



May 13, 2026

To: Mike Rademaker, Crescent City Harbor District CEO and the Crescent City Harbor District Board of Commissioners

From: Mike Bahr, CEO, Community System Solutions

RE: Board Agenda Item: Discuss and review Project Manager proposals and selection process. Give direction to staff regarding next steps in this process.

Hello Commissioners,

This agenda item is a discussion item regarding the Project Manager proposals received and next steps in the Project Manager selection process. There is no final decision to be made at this meeting.

Background of Project Manager RFP

On April 1, 2026, CCHD released an RFP for Project Management Services for the seawall and Citizens' Dock construction project. (The RFP is attached to this memo for reference).

The scope of work for this project includes, but are not limited to, the following components:

1. On behalf of the District, Perform the main oversight duties of the project, ensuring the General Contractor and the subcontractors properly perform all construction services for the following in-water and on-land projects: 1) Construction of a new seawall, including demolition of the old seawall; and 2) construction of a new 13,760 sq ft concrete decked dock; and 3) Reconstruction of parking area adjacent to the seawall and dock.
2. Work with the General Contractor and the rest of the project team to ensure all elements of the Project are undertaken and completed in a timely manner and meet all regulations, requirements and permits.
3. Be responsible for responding to any unforeseen project issues and bringing those to District management team.
4. Interface with Harbor tenants throughout the construction project to minimize disruptions to commercial fishing operations.
5. Provide a project update report to Harbor Management on a weekly basis.
6. Work with the Harbor District to define the information needed to meet the scope of work.

7. Provide the documentation needed by the Harbor District to meet the scope of work deliverables.

8. Identify any issues or hazards that may impact the scope of work.

Responses Received to RFP

Responses to the RFP were due to the Harbor District by Thursday, May 14, 2026 at 3 p.m.

Three proposers responded:

- GHD Inc.
- Kimley-Horn
- Redstone Bridge Sovereign (RBS)

Their responses are attached to this memo.

CSS reviewed each proposal for all of the required items in the RFP. Each respondent provided a response for each of the required elements.

Proposed Project Fees

The fee for the Project Management services will be paid with MARAD PIDP funds and related funding sources. The time length of the contract is estimated to be approximately two years.

The range of fees proposed by the Responders ranges from \$479,850 from RBS; \$997,404.58 from Kimley-Horn and \$1,659,403 from GHD.

All of these amounts are higher than the originally estimated \$250,000-\$350,000 budgeted for these services.

CSS is still working on grant applications to bring more funds into the project, but it is clear the District will need to work with the proposers on the final scope of services in order to fit this element into the project budget.

Summary of Recommended Next Steps

All three proposals are in the agenda packet. Also included is a blank score sheet with a tab for each proposer.

We recommend that In the time between this Board meeting and the next one on Wednesday, June 10, each Board member use the score sheet to rank each proposal and develop a list of questions that you would like the proposers to answer about their presentation.

A suggested scoring system is to provide a score of 1 to 5 with the scores being

- 5 - Meets all requirements, goes above and beyond
- 4 - Meets all requirements
- 3 - Adequate
- 2 - Missing elements requested
- 1 - Missed the mark completely

We also recommend that Interviews with each proposer be held in front of the full Board, with the goal being that after the interviews, the Board would give direction to staff to negotiate a final contract with one of the proposers. That final contract would then be brought back to the Board for a vote.

We provided the Wednesday, June 10 date to each of the proposers, not all of them could make that date.

- GHD is fine with that date
- Kimble- Horn has a conflict on that day. Their key staff person, Rob Sloop, will be out of the country flying out on June 10th. They have asked if they could do an interview sooner than June 10, otherwise, possibly a day or so after his travel so he can join by Zoom.
- The RBS team said they can June 10 by Zoom that day as they are also traveling that week.

The Board may want to discuss finding an interview date in addition to June 10.

The Board could also give direction to wait on the interviews until staff works with each proposer on the scope of work and fee proposal.

I will be attending the May 27 meeting via Zoom to answer any questions you may have.

Thank you,

Mike Bahr, CEO
Community System Solutions

ATTACHMENTS

- o GHD Inc. Proposal
- o Kimley-Horn Proposal
- o Redstone Bridge Sovereign (RBS) Proposal
- o CCHD Project Management Services RFP
- o Score Sheet

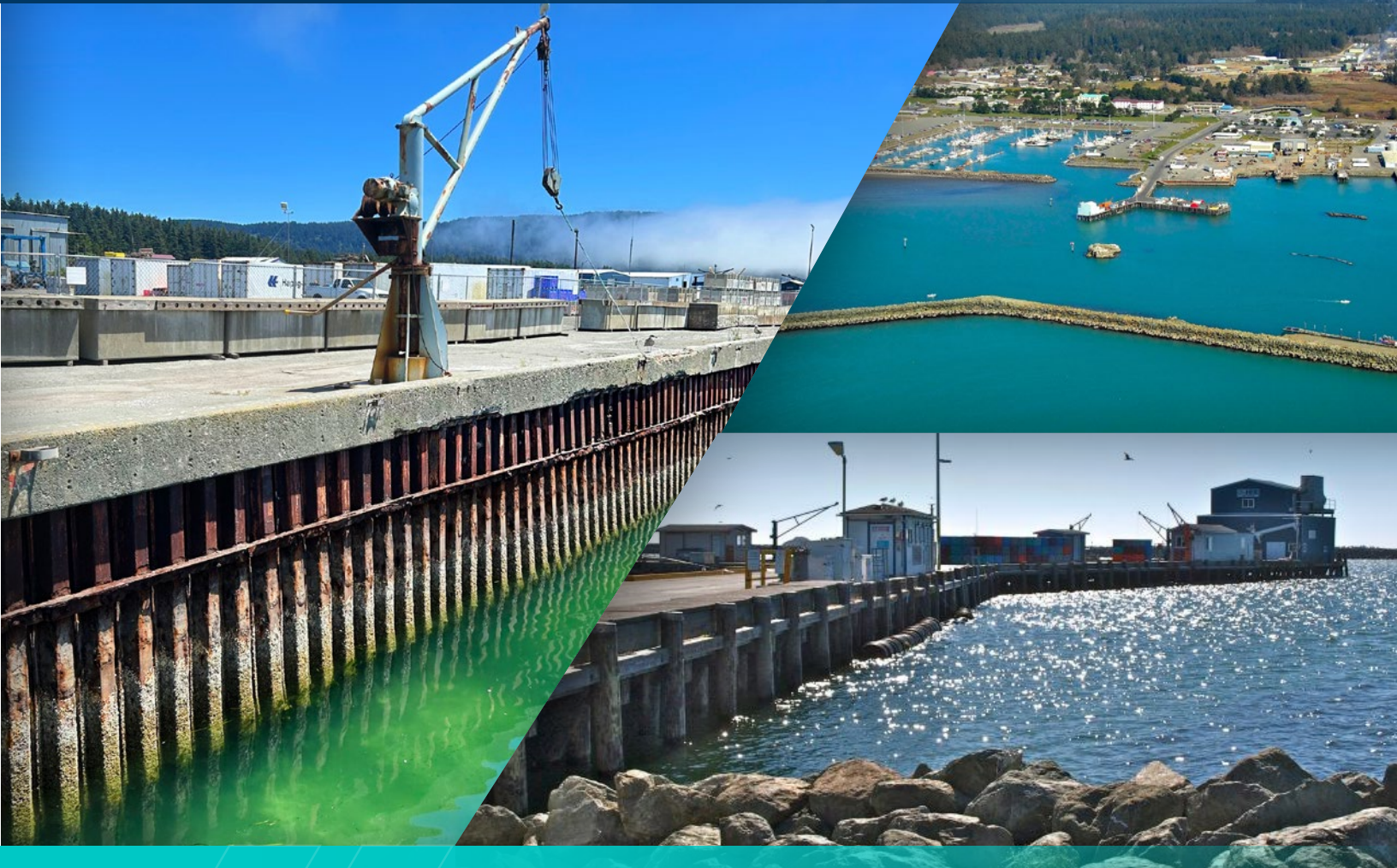


Proposal to Provide

Project Management Services for → Citizen's Dock Pier Replacement

Crescent City Harbor District

May 14, 2026



→ The Power of Commitment

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01

Cover Letter

May 14, 2026

Mike Rademaker | Harbor Master | Crescent City Harbor District
121 Starfish Way | Crescent City, CA 95531

RE: Project Management Services

Dear Mr. Rademaker:

GHD, Inc. (GHD) understands that the District has secured two PIDP grants totaling \$15.3 million to support critical harbor resilience and operational upgrades, including: (1) construction of a new seawall to protect Citizens' Dock Road, associated repairs/rehabilitation in the seafood packing and trucking area, and replacement of cargo handling equipment; and (2) construction of a new approximately 13,760-square-foot concrete-decked dock designed to withstand a 50-year tsunami event, with installation of electrical, sewer, water, and mechanical systems and 12 new and refurbished hoists. Further, we understand that the project is advancing rapidly and we are ready to serve as the District's owner's representative—providing the day-to-day leadership, coordination, and controls needed to move smoothly from design completion through construction and closeout, while maintaining a strong focus on safety, quality, schedule, budget, and regulatory compliance.

Please see the following benefits the District will receive in teaming with us on this project:



→ Harbor-Specific Understanding and Continuity for the District

Our team brings a strong, project-specific understanding of District facilities, operations, and staff expectations. Our team is currently providing site inspection and structural engineering services for multiple District-owned buildings at the Harbor, giving us first-hand familiarity with District assets, standards, and procedures. This existing relationship allows us to step into the Project immediately with minimal learning curve and seamless coordination with Harbor staff.

Benefit to the District: Because we already understand the District's facilities, internal processes, and operational priorities, the District benefits from faster project startup, reduced onboarding risk, and more efficient day-to-day coordination. This continuity minimizes disruptions, accelerates decision-making, and makes sure the Project is managed by a team that is already aligned with the District's goals and expectations.



→ Comprehensive Project and Construction Management (PM/CM) Expertise

We offer full-service project management and construction management tailored to complex marine and waterfront infrastructure projects. Our approach directly aligns with the District's requested scope, including oversight of the General Contractor and subcontractors, schedule and cost control, quality assurance, risk management, safety oversight, regulatory compliance, and project closeout. We act as the District's owner's representative, making sure all work is delivered in accordance with contract requirements, permits, and applicable federal regulations associated with PIDP funding.

Benefit to the District: The District gains a single, accountable partner responsible for protecting its interests throughout construction. Our disciplined oversight reduces the risk of cost overruns, schedule delays, and non-compliance, while providing the District with clear visibility into project status, expenditures, and emerging issues—allowing informed, timely decisions and a smoother path to successful project completion.



→ Focus on Harbor Operations and Tenant Coordination

We understand that the Harbor must remain operational during construction and that coordination with tenants—particularly commercial fishing operations—is critical to project success. Our team will actively interface with Harbor tenants, the District, and the General Contractor to plan construction sequencing, access, and staging in a manner that minimizes disruption while maintaining safety and productivity.

Benefit to the District: Through proactive tenant coordination and operational awareness, the District benefits from reduced conflicts, fewer operational disruptions, and stronger stakeholder relationships. This approach helps maintain Harbor activity and revenue during construction, lowers the likelihood of claims or complaints, and supports a cooperative construction environment that benefits both the District and its tenants.



→ Strong Project Controls, Reporting, Labor Compliance, and Grant Compliance Administration

We will implement clear project controls, including schedule tracking, cost monitoring, change management, and weekly reporting to Harbor Management. We are experienced in managing federally-funded infrastructure projects and supporting compliance with applicable PIDP grant requirements, verifying documentation, reporting, and oversight meet MARAD and District expectations throughout the life of the project.

Benefit to the District: The District receives consistent, transparent reporting and confidence that grant requirements are being met. Our structured controls reduce administrative burden on District staff, support audit readiness, and help ensure federal funding is protected while the Project remains on schedule and within budget.

We acknowledge the answers to questions from the District regarding the RFP submittal. Our proposal is signed by a person authorized to negotiate and represent the firm during contract negotiations.

We appreciate the opportunity to be considered for this important work and to further team with the District. We would welcome the chance to further discuss our qualifications during any selection interviews and to demonstrate how we can deliver quality, cost-effective solutions for your project needs.

Sincerely
GHD, Inc.

