

KARGO C-CAMS SCOPE OF WORK

TASK 0.0 MANAGEMENT

TASK 0.1 PROJECT MANAGEMENT

Mark Thomas will coordinate with Kern COG and manage the project team. This includes preparing contract paperwork, memos, letters and emails, and making phone calls. Management activities also include the development and maintenance of a critical path method (CPM) design schedule, and preparation of monthly invoices and progress reports. The schedule will be updated as progress is made, with critical path activities clearly shown for team review purposes. The schedule and billings will be submitted in the form and in enough detail to track the project status and contract expenditures as outlined by Kern COG at the beginning of the project.

TASK 0.2 PROJECT MEETINGS/ COORDINATION

The Project will involve milestone meetings to keep the project "on-track". This work includes preparation of meeting agenda in consultation with the Kern COG, distribution of approved meeting agenda, arrangement of attendance of meeting participants, and preparation and distribution of meeting minutes, including recap of actions to be taken prior to the next meeting. This scope assumes a total of 1 project kick-off meeting and an additional 19 virtual project development team (PDT) meetings. If deemed appropriate by Kern COG, informal focused meetings with key stakeholders will be held, to gather appropriate information.

TASK 0.3 TEAM COORDINATION/ MEETINGS

This task will include ongoing general project coordination with subconsultants and Mark Thomas internal staff. This task will include preparing memos, letters, e-mail, and phone calls necessary to manage the project.

TASK 0.4 QUALITY CONTROL

The Mark Thomas Quality Control plan consists of established procedures for performing and reviewing the work (which are reassessed with each component of the

project), including report format, completeness of report, standards for design, establishing appropriate levels review between disciplines, identification of required distribution (who, what, when), submittal checklists, and methods of project documentation. Mark Thomas will use their QA/QC manual as a guide to ensure the highest engineering quality possible.

TASK 1.0 VULNERABILITY/ RESILIENCY ASSESSMENT REPORT

TASK 1.1 DATA COLLECTION

Under this task, Mark Thomas team will gather data to be utilized for the 30% Conceptual Designs and Cost Estimates (Task 3). This data will include USGS LiDAR database and as-builts for the project areas. The LiDAR scans will be calibrated based on available asbuilt data, creating the base files necessary for Mark Thomas to complete the 30% Concepts. It is assumed that Caltrans and the local agencies will be able to provide adequate as-built information for Mark Thomas to create the necessary base files.

LSA will collect historical climate event and risk data from readily available sources in Kern County. Such data could include but is not limited to storm events, property damage, historical flood and wildfire events.

Fehr & Peers will obtain detailed establishment data and observed truck GPS probe data. Acknowledging that sample GPS data from a single vendor may underrepresent certain sectors, we have engaged with multiple vendors to secure a more comprehensive dataset to supplement the KernCOG travel demand model. This information is also valuable for potential updates to KernCOG's travel demand model beyond the scope of this project.

TASK 1.2 VULNERABILITY/ RESILIENCY ASSESSMENT

Task 1.2.1 Future Climate Projection

The consultant team will use Cal-Adapt data to perform future climate projections. Localized Constructed Analogs (LOCA) downscaled global climate models available on Cal-Adapt will be used to provide projections for two separate scenarios: RCP4.5 and RCP8.5. Representative Concentration Pathways (RCPs) are various climate-modeling scenarios with differing concentrations of GHG emissions in the upper atmosphere over time.

For review of future maximum and minimum temperature and precipitation in Kern County, the high emission RCP8.5 scenario will be used with the annual average time

period for 2018 (present), 2050 (mid-century), and 2100 (end of century). The maximum temperature, minimum temperature, and average precipitation projections will be modeled using the CanESM2 climate model.

Wildfire projections will be developed using the University of Merced model, and the downscaled LOCA global climate models together with historic climate data, population density, vegetation, and fire history. Wildfire projections are available for the four models: HadGEM2-ES, CNRM-CM5, CanESM2, and MICROC5. For the review of future wildfire risk in Kern County, projections will be modeled using the CanESM2 model, under the RCP8.5 emissions and a selected population growth scenario.

Taks 1.2.2 County-wide Vulnerability Assessment

LSA will identify at risk assets based off the climate projection results from Task 1.2.a. The major asset groups that will be included in the vulnerability assessment for this project are roadways, bridges, railroads, culverts, and other transportation facilities identified in the RFQ. Through public outreach, the consultant team will identify the major climate hazards in Kern County. The key climate hazards are expected to include extreme heat, wildfire, flooding, and landslide.

An indicator-based approach, which is recommended by FHWA's Vulnerability Assessment and Adaptation Framework , will be used to rank the criticality of transportation infrastructure that will be impacted by the extreme climate events. Metrics will be developed for each asset and available data sets will be collected for the above-mentioned transportation asset groups by different metrics. Stakeholders/public input will also be collected with regards to historical hazard events and future concerns. A comprehensive scoring system will be developed to include the scores for all the metrics, and a score will be calculated for the at-risk assets. The high priority assets resulting from the scoring process will be further evaluated under Task 1.2.3.

Task 1.2.3 Corridor/ Facility Level Climate Risk Assessment

As described in the approach section, LSA will follow FHWA's Adaption Decision-Making Assessment Process (ADAP) to conduct the corridor/facility level climate risk assessment. The first four steps of ADAP will be conducted under this sub-task, including:

- » Understanding the site context
- » Document the existing facility
- » Identify climate stressors
- » Develop climate scenarios

Up to 15 corridors/facilities will be analyzed for the climate risk assessment under this sub-task. The consultant team will perform the first four steps of ADAP under this sub-task for each of the corridors identified in the study. The environmental setting and the role/function of the facilities, document the design standards, the dimensions and remaining design life, identify climate stressors surrounding the facilities will be examined and climate scenarios that might impact the facilities will be developed.

The other five steps of the ADAP will be performed under Task 2.

TASK 1.3 DRAFT REPORT AND TASK 1.4 FINAL REPORT

The consultant team will develop a draft Vulnerability/Resiliency Assessment report includes the following elements:

- » Climate projections for Kern County;
- » Summarizes the outreach conducted to identify historical climate events and concerns from the public under Task 2; and
- » Assessment of the county-wide climate vulnerability analysis with identification of high-risk corridors/facilities.

A second report will be drafted that includes the first four steps of the corridor/facility-level analysis. This portion will be combined with the report included as part of Task 2 as a comprehensive Corridor/Facility Level Climate Risk Assessment report.

