, helping stakeholders visualize the trajectory of implementation.

Existing operations at the project sites must continue throughout deployment of the master plan scenarios and it is anticipated that ZE vehicles will be implemented as part of a long-range strategy rather than all at once. Therefore, WSP will develop a detailed Implementation and Phasing Plan within the overall Master Plan to ensure that the facilities will remain operational during each stage of implementation. The Implementation and Phasing Plan will include drawings (site and/or facility) and a narrative description to be reviewed by FAX and subsequently updated as the plan progresses. Critical areas are:

- Site Access: Address the requirements for unobstructed access twenty four hours a day for buses, delivery trucks, and employees. Proposed implementation and construction phasing should not inhibit the ability of the site to function as intended.
- Consider the installment of infrastructure items in early phases to reduce functional impacts in later phases.

Each phase of the master plan will be accompanied by planning-level cost estimates, providing FAX with a baseline for capital forecasting. While these costs will be developed with rigor, they will remain subject to change based on inflation, construction market fluctuations, and evolving regulatory requirements. Importantly, the plan will be centered on the critical need to maintain uninterrupted transit service throughout implementation. Strategies to minimize operational disruptions—such as temporary reassignments, phased site access, and construction sequencing—will be clearly articulated to ensure continued reliability of service delivery during all stages of the transition.

Task 5 Deliverable: FAX Facilities Master Plan

The Facilities Master Plan will serve as a foundation for FAX's evolution into a modern, zero-emission, and community-centered transit agency. WSP brings a powerful combination of technical excellence, hydrogen infrastructure expertise, environmental and equity leadership, and a deep commitment to stakeholder collaboration. Our team is ready to deliver a master plan that not only supports FAX's transition to a hydrogen-powered fleet but also positions the agency as a statewide leader in clean mobility and sustainable infrastructure.

#10 QUALIFICATION QUESTIONNAIRE

SPECIAL CONSIDERATIONS 1 PART 2 PART

We have consolidated the content in this section to streamline the information and eliminate duplication. Each item is clearly marked with the numbers 1, 2, or both, to indicate any special considerations relevant to each part.

1 PART 2 PART Safety

Health, safety and environment, and quality are core principles of our culture. WSP fosters a strong safety culture, supported by leadership at all levels and integrated into all our work processes via an ISO 45001:2018 certified Health and Safety Management System.

We recognize that as a lighter-than-air gas hydrogen has unique physical and chemical properties that introduce potential hazards. These include fire and explosion risk from leaks, as well as the risk of high-pressure vessel rupture or low temperature burns depending on the storage method. Fuel cell electric vehicles also incorporate electric drive and energy storage systems which introduce a high voltage risk.

All of the conceptual and preliminary designs for hydrogen infrastructure developed for this project will be developed in accordance with relevant codes, standards, and industry best practices related to hydrogen and high voltage safety including the International Building Code (IBC), National Fire Protection Association 70 – National Electrical Code (NFPA 70), NFPA 2 – Hydrogen Technology Code, NFPA 55 – Compressed Gases and Cryogenic Fluids Code, and NFPA 88A – Standards for Parking Strictures - as well as any local requirements of the AHJ. WSP and our subconsultant, EPC, are familiar with these requirements and have recent experience in implementing them on past projects.

1 PART 2 PART Climate Change, Resilience, and Sustainability

WSP helps organizations and communities become Future Ready by developing strategies to mitigate emissions, enhance sustainability, identify potential risks and opportunities, and implement equitable adaptation solutions prioritizing community and stakeholder engagement and environmental justice. As one of the largest engineering firms globally, WSP has a specific discipline focused on climate, resilience, and sustainability, comprising 200 professionals working full-time on issues related to climate change, greenhouse gas mitigation, and reducing community risks from long-term changes.

This business line includes a significant capability in data analytics to support effective decision-making and has 15 years of experience in presenting technical work results in ways targeted towards nonprofessional technical stakeholders. Further, WSP has extensive experience and understanding of CARB's ACT, ACF, and ICT regulations – providing our team with knowledge of key requirements, funding, and deadlines.

When developing conceptual and preliminary designs for hydrogen infrastructure under this project WSP will specifically evaluate potential future climate risks and will identify climate risk mitigation options for consideration. If requested by FAX during the preliminary design phase, this will include opportunities and costs to reduce embodied carbon in construction materials and methods.

WSP will also calculate expected reductions in fleet GHG emissions associated with operation fuel cell buses fueled by the proposed hydrogen infrastructure compared to continued use of natural gas buses.

1 PART 2 PART Stakeholder Engagement

The Stakeholder and Public Engagement Plan aims to foster inclusive and diverse engagement by outlining strategies and schedules for stakeholder outreach. Key stakeholders, such as local officials, government staff, and community leaders, will form a steering committee to guide project improvements. The committee will participate in interviews, walking audits, and working meetings to develop a vision, evaluate design concepts, prioritize improvements, and discuss implementation timelines.

This project has an extensive stakeholder engagement element – ensuring that stakeholders are engaged in the site selection process and master plan development task. WSP's detailed approach to engaging the public, stakeholders, and FAX decision makers.

1 PART Public Access

During the visioning and feasibility study tasks, WSP will work with FAX to determine project requirements, including any potential or needed public access. As part of

the feasibility study, FAX is considering various hydrogen fuel strategies, including the potential of offering public or shared fueling. The project team will apply and consider any applicable design criteria/standards and operational requirements for site alternatives that require public access or have the potential to provide public interaction.

1 PART 2 PART Buy America

(*https://www.govinfo.gov/link/plaw/117/public/58*)

WSP is familiar with FTA Buy America regulations and the Buy America requirements of the Bipartisan Infrastructure Law (BIL). WSP and our consultant EPC also maintain NDAs and regular contact with original equipment manufacturers of hydrogen fueling equipment and components to maintain current knowledge of commercial offerings including Buy America compliance.

WSP will ensure that cost implications (if any) of Buy America requirements are included in construction cost estimates developed for this project. To the extent that WSP is requested to develop equipment specifications during the 30% design phase of this project we will also ensure that all relevant Buy America requirements are incorporated.