Paul Hermann | Operations Manager/Authorized Signer

↳ Contact Information

Project Manager: Stephanie Gould, PE | 718 3rd Street | Eureka, CA 95501 | 718 3rd Street, Eureka, CA 95501 | 707.267.2276 | Stephanie.Gould@ghd.com

Authorized Negotiator: Paul Hermann | Operations Manager | 320 Goddard, Suite 200, Irvine, CA 92568 | 949.585.5217 | Paul.Hermann@ghd.com

02

Qualifications

02

Qualifications

→ Firm Background

Established in 1928, GHD Inc. (GHD) is a privately-held multidisciplinary, professional services firm owned by our people and operating across five continents. We are one of the world's leading professional services companies operating in the global markets of transportation, water, environment, energy and resources, and property and buildings. Our people offer decades of knowledge, as well as an understanding of the challenges facing our clients and communities today. We deliver projects with high standards of safety, quality, and ethics. Driven by a client-service led culture, we connect the knowledge, skill, and experience of our people with innovative practices, technical capabilities, and robust systems to create lasting community benefits.

We have 5,000+ employees in North America and 12,000+ employees globally. Team members have completed numerous similar projects for municipalities and other agencies throughout Northern California providing quality planning, design, bid, construction, and operation services to Crescent City Harbor District (District) and other local agencies. As an employee-owned firm, we are personally dedicated to providing the District with the best talent to solve your challenges through a connected and collaborative team approach.

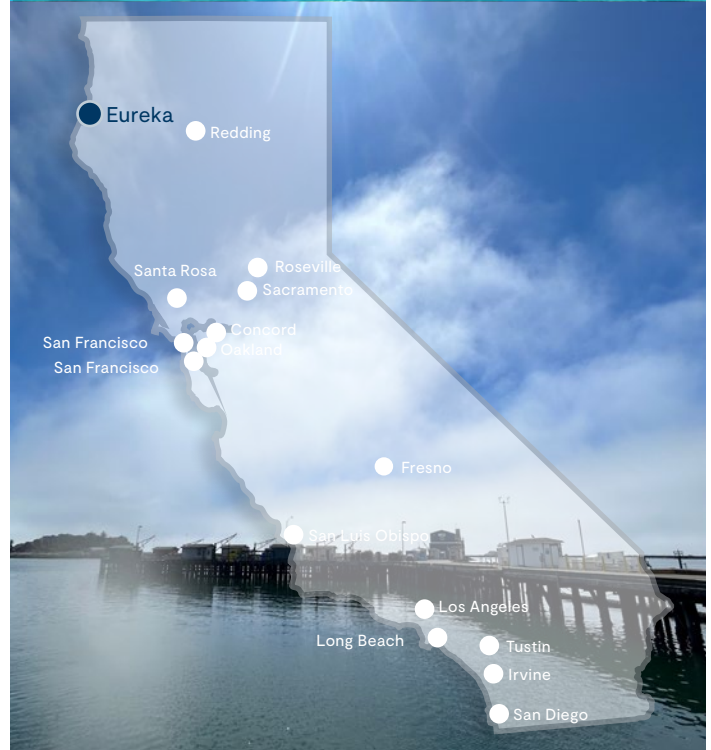
Areas of specialization for the District's project include:

- Project management
- Construction management
- Site and construction inspection
- Resident engineering
- Construction administration
- Project controls
- Cost estimating
- Scheduling
- Labor compliance/administration
- Reporting/documentation
- Grant assistance
- Stakeholder engagement/coordination
- Public outreach
- Subject matter expertise (civil, corrosion, structural, etc.)

We are guided by our workplace health, safety, quality and environmental management systems, which are certified by Lloyds Register Quality Assurance to the relevant international standards (ISO).

We believe in working with our clients to create lasting community benefit. We accomplish this by drawing on our

→ GHD at a Glance



Company Name: GHD, Inc.

Year Founded: 1928

Years in Business: 96+

Organizational Structure: C Corporation

Core Services: Advisory | Digital | Engineering | Architecture | Environmental | Energy/Resources | Construction | Sustainability/Resilience | Transportation | Water

Number of Professional Personnel: Northern California: 260+ | 450+ in California | 5,000+ in North America | 12,000+ globally

Northern California Office Locations: Concord | Eureka | Oakland | Redding | Roseville | Sacramento | San Francisco | Santa Rosa

Project Office Location: 718 3rd Street | Eureka, CA 95501

Project Manager: Stephanie Gould, PE | 718 3rd Street | Eureka, CA 95501 | 707.267.2276 | Stephanie.Gould@ghd.com

global network of technical experience across an array of disciplines including engineers, architects, planners, scientists, project managers, stakeholder engagement specialists, and economists. Bringing teams of experts together enables us to deliver sustainable outcomes and use innovative forward-looking approaches to project delivery. Our team's structure is aimed at providing clients with the best talent to solve challenges through a connected and collaborative local team bolstered by these global resources.

Today, we are one of the world's top engineering design firms and is recognized by ENR as #29 in the *Top 150 Global Design Firms* in 2025. We offer outstanding resources to support the needs of our clients. The company has established a knowledge base from previous projects that have been delivered over the past nine decades.

We are committed to the success of the District's projects and have the ability and capacity to perform the identified services. This will be achieved with our staff chosen specifically for their experience and knowledge in their respective field. We are currently working with the District on the site inspections/structural engineering of seven (7) buildings at the Harbor. We will be using the same Project Manager for this project, which will provide the District with seamless, one-stop communication and understanding of District facilities, staff, policies, and procedures.


→ Legal Structure

GHD Inc., incorporated in California, is a wholly owned subsidiary of GHD Holdings U.S. LLC. As such, the officers of GHD Inc. hold 0% ownership in the company. The ultimate holding company is GHD Group Limited, which is an employee-owned entity. No single employee shareholder holds more than 1.5% of GHD Group Limited.


→ Project Office Location


We intend to maintain our project office based out of Eureka, CA. Client oversight, project management, and construction management will be performed out of that office identified in the call out box on the previous page. Construction management/inspection will be onsite during construction. Inspection, Subject Matter Experts (SMEs), and cost estimating/scheduling, will be performed out of the firm's Santa Rosa, San Francisco, Concord, and Roseville offices.


GHD » FAST FACTS

 Years of experience delivering similar projects in NorCal **30+ years**

 Offices located in **9**

 Offices located throughout California **16**

 Offices nationwide **160**

 Professionals in the West Region Marine & Coastal Division **100+ staff**

 Professional team members in our NorCal offices **260+ staff**

 Employees in California **450+ staff**

 Employees Globally **12k staff**

↳ GHD is ranked as the **#29 Top 150 Global Design Firm** in 2025 by ENR Magazine

#29 Overall

#11 Water

#15 Sewer and Waste

#10 Hazardous Waste

#11 Top 50 Designers in Intl. Markets

#19 Top 100 Pure Designers

03

Relevant Project Experience

Relevant Project Experience

→ Experience Overview

We have been on the forefront of maritime and coastal industry providing preliminary planning and feasibility studies, investigations, stakeholder consultation, permits and approvals, design development, documentation, and supervision of construction of maritime facilities to assist our clients to achieve optimal outcomes for their projects. We provide solutions covering every element of a coastal project from shoreline erosion and aging port assets to cargo terminals and coastal recreation. Our California maritime and coastal professionals are extremely well-versed in aging infrastructure and the challenges associated with replacement and rehabilitation in these environments and have the technical knowledge to provide project and construction management services to the District for the successful completion of this project.

→ Relevant Experience

Our team brings significant experience in waterfront projects, which will allow us to anticipate and manage risk and reduce its overall impact. Our experience, some of which is presented on the following pages, provides the District with detailed descriptions of several projects over the past five (5) years that include project name and location, client/owner, key staff involved and their roles, contract dates, and relevance to the District's project.

→ Team Relevant/Firm Other Relevant Experience Projects Services Matrix

Also included in this section is a matrix table cross-referencing the highlighted relevant experience projects with key services provided in the District's project scope of work, as well as some other similar, relevant firm experience projects.

Our success at exceeding clients' needs is evidenced by the high percentage of repeat business that we have experienced and the results of more than 7,000 client responses received since February 1999 under our ISO 9001:2015.



↳ What Clients are Saying



"GHD has been a pleasure to work with. In my position, I provide oversight and guidance to numerous contractors. GHD has consistently been professional, pleasant, and self-managing...I have had contact with many of their employees and each individual has demonstrated competence, courtesy, and professionalism. I strongly support and recommend GHD as an excellent service provider."

– Michael Bell | Project Manager | NPS, San Francisco Maritime National Historic Park | Municipal Pier at Aquatic Park Project





Structural Engineering Inspection of Buildings | Crescent City, CA

Objective

Inspection services for the interior and exterior of District-owned buildings at the harbor.

Description

GHD is providing field site Inspection services for the interior and exterior of seven buildings owned by the District, is identifying all structural and building code issues, and creating a plan and budget for recommended mitigation strategies for any identified issues. The buildings that are being inspected include:

- Boat Yard Building -121 Starfish Way
- Fish Processing Facilities (two buildings)-161 Starfish Way
- Harbor District Office – 101 Citizens’ Dock Rd.
- Abalone Building – Whaler Island
- Coast Guard Building – 100 Anchor Way
- Storage building – Commercial boat basin parking lot

Specific services GHD is providing includes project management and coordination with the District and stakeholders, document review and site investigations, structural condition assessment memorandum and review meetings, and Hazmat sampling and Findings Report.

The Preliminary Structural Condition Assessment Memorandum will include: a summary of findings from the structural investigations, review of as-built information and other studies, and recommended conceptual repair and/or retrofit details; a matrix categorizing the severity of observed conditions; identification of lifecycle risks to provide guidance on remaining service life, areas prone to deterioration, and triggers for future re-inspection; recommendations for structural seismic retrofit and analysis; Rough Order-of-Magnitude (ROM) Class V estimate for recommended repairs and conceptual details; a photo library of observed damage and typical conditions; and preliminary permitting considerations for the repairs and conceptual details.

Owner/Agency: Crescent City Harbor District

Role: Prime

Key Staff Involvement: Stephanie Gould, PE, Project Manager

Contract Dates: 2025 to Present

Relevance: District work at the Harbor; general condition site inspections; understanding of District staff, standards, and procedures.



The Final Structural Condition Assessment Memorandum will address District comments and finalize items identified in the preliminary scope.

Outcome

Building inspections are ongoing and anticipating completion for recommendations in 2026. GHD will meet with the District to go over the findings and options.



Pier 29 and 31.5 Substructure Repair | San Francisco, CA

Objective

Construction management services for the substructure repair of Piers 29 and 31.5 at POSF.

Description

Piers 29 and 31.5 are located near the Fisherman's Wharf area and provide berth usage for excursion terminals, fish processing, potential future berths, and secondary two-berth cruise terminals. These piers, as well as the subarea's seawall sections, bulkhead wharves, and most of the buildings, are part of POSF's Embarcadero Historic District.

The Wharf between Pier 33 and Pier 31 is the departing point for boats going to Alcatraz Island and the site for Alcatraz Landing, fish processing operations, storage, restaurants, and a storage shed. The Pier 31.5 Substructure Repair project is a cast-in-place marine concrete and shotcrete repair including structural repairs to the substructure and the apron of Piers 29 and 31.5, as well as portions of Piers 31 and 33. The structural repairs will help strengthen the seawall to reduce the potential for damage after a seismic event, increase flood protection and public safety, protect and improve maritime functions, and maintain the historic character of the waterfront within the City and County of San Francisco.