The first draft of the Vulnerability/Resiliency Assessment report will be reviewed by Kern COG, and comments will be incorporated into the revised draft report. The second draft will be distributed to stakeholders and the public for comments, and comments will be incorporated into the Final report.

TASK 1 DELIVERABLES

- » Draft Vulnerability/Resiliency Assessment Report
- » Final Vulnerability/Resiliency Assessment Report

TASK 2.0 ADAPTATION MITIGATION/CO-BENEFIT ANALYSIS REPORT

The Mark Thomas Team will develop a comprehensive climate adaptation analysis for the Twin Pass corridors and countywide, incorporating the results of the vulnerability assessment as described in Task 1. The analysis will provide co-benefits evaluation, phasing, criteria and weighting,

and project prioritization. Key stakeholders will include representatives from KernCOG, Caltrans District 6, Kern County, California High Speed Rail Authority, and the City of Tehachapi.

Based on the vulnerability assessment, our team will develop a list of projects for consideration by agency staff. The project list will also be informed by the Phase II KARGO Sustainability Study which reviews parallel resiliency corridors serving STAA routes.

The project list may include items such as the construction of mudslide barriers, retaining walls, drainage structures, wildlife crossing infrastructure improvements, and vegetation management/restoration to reduce the impacts of climate change on the corridor. Additional project recommendations will be developed and reviewed with the Client and key stakeholders based on ongoing discussions based on the vulnerability assessment and needs review.

The project recommendations are expected to include the following preliminary list of projects:

- » SR 58 Tehachapi Pass Mainline Climbing Lanes Segment 1;
- » Resiliency Corridors:
 - Tehachapi-Wofford Rd Corridor;
 - Tehachapi-Willow Springs Road Corridor;
 - SR 14/58 Connection for the Mojave Inland Port;
 - SR 223/58 (I-5 Corpus Road via South Arvin Expressway);
 - SR 184 realignment to Edison Road;
 - SR 166;
- » ITP Intermodal Rail Facilities in Shafter, Mojave, McFarland, Tejon Ranch, Delano and Others;

Phasing analysis will be prepared to identify the project readiness and ability to implement the projects on a short-, medium- and long-term horizon.

TASK 2.1 PRELIMINARY TECHNICAL STUDIES

2.1.1 Traffic

The F&P team led the KARGO phase I and II initiatives, identifying multiple projects aimed at mitigating the impact of goods movements on DCAs. The KernCOG Travel Demand Model, along with available data on land use, socio-economic factors, truck traffic, estimates of mobile emissions, and input from extensive stakeholder engagement, was utilized to evaluate project performance. The analysis concluded with a prioritized list of projects. To enhance previous efforts and conduct a thorough cost-benefit analysis of goods-movement transportation projects, obtaining detailed data on truck flows and addressing the following questions is imperative:

1. What role does the corridor play in local/countywide truck flows, and which industries and businesses in Kern County are significant users of the corridor?
2. What role does the corridor play in regional/statewide/national truck flows, and which industries and businesses outside Kern County benefit from improvements on this corridor?
3. What is the typology of trucks traveling through the corridor (vehicle's GVWR and length, commodity)?
4. What is the current operational profile of the corridor throughout different times of the day and various seasons (traffic volume, travel time, travel time reliability, off-ramp queueing)?
5. What are the demographic characteristics of the communities near the corridor, and are there disadvantaged communities identified in proximity to it?

Addressing these questions will not only help assess the impact of transportation projects on the immediate community but also on the broader region and economy. This information can be instrumental in presenting a compelling narrative for competitive state and federal grant applications, a strategy that F&P has successfully employed for various small and large projects.

Question 1 and 2 will quantify the importance of the corridor in local and broader economy, by reviewing the origin and destination of trips and how the corridor is providing access to small and large businesses and how they benefit by improving the resiliency of the corridor.

Questions 1 and 2 aim to quantify the corridor's importance in the local and broader economy by examining trip origins and destinations, illustrating how the corridor provides access to businesses, both small and large, and the benefits derived from enhancing corridor resiliency.

Question 3 seeks to amplify the corridor's role for specific commodities or industries, recognizing that travel time reliability is more critical for trucks transporting perishable goods than for those transporting manufacturing or chemical products. It also help with understanding demands for other purposes such as alternative fuel charging facility or truck parking. These measures are relevant to broader context of resiliency as the states have mandatory goals toward adoption of alternative fuels trucks.

Question 4 aims to quantify the corridor's level of service, identifying delays and bottlenecks, and demonstrating how resilience improvements can enhance traffic operations, potentially saving thousands of dollars by reducing travel time and enhancing reliability.

Question 5 focuses on the specific benefits to DCAs by

reviewing current impacts of goods movement operations and showcasing how improvements can reduce congestion, emissions, and enhance safety as part of resilience mitigations. Following federal Justice40 initiative it is important to clearly quantify the benefit to DCAs in federal grant applications.

To supplement the KernCOG travel demand model, we plan to use detailed establishment data and observed truck GPS probe data. Acknowledging that sample GPS data from a single vendor may underrepresent certain sectors, we have engaged with multiple vendors to secure a more comprehensive dataset at a negotiated cost. This information is also valuable for potential updates to KernCOG's travel demand model beyond the scope of this project.

In collaboration with stakeholders, F&P developed a series of performance measures (beyond what is required for grant applications) during KARGO phase I. We will build on those measures to score each project and provide ranking accordingly. Based on our experience working on similar task for California Statewide Freight Mobility Plan and other regional freight plans, ranking projects usually involves working with stakeholders to understand their goals and priorities. We collaborate with stakeholders to develop a systematic weights for

2.1.2 Wildlife Corridors

A Wildlife Corridor technical memorandum will be developed for projects within the Twin Passes. The memo will contain a description of the species present, their habitat and movement needs, whether or not sufficient information is available, and the types of structures they would prefer and require to cross an alignment. This will be based upon a desktop GIS analysis of: 1) species models, 2) existing observations of wildlife, 3) wildlife vehicle collisions in the project area, 4) existing right-of-way conditions, and 5) likely movement/connectivity needs and areas. The memo will make clear and explicit whether sufficient information exists, what the existing connectivity needs, and how wildlife connectivity could be structurally improved in the project area. The memo will inform conceptual designs and locations.