1 PART 2 PART American Disabilities Act (ADA)

WSP has significant experience and expertise in implementing the Americans with ADA guidelines in transit services and facility designs. We will bring to this project the knowledge, know-how, and lessons learned gained from previous experience on a wide range of transportation infrastructure projects. WSP will ensure that all design elements of the project are in compliance with ADA and any local, regional, or state accessibility guidelines/ requirements.

1 PART Workforce Development, Job Quality, and Wealth Creation

WSP is committed to supporting FAX's dedication to developing talent and promoting the wealth of the City of Fresno's labor force. We have extensive experience in creating workforce development programs for transit and transportation projects across the country. We can help generate economic development opportunities for diverse communities by creating meaningful, high-paying jobs and supporting the development of a wide range of training programs. These programs enable candidates from throughout the City of Fresno to actively participate in the implementation of the project.

We strive to build workforce development programs that outlive individual projects and become institutionalized within organizations. Our goal is to create successful and impactful workforce development programs that provide resources for building the future and offer lasting opportunities for individuals, families, and neighborhoods throughout the city and its region.

As industry leaders, WSP recognizes the need to evolve current workforce development approaches and explore new opportunities, including developing historically untapped talent pools.

1 PART Cross Agency & Public Working Groups

WSP excels at coordinating and engaging with multiple stakeholders, including client internal teams, public communities, and other stakeholders. WSP has navigated clients through programs within the USDOE Office of Clean Energy Demonstrations (OCED), including other clients within other H2 Hubs (Hyvelocity). Ensuring that the project timelines and deliverables are in-line with the federal agency, hub leadership, and the broader community can keep the project within the projected timeline and budget. The key is early coordination and scoping meetings to establish basic lines of communication and stakeholder involvement. A governance and communications structure will be developed in collaboration with FAX at the outset of the project, further, a more refined project management plan will be developed – with a communications plan – in advance of pre-design activities. All communication and coordination plans with other ARCHES representatives and the public will be reviewed and approved by FAX's project manager or their designee. WSP will also work with FAX to confirm the goals and initial evaluation criteria that will guide study tasks and inform final recommendations.

1 PART USDOE Go / No Go Requirements

To help FAX secure funding for implementation of hydrogen fueling infrastructure necessary to support their future fuel cell bus operations WSP will ensure that the Feasibility Study, and Project Management Plan documents developed during this project address all of USDOE's Go/ No Go requirements for Hydrogen Hub funding.

WSP will coordinate with the ARCHES program management office to identify specific analysis, data, report elements, and formats required to address USDOE requirements. All analysis will be done in accordance with published USDOE guidance.

2 PART Enhanced Mobility

WSP recognizes that the primary purpose of FAX transit facilities is to facilitate efficient operation of FAX transit services. During the master planning process WSP will use enhancement of existing services and improvements to regional mobility as a guiding principle for identifying, developing and evaluating facility investment or redevelopment options. WSP will consider public needs, local knowledge and desires as identified via stakeholder engagement activities, local knowledge from VRPA, and will bring best practices and lessons learned from extensive prior transit master planning efforts.

2 PART Local and Regional Planning Priorities

As part of the Project Visioning and Feasibility Plan tasks, the project team will review, research, and conduct an assessment of FAX, City of Fresno, County of Fresno, and other jurisdictional/regional policy to make certain that design elements, project approaches, etc. are all in compliance with local and regional requirements. All hydrogen alternatives and proposed facility improvements will not only be technically viable, but also have been deemed feasible as it relates to local and regional policy, plans, and other criteria.

2 PART Title VI

WSP and VRPA have conducted a number of Title VI analysis for transit agencies. Our team is experienced with the Justice40 Initiative and CalEnviroScreen. We will ensure that Title VI is a key – and heavily weighted - metric in the alternatives analysis for hydrogen infrastructure. This approach will make certain that FAX's decision on a future facility complies with the Title VI special consideration requirement.

2 PART Internal Stakeholder Input

The success of this project is contingent on alignment and constant communication between WSP, FAX, and other stakeholders. However, it especially important that FAX is actively involved with the project planning process for both the hydrogen facility and the facilities master plan. As part of Task 1, WSP and FAX will have regular bi-weekly (or more frequent) project meetings to align on budget, schedule, technical approach, and other project-related factors. This forum will make certain that FAX's project leadership and staff are directly involved and informed of the project direction.

2 PART Part Two Considerations

The results of Part 1 – planning for a FAX hydrogen fueling facility – will be a key input to development of a Facilities Master Plan for the FAX transit facilities campus, given the significant space requirements and operational impacts that hydrogen storage, fueling, and potentially production present to a given site. As such, a decision in Part 1 to locate the required hydrogen fueling facility on the main FAX campus will impact what else is possible on the site. Conversely, a decision to locate the hydrogen fueling facility off-site may also impact the optimal future layout of the main site to accommodate off-site fueling.

Part 1 and Part 2 of this project are so interconnected that WSP recommends running them in parallel, rather than sequentially. Availability of sufficient space at the existing site may be a key factor in determining the "best" location for hydrogen fueling, yet it is not possible to determine how much space would be available without identifying other space claim needs at the site, for example for expanded bus parking or maintenance facilities to accommodate fleet growth.

WSP's recommended process will include identification of all future facility needs (Part 2) in parallel with development of the scope and scale of the required hydrogen facility (Part 1). WSP will then develop master plan concepts for the main site (Part 2) with and without the hydrogen fueling – to identify constraints and cost of locating the hydrogen facility there, for comparison to the off-site fueling option (Part 1). WSP will then work with FAX to finalize the decision for location of the hydrogen facility (Part 1), which will then be a key input to development of the final Facility Master Plan (Part 2).

SacRT

HYDROGEN FEASIBILITY STUDY AND BUSINESS PLAN

RELEVANT FEATURES

- Planning document for policy and planning background, hydrogen technology and market review, and service modeling for FCEB
- Cost benefit analysis on FCEB & BEB
- Conducted site visits
- Selected SacRT properties for potential accommodation of hydrogen infrastructure
- Conceptual layouts for hydrogen facilities
- In-depth understanding of SacRT's current and future expansion goals for services and facilities

PROJECT DESCRIPTION

WSP is developing a hydrogen feasibility study and business plan for SacRT. Under the CARB-ICT rule, SacRT must ensure at least 25% of new bus purchases are zero-emission buses (ZEB) since 2023, increasing to 50% by 2026. Currently, BEBs cannot meet SacRT's service needs. With more funding for FCEBs and clean hydrogen production, SacRT is exploring hydrogen as an alternative fuel for current services and fleet expansions.