Under a JV team, **GHD provided construction management/inspection services for this substructure repair project that consisted of mixing, furnishing, conveying, placing and curing of concrete and shotcrete, including formwork, reinforcing steel, miscellaneous steel, and the installation of embedded and other items.**

Outcome

The project was completed successfully and followed U.S. Army Corps of Engineers (USACE) specifications

Owner/Agency: Port of San Francisco (POSF)

Role: Prime

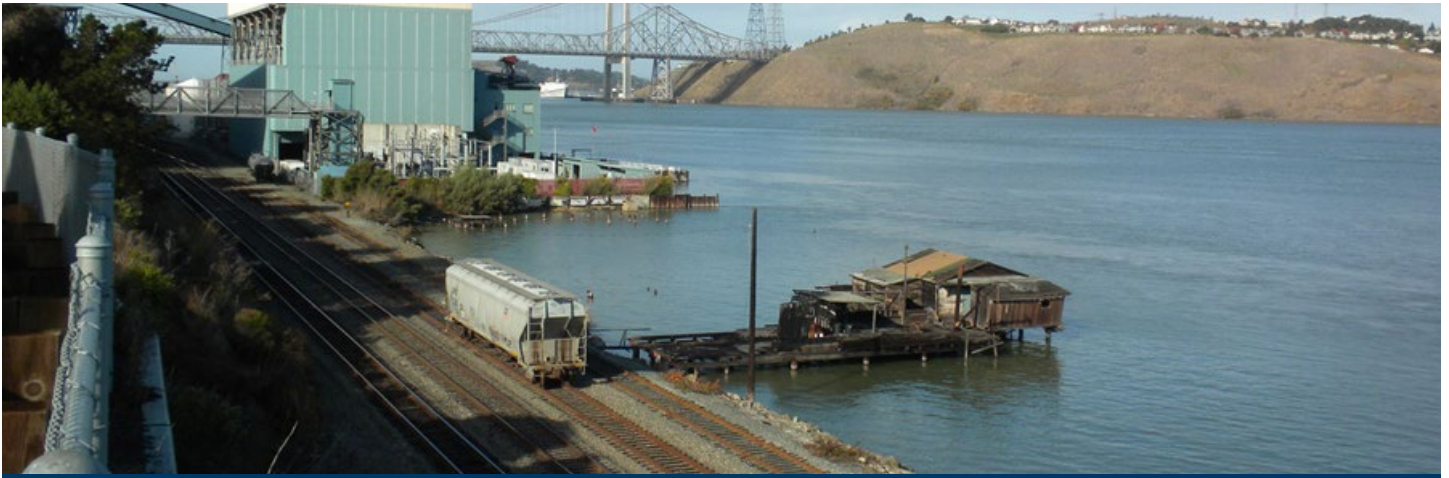
Key Staff Involvement: Craig Lewis, PE, SE, Project Manager/QA/QC | Marc Percher, PE, Construction Manager/Inspector (RE)

Contract Dates: 2021 to 2022

Relevance: Construction management/inspection, repairs to existing pier structure, floating docks and guide piles.



and State of California Department of Transportation (DOT) Standard Specifications.



Waterfront Facility Repairs | Crockett, CA

Objective

Construction management services for the C&H Waterfront Facility Repair Project along the Carquinez Strait shoreline within San Francisco Bay and BCDC jurisdiction.

Description

The C&H Sugar facility is a historically significant wharf structure along the Carquinez Strait waterfront that has continued operations since 1906. The facility consists of a mixed-use dock that allows for berthing of large vessels, hopper system for loading/unloading product, and several process operations buildings. GHD has led various upgrades and maintenance projects at the facility, providing both design and resource agency permitting services.

In 2012/2013, GHD developed the design of the new fender system to replace the aging existing fenders. The project also included assessment and repairs of several concrete piles and beams. Then, an extensive structural condition assessment of the entire waterfront facility performed

In 2018, it was determined that several piles and under-deck improvements were needed. GHD designed the in-place repairs for the pier structure in 2020 that included repairs to the deck, steel/concrete/timber piles, mooring bollard connections to deck, and coordinated the Environmental Assessment (EA) and permit applications in-house. Several piles were slated for repair using grouted FRP jackets in lieu of replacement to avoid interruption of operations.

GHD provided pre-construction bird nesting surveys, environmental support during construction, and **construction management services, working closely with the Owners and the General Contractor to successfully complete the first phase of the repairs in 2022. As part of the construction management services, GHD also provided continued support for permit requirements compliance, a pre-construction**

Owner/Agency: C&H Sugar/American Sugar Refining Inc.

Role: Prime

Key Staff Involvement: Satish Chilka, PE, Project Manager | Craig Lewis, Technical Advisor | Jane Rozga, Construction Manager

Contract Dates: 2012 to 2022

Relevance: Construction management, engineering support during construction, continued permit compliance support, close coordination with owners and General Contractor.



nesting bird survey, and coordinated a pre- and post-construction eelgrass survey.

GHD worked with the regulatory agencies including USACE, San Francisco Bay Regional Water Quality Board, and BCDC to acquire the permits for the pile repairs in 2013 and again for implementation of phased repairs.

Outcome

GHD continues to provide ongoing design, construction management, and permitting support services. Most recently, we acquired permits for a five-year phased maintenance repair project.



USS Pampanito Relocation | San Francisco, CA

Objective

Temporary relocation of the USS Pampanito at Pier 45 in San Francisco.

Description

The USS Pampanito, moored at Pier 45, is a treasured attraction for tens of thousands of history and naval enthusiasts visiting the San Francisco waterfront every year. The temporary relocation of the submarine was due to a nearby PG&E project that disrupted SFMNP operations and required extensive coordination to verify that the move was implemented efficiently and safely, and that temporary mooring, access, and utility provisions were adequate to maintain operations until the submarine was relocated to a permanent location.

GHD is assisting SFMNP by providing project management, engineering/design, dredge support, and construction management support and coordination for the temporary relocation of the USS Pampanito.

Coordination was required for four project phases:

- Equipment identification planning for the temporary relocation and coordination with stakeholders
- Coordination during the installation of temporary improvements and relocation of the USS Pampanito
- Coordination during the temporary relocation, which lasted six to nine months
- Coordination of a permanent relocation to a site just offshore of Pier 45

The project management team acted as an extension of SFMNP, coordinating project details, reviewing schedules, and maintaining communications with project stakeholders. **The team provided periodic updates, coordinated meetings and telephone calls, and promptly transcribed and distributed meeting notes.**

Tasks included:

- **Equipment identification**
- **Efficient and safe implementation of the temporary relocation**
- **Adequate temporary mooring, access, and utility provisions to maintain operations**

Owner/Agency: San Francisco Maritime National Parks Association (SFMNP)

Role: Prime

Key Staff Involvement: Jane Rozga, Project Manager | Satish Chilka, Project Director/Engineering | Craig Lewis, QA/QC | Marc Percher, Construction Management/Agency Coordination | Crystal Prairie, Construction Management Assistance

Contract Dates: 2024 to Present

Relevance: Project management, construction management, administration, mooring repairs, wind screen



- **Effective coordination with stakeholders and SFMNP**
- **Regular updates and communication with project stakeholders**
- **Review and recommendations regarding the contractor's work and potential deviations from project plans**

The project management team also updated the project schedule to reflect current status and the contractor's projections, prepared monthly progress reports, and reviewed contractor RFIs and potential change orders for potential impact to the SFMNP.

Outcome

Permanent relocation activities are currently being coordinated and planned.



Crane Cove Park at Pier 70 | San Francisco, CA

Objective

Project management support and construction management services for a new park at Pier 70 within the Port of San Francisco (POSF).

Description

Crane Cove Park opened in 2020 along San Francisco's Central Waterfront, transforming a formerly inaccessible industrial shoreline. New amenities are in the works for the seven-acre park, including two distinct children's play areas and a dog run.

Crane Cove Park is a new, 8+ acre waterfront open space park within the historic Pier 70 central waterfront district in the heart of San Francisco. The park is part of the Blue Greenway, a necklace of waterfront public access connecting the City to the shore via pathways, parks, and open spaces. The Park is a major new public open space that preserves historic maritime resources, provides public access and recreation opportunities to the Bay, contributes to a vibrant new Pier 70 neighborhood, and expands POSF's public open spaces. The park was designed for 50 years of predicted Sea Level Rise and safety in major earthquakes. Park design and construction included best management practices (BMPs) for stormwater management, water efficient landscaping, and energy efficient lighting. Amenities also include two distinct children's play areas (tot lots), a fenced-in dog run, and a nature feature "Rigger's Yard."

The GHD-Structus JV provided construction management services and project management support for Crane Cove Park. The contract included meeting a time constrained requirement to install security fencing to meet FEMA grant milestone. **The scope of services consists of: project management and coordination, construction management and field inspection, office engineering and administrative services, and grant administration for the Rigger's Yard, Tot Lot, and Dog Park.**

Owner/Agency: San Francisco Maritime National Parks Association (SFMNPA)/San Francisco Parks Alliance

Role: Prime

Key Staff Involvement: Crystal Prairie, Construction Inspector/Grant Administration | Jane Rozga, Technical Advisor

Contract Dates: 2012 to 2022

Relevance: Project management, construction management, field inspection, administrative services, grant administration



Outcome

Crane Cove Park successfully opened in 2020 along San Francisco's Central Waterfront, transforming a formerly inaccessible industrial shoreline.



Eureka Terminal Mooring/Berthing Evaluation | Eureka, CA

Objective

Evaluate the existing Green Diamond Eureka Terminal for mooring and berthing of larger vessels than currently call at the facility.

Description

The Green Diamond Eureka Terminal consists of a trestle structure to a main loading platform with eight (8) mooring and breasting dolphins connected by timber walkways. During normal operations the calling vessel aligns their hull with the conveyor system on the platform, requiring the vessel to surge to multiple locations along the dock. The mooring and berthing evaluation is to be performed on a single larger vessel indicative of the fleet of possible larger size vessel which may call in the future.

GHD is providing project management, above and below water visual field inspections and review; review of available metocean data capture localized conditions for mooring and berthing analysis; additional structural analysis of the existing dolphins; safety coordination; a Summary Report, supporting calculations, above and below water inspection figures and photo logs; QA/QC services review; and indicative repair costs.

Outcome

GHD completed the comprehensive evaluation and basis-of-analysis/summary package with operational limits and indicative repair recommendations to inform whether and how the terminal could safely accommodate larger future vessels in September 2025.

Owner/Agency: Green Diamond

Role: Prime

Key Staff Involvement: Stephanie Gould, Project Manager | Marc Percher, Structural Lead

Contract Dates: 2024 to 2025

Relevance: Terminal visual field inspections, project management





Charlie Dock Improvements | CNMI, Saipan

Objective

GHD is providing Charlie Dock upgrades in accordance with the Saipan Harbor Master Plan (SHMP).

Description

Saipan Port's assets comprise commercial port zone Able, Baker, Charlie, and Delta Docks, facilities at Echo Wharf, sea plane ramps. The commercial port features 2,600 lf of berthing space, a 22-acre container yard, and dedicated facilities for the import and storage of cement and liquid bulk products on land behind the main terminal. The extension of Charlie-1 Berth is adding a third full size berth while also providing wave protection for small craft harbor between Delta Dock and Charlie-2. In addition to the dock extension, CPA has requested design services for a Roll-on/Passenger (Ro-Pax) berth on the leeward side of the extended wharf.

Several extension configurations were considered in the SHMP. The extension options were evaluated based on their synergy with the proposed development of Delta Dock. An alternatives analysis was performed considering cost, schedule, and selection of design materials and equipment. The information was presented to CPA in a single design workshop meeting and a preferred alternative, which added over 750 feet of berth space, was selected for design development to 30% level.

In conjunction with design development, GHD's team of environmental subconsultants identified components of the design required for environmental review, evaluated construction and design approaches to reduce environmental consequences, and identified feasible measures to minimize and avoid environmental effects.

GHD also provided field inspections to document existing conditions above and below water including: bathymetric/topographic surveying; biological surveying/mapping of marine benthic habitat; geotechnical, coastal, civil, electrical, fire protection, geophysical, dredge engineering; estimating and scheduling; and construction support.

Owner/Agency: Commonwealth Ports Authority (CPA)

Role: Prime

Key Staff Involvement: Satish Chilka, Project Director | Stephanie Gould, Design Project Manager | Marc Percher, Senior Structural Engineer | Craig Lewis, QA/QC Manager | Andrea Hilton, Environmental/Permitting Design Manager

Contract Dates: 2024 to Present

Relevance: Dock/berth improvements, seawall wave protection, general condition inspections, construction support services



This work complements the required permitting (USACE, CNMI BECQU, & CZMA) and supporting technical studies (ESA Section 7 Consultation, NHPA Section 106, & NEPA Environmental Assessment).

Outcome

GHD's work on Charlie Dock is in the design and pre-construction phase, with professional services (master planning, inspections, surveys, environmental/permitting, and PS&E) substantially completed in 2025. Construction is anticipated to proceed with GHD continuing support.



Torpedo Building Preservation and Pier E-2 Phase 2 | Yerba Buena Island, CA

Objective

Construction management to manage various projects on their behalf and to represent the interests of SFCTA to a wide range of stakeholders.