2.1.3 Economics

The first major undertaking for the preliminary economic studies is to develop the data and methodological framework to assess each of the road, railroad, and inland port improvements under consideration in Section 2.2. These nine improvements include:

- » SR 58 Tehachapi Pass climbing lanes segment 1
- » Connecting Resiliency Route Corridors
- » Tehachapi-Woffard Rd Keene (Tehachapi SR58/202)

- » Tehachapi-Willow Springs Road Corridor (SR 14)
- » SR 14/58 (Pioneer Partners/Mojave Inland Port)
- » SR 223/58 (I-5 Corpus Road via South Arvin Expwy)
- » SR 184 realignment to Edison Road
- » SR 166, 58/14, South Arvin Green Expwy (last mile connectivity to ITP)
- » ITP rails

The challenge, which we are anxious to address, will be to link a series of freight, regional travel demand, (and underlying demographic) databases and modeling tools which together will enable comprehensive economic benefits analyses of the improvement alternatives in Section 2.2.

Freight Data and Economic Benefits Analysis Framework for Alternatives Evaluation

Freight data: - Beginning with freight data provided by KERNCOG, EBP will incorporate KERNCOG's regional travel demand model and a set of economic impact models to create a custom freight-economy model which will link freight flows (both truck and rail) to the county and regional industries which are responsible for its purchasing and production. This model gives insight and discloses the underlying supply chains and market linkages at work within a large county such as Kern County, and within a broader region. It models how specific modes and markets feed into specialized industry activity patterns. At the "end" of the modeling chain are direct estimation of the number of jobs, GDP, and tax revenue impacts derived from each project improvement, as well as broader measures of regional supply chain activity and integration. Impacts of investment can be further evaluated on their growth of the regional economy, as well as demand for induced freight activity.

The freight flows data base utilizes Commodity Flow Survey data, rail Waybill data, Freight Analysis Framework (FAF) data, and other sources.

Such applications can be readily seen in some of our more recent work for:

- » Illinois Marine Transportation System Plan
- » Port of Long Beach – freight-economy impact analysis and what if scenario generation tool
- » Michigan LRTP – supply chain and freight dependence
- » Buffalo Freight Plan – market forecasts, freight dependence
- » Georgia State Rail Plan – freight-dependence
- » NM Freight Plan – freight forecasts and freight dependence
- » HEPMPO freight plan
- » SCAG regional rail-freight forecasts
- » California Freight Mobility Plan (2019)

» CalTrans Cal-B/C integration module with TREDIS

These economic models work to describe how freight operates within a region, broader linkages, and the impacts of behavior. Accompanying the analysis are economic development-oriented tools which also evaluate the relative strengths and opportunities from a development perspective. These tools bolster a region by identifying the competitive factors which lead a business to locate, and where growth opportunities can be identified.

Regional traffic and travel demand model – EBP will work closely with the rest of the study team, including the Fehr and Peers travel demand modeling team, to refine the truck traffic flows and forecasts from the travel demand model (TDM), such that those flows can be extrapolated to reflect with reasonable accuracy the origins, destinations, and commodities being moved within those otherwise unidentified truck volumes.

By combining the regional travel demand information for truck movements with the freight data bases, a comprehensive data base can be assembled and summarized, tracking shows flows through the region and by road and rail specific facilities, for commodity types, commodity origin destinations, and by mode. Rail movements will not be obtained from the travel demand model, but rail volumes for each of the rail connections in the region can be obtained directly from published carrier data.

Cal-B/C benefit cost analysis tool – With the combined commodity flow database in place, the impacts of the various infrastructure initiatives can be assessed. The travel demand model will provide information on truck vehicle miles and hours saved, and these in turn can be translated into commodity, industry sector, and origin destination impacts. For example, it can be determined how truck freight moved through the Tehachapi pass will save time, which commodities benefit, what industries these commodities track to, and where benefits are realized spatially.

These travel time and mileage savings can then be run through Cal-B/C to obtain industry and O-D specific direct freight cost savings, based on ton miles and hours reduced.

TREDIS (or alternative) macroeconomic impact analysis tool – With the direct effects in hand from Cal-B/C, the study team can then apply the TREDIS (or an alternative macroeconomic) model to derive macro regional economic impacts, including employment, labor income, value added (GRP), business output, and possibly fiscal impacts. If possible, we would suggest investigating the use of CALTRANS' existing TREDIS license to obtain these impacts. Alternatively, KERNCOG to obtain a 6-month TREDIS license with 3 users to obtain the macro regional economic effects.

We assume use of the CALTRANS owned TREDIS license will be priced at \$5.4 K for an additional user (KERNCOG). A new KERNCOG license for 6 months and 3 users would typically be priced at \$17.8K. All TREDIS prices can be negotiated. EBP is also prepared to utilize a REMI TranSight Model if KERNCOG prefers that.

Regional Economic Competitiveness and Diversification Potential Studies

In addition to the freight data assembly and economic impact modeling to support the life cycle cost analyses in Section 2.2, EBP proposes additional regional economic studies that examine the competitive advantages and disadvantages of Kern County going forward, and that can support plans for transition of the county's economy from a primarily agricultural base to a more diversified economy, including for example increased logistics industries and more diversified food processing and other higher tech industries that leverage the base agricultural economy.

Competitive Benchmarking Analysis

Standard site selection tools provide one lens for effectively understanding the region's advantages and disadvantages for investment attraction in the same way that a site selector or a corporate decision maker would. The team's experience in helping companies make location decisions around the world provide us with the tools and insight necessary to provide communities with the opportunity to look back through the telescope and see themselves within the context of a globally competitive environment.

We will perform a reverse site selection analysis (a weighting and ranking analysis using actual corporate location decision factors) to understand how the County and region rank against competing locations, from a site selector's point of view. We will develop a list of peers and perceived "best-in-class" or aspirational communities based on knowledge of the region and input from the district's planning team.

Factors compared in the model will include (but may not be limited to):

- » Population and population change
- » Labor force and unemployment
- » Tax climate assessment
- » Occupation and industry employment strengths
- » Occupation salaries and housing cost statistics
- » Access to transportation and to customer and supplier markets
- » Educational attainment
- » Access to a skilled workforce
- » Crime, climate, and natural hazards
- » Cost of living and access to medical care

Our analysis will yield a summary of rankings by category for each of the regions, as well as an advantages/disadvantages chart for the region, such as the example shown to the left. This is one of the many ways we can convey this information for a range of audiences. Our analysis will provide an overview as to how the district measures against surrounding districts and broader competitors to better recognize area strengths and weaknesses for the development of the value propositions and workplan. This information is gained through using the same types of tools used by corporate decision makers use when determining locations or expansions. As a result, the team can determine precise advantages and/or weaknesses for its analysis.