To date, WSP has delivered a Background and Context Report, completed service modeling analysis with FCEBs, visited three bus operation facilities and four potential properties for hydrogen infrastructure, and conducted a cost analysis. The team is conducting a Request for Information (RFI) on hydrogen technologies and infrastructure services to explore innovative business models, including public-private partnerships. This will guide the $76 million award to SacRT through the FY24 Low-No Grant Program, which attracted 20 responses.

WSP is coordinating with other SacRT teams and stakeholders like Caltrans on a conceptual hydrogen facility. The project's outcome will help SacRT evaluate the cost-effectiveness of hydrogen infrastructure investments and guide short-term and long-term funding plans.

AGENCY
Sacramento Regional Transit District (SacRT)

LOCATION
Sacramento, CA

PROJECT VALUE
$1.5 billion

WSP FEES:
$195,000

DATES
March 2024 - Ongoing (Ends July 2025)

REFERENCE
Kevin Schroder, Senior Planner
Sacramento Regional Transit District
1102 Q Street, Suite 3000
Sacramento, CA 95811
Phone: (279) 234-8374
kschroder@sacrt.com

SEPTA

ZERO-EMISSION BUS ANALYSIS: IMPLEMENTATION OF FUEL CELL ELECTRIC BUSES

RELEVANT FEATURES

- Existing site analysis
- Installation cost estimates
- Planning, study and design reports
- Procurement package for a mobile hydrogen fueling solution

PROJECT DESCRIPTION

WSP reviewed the data and assumptions in SEPTA's ZEB Master Plan. They identified on-site fueling needs for FCEB technologies at each of their eight bus operating locations. This included conceptual hydrogen fueling station layouts, estimated electrical requirements, and installation costs for each location, assuming the conversion to a 100% FCEB fleet. Installing hydrogen storage and dispensing equipment for SEPTA's all main bus districts, while also limiting impacts to existing depot operations and maintaining existing bus schedules presented several challenges.

Our report described options for delivery of compressed hydrogen, fueling operations, relevant codes and standards, property setbacks and safety measures, conceptual fueling station designs, facility retrofits, costs, and performance specifications. This report outlined the planning, study and design efforts that demonstrated the significant advantages of implementing hydrogen fueling for SEPTA's bus fleet over alternative ZE technologies, including major capital cost savings and significantly reduced need for utility upgrades. Study efforts identified sufficient resources for SEPTA to transition to FCEBs ahead of the 2040 ZE goal.

WSP furthered this effort by developing a procurement package for a mobile hydrogen fueling solution, including bid support and submittal review, and performing a preliminary facility analysis of the Midvale Bus Depot.

AGENCY
Southeastern Pennsylvania Transportation Authority (SEPTA)

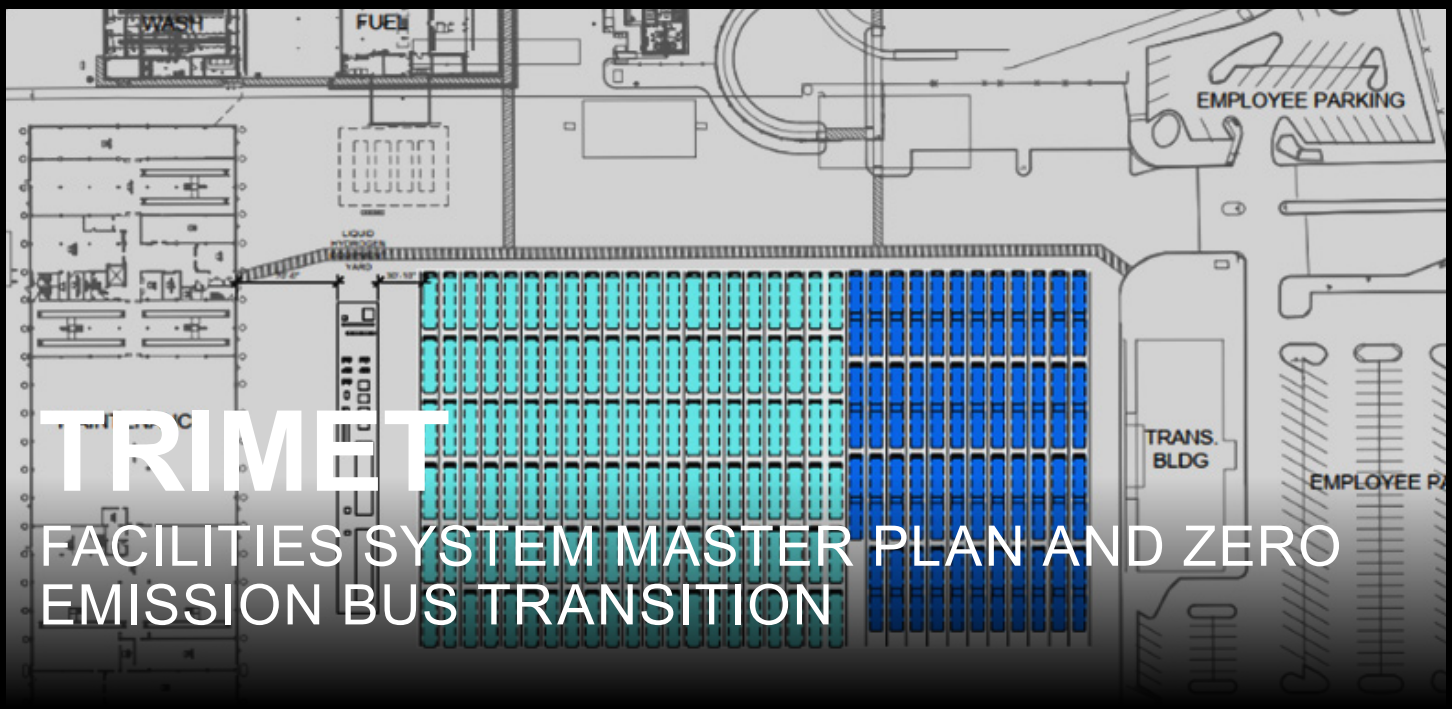
LOCATION
Philadelphia, PA

PROJECT VALUE
$6 million

WSP FEES
$200,000

DATES
July 2022 - June 2024

REFERENCE
Tyler Ladd
Director of Power Engineering
1234 Market Street, 4th Floor,
Philadelphia**, PA** 19107
Phone: (215) 515-4373
tladd@septa.org