Description

GHD's Construction Management team provides SFCTA with comprehensive contract administration and CM services. For these projects, GHD provided CM, resident engineering, construction inspection, stakeholder engagement, project controls, and labor and compliance administration services.

The Torpedo Building Preservation project is a mitigation measure for the now-completed Southgate Road realignment project. The work includes measures to protect the structure from the elements, including a new roof and storefront, protective covering, and window restoration. The Pier E-2 Phase 2 project will continue on the Phase 1 work to provide a public access site, owned by Caltrans, to a vista area available on the east shore of the Island. The project includes waterfront utility relocation, an access road, parking area, prefabricated restroom, package lift station, landscaping, fencing, lighting, and signage. The Pier E-2 project is funded by BATA.

GHD is working/worked closely with various stakeholders including BCDC, Caltrans, Treasure Island Development Authority, and San Francisco Public Utility Commission (SFPUC).

Outcome

Due to the successful working relationships developed on the project, scope was added to the construction project to extend a pedestrian path and to cap contaminated materials that exist on the site. The original work and the path is in the punch list phase, additional funding authorization is required for the cap. If funds are authorized, completion of the expanded project is expected by September 2026.

Owner/Agency: San Francisco County Transportation Authority (SFCTA)

Role: Prime

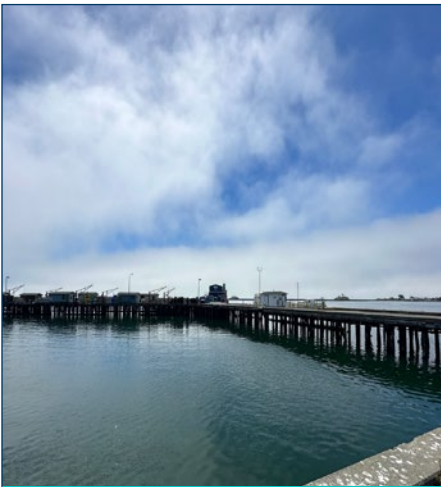
Key Staff Involvement: Jane Rozga, PE, CDT, Construction Manager | Crystal Prairie, Construction Inspection/Administration

Contract Dates: 2023 to Present

Relevance: Pier/waterfront improvements, construction management, resident engineering, inspection, project controls, labor and compliance administration, stakeholder engagement



Table 2: Featured projects and additional, recent relevant project experience and similar services provided.

	Project Management	Construction Management	General Contractor (GC) Selection Assistance	Project Scheduling/Critical Path	RFI Compilation/Responses	GC/Subcontractor Coordination	Stakeholder Coordination	Permit Compliance	Review Project Design/Construction Phases	Scope of Work/Design Compliance	Materials Specs/Handling	Impact Minimization/Scheduling	Pre-Construction Meetings/Site Mobilization	Construction Monitoring to HS&E Plans	Inspection	Facilitation of Construction Activities	Tracking Milestones/Delays	Implement Quality Management/Safety Plans	Third-Party Inspection/Non Destructive Testing	Review/Approve Inspection Reports	Budget/Expenditure Tracking	Review/Approve Progress Payments	Change Order/Variation Management	Develop/Maintain Risk Register	Monitor/Plan Conditions Affecting Construction	Regular Communication/Progress Reports	Final Inspection/Punchlist	Archive/Closeout Documentation	Grant Funding Research/Tracking/Assistance											
HIGHLIGHTED RELEVANT EXPERIENCE/REFERENCE PROJECTS																																								
Structural Engineering Inspection Crescent City, CA	■		■			■	■		■		■				■				■	■	■					■	■	■												
Pier 29 and 31.5 Substructure Repair San Francisco, CA	■	■	■	■	■	■	■	■	■				■	■		■	■	■																						
Waterfront Facility Repairs Crockett, CA	■	■						■					■	■	■	■	■	■																						
USS Pampanito Relocation at Pier 45 San Francisco, CA	■	■	■	■	■	■	■	■	■	■			■			■	■	■	■	■	■																			
Crane Cove Park at Pier 70 San Francisco, CA	■	■		■		■	■	■	■	■	■		■	■	■	■	■	■																						
Eureka Terminal Mooring/Berthing Evaluation Eureka, CA	■	■		■			■	■	■	■			■			■		■																						
Charlie Dock Improvements CNMI, Saipan	■	■			■			■	■	■			■	■	■	■	■	■																						
Torpedo Building and Pier E-2 Phase 2 Yerba Buena Island, CA	■	■		■	■	■	■	■	■	■			■	■	■	■	■	■																						
ADDITIONAL, RECENT RELEVANT FIRM EXPERIENCE																																								
Alameda Main Street Ferry Terminal DB Alameda, CA	■	■		■			■	■					■			■	■	■																						
Cal Poly Maritime Academy Boat Basin & Pier Extension Vallejo, CA	■	■		■			■	■					■	■		■	■	■																						
Fisherman's Pier Fender Pile Replacement Eureka, CA	■	■													■		■	■																						
Humboldt Bay Redwood Marine Terminal Humboldt Couty, CA	■	■		■			■						■			■	■	■																						
Municipal Pier at Aquatic Park San Francisco, CA	■	■					■	■							■		■	■																						
Harbor Fishing Pier & Non-Motorized Launch Oceanside, CA	■	■					■	■	■						■		■	■																						
P508 Floating Drydock Mooring Facility Naval Base San Diego CA	■	■	■	■	■	■	■	■	■	■	■			■	■		■	■																						
P440 Pier 8 Replacement Naval Base San Diego CA	■	■	■	■	■	■	■	■	■	■	■			■	■		■	■																						
Pacifica Pier Rehabilitation Pacifica, CA	■	■		■	■	■	■	■					■	■		■	■	■																						
Pier 50 Structural Condition Assessment and Repair San Francisco, CA	■								■						■		■	■																						
Port of Benecia Modernization Benecia, CA	■	■					■	■					■	■		■	■	■																						
Port of Oakland Berth 24-26 Wharf Modernization Oakland, CA	■	■		■			■	■					■	■		■	■	■																						
Yap and Palau Ports and Harbor Improvements FSM	■	■		■			■	■					■	■	■	■	■	■																						

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Project Organization

04

Project Organization

→ Project Team Overview

The professional staff that will be employed on this project are identified within the following pages. We have the capacity to handle all aspects of the project and ability to complete the project in a timely manner. The team is qualified to perform all of the services stated in the scope of work.

Additionally, we have over 100 maritime and coastal professionals dedicated to waterfront projects along with additional professional resources to pull from within California and nationwide, if needed to complete the project on time. Our waterfront experience extends over 30 years in California on projects that includes new designs, site upgrades, expansions, and rehabilitations. Our experienced team works with engineering and operations personnel to understand each site-specific situation to minimize downtime.

Project Manager **Stephanie Gould, PE**, will serve as the Project Manager on the project and will be the daily point of contact for the District and our staff. Identifying and maintaining a single point of contact allows our team to streamline communication, keep project efforts focused, and promote an understanding of how our services can benefit the District most effectively and efficiently. Stephanie will be supported by a robust professional team of technical advisors, QA/QC, safety managers, construction managers, resident engineers, and inspectors, among others.

Many of our team member firms have worked on relevant similar projects for the District and within the project area. Staff members communicate regularly via phone, e-mail, conference calls, and texting, when needed, to work through scopes, deliverables, and communication of weekly and monthly activities. **Stephanie, and most technical staff members are local, available, and can meet in person or visit the job site, as required, with a quick response time.**

↳ Team Differentiators



Extensive Experience: With over 95 years in operation, GHD has a long history of successfully delivering services for coastal infrastructure projects.

Local Expertise: Our Eureka office is where the majority of the work for this contract will be performed. Our local team is also supported by over 450 staff members throughout California and 5,000+ specialty staff resources across North America.

Client-Centric Approach: Driven by a client service-led culture, we connect the knowledge, skill, and experience of our people with innovative practices, technical capabilities, and robust systems to create lasting community benefits.

Proven Track Record: GHD has a proven track record of success in working with numerous municipalities and agencies in California on similar waterfront projects confirming timely and effective project and task delivery.

→ Organization Chart

Team members have been selected for their experience on similar projects, expertise specific to the District's project, leadership, technical abilities, resource availability, as well as their understanding of similar projects for other agencies. Please see the organizational chart on the following page showing reporting relationships and responsibilities of the proposer.

→ Summary Level Resumes

The following pages contain brief key project team member bio resumes, which detail their experience. Team members are committed and available for the duration of the project. Any change in key personnel included in the organizational chart and table will be submitted to the District for approval.



Denotes key staff with bio resumes. Additionally, GHD has other in-house team members to pull from in each of the disciplines shown, should the City require them for any specialty services or project completion.



Stephanie Gould, PE
Project Manager/
Client Liaison

Why Stephanie?

- ✓ Experienced Project Manager working on water infrastructure improvement projects
- ✓ Worked on previous similar projects for the District and knows the staff, project area, policies and procedures
- ✓ Lives locally and is readily available in-person and/or on-site, as needed

Stephanie Gould is a structural engineer and project manager with 17+ years of experience delivering complex civil and structural infrastructure projects. She specializes in retaining walls, bridges, ports and harbors, and civil infrastructure, serving as Engineer of Record, Design Manager, and Project Manager on multidisciplinary projects. Her work emphasizes integrated structural, geotechnical, and site civil design to support durable, constructible infrastructure. Stephanie has led large multidisciplinary teams through design coordination, budgeting, and delivery, including joint venture port projects for federal and public agency clients. She is recognized for her ability to manage technically complex projects, navigate permitting and agency coordination, and successfully deliver large scale infrastructure programs.

Relevant Experience

Structural Engineering Inspection of Buildings | Project Manager | CCHD | Eureka, CA: GHD is providing field site Inspection services for the interior and exterior of seven buildings owned by the District, is identifying all structural and building code issues, and creating a plan and budget for recommended mitigation strategies for any identified issues. The buildings that are being inspected include:

- Boat Yard Building -121 Starfish Way
- Fish Processing Facilities (two buildings)-161 Starfish Way
- Harbor District Office – 101 Citizens’ Dock Rd.
- Abalone Building – Whaler Island
- Coast Guard Building – 100 Anchor Way
- Storage building – Commercial boat basin parking lot

Specific services GHD is providing includes project management and coordination with the District and stakeholders, document review and site investigations, structural condition assessment memorandum and review meetings, and Hazmat sampling and Findings Report.

Charlie Dock Improvements | Design Project Manager | NAVFAC Pacific | Port of Saipan: Saipan Port’s assets comprise commercial port zone Able, Baker, Charlie, and Delta Docks, facilities at Echo Wharf, sea plane ramps. The commercial port features 2,600 lf of berthing space, a 22-acre container yard, and dedicated facilities for the import and storage of cement and liquid bulk products on land behind the main terminal. The extension of Charlie-1 Berth is adding a third full size berth while also providing wave protection for small craft harbor between Delta Dock

Years of Experience: 17+

Education/Registrations:

- BS, Civil Engineering, California State University, Chico
- PE, CA #86103

Other Relevant Experience:

- Palau Ports and Harbor Improvements | Deputy Project Manager/Design Manager/Engineer of Record | Palau
- Port of Alaska Terminal 1 Improvements | Anchorage, AK | Structural Engineer
- Waterfront Trail Project | Eureka, CA | Project Engineer

and Charlie-2. In addition to the dock extension, CPA has requested design services for a Roll-on/Passenger (Ro-Pax) berth on the leeward side of the extended wharf.

In conjunction with design development, GHD’s team of environmental subconsultants identified components of the design required for environmental review, evaluated construction and design approaches to reduce environmental consequences, and identified feasible measures to minimize and avoid environmental affects. GHD also provided field inspections to document existing conditions above and below water including: bathymetric/topographic surveying; biological surveying/mapping of marine benthic habitat; geotechnical, coastal, civil, electrical, fire protection, geophysical, dredge engineering; estimating and scheduling; and construction support services.

This work compliments the required permitting (USACE, CNMI BECQU, & CZMA) and supporting technical studies (ESA Section 7 Consultation, NHPA Section 106, & NEPA Environmental Assessment).