Opportunity Match Profiling

Opportunity Match Profiles examine the region against a list of activity and use opportunities that appear to fit both the location profile of the region and its objectives. The profiles will identify how the area is aligned to the needs of each opportunity and will also include a review of target markets to which investment attraction efforts should be focused. This analysis will also examine existing networks within target markets to understand the resources on which KernCOG and its members can call upon when implementing the proposed strategy.

This approach is based in our years of knowledge of working with both the public and private sector and understanding the market drivers for investment decisions. We have developed such opportunity match grids for regions across the globe, helping them to more precisely target opportunities for which there is both a need and for which the region has tangible strengths.

Our typical approach to Opportunity Match Profiling results in a description of the following factors regarding each opportunity:

- » The industry or activity
- » Current size and scope
- » Trends in growth patterns
- » Employment patterns
- » Site selection criteria
- » Necessary institutional links (especially – but not limited to – education and training)
- » Target markets for the opportunity
- » The region’s strengths that correspond to the opportunity’s requirements

Gap Analysis

This quantitative and qualitative approach will identify the most pressing needs for the top target sectors to grow, specialize and evolve in the District. In examining the above, it is likely that we will identify several “but-for” to be addressed in the strategic plan. Some will be simple items

to fix or enhance. Other will require more in-depth analysis and planning. All will provide a means for enhancing the region’s competitiveness.

We will consider the following factors:

- » Investment-ready land, facilities, and transportation infrastructure
- » Skills/workforce
- » Financing
- » Value chain/cluster-based approach to economic growth
- » Municipal/government structures and support
- » Institutional support (access to intellectual and knowledge capital)
- » Quality of life and talent recruitability (access to transit, schools, recreation facilities)

2.1.4 Funding Strategy

Mark Thomas will work closely with Kern COG to develop a funding strategy for the infrastructure investments. We will identify various regional, state, and federal funding programs applicable to the projects. Mark Thomas will rate the projects alignment with each grant program. The funding strategy will also include a review of how each project aligns with the Caltrans System Investment Strategy (CSIS) by leveraging the Cal-B/C models and benefits/impacts to disadvantaged communities. We will prepare a project fact sheet for each project. Mark Thomas will also develop an overall political engagement strategy for the suite of projects.

TASK 2.2 LIFE-CYCLE-COST-ANALYSIS/CO-BENEFITS ANALYSIS

We will evaluate where the project list achieves co-benefits such as an improved economy, alignment with state housing goals, benefits to disadvantaged communities (DACs), reduced resource use, reduced air quality emissions and Vehicles Mile Traveled (VMT), jobs creation, and other environmental, economic and social co-benefits. Our team will work with agency staff to consider additional co-benefits that can be identified that might later align projects with various grant funding sources.

The team will estimate/monetize the primary and secondary economic benefits (co-benefits) using the series of models described in Section 2.1 Analyses will be conducted for each of the infrastructure initiatives listed in the RFP:

- » SR 58 Tehachapi Pass climbing lanes segment 1
- » Connecting Resiliency Route Corridors
- » Tehachapi-Woffard Rd Keene (Tehachapi SR58/202)
- » Tehachapi-Willow Springs Road Corridor (SR 14)

- » SR 14/58 (Pioneer Partners/Mojave Inland Port)
- » SR 223/58 (I-5 Corpus Road via South Arvin Expwy)
- » SR 184 realignment to Edison Road
- » SR 166, 58/14, South Arvin Green Expwy (last mile connectivity to ITP)
- » ITP rails

Primary (first order) impacts – We anticipate that Cal-B/C will generate these impacts, which will include

- » Truck time and cost savings – these are cumulated so that benefits may be assigned to in-region versus out-of-region industries.
- » Rail time and cost savings, with similar assignment to in-region versus out-of-region benefits. Most rail traffic will be through traffic, rather than cargoes originating or terminating in Kern County.
- » Freight/logistics cost savings – also assigned to in-region versus out of region benefits.
- » Emissions and other environmental impacts/benefits.
- » Safety (crash reduction) benefits
- » Reduced exposure of EJ populations to environmental hazard exposure

Secondary macro regional impacts generated by TREDIS or alternative macro model – These will focus on Kern County impacts but also include a to-be-determined Central Valley region. Impacts to include increases per year in:

- » Employment
- » Labor Income
- » Business output
- » Gross County/Regional Product
- » Tax Revenues

TASK 2.3 DEVELOP PROJECT RANKINGS

The consultant team will use Multi-Criteria Analysis (MCA) to compare the adaptation measures across a range of quantitative and qualitative metrics. The methodology was recommended by FHWA in the Vulnerability Assessment and Adaptation Framework (3rd Edition). The metrics include environmental consideration, benefit/cost analysis, disadvantaged communities impact analysis, funding potential, and stakeholder survey. After technical analysis is conducted for the proposed adaptation measures/projects, the projects will be scored against each of the five metrics. The consultant team will work with Kern COG staff and the Advisory Committee to allocate weight to the metrics and develop a composite scoring system incorporating the five metrics. A composite score will then be calculated for each of the adaptation measures/projects.

The Mark Thomas team will develop evaluation criteria and weighting for use in prioritization of projects. The top

ranked projects will then advance to Task 3, 30% conceptual design. We will work with agency stakeholders to develop and refine the criteria and determine the weighting through regular Project Development Team (PDT) Meetings. We anticipate the criteria and weighting will reflect public input and reflect and balance regional planning goals, California's CAPTI guiding principles, and Kern COG's project objectives. Below is a draft list of potential criteria for consideration that will be refined as the project advances and based on the co-benefits analysis:

- » Safety Benefit;
- » Benefit to Disadvantaged Communities (DACs);
- » Operational Benefit;
- » Modal Benefit;
- » Agency Priority;
- » Economic Development;
- » Access to and Creation of Jobs ;
- » Air Quality and Greenhouse Gas Emissions Reduction;
- » Vehicles Miles Traveled Benefit;
- » Efficiency of Land Use;
- » Supportive of State Housing Goals;
- » Project Readiness;
- » Schedule for Implementation; and/or
- » Implementation Cost.

Mark Thomas will prepare the Draft Adaptation Mitigation/Co-Benefit Analysis Report for distribution to the public and agency for review. Upon public release of the Draft Report, we will collect public comments for inventory and review with agency staff.