TRIMET

FACILITIES SYSTEM MASTER PLAN AND ZERO EMISSION BUS TRANSITION

RELEVANT FEATURES

- Existing Conditions Assessment
- Facility and Equipment Inventory
- Facility Capacity Analysis
- Ridership Analysis
- Site and Facility Master Planning
- System-wide Design Criteria
- Site & Facility Conceptual Layouts
- Zero-Emission Bus Transition Planning
- Zero-Emission Facility Criteria
- Zero-Emission Route Modeling
- Utility coordination
- Cost estimation

PROJECT DESCRIPTION

TriMet currently provides transit service throughout the Portland area from its three existing bus maintenance facilities and three existing rail maintenance facilities, in addition to LIFT paratransit service which is operated via contract from three TriMet-owned facilities. The bus and rail maintenance garages are all operating at or near capacity and the Portland population is projected to continue to grow in the decades to come. To meet these growing needs, TriMet has partnered with WSP to develop a system-wide facility master plan to guide the development of the TriMet system and its properties and assets for the next 40 years. TriMet has also already begun construction to increase the capacity of the existing Powell site and started design on a new fourth bus facility at its Columbia site.

This study also includes the development of an understanding and plan for TriMet's Transit Police (TPD), Facilities Maintenance (FM), Training Facilities, Warehouse / Stores Facilities, and Operator Layover areas. These functions must grow and operate concurrently to allow the system to meet its overall transit service goals.

To accommodate the projected fleet expansion past these current projects, and continue to provide safe, reliable transit service, TriMet has teamed with WSP to develop this Facilities System Master Plan to identify the will guide TriMet's entire bus, rail, and paratransit service for the next forty years in addition to

AGENCY
Tri-County Metropolitan Transportation District of Oregon (Trimet)

LOCATION:
Portland, OR

PROJECT VALUE:
n/a

WSP FEES:
$686,000

DATES
January 2019 - June 2021;
January 2025 to June 2025 for the update

REFERENCES
Kyle Whatley
TriMet, Senior Director, Enterprise-wide Zero Emission Programs
101 SW Main St., Suite 700
Portland, OR 97204
Phone: (503) 962-7505
whatleyk@trimet.org

Kate Lyman, AICP
Project Manager
TriMet Engineering, Construction, & Planning Division
Phone: (971)325-4842
lymank@trimet.org

laying out the needs for their Facilities Maintenance, Transit Police, Warehouse, and Administration groups.

WSP also developed this master plan with ZE buses programmed for future growth. At the start of the project TriMet had a pilot fleet of battery electric buses operating from their Merlo site. WSP is working with TriMet to review this initial deployment and develop future-proof criteria to allow for TriMet to implement the most efficient zero emissions solutions available at each phase of this master plan.

WSP also performed a hydrogen FCEB feasibility task to study multiple FCEB fueling and operating scenarios for TriMet. These include on-site facility hydrogen generation, centralized system hydrogen generation, or third-party deliveries of liquid hydrogen to fuel TriMet's fleet if FCEB's were to be utilized. Steam methane reform, as well as electrolysis hydrogen generation, were both studied for site and operational impacts and cos implications.

WSP developed concepts to test the feasibility of a 100% BEB transition to weigh against the FCEB considerations developed. These concepts include site and charging equipment layouts, load ramping of expanded utility needs, coordination with the local utility providers, and costs for the equipment and infrastructure modifications to the site and electrical service for TriMet's maintenance facilities and three transit centers. Combined, these two tasks will aid TriMet is deciding on a future ZE technology to move forward with across their fleet.

In 2025, TriMet reached out to WSP to update the findings in this study to align with the newest developments in ZE technologies and market availability. Additionally, TriMet had reconfigured much of their service projections since the initial study, and the team was tasked with updating and reprogramming the

PROPOSER'S NAME: WSP USA Inc.
(Submit with Proposal)

REFERENCES

Please list at least three references of similar size and type of services, including governmental agencies, if available.

1.AGENCY/COMPANY

NAME: Sacramento Regional Transit District (SACRT)

ADDRESS: 1400 29th St, Sacramento, CA 95816

CONTACT PERSON: Kevin Schroder EMAIL kschroder@sacrt.com

PHONE NUMBER: (279) 234-8374 LENGTH OF CONTRACT: 15 months YEARS

TYPE OF SERVICES PROVIDED: Hydrogen Feasibility Study and Business Plan

2.AGENCY/COMPANY

NAME: Southeastern Pennsylvania Transportation Authority (SEPTA)

ADDRESS: 1234 Market Street, 4th Floor, Philadelphia, PA 19107

CONTACT PERSON: Tyler Ladd, Director of Power Engineering EMAIL tladd@septa.org

PHONE NUMBER: (215) 515-4373 LENGTH OF CONTRACT: 2 years YEARS

TYPE OF SERVICES PROVIDED: Data Analysis of the master plan & identify on-site fueling needs for FCEB technologies at the eight SEPTA bus operating locations

3.AGENCY/COMPANY

NAME: Tri-County Metropolitan Transportation District of Oregon (Trimet)

ADDRESS: 101 SW Main St., Suite 700, Portland, OR 97204

CONTACT PERSON: Kyle Whatley EMAIL whatleyk@trimet.org

PHONE NUMBER: (503) 962-7505 LENGTH OF CONTRACT: 18 months/ 6 months YEARS

TYPE OF SERVICES PROVIDED: Existing Conditions Assessment, Facility and Equipment Inventory, Facility Capacity Analysis, Ridership Analysis, Site and Facility Master Planning, System-wide Design Criteria, Site & Facility Conceptual Layouts, Zero-Emission Bus Transition Planning, Zero-Emission Facility Criteria, Zero-Emission Route Modeling, Utility coordination, Cost estimation