Yap Port and Harbor Improvements | Deputy Project Manager/Design Manager/Engineer of Record | NAVFAC Pacific | Federated States of Micronesia: Served as Deputy Project Manager and Design Manager on a complex port and harbor improvement project, leading a multidisciplinary joint venture team and overseeing integrated design delivery across all disciplines. Managed budgets, staffing, and coordination while ensuring compliance with NAVFAC requirements. Also served as EOR for civil landside improvements and civil infrastructure structural design.



Satish Chilka, PE
Technical Advisor, QA/QC

Why Satish?

- ✓ Experienced Project Director Manager working on water infrastructure and coastal improvement projects
- ✓ Worked on previous similar projects providing planning, design, and construction support for piers, docks, wharves, terminals, seawalls, and associated structures

Satish Chilka has specialized knowledge in planning, design, analysis, construction document preparation, quality control (QC) review, and construction support services for waterfront structures. His experience includes design and analysis of piers and wharves, seawalls, bulkheads, assessment and rehabilitating existing structures, and design of floating access ramps and gangways. Other experience includes ferry terminals and landing float and ferry vessels, mooring and berthing analyses, design of floating steel gates for dry docks, and offshore wind energy projects.

Years of Experience: 17

Education/Registrations:

- MS, Civil Engineering, University of Southern California
- BS, Civil Engineering, University of Mumbai
- PE, CA #80047

Relevant Experience

- USS Pampanito Relocation | Design Manager | SFMNP | San Francisco, CA
- Waterfront Facility Repairs | Project Manager | C&H | Crockett, CA
- Charlie Dock Improvements | Project Director | NAVFAC Pacific | CNMI, Saipan
- Alameda Main Street Ferry Terminal DB | Project Manager | WETA | Alameda, CA
- Boat Basin & Pier Extension | Project Manager/Lead Design Engineer | Cal Poly Maritime Academy | Vallejo, CA
- Municipal Pier Repairs | Project Manager | City of Pacifica | Pacifica, CA
- Marina Breakwater Repairs | Project Manager/Lead Structural Engineer | City of Benecia | Benecia, CA



Craig Lewis,
PE, SE
Technical Advisor, QA/
QC

Why Craig?

- ✓ Experienced Project Director, Technical Advisor, QA/QC Manager, and SME working on waterfront and coastal improvements for various Ports, Harbors, NAVAC, etc.
- ✓ Worked on previous similar projects providing assessments, design, construction, and inspections

Craig Lewis has experience with the inspection, assessment, design, and analysis of structural elements for waterfront infrastructure, coastal, and utility systems. He has broad knowledge of waterfront and heavy civil construction and environmental regulatory permitting requirements. His experience includes planning and design of berthing piers, wharves, and vessel mooring and berthing facilities, all in a wide variety of loading conditions. He has conducted many extensive inspections and assessments to determine the above and below water condition and service life of port and maritime structures, in addition to condition assessments and seismic retrofit of non-building structures using performance-based methods. Craig is very experienced with waterfront design codes and standards, including Unified Facilities Criteria (UFC), AISC, ACI, ASCE, Application Programming Interface, and California Building Code.

Years of Experience: 33

Education/Registrations:

- BS, Civil Engineering, University of California, Davis
- PE, CA #58706
- SE, CA #4765

Relevant Experience

- Pier 29 and 31.5 Substructure Repair | Project Director | POSF | San Francisco, CA
- USS Pampanito Relocation | QA/QC Manager | SFMNP | San Francisco, CA
- Waterfront Facility Repairs | Technical Advisor/Project Manager | C&H | Crockett, CA
- Charlie Dock Improvements | QA/QC Manager | NAVFAC Pacific | CNMI, Saipan
- Alameda Main Street Ferry Terminal DB | Project Director | WETA | Alameda, CA
- Boat Basin & Pier Extension | Technical Advisor | Cal Poly Maritime Academy | Vallejo, CA



Jordan King, PE
Construction Manager/
Resident Engineer

Why Jordan?

- ☑ Experienced Construction and Project Manager working in Northern California
- ☑ Consulted on a variety of projects including port facilities and grant funded water infrastructure projects
- ☑ Lives locally and is readily available in-person and/or on-site, as needed

Years of Experience: 15

Education/Registrations:

- MS, Environmental Systems, Humboldt State University
- BS, Chemistry, Saint Mary's College of California
- PE, CA #83970
- A, B-General Contractor #970469

Jordan King specializes in the assessment, design, project management, construction management, and contracting of sustainable infrastructure projects throughout California. Jordan has spent the majority of his career supporting government entities with implementing grant funded infrastructure projects under challenging circumstances. He has served as a construction manager, project manager, and engineering consultant on numerous grant funded infrastructure projects in Northern California and provided technical consulting support for energy and infrastructure projects across North America. Overall, Jordan has consulted on a variety of projects, including port facilities, water, wastewater, microgrid, civil infrastructure and development, green building design, restoration, environmental remediation systems, environmental permitting, grant management, electrical infrastructure, solar photovoltaics, battery energy storage, hazardous waste management, stormwater pollution prevention compliance, and housing subdivisions.

Relevant Experience

- Redwood Marine Terminal Green Port | Technical Lead/Facilitator | Humboldt Bay Harbor District | Samoa, CA
- Water infrastructure Upgrades | Construction Manager | City of Arcata | Arcata, CA
- Microgrid Project | Owner's Representative/CM/PM | McKinleyville Community Services District | McKinleyville, CA
- Storage Tank 1C | Construction Manager | City of Arcata | Arcata, CA
- Wastewater Infrastructure Upgrade | Construction Manager | Manila Community Services District | Arcata, CA



Crystal Prairie,
Construction Inspector

Why Crystal?

- ☑ Experienced Inspector and Construction Manager working on public works projects throughout Northern California
- ☑ Worked on previous similar projects for municipal/port agencies and understands the reporting, grant funding, and project controls processes/procedures

Years of Experience: 20

Crystal Prairie has been in the Public Works field for 15 years managing multimillion-dollar projects in municipal government as well as the private sector. Much of her experience was acquired through different positions in city government, as a finance technician and as a public works project analyst. Since becoming part of the GHD team five years ago, she has been a successful project coordinator, managing multiple projects simultaneously. Crystal has extensive experience with federal and state grant management from multiple funding sources, budget monitoring, construction management, construction inspection, labor compliance, municipal finance, and reporting. She also possesses strong communication and organizational skills.

Relevant Experience

- USS Pampanito Relocation | Construction Management Assistance | SFMNPA | San Francisco, CA
- Crane Cove Park at Pier 70 | Construction Inspector | CPA | San Francisco, CA
- Hillcrest Road Improvement, Torpedo Building Preservation, and Pier E-2 Phase 2 | Construction Inspector/Administration | SFMNPA | Yerba Buena Island, CA |
- On-Call Tasks | Public Works Project Analyst/Labor Compliance/Certified Payroll Verification/Reporting/Contractor Assistance | City of Fort Bragg | Fort Bragg, CA
- Grant Reimbursement Assistance | Project Coordinator | County of Marin | Marin County, CA



Marc Percher, PE
Subject Matter Expert

Why Marc?

- ✓ Experienced Construction Manager, Structural Engineer, SME, and Quality Reviewer working on water infrastructure improvement projects
- ✓ Worked on previous similar projects and understands the marine landscape and state/federal policies/procedures

Marc Percher is a civil engineer with more than 22 years of experience in structural engineering design and analysis of marine structures, oil and gas facilities for earthquakes, and building structures for blast loads. He has acted as a lead analyst or reviewer of seismic analyses, mooring and berthing analysis, and acted as Audit Team Lead for numerous marine oil terminals as part of audits for California's Marine Oil Terminal Engineering and Maintenance Standards (MOTEMS) requirements. As part of this work, he performed and evaluated response spectrum and nonlinear pushover analyses using displacement-based performance criteria and incorporating soil-structure interaction and nonlinear material performance. He has also acted as the senior designer for multiple ferry terminals, as well as other civil or military marine structures.

Years of Experience: 22

Education/Registrations:

- MS, Structural Engineering, Tufts University
- BS, Civil Engineering, Tufts University
- PE, CA #68072
- Course Instructor, Seismic Design of Piers and Wharves

Relevant Experience

- Piers 29 and 31.5 Substructure Repairs | CM/Inspector/RE | POSF | San Francisco, CA
- USS Pampanito Relocation | Senior Engineer | SFMNPA | San Francisco, CA
- Charlie Dock Improvements | Senior Structural Engineer | NAVFAC Pacific | Saipan
- Terminal Mooring/Berthing Evaluation | Structural Lead | City of Eureka | Eureka, CA
- Wharf Replacement | SME/Senior Engineer/Quality Reviewer | Cal Poly Maritime Academy | Vallejo, CA
- Fisherman's Pier Fender Pile Replacement | Senior Structural Engineer (EOR) | City of Eureka | Eureka, CA
- Terminal 1 Fender Detailing | Senior Engineer | Port of Anchorage | Anchorage, AK



David Demko, PE
Subject Matter Expert

Why David?

- ✓ Experienced Construction Manager and Project Manager based in NorCal
- ✓ Former waterfront/riverine Project Designer
- ✓ Understands the coastal, marine, riverine, and environmental environments including waterfront infrastructure projects for municipal agencies

Provides project management, technical leadership, and providing reliable construction oversight, contract admin., and technical QA in support of owner objectives. His experience ranges from coastal, marine, riverine, and environmental restoration projects, including dredging, tidal habitat restoration, flood control, and waterfront infrastructure, with a demonstrated focus on accountability, regulatory compliance, and risk management. warranting disciplined quality systems, contract compliance, and effective coordination with federal, state, and local agencies. Additional experience includes roles as Park Engineer, Project Manager, and Contracting Officer's Representative on civil works and facilities projects delivered through A/E and in house contracts.

Years of Experience: 41

Education/Registrations:

- MS, Ocean Engineering, University of California, Berkeley
- BS, Civil Engineering, University of Massachusetts
- PE, CA #66529

Relevant Experience

- Bear Valley Trail Repair and Culver Replacement | Construction Manager | Point Reyes National Seashore | Marin County, CA
- Dry Creek Restoration, Phase 2 | Technical Lead | Sonoma County Water Agency | Geyserville, CA
- Lookout Slough Restoration | QC Manager | Ecosystem Investment Partners | Solano County, CA
- Cedar Creek Dam Removal and Restoration | Project Manager | Caltrout | Legget, CA



Jane Rozga, PE, CDT
Subject Matter Expert

Why Jane?

- ☑ Experienced Construction Manager, Project Manager, and Technical Advisor working with public works/municipal agencies throughout California
- ☑ Worked on previous similar projects for various Port and Park Authorities and understands construction delivery process

Jane Rozga has over 40 years of broad experience in all aspects of infrastructure engineering, including construction management, project management, planning, and design services. She has special expertise in construction of infrastructure and facilities and the preparation of construction specifications, project delivery, scheduling, and permitting in support of infrastructure projects. Jane is recognized for construction management of complex and controversial projects with environmental, political, regulatory, and technical challenges.

Years of Experience: 40+

Education/Registrations:

- MBA, Business Administration, University of California, Berkeley
- BS, Civil Engineering, Stanford University
- PE, CA #39887
- CDT, Construction Specification Institute

Relevant Experience

- USS Pampanito Relocation | Technical Advisor | SFMNPA | San Francisco, CA
- Torpedo Building Preservation and Pier E-2 Phase 2 | Construction Manager | SFMNPA | Yerba Buena Island, CA |
- Dumbarton Express Corridor Improvements | Construction Manager | AC Transit | Alameda/San Mateo Counties, CA
- Line 97 South Alameda county Major Corridors Transit Performance Improvement | Project Manager/Construction Manager | AC Transit | Oakland, CA



Steve Ferrero, PE
Cost Estimator/
Scheduler

Why Steve?

- ☑ Experienced Cost Estimator/Scheduler working on water infrastructure improvement projects
- ☑ Worked on previous similar projects for municipal water agencies including piers, wharves, terminals, and shoreline protection including seawalls

Steve Ferrero has more than 30 years of broad experience in all in construction planning and management, project management and design. He has considerable expertise in cost engineering, estimation and cost management, project delivery and scheduling of infrastructure projects. Project types include heavy civil, such as roads, airports and bridges and buildings including California hospitals, schools, and colleges. Steve also specializes in condition assessment or building and properties in the private sector.