2.3.1 Environmental Consideration

The consultant team will conduct an opportunities and constraints analysis for the proposed adaptation measures/projects. This scope of work assumes 15 corridors/facilities with an average of two build-alternatives per corridor/facility, for a total of up to 30 build alternatives will be considered. The environmental opportunities and constraints analysis will be based on a feasibility level project description and design provided by the project engineer.

LSA will conduct an evaluation for the following factors utilizing aerial map reconnaissance, site photographs, publicly available records searches, agency documents (i.e., General Plans), and available CEQA/NEPA documents:

- » Agricultural
- » Air Quality
- » Biology and Wetlands
- » Community Impacts
- » Cultural Resources

- » Hazardous Materials
- » Noise; and
- » Wildfire

2.3.2 Benefit/cost analysis

Developed in Task 2.2, the LCCA/BCA results will be ranked. Results will be used to determine project prioritization.

2.3.3 DAC impact analysis

The consultant team will use CalEnviroScreen 4.0 or Kern COG's definition to identify the disadvantaged communities in or near the proposed project areas. Analysis will be conducted to evaluate whether the mitigation measures will bring benefits to the surrounding disadvantaged communities or the proposed mitigation projects will negatively impact such communities.

2.3.4 Funding potential analysis

The consultant team will conduct research on climate adaptation/resilience related funding programs/principles. Such funding programs/principles could include, but are not limited to, CTC's Local Transportation Climate Adaptation Program (LTCAP), the scoring rubrics of Caltrans Strategic System Investment Strategy (CSIS), and the Building Resilient Infrastructure and Communities (BRIC) and Flood Mitigation Assistance (FMA). We will rate the proposed mitigation measures against the funding principle/criteria of such funding programs for funding potentials.

2.3.5 Stakeholder survey

Input from the community performed in Task 4 DCE will be ranked. Results will be used to help determine project prioritization.

TASK 2.4 DRAFT FINAL REPORT

Mark Thomas will develop the Draft Final Adaptation Mitigation/Co-Benefit Analysis Report addressing public and agency comments. We will distribute the Draft Final Report to the Client for review, including a response to comments matrix.

TASK 2.5 FINAL REPORT

Mark Thomas will develop the Final Adaptation Mitigation/Co-Benefit Analysis Report addressing agency feedback on the Draft Final Report. The Final Report will serve as a chapter or appendix to the Draft Final and Final Study as described in Task 6.

TASK 2 DELIVERABLES

- » Economics Study

- » Funding Strategy Memo
- » Project List, Phasing, and Ranking Analysis,
- » Draft Adaptation Mitigation/Co-Benefits Analysis Report
- » Draft Adaptation Report Response to Comments Matrix
- » Final Adaptation Mitigation/Co-Benefits Analysis Report

TASK 3.0 DEVELOP 30% CONCEPTUAL DESIGNS

The design team will develop a 30% pre-environmental, conceptual design drawing and cost estimate for up to twenty projects. The projects will be selected based on the results of the Vulnerability and Resiliency Assessment and the Adaptation Mitigation and Co-Benefit Analysis Report (Task 1 and Task 2). For each project's 30% Concept package, the design team will prepare a strip map exhibit showcasing the proposed improvements and a construction cost estimate. It is assumed that the exhibits will provide high-level concepts including general design information but will not delve into final design details. The exhibits will include approximate Right of Way acquisition needs based on available records. The exhibits will not include utility relocation information.

The following projects have been identified as potential projects that will proceed to the 30% Concept level. The assumed scope for each of these projects is outlined in the following subtasks.

TASK 3.1 DRAFT CONCEPT DESIGN

Task 3.1.1 SR 58 Truck Climbing Lanes Segment 1

It is assumed that this project will include 1 truck climbing lane along State Route 58 between Postmile 71 and 75. The climbing lane will be approximately 3 miles long. It is assumed that the proposed concept will need to include the following components:

- » Extend/ retrograde 3 existing box culvert crossings
- » Widening of the inside shoulder where necessary to meet agency standards
- » Various minor drainage modifications including overside drains, down drains, culvert extensions, drainage inlets, etc.

The following items are not anticipated to be necessary, so they are not included in this scope:

- » Retaining walls
- » Modifications to the Bena Road Undercrossing

Task 3.1.2 HSR Tunnel Tailings

This project consists the HSR tunnel tailings just north of the SR223/SR58 intersection

Task 3.1.3 SR 58/223 Interchange

It is assumed that this project will convert the at grade intersection of SR 58 and SR 223 into a grade separated interchange. The concept will follow either the F-5 or F-6 interchange example presented in Chapter 500 of the HDM. It is assumed that the proposed concept will need to include the following components:

- » Approximately 3 miles of lane construction (includes both ramps and SR 223 reconstruction)
- » Embankment and 2-lane bridge structure allowing SR 223 to cross over SR 58
- » Shoulder widenings where necessary to comply with local agency standards
- » Various minor drainage modifications including overside drains, down drains, culvert extensions, drainage inlets, etc.

Task 3.1.4 SR 58/E. Tehachapi Blvd/ Tehachapi Willow Springs Rd

This existing 2-lane resiliency route is approximately 21 miles long connecting E Tehachapi Blvd to Rosamond Blvd. It is assumed that the proposed concept will need to include the following components:

- » Approximately 21 miles of pavement reconstruction/ rehabilitation
- » Shoulder widenings where necessary to comply with local agency standards
- » Various minor drainage modifications including overside drains, down drains, culvert extensions, drainage inlets, etc.

The following items are not included in this scope:

- » Intersection control changes
- » Structural design
- » Any modifications to the Willow Springs Overcrossing at SR 58

Task 3.1.5 SR 223 Tejon Indian Tribe-S. Arvin Expwy

It is assumed that this resiliency route will be a 2-lane facility connecting State Route 99 to State Route 223. This corridor will extend east from SR 99 along existing David Road for approximately 4 miles before heading northeast through undeveloped land for approximately 12 miles to connect to SR 223. It is assumed that the proposed concept will need to include the following components:

- » Roadway reconstruction for approximately 4 miles along

David Road

- » New roadway construction for approximately 12 miles
- » 5 new stop controlled intersections
- » 6 new structures for canal/ ditch/ creek crossings
- » Various minor drainage modifications including overside drains, down drains, culvert extensions, drainage inlets, etc.