PROPOSER'S NAME: WSP USA Inc.
(Submit with Proposal)

STATEMENT OF ACCEPTANCE OF THE INDEMNIFICATION AND INSURANCE REQUIREMENTS

REQUEST FOR QUALIFICATIONS FOR
PLANNING & DESIGN SERVICES FOR HYDROGEN INFRASTRUCTURE & FACILITY MASTER PLAN
REQUEST FOR QUALIFICATIONS NO. 12502218

The Proposer shall sign below that the Proposer accepts in whole the Indemnification and Insurance Requirements set forth in these Specifications. If the Proposer takes exception to some portions, those portions shall be listed here below and the Proposer shall sign that the Proposer accepts all portions of the requirements not listed.

Note: Any exceptions may render the proposal non-responsive.

[X] ACCEPT
[ ] DO NOT ACCEPT

If "DO NOT ACCEPT" is checked, please list exceptions:

PAGE	ORIGINAL TEXT	SUGGESTED TEXT
57/102	OTHER INSURANCE PROVISIONS/ENDORSEMENTS 4. All policies of insurance shall contain, or be endorsed to contain, the following provision: CONSULTANT and its insurer shall waive any right of subrogation against CITY, its officers, officials, employees, agents and volunteers.	OTHER INSURANCE PROVISIONS/ENDORSEMENTS 4. All policies of insurance except professional liability, shall contain, or be endorsed to contain, the following provision: CONSULTANT and its insurer shall waive any right of subrogation against CITY, its officers, officials, employees, agents and volunteers.
58/102	CLAIMS-MADE POLICIES 4. A copy of the claims reporting requirements must be submitted to CITY for review.	CLAIMS-MADE POLICIES ~~4. A copy of the claims reporting requirements must be submitted to CITY for review.~~
58/102	CONSULTANT shall furnish CITY…All non-ISO endorsements amending policy coverage shall be executed by a licensed and authorized agent or broker. Upon request of CITY, CONSULTANT shall immediately furnish City with a complete copy of any insurance policy required under this Agreement, including all endorsements, with said copy certified by the underwriter to be a true and correct copy of the original policy. This requirement shall survive expiration or termination of this Agreement.	CONSULTANT shall furnish CITY…All non-ISO endorsements amending policy coverage shall be executed by a licensed and authorized agent or broker. Upon request of CITY, CONSULTANT shall ~~immediately~~ furnish City with a ~~complete~~ copy of any insurance policy required under this Agreement, including all endorsements, with said copy certified by the underwriter to be a true and correct copy of the original policy. This requirement shall survive expiration or termination of this Agreement.

Signature of Authorized Person

Shalonda Baldwin
Senior Vice President, Deputy California Region
Transportation Business Leader.
Type or Print Name of Authorized Person

PROPOSER'S NAME: WSP USA Inc.
(Submit with Proposal)

DISADVANTAGED BUSINESS ENTERPRISES (DBE) LISTING

Bidders are advised that, as required by federal law, the City is required to report to the Federal Transit Administration on DBE participation for all Federally aided contracts each year so the attainment efforts may be evaluated.

The proposal will be considered non-responsive if this form is not fully completed.

Complete all information below (whether DBE or not) and list all Subcontractor information including, without limitation, DBE's that will perform any portion of the work or provide any products for this project, even if the dollar amount of the work the DBE will perform is less than one half (½) of one percent (1%) of the total bid amount.

Prime Contractor:
Name: **WSP USA Inc.**
Address: 1281 East Alluvial Avenue, Suite 101
City: Fresno State: CA Zip Code: 93720
Check one: ☐ **DBE** or ☒ **Non-DBE** **DBE Cert Number**:
Race of firm's majority owner:
Gender of firm's majority owner:
NAICS code(s) (applicable to each scope of work the firm seeks to perform in its bid): ☐ Check if N/A
541330-Engineering Services; 541310-Architectural Services; 541620-Environmental Consulting Services; 541611-Administrative Management and General Management Consulting Services
Age of firm: 92 years
Annual Gross: ☐ less than $1 million ☐ $1-3 million ☐ $3-6 million ☐ $6-10 million ☒ over $10 million

Subcontractors: ☐ Check as N/A if a subcontractor(s) will not be used
Name: **VRPA Technologies, Inc.**
Address: 4630 W. Jennifer, Suite 105
City: Fresno State: CA Zip Code: 93722
Check one: ☐ **DBE** or ☒ **Non-DBE** **DBE Cert Number**:
Race of firm's majority owner: White
Gender of firm's majority owner: Female
NAICS code(s) (applicable to each scope of work the firm seeks to perform in its bid): ☐ Check if N/A
541330, 541620, 541690, 541820
Age of firm: 37
Annual Gross: ☐ less than $1 million ☒ $1-3 million ☐ $3-6 million ☐ $6-10 million ☐ over $10 million

Name: **Engineering, Procurement & Construction, Inc (EPC, Inc)**
Address: 6131 Trumpeter Drive
City: Cheyenne State: WY Zip Code: 82007
Check one: ☐ **DBE** or ☒ **Non-DBE** **DBE Cert Number**:
Race of firm's majority owner: White
Gender of firm's majority owner: Male
NAICS code(s) (applicable to each scope of work the firm seeks to perform in its bid): ☐ Check if N/A
236116 541330
Age of firm: 22
Annual Gross: ☐ less than $1 million ☒ $1-3 million ☐ $3-6 million ☐ $6-10 million ☐ over $10 million

Name: **M. Lee Corporation**
Address: 601 Montgomery Street, Suite 2040
City: San Francisco State: CA Zip Code: 94111
Check one: ☐ **DBE** or ☒ **Non-DBE** **DBE Cert Number**:
Race of firm's majority owner: Asian
Gender of firm's majority owner: Male
NAICS code(s) (applicable to each scope of work the firm seeks to perform in its bid): ☐ Check if N/A
541330; 541611; 541618
Age of firm: 33
Annual Gross: ☐ less than $1 million ☐ $1-3 million ☒ $3-6 million ☐ $6-10 million ☐ over $10 million