Years of Experience: 30

Education/Registrations:

- BS, Civil Engineering, California State University, Chico
- PE, CA #62267
- Advanced Project Management Certificate, Stanford University

Relevant Experience

- Pier 50 Retrofit and Replacement Building | Senior Cost Consultant | POSF | San Francisco, CA
- Climate Change Adaptation-Seawall | Lead Cost Estimator | SFPUC | San Francisco, CA
- Yap and Palau Ports and Wharf Modernizations | Senior Cost Consultant | NAVFAC Pacific | FSM
- Terminal 1 Replacement | Senior Cost Consultant | Port of Anchorage | Anchorage, AK
- Shoreline Protection and Storm Drainage | Senior Cost Consultant | City of Mountain View | Mountain View, CA

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Project Approach

05

Project Approach

→ Project Understanding

The District is advancing a critical, grant-funded port resilience and infrastructure improvement Project supported by two (2) U.S. Department of Transportation Maritime Administration (MARAD) Port Infrastructure Development Program (PIDP) grants totaling \$15.3 million. The project strengthens essential harbor infrastructure while improving operational efficiency and long-term resilience for the regional commercial fishing economy.

The project includes:

- Construction of a new seawall to protect Citizen's Dock Road; repair and rehabilitation of the seafood packing and trucking area impacted by seawater inflow, long-term deterioration, and tsunami events; and replacement of aging cargo handling equipment atop the seawall to enhance the safety, efficiency, and reliability of cargo operations and improve overall port resilience. The project includes demolition and removal of the existing seawall.
- Construction of a new approximately 13,760 square foot concrete-decked dock to replace the existing facility, which has experienced structural degradation due to age and repeated tsunami impacts. The new dock will be designed and constructed to withstand 50-year tsunami event tidal surges and other natural hazards. The project also includes installation of electrical, sewer, water, and mechanical systems to support on-dock business operations, as well as installation of twelve (12) new and refurbished hoists to improve cargo handling efficiency and operational capacity within the port.

Design is approximately 30% complete. The National Environmental Policy Act (NEPA) process is complete with a Finding of No Significant Impact (FONSI) issued, and the California Environmental Quality Act (CEQA) process is complete with adoption of a Mitigated Negative Declaration (MND). Construction permitting is underway, and the District is issuing separate procurements for the General Contractor (GC), accounting services, grants management, and project management.

The project presents several conditions that require experienced, proactive marine project, and construction oversight, including:

- Ongoing commercial fishing and harbor operations during construction
- In-water construction subject to environmental, tidal,

- and weather constraints
- Federal compliance requirements associated with MARAD PIDP funding, including BABA Act requirements and Davis-Bacon labor standards
- Long-term resilience objectives addressing seismic and tsunami risk

We further understand that our assigned Project Manager will serve as the District's Owner's Representative, reporting directly to the Harbor Master and Chief Executive Officer (CEO). In this role, we will coordinate the design and construction teams, manage risk, maintain schedule and budget discipline, and support regulatory and grant compliance from mobilization through closeout. This approach allows Harbor leadership to remain focused on operations while maintaining visibility into project performance.

↳ Why This Matters to the District

Our understanding of active harbor operations, in-water construction constraints, and Federal grant requirements position the project for fewer disruptions, clearer decision making, and consistent progress during construction.

→ Work Program

Project Management Overview

Our approach is guided by the following principles:

- **Owner advocacy:** Act in the District's best interest as an independent advisor, project manager, and construction oversight partner.
- **Early risk identification:** Anticipate and manage schedule, cost, constructability, and operational risks before they affect the Project
- **Project communication/tracking:** Regulatory and Grant Alignment: Maintain continuous alignment with MARAD PIDP requirements, permit conditions, and applicable federal, state, and local regulations. Support the District and their design team to efficiently progress the project plans to completion through effective collaboration and responsibility tracking.
- **Operational sensitivity:** Coordinate closely with harbor tenants to reduce impacts to commercial fishing and port operations

- **Transparency & accountability:** Provide clear, timely reporting that supports informed decision-making by Harbor leadership.

This approach supports predictable schedule performance, disciplined cost control, and early resolution of issues that could affect grant compliance or harbor operations.

↳ Benefit to the District

Early identification of risks allows District leadership to make informed decisions before schedule impacts or cost growth occurs.

Management Framework & Guiding Principles

We will implement a structured project management framework to support the team in progressing through the design phase and securing a qualified contractor for project implementation. Once the GC has been selected, our approach will shift to construction management tailored to the project's marine environment and anticipated two-year construction duration. This project and construction framework integrates:

- A project management plan developed in collaboration with the project team outlining consultant, District, and engineering team roles and responsibilities, milestone completion schedule, and tracking
- A master construction schedule and critical path developed in collaboration with the GC
- A risk register that tracks marine, environmental, operational, and construction risks
- Defined communication and reporting protocols, including weekly project updates
- Quality and safety oversight aligned with design documents and permit requirements
- Cost and change management processes that maintain control of scope, budget, and contingencies

This framework provides flexibility to respond to evolving site conditions while maintaining focus on the District's priorities for safety, operations, and long-term resilience.

↳ Benefit to the District

Structured controls support MARAD PIDP compliance, reduce audit risk, and protects eligibility for full grant reimbursement.

Project/Team Management

Stephanie Gould, PE, will serve as a single point of contact for the District, our staff, and subcontractors. Identifying and maintaining a single point of contact allows our team to streamline communication, keep task order project efforts focused, and promote an understanding of how our services can benefit the District most effectively and efficiently. Stephanie has the project management knowledge, integral work approach, and technical skills essential to successfully deliver the environmental documentation and permitting services needed for a project. The team is also made up of local Construction Manager Jordan King, PE, who can provide back up should Stephanie not be available or for overlapping project assignments.

Stephanie will handle project setup, conduct regular progress reviews, and look ahead to identify and mitigate potential issues. Working alongside Stephanie, Satish Chilka, PE, and Craig Lewis, PE, SE, will leverage their technical knowledge for QA/QC and staff mentoring. Their expertise will verify that quality standards are met and that the team is well-supported and continuously improving.

Our team has a deep and varied pool of resources from which to draw from, enabling it to be dynamic, responsive, and adaptive to the District's needs.

Our technical expertise, responsiveness, and customer service are hallmarks of our performance. Our commitments to the District include response times of up to one business day for all telephone calls and emails, and up to two (2) business days for letters and Requests for Information (RFIs). As a foundational element of managing our internal team and subcontractors, we understand that the scope verification process is important to verify that any project deliverables meet and exceed expectations. This will be achieved through execution of a well-defined scope of work, and by securing each task lead's commitment and concurrence with the scope, schedule, and cost.

Issues, if any, that arise during the execution of a project will be promptly addressed by the Project Manager. Our solutions and recommendations will incorporate the District's input and direction. Issues that could potentially require adjustments to scope, cost, or schedule will be communicated immediately to the District's staff along with our recommended solutions and recovery plan, if required.

Finally, we will develop a Project Management Plan (PMP) for the project that is shared with all team members including subcontractors and the District. This document provides a detailed plan for the execution of the project. It will include the roles and responsibilities of each team member and independent quality management review.

The PMP will also include a project communication plan intended to provide proper and efficient communication protocols within the team. As part of our standard for collaboration, Stephanie will coordinate with the District during the PMP development and prior to implementation. The PMP is a living document and will be updated as needed.

Overall Approach Methodology

Application of personal wellness practices to construction projects monitors important functions, provides important information to the team, and facilitates appropriate response to project challenges. As Project Manager, we have the proven ability to maintain clear and consistent communication verifying that all team members are informed and aligned. Our experience in resolving complex construction challenges and his ability to respond swiftly to critical situations lead to effective, timely solutions that minimize disruptions and keep projects on track.

Four key components to our approach:

- Project communications and tracking
- Task planning/problem avoidance
- Problem solving
- Critical response

Project Communications & Tracking

The most important factor in the success or failure of a construction project is often communication. Clear communication between the design team, field staff, and the District is critical to understanding priorities and establishing good working relationships that will foster the trust needed to work through significant project issues.

Stephanie brings a wealth of experience in managing project communications and documentation. His background will help achieve clear and effective communication across all teams. Her experience will be instrumental in verifying that priorities are understood and that strong working relationships are established.

Clear construction documentation is essential to support personal communications and to understand project status. We use document controls to organize critical documents and track critical performance metrics.

Like a dashboard for your project, document controls:

- Provide a quick overview of performance metrics
- Allow users to drill down into critical data
- Has alert and e-mail notification capabilities
- Provide reports that illustrate project performance
- Can share information across the project team
- Like a focus on healthy personal habits, document controls support healthy project habits task planning/problem avoidance

We will perform the routine construction management and inspection scope indicated in the RFP; and, more

importantly, will work collaboratively with all project stakeholders toward successful project completion.

We recommend a pre-task planning session prior to the start of a new activity or work with a new crew, like an OSHA Job Hazard Analysis (JHA). Just as a task is evaluated from a safety perspective, we recommend meeting with the contractor to evaluate each new task from a quality control (QC) perspective. Assuring that the construction crew has a clear understanding of the work required and the associated QC requirements prior to beginning the task is the best way to build quality into a project.

Like checking that the necessary Personal Protective Equipment (PPE) is on hand as part of a JHAs, a QC task analysis includes assuring that the necessary tools, materials, and equipment are on hand, including confirmation that the associated submittals have been approved and any QC inspections or testing are scheduled.

Spending time before the task to review requirements and anticipate potential challenges is preventive medicine for the project's health.

Approach to Project Management & Documentation

Under the leadership of Stephanie, our approach to project management and documentation is designed to achieve success in the construction project. Stephanie's extensive experience in managing complex construction projects equips them with the skills needed to lead the team effectively.

The success of a construction project is directly tied to the effectiveness of our team acting in partnership with the District. Our team must be organized, reliable, flexible, and responsive to the fast-paced daily challenges of a complex construction project. Meeting those requirements requires efficient access to project information and documentation. Also critical to solving the challenges associated with any significant construction project is the ability to communicate effectively and share project information.

Our core commitment to quality through a documented process is the foundation of our sustained success and enduring client relationships. Throughout the project, we will hold internal project meetings, communicate the District's goals, confirm appropriate prioritization, confirm staffing availability, and confirm that performance of work under contract is held to the highest standard.

Additionally, Satish and Craig serving as Technical Advisors and QA/QC, brings a wealth of experience in quality management. Satish's and Craig's background in maintaining compliance with project specifications and standards will enhance our project management

approach. Their meticulous attention to detail and commitment to quality will help identify and address potential issues early, maintaining high standards throughout the project's lifecycle.

Our entire team understands the importance of thorough and organized documentation and is diligent about maintaining our solid reputation.

Task Planning/Problem Avoidance

Problem solving

Despite tracking to encourage healthy project habits and planning to avoid hazards, challenges come up on every project. Like personal care physicians, Our Project Manager takes an active role in:

- Diagnosing the problem
- Evaluating alternatives

Working with the GC, the District, design team, and other stakeholders to identify the solution that will restore the project to health as efficiently as possible.

Initiating discussions on contentious issues as soon as they arise can allow resolution of potential claims before the parties become entrenched. We foster a team approach to project issues, so that challenges are less likely to inflame adversarial relationships and have a long-term impact on project success.

Critical response

Our approach is good for the “Wellness” of the District’s projects. Sometimes projects are threatened by urgent issues, either due to the actions of one of the project team members, or due to something beyond the control of the team. Regardless of cause, professional relationships, clear communications, and a commitment to project success will allow project participants to work as a surgical team to resolve the issue effectively. Like a critical care unit, we have Subject Matter Experts (SMEs) who can be engaged quickly to assist in pinpointing the most urgent steps to minimize collateral schedule and cost impacts.

Relationship building

Establish and maintain routine communications to build relationships and facilitate the conversations necessary to overcome obstacles, solve problems, and neutralize areas of potential dispute. Communications include:

- Daily interactions
- Weekly coordination meetings
- Monthly progress meetings
- Decision making

Keep management informed so that efficient decisions can be made when needed by team members who are not involved in day-to-day activities.

Dispute resolution process

Our team members' most important characteristics related to dispute avoidance and resolution are positive attitudes and a culture of collaboration.

Issue escalation

Mutually agree to timeframes to escalate issues for resolution.