The following items are not included in this scope:

- » Existing Intersection control changes
- » Modifications to the existing David Road and SR 99 interchange

Task 3.1.6 SR 184 Lamont Truck Bypass Resiliency Route

This project proposes to realign the existing SR 184 approximately 2 miles east to reduce the route's impacts on existing sensitive receptors. The realignment would utilize the existing Edison Road to connect SR 223 and SR 58. It is assumed that the proposed concept will maintain Edison Road's 2-lane configuration and will need to include the following components:

- » Approximately 10 miles of pavement reconstruction/ rehabilitation
- » Shoulder widenings where necessary to comply with local agency standards
- » Various minor drainage modifications including overside drains, down drains, culvert extensions, drainage inlets, etc.

The following items are not included in this scope:

- » Intersection control changes
- » Structural design
- » Any modifications to the SR 58 interchange

Task 3.1.7 I-5 Truck Climbing/Passing Lanes

This project proposes to add approximately 11 miles of truck climbing lane to southbound I-5. It is assumed that the proposed concept will need to include the following components:

- » A truck climbing lane approximately 11 miles long
- » Approximately 4500 linear feet of retaining wall
- » 4 bridge/ box culvert widenings
- » 4 ramp reconfigurations (does not include structural design)
- » Various minor drainage modifications including overside drains, down drains, culvert extensions, drainage inlets, etc.

There are some areas within the project limits where the

existing inside shoulder is wide enough to accommodate the lane addition. In these areas, it is assumed that the traffic lanes will be shifted into the existing inside shoulder to minimize project impacts. This will reduce the project's impacts to utilities and will eliminate the need for bridge widening in some areas. This scope assumes that the pavement on the inside shoulder will need to be reconstructed in order to carry the shifted traffic.

There are several areas where southbound I-5 crosses under existing bridge structures. At these locations, the existing bridge columns restrict the available width for I-5. In order to accommodate the additional climbing lane without needing to reconstruct the bridge above I-5, it is assumed that the shoulders can be reduced below the standard shoulder width at the crossing location. This non-standard shoulder will require a design exception, but it is assumed that this design exception will be preferred over replacing the bridges entirely.

Task 3.1.8 Shafter-Bakersfield Intermodal Rail

Project consists of the intermodal rail facility for the Shafter-Bakersfield ITP.

Task 3.1.9 McFarland ITP Resiliency Routes

This project proposes to connect the proposed McFarland ITP facility to SR 155 via Famoso Porterville Highway and Sherwood Avenue. This route would connect into the Delano ITP Resiliency Route at Pond Road outlined in the following task. These improvements are proposed to help minimize impacts to the McFarland DAC by reducing traffic traveling to the proposed ITP facility through McFarland along SR 99. It is assumed that the proposed concept will maintain the existing 2-lane configuration of Sherwood Avenue and Famoso Porterville Highway, and will need to include the following components:

- » Approximately 5.5 miles of pavement reconstruction/rehabilitation
- » Shoulder widenings where necessary to comply with local agency standards
- » Various minor drainage modifications including overside drains, down drains, culvert extensions, drainage inlets, etc.
- » At-Grade railroad crossing modifications at Sherwood Avenue near Famoso Porterville Highway

The following items are not included in this scope:

- » Intersection control changes
- » Modifications to freeway interchanges
- » Structural design

Task 3.1.10 Delano ITP Resiliency Routes

This project proposes to realign SR 155 south along Famoso Porterville Highway and Pond Road to tie into SR 99 south of the City of Delano. This realignment is being considered in response to the proposed ITP located at UP's former Cold-Connect facility in South Delano. These improvements are proposed to help minimize impacts to the Delano DAC by redirecting the increased truck traffic that the ITP is expected to attract. It is assumed that the proposed concept will maintain the existing 2-lane configuration of Pond Road and Famoso Porterville Highway, and will need to include the following components:

- » Approximately 8 miles of pavement reconstruction/rehabilitation
- » Shoulder widenings where necessary to comply with local agency standards
- » Various minor drainage modifications including overside drains, down drains, culvert extensions, drainage inlets, etc.
- » Realignment of the southbound SR 99 ramp at Pond Road to meet current standards

The following items are not included in this scope:

- » Intersection control changes
- » Structural design

Task 3.1.11 Mojave ITP Resiliency Routes

To maximize the facility's efficiency, the proposed Mojave Inland Port will require access points along both SR 58 and SR 14. This proposed project will define what these connection points will look like. Along SR 14, there is already a connection point via United Street that the facility can utilize. It is assumed that this connection will require the following components:

- » Approximately 2 miles of pavement reconstruction/rehabilitation
- » Shoulder widenings where necessary to comply with local agency standards
- » Various minor drainage modifications including overside drains, down drains, culvert extensions, drainage inlets, etc.

The following items are not included in the SR 14 connection scope:

- » Intersection control changes
- » Structural design
- » Modifications to the geometrics of the existing SR 14 connection

Along SR 58, a new interchange connection will be necessary to service the facility. Due to minimum

interchange spacing requirements along roadways of this type, the new interchange will need to be located about 2 miles southeast of the ITP facility. A frontage road will be constructed parallel to SR 58 to connect to the new interchange location. The interchange concept will follow either the F-5 or F-6 interchange example presented in Chapter 500 of the HDM. It is assumed that this connection will require the following components:

- » Approximately 6 miles of roadway pavement (include the frontage road and connection ramps)
- » Embankment and 2-lane bridge structure allowing the frontage road to cross over SR 58
- » Various minor drainage modifications including overside drains, down drains, culvert extensions, drainage inlets, etc.

The following items are not included in the SR 58 connection scope:

- » Structural design
- » Modifications to the geometrics of the existing SR 14 connection

The scope for this project will also include the addition of 2 traffic signals at the existing interchange ramp connection points between SR 14 and SR 58. It is assumed that the ramp intersection configurations can remain the same with minor modifications to incorporate the signals.

Task 3.1.12 Arvin-Tejon Commerce Center Rail Spur

The project alignment start from Arvin and follows the South Arvin Expressway and continues south to connect to the Tejon Commerce Center.