Name: **ESP Surveying, Inc.**
Address: 2598 N Miami Avenue
City: Fresno State: CA Zip Code: 93727
Check one: ☐ **DBE** or ☒ **Non-DBE** **DBE Cert Number**:
Race of firm's majority owner: Hispanic
Gender of firm's majority owner: Female
NAICS code(s) (applicable to each scope of work the firm seeks to perform in its bid): ☐ Check if N/A
541370
Age of firm: 3
Annual Gross: ☐ less than $1 million ☐ $1-3 million ☒ $3-6 million ☐ $6-10 million ☐ over $10 million

Name:
Address:
City: State: Zip Code:
Check one: ☐ **DBE** or ☐ **Non-DBE** **DBE Cert Number**:
Race of firm's majority owner:
Gender of firm's majority owner:
NAICS code(s) (applicable to each scope of work the firm seeks to perform in its bid): ☐ Check if N/A
Age of firm:
Annual Gross: ☐ less than $1 million ☐ $1-3 million ☐ $3-6 million ☐ $6-10 million ☐ over $10 million

Name:
Address:
City: State: Zip Code:
Check one: ☐ **DBE** or ☐ **Non-DBE** **DBE Cert Number**:
Race of firm's majority owner:
Gender of firm's majority owner:
NAICS code(s) (applicable to each scope of work the firm seeks to perform in its bid): ☐ Check if N/A
Age of firm:
Annual Gross: ☐ less than $1 million ☐ $1-3 million ☐ $3-6 million ☐ $6-10 million ☐ over $10 million

NOTE: Use additional sheets if necessary **Revised 10/16/24**

PROPOSER'S NAME: WSP USA Inc.
(Submit with Proposal)

DEBARMENT AND SUSPENSION CERTIFICATION

Contractor and all subcontractors shall meet debarment, suspension, ineligibility, and voluntary exclusion requirements pursuant to Executive Order 12549. See Federal Requirements, of these Specifications. A list of excluded parties may be found at the following website: https://sam.gov/content/home

Contractor shall return with its Proposal **this form**.

Note: Providing false information may result in criminal prosecution or administrative sanctions.

Date June 30, 2025

Signature _____

Company Name WSP USA Inc.

Title Senior Vice President, Deputy California Region Transportation Business Leader.

PROPOSER'S NAME: WSP USA Inc.
(Submit with Proposal)

NONLOBBYING CERTIFICATION

LOBBY RESTRICTIONS

Certification for Contracts, Grants, Loans, and Cooperative Agreements

(To be submitted with each bid or offer exceeding $100,000)

The undersigned [Contractor] certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

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

_____ Signature of Contractor's Authorized Official

Shalonda Baldwin
Senior Vice President, Deputy California Region
Transportation Business Leader
_____ Name and Title of Contractor's Authorized Official

June 30, 2025
_____ Date

PROPOSER'S NAME WSP USA Inc.
(Submit with Bid Proposal)

Federal Tax Liability and Recent Felony Convictions Certification

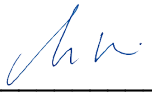
FTA Master Agreement Section 4(g)

The undersigned [Contractor] certifies, to the best of his or her knowledge and belief, that they and their organization:

1. Does not have any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability; and
2. Was not convicted of felony criminal violation under any Federal law within the preceding 24 months.

The Contractor agrees to flow this requirement down to participants at all lower tiers, without regard to the value of any sub-agreement.

Date June 30, 2025

Signature 

Company Name WSP USA Inc.

Title Shalonda Baldwin, Senior Vice President,
Deputy California Region Transportation Business Leader

DISCLOSURE OF CONFLICT OF INTEREST

		YES*	NO
1	Are you currently in litigation with the City of Fresno or any of its agents? *please refer to "explanation" section below for details*	☐	☒
2	Do you represent any firm, organization, or person who is in litigation with the City of Fresno? *please refer to "explanation" section below for details*	☐	☒
3	Do you currently represent or perform work for any clients who do business with the City of Fresno? *please refer to "explanation" section below for details*	☐	☐
4	Are you or any of your principals, managers, or professionals, owners or investors in a business which does business with the City of Fresno, or in a business which is in litigation with the City of Fresno?	☐	☒
5	Are you or any of your principals, managers, or professionals, related by blood or marriage to any City of Fresno employee who has any significant role in the subject matter of this service?	☐	☒
6	Do you or any of your subcontractors have, or expect to have, any interest, direct or indirect, in any other contract in connection with this Project?	☐	☒

* If the answer to any question is yes, please explain in full below.

Explanation: _____

Question 1

**From time to time in the ordinary course of business, WSP USA Inc. is subject to various legal proceedings, including litigation to recover damages, commensurate in nature and volume to firms of its size in the same industry. WSP has no pending litigation that would impact WSP's ability to perform under this contract.

Question 3

**WSP USA Inc. is not aware of all businesses which do business with the City of Fresno. We may be a service provide or subconsultant to another firm which does business with the City.

☐ Additional page(s) attached.

_____
Signature

June 30, 2025
Date

Shalonda Baldwin
Name

WSP USA Inc.
Company

1281 East Alluvial Avenue, Suite 101
Address

Fresno, CA 93720
City, State, Zip

487558v1

PROPOSER'S NAME: WSP USA Inc.
(Submit with Proposal)

DOE CERTIFICATION FORM

The undersigned [Contractor] certifies, to the best of his or her knowledge and belief, that they and their organization comply with the Department of Energy requirements listed in ***Appendix C – Federal Conditions*.**

1. Disclosure of Connections with Foreign Countries of Risk
2. Foreign Commitments in Support of the Agreement
3. Foreign National Participation
4. Prohibition Related to Foreign Government-Sponsored Talent Recruitment Programs

Instructions: The bidder or offeror must initial only one (1) option and fill out the signature box below:

The bidder or offeror certifies that it **will comply** with the Department of Energy requirements. Initial:_____

The bidder or offeror certifies that it **will not comply** with the Department of Energy requirements. Initial:_____

The bidder or offeror requests a waiver. Initial:_____

Date June 30, 2025

Signature_____

Company Name WSP USA Inc.