- Empower staff to resolve issues at the lowest practical level
- Elevate quickly if relevant information is known and current level of ownership is unable to resolve an issue

Construction Management Software

We will use PROCORE software as the project management tool and documentation system. Any documentation system is only as good as the data collected. Our team members are fastidious record keepers from pre-construction photo logs to the final as-built drawings. Consistent data entry will facilitate information retrieval long after the project is over. Our team knows how, when, and what to document. We know that accurate and detailed field records provide lasting value to our clients. These records both resolve construction disputes and support the long-term maintenance and management of valuable District facilities.

Safety

In pursuit of our vision of zero harm to people, property, and the environment, we adhere to the following principles:

- Prevention of injuries, illness, incidents, and fatalities as a valued business practice
- All injuries, illness, incidents, and fatalities are preventable by anticipation, recognition, evaluation, and control of causative factors
- Managers at all levels are personally responsible for providing leadership, accountability, and resources to prevent injuries, illness, incidents, and fatalities
- Incorporate safety in everything we do, with a behavior-based safety program that includes:
 1. Empower all to use Stop Work Authority (SWA) if there is a perceived unsafe act or condition
 2. Perform positive interactions by peers to evaluate each other’s safety performance
 3. Conduct on-site safety inspections to identify and mitigate hazards

Our team will adhere to the company's safety principles; and, if necessary, use their SWA if a hazardous condition is recognized. Everyone goes home safely every night, significantly contributing to project success.

Potential Impacts to Approach Based on Lessons Learned

Because our environmental, engineering, and construction phase teams are fully integrated under

one roof, we will be able to work together seamlessly to quickly identify and resolve any areas of potential concern or conflict between the design approach, regulatory strategy, and construction phase approach. This integration of environmental, engineering, and construction management teams also supports budget and schedule efficiencies by allowing early constructibility and feasibility reviews, parallel work, shared project coordination, more direct analysis of potential impacts resulting from varying construction approaches, and easy access to in-progress documents and submittals across the teams to maximize information sharing. Our environmental, engineering, and construction teams work together frequently on a broad array of port, waterfront, and public infrastructure projects and benefit from uniform project delivery standards that improve work quality and innovation for our clients.

Efficient Project Closeout

Our project practices facilitate effective and efficient project close out by beginning and managing the project with the end in mind. Specific steps include:

- Employing electronic project files so documents are complete and ready to archive
- Including completion of restoration and cleanup as part of installation pay items to minimize restoration activities at the end of the project
- Resolving punchlist issues during the project; withhold payment as necessary
- Checking record drawing mark-ups monthly when processing the contractor's pay request
- Manage change to minimize the number and magnitude of unresolved issues

→ Scope of Work (SOW) Tasks/ Deliverables

Our proposed scope of work aligns with Exhibit 2, Project Manager Scope of Services Requested, and additional information provided by the District's representative. Our scope is organized by project phase, with Phase 1 Project Management and Owner's Representative preconstruction services including Tasks 1-6 for an anticipated one year duration, and Phase 2 Construction Management services including Tasks 1-3 and 7-9 provided for the duration of construction and project closeout for an assumed construction duration of two years.

PHASE 1: Pre-Construction Services

TASK 1: Project Management & Owner's Representation (OR)

Key activities

- Background review of project design documents, grant agreements, studies, and consultant contracts to establish an understanding of the steps required to

progress through design and bid solicitation.

- Prepare weekly project update reports for Harbor Management
- Identify and communicate emerging issues, risks, and hazards
- Maintain organized Project documentation and records
- Consultant pay request review and budget tracking

Deliverables

- Project Management Plan (PMP)
- Coordination meeting agendas and minutes
- SharePoint deliverable tracking spreadsheet
- Weekly Project Update Reports
- Risk Register and Issue Log

Assumptions

- District/Moffatt & Nichol (M&N) to provide requested background documentation
- Design phase will be completed by M&N within six (6) months, per District provided schedule
- Biweekly progress meetings will occur during design phase, transitioning to monthly during meetings during contract document development and bid phase

Early planning and coordination reduce constructability risk, support realistic scheduling, and establish clear expectations before mobilization begins. A well-developed baseline schedule that reflects consultant and District staff operational constraints reduces the likelihood of avoidable delays. Consistent reporting provides Harbor leadership with timely, actionable information to manage risk and maintain accountability. Clear documentation and reporting support grant audits, leadership briefings, and efficient project progression.

TASK 2: Permitting & Regulatory Compliance Support

We will serve as OR leading up to construction and coordinate with agencies, as needed, to help provide obtainment of regulatory approvals and permit conditions that can be feasibly met.

Key activities

- Coordinate with regulatory agencies as design progresses

Deliverables

- Log of agency communications

Assumptions

- The project is permitted through NEPA/CEQA
- Environmental studies and associated inspections will be provided by others
- Monthly coordination meetings will be held with the agencies and the District, with in-person meetings occurring every other month.

TASK 3: Stakeholder & Tenant Coordination

In coordination with the District and design consultants, we will develop a communications plan to identify key information to be shared with tenants and project stakeholders and a schedule of milestones for communication. Information sessions will provide effective, clear, and accurate information to interested parties to foster understanding of the project design, process, and next steps. Our team understands that a robust engagement process is essential to the success of projects with high community visibility and interest, therefore up to four additional meetings have been scoped with tenants or other impacted parties to discuss specific interests or concerns

Key activities

- Prepare a communications plan to outreach to tenants and/or Harbor users during the pre-construction project phase
- Prepare and implement up to two information sessions with the project team and tenants
- Meet with tenants as needed, up to four (4) meetings, to discuss questions/comments

Deliverables

- Communications Plan
- Two (2) information sessions
- Up to four (4) stakeholder meetings

Assumptions

- Meeting announcements/advertising by the District
- Venue or hybrid equipment not included
- Assumes all meetings (up to 6) are in person
- A member(s) of the design team will coordinate design related feedback with project team

TASK 4: Design Review

Key activities

- Review and provide input for District review of the 60%, 90%, and 100% design submittals, including review of the drawings, specifications, design narrative, and cost estimates
- Attend three (3) progress meetings for review and discussion of design deliverables. Arrange meetings, prepare agendas in coordination with design team, record and distribute meeting minutes, and provide materials for the progress meetings.
- Review engineering studies for conformance with best practices
- Review and approve design phase applications for payment (up to six [6]), or return to design firm with required revisions

Deliverables

- Review and redlines for Design Submittals (60% Schedule A, 60% Schedule B, 90%, and 100% PS&E)
- Meeting agendas in advance of the progress meetings as one (1) electronic PDF and paper copies for distribution at the meetings

- Meeting notes will be provided to document key decisions as one (1) electronic PDF only.

Assumptions

- M&N to provide design plans in .pdf format per District provided 24 week design completion schedule
- M&N and District to attend and participate in design review meetings
- One (1) round of review/markups will be provided per design deliverable
- M&N to present final design to District Board

TASK 5: Design-Bid-Build (DBB) Contract Package Development

We understand that the District is planning to use the DBB methodology as the preferred implementation approach for the project. The DBB process will be developed in Task 5, along with relevant bid solicitation and contract documents. We will use contract templates provided or approved by the District as a starting point. The templates will be augmented by our team to include industry standard best practices, as applicable. The documents will be compiled by our team and submitted to the District for review by their legal counsel. Review and approval will also be sought by the District and our team from the grant funding agency (MARAD) and permitting agencies, as necessary. Comments provided by MARAD or the permitting agencies will be integrated into the final documents.

Key activities

- Establish District priorities and preferred approach for pre-qualifications process
- Review and use District standard contract templates as a starting point
- Provide template augmentation to include industry standard best practices, as applicable
- Compile documents and submit to the District for review by District Counsel
- Draft RFQ and RFP packages in collaboration with District staff
- Review and seek approval by the District, the grant funding agency (MARAD), and required permitting agencies

Deliverables

- Draft bid solicitation documents: One (1) RFQ and one (1) RFP package in MS Word and .PDF format for review and comment
- Final Bid Solicitation Documents: One (1) RFQ package and one (1) RFP package in MS Word and .PDF format

Assumptions

- M&N to provide Final Construction Plan set and technical specifications to be included in solicitation package
- District to provide input on draft RFQ and RFP in collaboration with their legal counsel
- District to provide preferred contract template for RFP

to be augmented by our team as needed

- One (1) round of revisions will be provided for draft documents based on District input

TASK 6: Request for Qualifications (RFQ) & Proposals (RFP)/Bid Solicitation

Once the RFQ and RFP packages have been finalized, we will support the District in implementing the pre-qualification and contractor bid solicitation and selection processes.

Key activities

- Implementing the contractor prequalification process
- Advertise RFQ to Builder's Exchanges, newspaper, post online, and interested contractors
- Respond to questions during prequalification process
- Support the District in review and scoring of the contractor qualifications packages
- Shortlist, pre-qualified contractors for eligibility to submit a proposal in response to RFP
- Advertise RFP after pre-qualification process is complete
- Arrange and conduct a pre-bid meeting, maintain a plan holders list, respond to contractor questions and issue bid addenda
- Hold a site walk as part of the pre-bid meeting to familiarize bidders with the project site, and questions from the contractor teams will be answered by our team in an addendum to the RFP
- Work with the District to review proposals for completeness, verify minimum qualifications are met, and confirm adherence to the District's goals and requirements
- Prepare a memo with a summary of findings and best value recommendations and submit it to the District for consideration
- Attend the Board Meeting where contract award is considered to answer Board questions, as needed
- Provide additional support in contract price negotiations prior to contract award, as determined necessary by the circumstances submitted proposals

Deliverables

- RFQ & RFP submitted in electronic format to appropriate venues for publication/solicitation (i.e.- Builder's Exchanges, newspaper, etc.)
- RFQ scoring sheet populated with District support
- Bid Advertisement in MS Word format for District posting
- Pre-bid Meeting Agenda and hardcopies for the pre-bid meeting
- Bid addendums in .PDF format distributed to the District and planholders
- Planholders list in PDF format
- Draft recommendations for Project Award Memo in MS Word format for District review and comment
- Final recommendations for Project Award Memo in .PDF format

PHASE 2: Construction (future anticipated scope)

Because the Project is currently at approximately 30% design, the construction management (Phase II) scope, staffing, and level of effort cannot be fully defined at this stage. The Phase II fee provided herein is based on the District's anticipated two-year construction duration and typical PM/CM roles for a project of this type and complexity.

As the design advances and the construction approach, schedule, and contractor means and methods are better defined, GHD looks forward to working collaboratively with the District to refine the Phase II scope, staffing, and associated level of effort. Any adjustments will be developed in coordination with the District and incorporated through a mutually agreed-upon contract amendment to reflect the final project conditions."

TASK 1: Project Management and OR

Project management responsibilities will continue during construction phase, with the majority of effort transitioning to construction management activities included in Task 7.

Key activities

- Monthly report and invoicing
- Prepare weekly project update reports for Harbor Management
- Maintain risk register and organized Project documentation and records

Deliverables

- Weekly project update reports
- Risk register and issue log

Assumptions

- Construction phase PM support will be limited to 24 months

TASK 2: Permitting & Regulatory Compliance Support

We will serve as prime contact with regulatory agencies during construction and coordinate as needed.

Key activities

- Coordinate with regulatory agencies during construction phase

Deliverables

- Log of agency communications

Assumptions

- Environmental studies and associated inspections will be provided by others
- Monthly coordination meetings with the agencies and the District will be held, bi-monthly the meetings would be in person

TASK 3: Stakeholder & Tenant Coordination

Stakeholder and tenant communications will continue throughout the construction phase of the project, as needed to maintain operations and limit community impact.

Key activities/deliverables

- Communications plan during construction
- Monthly communications, methods TBD based on design phase outreach and communications plan

Assumptions

- Outreach coordinator (local) will provide 20 hours/month support
- Senior outreach assumed five (5)hours/month support

TASK 7: Construction Management & Project Closeout Support

Construction management services will commence upon bid phase completion and execution of the Phase 2 contract amendment. Services to be provided are in alignment with the RFP Exhibit 2 and generally include the following key activities.