Task 3.1.13 Tejon Indian Tribal Lands/ Mettler/ Copus Road Resiliency Corridor

This project proposes to re-route SR 166 north to Corpus Road to benefit the Mettler DAC and provide a resiliency corridor with connections to SR 99, I-5, SR 166, and the proposed Arvin Expressway. The corridor improvements will span from the intersection of SR 166 and Basic School Road, north to Corpus Road, and west to SR 99. It is assumed that the proposed concept will maintain Corpus Road's 2-lane configuration and will need to include the following components:

- » Approximately 22 miles of pavement reconstruction/ rehabilitation
- » Shoulder widenings where necessary to comply with local agency standards
- » Various minor drainage modifications including overside drains, down drains, culvert extensions, drainage inlets, etc.

The following items are not included in this scope:

- » Intersection control changes
- » Structural design
- » Any modifications to the interchanges at SR 99 or I-5

Task 3.1.14 Kern SAFETEC Logistics Resiliency Corridor

Fehr & Peers will use observed truck flow data, information from travel demand model, and inputs collected from stakeholders during KARGO phase I and II to further evaluate economic benefits of SAFETEC logistic zone. We will review the roadway infrastructure to evaluate the feasibility of the roadway network for adopting autonomous vehicle operation. We will identify limitations and required improvements and help KernCOG position better for future funding programs.

Task 3.1.15 Shafter-Buttonwillow Rail Spur Extension Resiliency Corridor

Project consist connecting the UP-Buttonwillow Subdivision to the BNSF-Bakersfield Subdivision to provide a resiliency route for rail in the South SJV rail corridor.

Task 3.1.16 Cross South Valley Rail Resiliency Corridor

Project consist of providing a second spur to complete a South Valley loop for UP and SJVRR.

Task 3.1.17 Up to four other rail and roadway facilities

The design team will provide 30% Concepts for up to four additional rail or roadway facilities. It is assumed that the scopes for these four additional projects will be similar in size and general concept to the other projects scoped under this task.

TASK 3.2 FINAL CONCEPT DESIGN

Based on feedback received on the Draft Concept Designs, the design team will make necessary design revisions and develop Final Concep Desings for each of the projects selected. Each project's 30% Final Concept package will consist of a strip map exhibit showcasing the proposed improvements and a construction cost estimate. The following projects have been identified as potential projects that will proceed to the 30% Final Concept Design level. The assumed design scope for each of these projects is outlined under Task 3.1.

TASK 3 DELIVERABLES

- » Up to twenty 30% Draft Concept Design and Cost

- Estimate packages
- » Up to twenty 30% Final Concept Design and Cost Estimate packages

TASK 4.0 DETAILED COMMUNITY ENGAGEMENT

TASK 4.1 DEVELOP DETAILED COMMUNITY ENGAGEMENT PLAN

The Mark Thomas Project Team will draft a comprehensive approach to ensure the public engagement process is robust and representative of the community. To guide this effort, the Mark Thomas Project Team will develop a Detailed Community Engagement Plan (DCE Plan) that identifies the objectives and strategies of Tasks 1-3 including outreach methods, an outreach schedule, potential participants, potential event dates and times, event formats, and goals for each outreach activity.

The following items will be included in the DCE Plan:

- » Project Goals and objectives;
- » Focused & desired audiences, including disadvantaged communities;
- » Key messaging across all Project channels and/or materials;
- » Communications and outreach tools;
- » Proposed activities & timelines;
- » Language translation; and
- » Roles and responsibilities of Mark Thomas Project Team and Kern COG Staff

Understanding that the input received from this engagement process will be used for both this Study (Task 6) and the development of the 2026 RTP/SCS Climate Adaption Section, we will ensure that the DCE Plan leverages the latest Kern COG Public Involvement Procedure (PIP) document for the RTP/SCS and Sustainable Communities Strategies (SCS) update process. The Mark Thomas Project Team will incorporate changes in the DCE Plan based on review and revisions from the Advisory Committee.

Develop Interactive Webpage: Our team will prepare an interactive, standalone webpage for this project using a site like Social PinPoint or Public Input. In addition to serving as a forum through which the public can learn more about the project, stakeholders are also able to complete surveys, provide feedback through an interactive idea wall and stay up to date on the latest project updates. QR codes linking to the site can be integrated into advertisements and collateral materials to help further engage the public and drive traffic to the site. Site content will also be available in

Spanish to maximize engagement.

Prepare Collateral Materials: In anticipation of the community outreach to be conducted, our team will prepare a suite of collateral materials. Particular focus will be made to ensuring these are written in an easy-to-understand way with minimal technical jargon so the public is able to authentically engage and provide input. Collateral materials to be prepared include, but are not limited to: a briefing packet, fact sheet, displays and infographics, social media content, print and digital ads, and detailed poster sized maps.

Ensure Tribal Engagement: Authentic and meaningful tribal engagement is a cornerstone of equity. Our team will conduct outreach to the Tejon Tribe to ensure they are able to provide feedback on this work. Our team can conduct briefings and conduct additional outreach to maximize engagement.

Consider Media Buying: If desired, our team will conduct media buying to ensure the public is informed of this outreach process and is able to engage. This could include print and/or digital advertisements with newspapers of record like the Bakersfield Californian in addition to multilingual radio advertisements across the county.

Convene Community Workshops: Our team will conduct two rounds of workshops in eight communities adjacent to the identified Twin Pass Corridors. The first round will be to obtain stakeholder feedback and input regarding climate vulnerabilities and potential solutions, with a specific focus on goods movement, to inform plan development. These will serve as a venue for the public to learn more about the climate resiliency planning process, provide their input on anticipated issues and solutions, and otherwise engage on this work. The second round will be to inform the public of the draft plan developed and obtain additional feedback to finalize the plan.

Our team will prepare a briefing packet, visuals, advertisements and social media content to help promote these meetings as described above. We will also coordinate meeting logistics, including A/V needs, refreshments, locations, site set up, etc., and will ensure Caltrans approval of refreshments in advance in accordance with grant requirements. We will work in close coordination with Kern COG staff and other stakeholders (including the San Joaquin Valley Air Pollution Control District's Assembly Bill 617 Steering Committees in Shafter and Arvin) to ensure diverse residents throughout Kern County are able to be involved in this work. In addition, hybrid and/or virtual workshops will be conducted to ensure all residents are able to participate in these meetings. We also recommend coordinating translation services to ensure an inclusive process.