Title Shalonda Baldwin, Senior Vice President, Deputy California Region Transportation Business Leader

City of FRESNO
Gregory A. Barfield, Director
2223 G Street
Fresno, California 93706
(559) 621-RIDE
www.fresno.gov

CITY OF FRESNO DEPARTMENT OF TRANSPORTATION

ADDENDUM NO. 1
PLANNING & DESIGN SERVICES FOR
HYDROGEN INFRASTRUCTURE & FACILITY MASTER PLAN
REQUEST FOR QUALIFICATIONS NO. 12502218

NOTICE TO ALL BIDDERS

This Addendum is attached to and made a part of the above entitled specifications for the City of Fresno with a scheduled bid opening of **3:00 P.M., on Monday, June 16, 2025**.

1. Pre-Proposal Meeting Power Point Slides

The Power Point Slides from the Pre-Proposal meeting can be found on Planet Bids under the *Documents* tab.

2. Pre-Proposal Meeting Roster

The Pre-Proposal meeting roster can be found on Planet Bids under the *Documents* tab.

3. Proposer Question #1

Question: Is there an anticipated period of performance and budget expectation for this effort?

Answer: The project has been allotted 18 months from kickoff to completion. Its budget is currently $1 million. As stated in the Scope of Services, proposers are encouraged to propose creative solutions that shortens the project's timeline and/or creates cost savings.

4. Proposer Question #2

Question: The Scope of work indicates consultant "will also locate and assess alternative locations for hydrogen fueling facility". Will such locations only include existing city owned land, or will consultant be required to identify commercial parcels available for purchase by the City?

Answer: As indicated in the Scope of Service, Part 1, Section 3b, the successful proposer must employ a logical and scientific method in determining the best alternatives for site location. The successful proposal analysis will not be restricted, and recommendations will not be limited to only city owned property or only commercial parcels.

5. Proposer Question #3

Question: Does FAX know the desired fleet mix (BEB/FCEB) by 2040? If not, will that be provided or determined during the project? While it is understood that the FCEB mix is expected to increase, the specific number (or range) of each technology will be needed to inform the Facility Master Plan in Part 2.

Answer: The revised FAX ICT Plan is not yet finalized, but the successful proposer can anticipate that FCEBs will play a dominant role in FAX's vehicle transition.

6. Proposer Question #4

Question: Based on our understanding, FAX would like a 30% design package for the hydrogen facility and 30% design for all other facilities (Facility Master Plan). Is FAX interested in adjusting the order and level of design to align with similar projects from peer agencies?

Answer: For the hydrogen facility, FAX must adhere to the DOE Go/No Go requirements to provide 30% designs before it is permitted to enter the next phase of its project. For the Facility Master Plan, proposers are encouraged to offer creative approaches in their proposal. Proposers will have an opportunity to discuss those creative approaches directly with the Selection Committee.

7. Proposer Question #5

Question: Good afternoon – We have a couple of questions following the proposal conference today for the Hydrogen Infrastructure RFQ. 1) The City stated that the consultant who is selected for the Planning RFP cannot be selected for the Engineering & Design phase following. Can you provide additional information about this? Is it possible to be a subconsultant on the "winning" team for the RFP but selected as a prime for the engineering & design phase? Or will any team member be conflicted out of the next phase of work? 2) Is it possible to provide more information about the funding secured for the planning phase? The city mentioned that there was $1 million in funding, can you provide more information about the structure of the current funding and if the next phase (engineering & design) has any funding earmarked?

Answer: For the project and its following phase, FAX is utilizing both US DOT and US DOE federal funding for all phases of the project. Use of federal funding must abide by the competition requirements of 2 CFR 200.319(b) which states:

> “To ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, or invitations for bids must be excluded from competing on those procurements.”

This requirement flows down to any entity who has advanced knowledge of the project and would consequently have an unfair competitive advantage in contracting. Regarding your question, subcontractors working with a prime would have an unfair competitive advantage and would not be permitted to propose on the next phase of the project.

As to the structure of the funding, FAX currently has funding “earmarked” for each phase of this project. The funding is a blend of US DOT, US DOE, California State SB125, and TIRCP funding. However, the exact figures for each phase will not be released at this time.

City of Fresno
Department of Transportation

Orie Rubalcava

Orie Rubalcava
Projects Administrator

The bidder shall sign below indicating he/she has thoroughly read and understands the contents of this Addendum No. 1.

Signed: _____

Company: WSP USA Inc.

This addendum is being distributed ONLINE only and will not be sent U.S. Mail. The bidder shall submit a signed copy of this addendum with their bid.

City of FRESNO
Gregory A. Barfield, Director
2223 G Street
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CITY OF FRESNO DEPARTMENT OF TRANSPORTATION

ADDENDUM NO. 2
PLANNING & DESIGN SERVICES FOR
HYDROGEN INFRASTRUCTURE & FACILITY MASTER PLAN
REQUEST FOR QUALIFICATIONS NO. 12502218

NOTICE TO ALL BIDDERS

This Addendum is attached to and made a part of the above entitled specifications for the City of Fresno with a scheduled bid opening of **3:00 P.M., on Monday, June 16, 2025**.

1. Proposer Question #6

Question: May we include a cover page with images?

Answer: Yes, proposers are encouraged to offer creative approaches in their proposal. The means and method of communicating are at the discretion of the proposers.

2. Proposer Question #7

Question: May we include a table of contents?

Answer: Yes, proposers are encouraged to offer creative approaches in their proposal. The means and method of communicating are at the discretion of the proposers.

3. Proposer Question #8

Question: In order to meet the proposal evaluation criteria listed on page vii of the RFQ - c. *Past Performance and Experience* What is the Contractor's experience and history in planning services for hydrogen infrastructure and Facility Master Plans relevant to FAX's needs, including a description of direct experience on projects of similar size, scope, complexity, and references?

Where should we include our past performance information on the Proposer Qualification Questionnaire? Should it be part of question #10?

Answer: Proposers must address each element within the RFQ and are encouraged to offer creative approaches in their proposal. Past proposers have taken differing communication approaches which FAX has accepted. Ultimately, the means and method of communicating are at the discretion of the proposers. Additionally, proposers will have an opportunity to discuss their proposals directly with the Selection Committee.

City of Fresno
Department of Transportation

Orie Rubalcava
Orie Rubalcava
Projects Administrator

The bidder shall sign below indicating he/she has thoroughly read and understands the contents of this Addendum No. 2.

Signed: _____

Company: WSP USA Inc.

This addendum is being distributed ONLINE only and will not be sent U.S. Mail. The bidder shall submit a signed copy of this addendum with their bid.

City of FRESNO

Gregory A. Barfield, Director
2223 G Street
Fresno, California 93706
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CITY OF FRESNO DEPARTMENT OF TRANSPORTATION

ADDENDUM NO. 3
PLANNING & DESIGN SERVICES FOR
HYDROGEN INFRASTRUCTURE & FACILITY MASTER PLAN
REQUEST FOR QUALIFICATIONS NO. 12502218

NOTICE TO ALL BIDDERS

This Addendum is attached to and made a part of the above entitled specifications for the City of Fresno with a scheduled bid opening of **3:00 P.M., on Monday, June 16, 2025**.

1. Proposer Question #9

Question: Confirm the Facilities Master Plan includes all 5 of the transit facilities in Fresno CA: Bruce Rudd Administration Building, FAX Maintenance Building, Bus Wash and Fuel Island, Paratransit Building, and Manchester Transit Center; and there are no other facilities included?

Answer: Correct, Part 2 of the RFQ seeks to identify current and future needs to propel transit within the City of Fresno and identify viable alternatives to facility shortcomings. The analysis conducted by the successful proposer will inform FAX on short and long term strategies for improvements or replacement.

2. Proposer Question #10

Question: Is the Master Plan site assessment to include a multidiscipline assessment of each of the 5 transit facilities to include architectural, structural, mechanical, electrical, plumbing, equipment, fire protection or is this just to review the ability to support the fleet growth?

Answer: The Facility Master Plan is not a condition assessment of the facilities. The focus is on aspects detailed on page D17 and achieving the objectives of Part 2.

3. Proposer Question #11

Question: Please provide additional detail of the Master Plan scope item 4 Develop Alternatives / Select Option. It is not clear what the "options" should include.

Answer: The “options” refer to providing recommended choices the successful proposer must present to the executive team (e.g. refurbish facility X or replace facility X).

4. Proposer Question #12

Question: The RFP indicates on page 7 of the PDF that the ‘Minimum Qualification’ is that the ‘firm must be licensed to do business in the State of California’. Could you please clarify if this applies to subcontractors to the Prime as well?

Answer: FAX cannot opine on this question as licensing for subcontractors depends largely upon the work the subcontractor will be performing. Proposers should consult legal counsel to make this determination.

5. Proposer Question #13

Question: Section B. Qualifications of Key Personnel asks for Strength and Stability of the Firm as well as subconsultants. Could you please clarify what that refers to? Is that related to financial strength and stability or is there a broader meaning?

Answer: Strength and stability refer to the key personnel and not to the firm’s financial strength. This could include relevant descriptions of specialized skills or knowledge, technical capacity, synergy of key personnel, and the number of years key personnel have been with or worked with your firm.

City of Fresno
Department of Transportation

Orie Rubalcava

Orie Rubalcava
Projects Administrator

The bidder shall sign below indicating he/she has thoroughly read and understands the contents of this Addendum No. 3.

Signed: _____

Company: WSP USA Inc.

This addendum is being distributed ONLINE only and will not be sent U.S. Mail. The bidder shall submit a signed copy of this addendum with their bid.

City of FRESNO
Gregory A. Barfield, Director
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Fresno, California 93706
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CITY OF FRESNO DEPARTMENT OF TRANSPORTATION

ADDENDUM NO. 4
PLANNING & DESIGN SERVICES FOR
HYDROGEN INFRASTRUCTURE & FACILITY MASTER PLAN
REQUEST FOR QUALIFICATIONS NO. 12502218

NOTICE TO ALL BIDDERS

This Addendum is attached to and made a part of the above entitled specifications for the City of Fresno with a scheduled bid opening of **3:00 P.M., on Monday, June 16, 2025**.

1. Proposer Question #14

Question: Are the references that are requested in *B. Qualifications of Key Personnel* separate from section *D. References?* Specifically, are we to provide references for each key personnel or can we provide overall project references?

Answer: Criteria "B" and "D" are separate criteria; however, prospective proposers are only required to provide overall project references, not references for each key personnel.

City of Fresno
Department of Transportation

Orie Rubalcava
Orie Rubalcava
Projects Administrator

The bidder shall sign below indicating he/she has thoroughly read and understands the contents of this Addendum No. 4.

Signed: _____

Company: WSP USA Inc.

City of FRESNO

Gregory A. Barfield, Director
2223 G Street
Fresno, California 93706
(559) 621-RIDE
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CITY OF FRESNO DEPARTMENT OF TRANSPORTATION

ADDENDUM NO. 5
PLANNING & DESIGN SERVICES FOR
HYDROGEN INFRASTRUCTURE & FACILITY MASTER PLAN
REQUEST FOR QUALIFICATIONS NO. 12502218

NOTICE TO ALL BIDDERS

This Addendum is attached to and made a part of the above entitled specifications for the City of Fresno with a scheduled proposal deadline of **3:00 P.M., on Monday, June 16, 2025**.

1. The proposal deadline originally scheduled for 3:00 P.M., on Monday, June 16, 2025, will be extended to **3:00 P.M., on Monday, June 30, 2025.**

City of Fresno
Department of Transportation

Orie Rubalcava
Orie Rubalcava
Projects Administrator

The bidder shall sign below indicating he/she has thoroughly read and understands the contents of this Addendum No. 5.

Signed: _____

Company: WSP USA Inc.

This addendum is being distributed ONLINE only and will not be sent U.S. Mail. The bidder shall submit a signed copy of this addendum with their bid.

wsp.com