- » Mettler/Tejon, including the Tejon Indian Tribe as noted above
- » Arvin/Lamont
- » Keene and Tehachapi
- » Mojave and Rosamond
- » Remaining communities to be determined based on input from the Task 5 Advisory Committee

Consider virtual industry workshops: Kern County is an essential goods movement gateway to Southern California, the Central Valley, greater Northern California and the greater Western United States in general. Given the interregional nature of goods movement in Kern County, we recommend virtual industry workshops to convene candid conversations about resiliency planning across a variety of sectors pertinent to Kern County's long-term economic livelihood. If desired, these workshops could be briefings instead, where our team meets with key stakeholders on a one-on-one basis to obtain their feedback to inform the development of the adaptation mitigation/co-benefit analysis report. Specific industries include, but are not limited to:

- » The Ports of Long Beach, Los Angeles and San Diego, in addition to Merced County's Castle Air Force Base Port representatives
- » Aerospace industry contacts and federal stakeholders in the greater Mojave Desert area
- » Freight rail and rail stakeholders
- » Agricultural growers, packers and shippers
- » Petroleum industry stakeholders

Prepare Outreach Summary Document: A summary document detailing outreach conducted, feedback received and additional information on the public involvement process will be prepared and included as an appendix to the plan.

TASK 4.2 DEVELOP PROJECT INTRODUCTORY ANIMATION

Digital outreach tools are effective in reaching a wide range of audiences and advertising the Project's objectives and goals. The Mark Thomas Project Team will develop a Project Introductory Animation (PIA) of roughly three minutes to convey how the proposed projects will provide climate mitigation, adaptation, resiliency, and co-benefits to historically disadvantaged communities in the region. The animation will be provided in both English and Spanish. The Mark Thomas team will develop a draft storyboard of the animation for review and approval by the Kern COG staff before the beginning of the animation work.

TASK 4.3 AND TASK 4.4 STAKEHOLDER

MEETINGS

Building relationships with community leaders and organizations offers a chance to obtain feedback and gain support from a representation of an entire community or interest. Hosting smaller meetings and one-on-one meetings with the leaders or organizations is a chance to explore nuances, consider impacts, offer creative solutions, and build support.

The Mark Thomas Project Team will conduct two rounds of eight (8) stakeholder meetings for each Twin Pass Corridor (for a total of 16 stakeholder meetings). We expect to reach out to stakeholders who represent nearby disadvantaged communities of Mettler/Tejon including the Tejon Indian Tribe, Arvin/Lamont, Keene and Tehachapi, and Mojave and Rosamond. We will work with the Advisory Committee and Kern COG staff to identify other community leaders and/or organizations. Stakeholder meetings will take place via web conference as directed by Kern COG.

Stakeholder engagement will be documented to preserve the process, discussions, feedback, and activities. We will compile summaries, memorandums, notes, and materials into a Stakeholder Engagement Report that will have a description of activities, attendees, dates, and locations and will include the invitations, agendas, presentations, and meeting minutes. Additionally, it will include fact sheets, newsletters, notifications, and other materials developed in support of outreach.

The report will be Integrated into the Draft and Final Study (Task 6) as a standalone chapter or appendix, including an outreach synopsis defining disadvantaged and underserved communities. This will at a minimum include the number and location of meetings, people attended, translation services provided, and a summary of feedback received. The chapter or appendix will be designed as a resource for the development of the 2026 RTP/SCS Climate Adaptation Section.

TASK 4 DELIVERABLES

- » Detailed Community Engagement Plan
- » Stakeholder DCE Meetings Round 1
- » Stakeholder DCE Meetings Round 2
- » Project Introductory Animation StoryBoard
- » Project Introductory Animation Video

TASK 5.0 ADVISORY COMMITTEE MEETINGS

5.1 KICK-OFF MEETING

Mark Thomas will facilitate an Advisory Committee Kick-

off Meeting with the Mark Thoms Project Team, staff from Kern COG, and Advisory Committee members. Before the Kick-off Meeting, the Mark Thomas Project Team will work with Kern COG to establish the Advisory Committee which may include representatives from key stakeholders such as Caltrans, local governments, and other agencies and organizations.

The project kickoff meeting commences the project development, convening the Project Team to chart the critical path to a successful planning and development process. We will lead an agenda-guided discussion to clarify project goals and confirm the project scope of work, schedule, key milestones, invoicing, communication protocols, and other expectations. We will also describe how to conduct, coordinate, and share outreach activities, data collection and analysis tasks, mapping outputs, and associated deliverables and reports.

5.2 ADVISORY COMMITTEE COORDINATION MEETINGS

Upon the Kick-off Meeting as described in Task 5.1, Mark Thomas will host up to seven (7) Advisory Committee Meetings via a Mark Thomas provided videoconference link. The frequency of status meetings is intended to maintain a conversational approach to delivering the project and to quickly secure guidance and direction on project elements to deliver the project consistent with the proposed schedule. Mark Thomas will prepare meeting agendas, presentations for each meeting, and meeting summary notes.

TASK 5 DELIVERABLES

- » Kick-off Advisory Committee Meeting
- » Advisory Committee Meetings

TASK 6.0 DRAFT FINAL AND FINAL STUDY

6.1 ASSEMBLE DRAFT FINAL STUDY

Upon completion of the Vulnerability Assessment Report, the Adaptation Mitigation Report, and the 30% Conceptual Design Plans, Mark Thomas will develop a Draft Final Study compilation document that will be circulated and made available for agency staff and public review.

6.3 FINAL STUDY

Based on public and agency stakeholder input on the Draft Final Study, we will prepare the project Final Study. The Final Study will also include an executive summary and

appendices to provide access to other key deliverables and work products developed over the project planning process. The Final Study will be provided to Kern COG in Microsoft Word, Adobe PDF, and/or Adobe InDesign formats. If not already done so, any remaining GIS files will be provided to Kern COG to support local and regional data collection efforts.

TASK 6 DELIVERABLES

- » Draft Final Report
- » Draft Final Report Response to Comments Matrix
- » Final Report
- » Digital Content Deliverables (assume graphics and GIS shapefiles)

TASK 7 BOARD REVIEW/ ACCEPTANCE

7.1 BOARD PRESENTATION

The Mark Thomas Project Team will be available to develop summary presentations or any other project materials requested and participate in up to six (6) public meetings via hybrid web consulting to solicit input or project approval. We will work with Kern COG to identify the appropriate meetings to attend, prepare summary presentations, and present the project summary and recommendations for approval by the Kern COG Board/Transportation Planning Policy Committee (TPPC).

TASK 7 DELIVERABLES

- » Draft Final Document Public Meetings Online (TTAC, RPAC, TPPC) (Consultant)
- » Final Document Public Meetings Online (TTAC, RPAC, TPPC) (Kern COG)