Key activities

- Review insurance, bonds, and additional required submittals following execution of the NOA
- Finalize award recommendation
- Support District with potential revisions requested by contractor to the agreement language prior to contract execution.
- Support District in consideration of value-added engineering proposals offered by contractor prior to NTP, if applicable.
- Review cost of lump sum breakdown provided by contractor to be used for subsequent pay requests.
- Issue NTP
- Project coordination
- Pre-construction meeting
- Conduct and document construction progress meetings
- Review contractor's construction schedule and proposed extensions
- Maintain project records
- Review and evaluate monthly progress payments and track expenditures against approved project budget
- Respond to RFIs
- Coordinate submittal and shop drawing review
- Monitor permit compliance
- Monitor construction record drawings
- Monitor labor compliance
- Review and recommend approval of contractor pay applications
- Evaluate change orders and manage scope changes
- Forecast costs to completion and report variances
- Coordinate collection of as-built drawings and closeout documentation

Deliverables

- Meeting agendas and minutes
- Field observation reports
- Schedule updates
- Monthly cost and budget status reports
- Change order evaluations and recommendations
- Pay recommendations
- Final project closeout report
- Grant closeout documentation support

Assumptions

- Construction activities are limited to six (6) months in-water work, and 24 months total construction schedule
- Progress meetings will be held weekly during in-water work periods and biweekly when the contractor is working on shore
- M&N to provide responses to design related RFIs and submittals
- Contractor will be responsible for special inspections through third party consultant

TASK 8: Prevailing Wage Construction Inspection

We will provide construction inspections based on the construction schedule and need. It is anticipated that prevailing wage rates will apply to construction inspector activities and that a full-time inspector will be required during in-water work in order to have a consistent presence for contractor coordination, as well as tenant, and agency engagement. During on shore construction activities or when the contractor's schedule is reduced, we anticipate half-time construction inspection services to be sufficient. Non-prevailing wage construction inspection effort for times when the inspector is not present on site are included in Task 9.

Key activities

- Lead pre-construction and recurring jobsite meetings
- Monitor construction activities for conformance with plans, specifications, safety requirements, and environmental commitments
- Coordinate inspections, testing, and third-party reviews
- Provide field observation reports and daily logs
- Prepare photo documentation
- Support final inspections, punch list completion, and acceptance
- Review completion of work percentages associated with contractor pay requests
- Compile final documents and closeout

Assumptions

- Full-time inspection support during in-water work during the six (6) month window, and lasting for two construction seasons (2 years)
- Contractor is responsible for site safety
- Nothing the inspector does or says alleviates contractor responsibility or obligation to comply with contract documents
- Per diem rates are based on Del Norte County

requirements and assumed number of days/months required during full-time inspection

TASK 9: Non-Prevailing Wage Construction Inspection

It is anticipated that there will be some work that the construction inspector will perform offsite that will not be subject to prevailing wage rate requirements. This task is established for non-prevailing wage construction inspection work with general activities, assumptions captured in Task 8, above.

Grant Documentation Flowchart From Construction Through Closeout

The diagram below illustrates how construction phase documentation flows through monitoring and reporting activities to support timely project closeout and alignment with MARAD PIDP requirements.

During construction, our team tracks required documentation in parallel with field activities, rather than

deferring compliance to the end of the project. This approach supports organized reporting, efficient audits, and timely grant closeout while minimizing administrative burden on the District.

Graphic 1: Construction phase documentation flowchart.

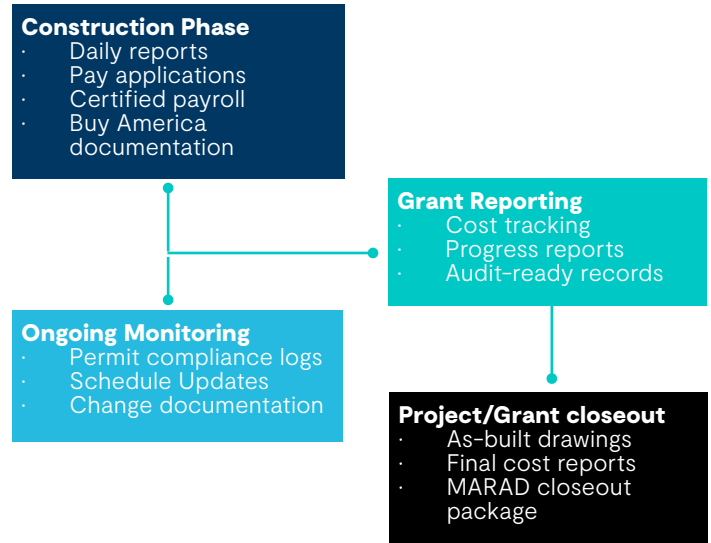


Table 1: Project Management Services Roles/Responsibilities

No.	Task Section	District	Moffatt & Nichol (M&N)	GHD
1	Draft PMP & Schedule	District to review & provide input	M&N to review & provide input	GHD to draft PMP & submit to District/M&N for review/input
1	Final PMP & Schedule	No action	M&N to sign & commit to schedule/plan	GHD to revise per team input, finalize, & implement
1	Kickoff Meeting (design phase)	District to attend & participate	M&N to attend & and participate	GHD to develop agenda, lead meeting, provide minutes
1	Biweekly Design & Bid Phase Progress Meetings	District to attend & participate	M&N to attend & participate	GHD to develop agenda, lead meeting, provide minutes
1	Risk Register & Tracking	District to review & provide input	No action	GHD to develop & maintain
1	Weekly Progress Update Reports	District to review	No action	GHD to develop & submit to District & grant manager
2	Permitting Agency Coordination	CCHD to participate in meetings & provide input	No action	GHD to coordinate & lead meetings with agency partners
3	Draft Stakeholder Engagement Plan	District to review & provide input	No action	GHD to draft Stakeholder Engagement Plan & submit to Distict for review/input
3	Final Stakeholder Engagement Plan & Meetings	District to review & provide input	No action	GHD to revise per District input & finalize Plan, coolead meetings
4	Design Review: 30%	No action	No action	GHD to review with background documents
4	Design Review: 60% Schedule A (Seawall)	Review GHD redlines & discuss with team	Review GHD redlines, discuss with team, & revise as necessary	GHD to provide one round of review and redlines for discussion with CCHD/M&N
4	Design Review: 60% Schedule B (Pier 1)	Review GHD redlines & discuss with team	Review GHD redlines, discuss with team, & revise as necessary	GHD to provide one round of review & redlines for discussion with Distict/M&N

4	Design Review: 90% Schedule A&B PS&E	Review GHD redlines & discuss with team	Review GHD redlines, discuss with team, & revise as necessary	GHD to provide one round of review & redlines for discussion with District/M&N
4	Design Review: 100% PS&E	Review GHD redlines & discuss with team	Review GHD redlines, discuss with team, & revise as necessary	GHD to provide one round of review & redlines for discussion with District/M&N
5	Draft RFQ	Review & provide input	No action	GHD to draft for the District & their legal counsel to review
5	Final RFQ	Review & finalize	No action	GHD to revise draft RFQ based on the District & their legal counsel input
5	Draft RFP	Review & provide input	No action	GHD to draft for the District & their legal counsel to review
5	Final RFP	Review & finalize	No action	GHD to revise draft RFP based on the District & their legal counsel input
6	Publish RFQ	Post RFQ	No Action	Support District in publishing RFQ in local paper, exchanges, & plan holders
6	RFQ Process	Review submittals & participate in scoring process	No action	Lead responding to questions, scoring process with District, & short-listing qualified entities
6	Publish RFP	Post RFP	No action	Lead bid process, support in publication, site walk, & respond to RFIs during bid process
6	RFP Process	Receive bids, participate in site walk if available, present recommendation to Board	No action	Tally bids, review with the District and legal counsel (if necessary), develop award recommendation memo for presentation to Board, populate NOA.
7	Construction Phase Tasks: Roles & Responsibilities TBD			

06

Fees



Fees

→ Project Fees Phase I



Crescent City Harbor District- PM Services

12696334

PHASE 1: PRE-CONSTRUCTION (JUNE 2026- JULY 2027)

Description		OM	BGL/PD	QA/QC	PM	CM	SME	Project Analyst	Project Coordinator	ENV Compliance	Stakeholder Engagement	Total Hours	Labor Total	Vehicle & Per Diem	Total Disbursements	Estimated Project Total
		\$390	\$253	\$334	\$253	\$203	\$300	\$132	\$131	\$253	\$300					
Task1	Project Management & Owner's Rep	0	42	20	334	84	12	24	136	0	0	652	\$143,319	\$2,400	\$2,400	\$145,719
Subtask 1.1	Task 1: Project Management & Owner's Rep	0	42	20	334	84	12	24	136	0	0	652	\$143,319	\$2,400	\$2,400	\$145,719
Task2	Permitting Agency Coordination	0	0	0	24	24	0	0	0	72	0	120	\$29,121	\$480	\$480	\$29,601
Subtask 2.1	Task 2: Permitting Agency Coordination	0	0	0	24	24	0	0	0	72	0	120	\$29,121	\$480	\$480	\$29,601
Task3	Stakeholder & Tenant Coordination	0	0	0	24	58	0	0	111	0	30	223	\$41,379	\$480	\$480	\$41,859
Subtask 3.1	Task 3: Stakeholder & Tenant Coordination	0	0	0	24	58	0	0	111	0	30	223	\$41,379	\$480	\$480	\$41,859
Task4	Design Review & Tracking (60%, 90%, 100%)	0	4	4	40	24	100	0	0	0	0	172	\$47,327	\$0	\$0	\$47,327
Subtask 4.1	Task 4: Design Review & Tracking (60%, 90%, 100%) 1 reviews/meetin	0	4	4	40	24	100	0	0	0	0	172	\$47,327	\$0	\$0	\$47,327
Task5	DBB Contract Packages Development (RFQ & RFP)	1	4	4	80	24	0	0	80	0	0	193	\$38,304	\$0	\$0	\$38,304
Subtask 5.1	Task 5: DBB Contract Packages Development (RFQ & RFP)	1	4	4	80	24	0	0	80	0	0	193	\$38,304	\$0	\$0	\$38,304
Task6	RFQ & RFP Bid Solicitation	0	8	3	112	0	14	0	56	0	0	193	\$42,865	\$480	\$480	\$43,345
Subtask 6.1	Task 6: RFQ & RFP Bid Solicitation	0	8	3	112	0	14	0	56	0	0	193	\$42,865	\$480	\$480	\$43,345
Total Labor Hours		1	58	31	614	214	126	24	383	72	30					
Estimated Project Total		\$390	\$14,654	\$10,353	\$155,136	\$43,385	\$37,810	\$3,176	\$50,217	\$18,192	\$9,002	1553	\$342,315	\$3,840	\$3,840	\$346,155

→Project Fees Phase II

Phase II's construction management fee is based on an assumed two-year construction duration and preliminary scope at approximately 30% design; scope, staffing, and level of effort will be refined in coordination with the District and incorporated through a mutually agreed-upon contract amendment as the design advances.



Crescent City Harbor District- PM Services

12696334

PHASE 2: CONSTRUCTION (JULY 2027- JULY 2029)

Description	BGL/PD	QA/QC	PM	CM	SME	Construction Inspection	Project Analyst	Project Coordinator	ENV Compliance	Stakeholder Engagement	Total Hours	Labor Total	Vehicle & Per Diem	Total Disbursements	Estimated Project Total
	\$253	\$334	\$253	\$203	\$300	\$213	\$132	\$131	\$253	\$300					
Task1 <i>Project Management & Owner's Rep</i>	12	2	364	24	0	0	48	224	0	0	674	\$136,257	\$0	\$0	\$136,257
Subtask 1.1 Task 1: Project Management & Owner's Rep	12	2	364	24	0	0	48	224	0	0	674	\$136,257	\$0	\$0	\$136,257
Task2 <i>Permitting Agency Coordination</i>	0	0	48	48	0	0	0	0	144	0	240	\$58,243	\$0	\$0	\$58,243
Subtask 2.1 Task 2: Permitting Agency Coordination	0	0	48	48	0	0	0	0	144	0	240	\$58,243	\$0	\$0	\$58,243
Task3 <i>Stakeholder & Tenant Coordination</i>	0	0	48	0	0	0	0	480	0	120	648	\$111,073	\$0	\$0	\$111,073
Subtask 3.1 Task 3: Stakeholder & Tenant Coordination	0	0	48	0	0	0	0	480	0	120	648	\$111,073	\$0	\$0	\$111,073
Task7 <i>Construction Management</i>	40	0	0	1200	200	0	0	1000	0	0	2440	\$444,516	\$4,800	\$4,800	\$449,316
Subtask 7.1 Task 7: Construction Oversight & Project Closeout Support	40	0	0	1200	200	0	0	1000	0	0	2440	\$444,516	\$4,800	\$4,800	\$449,316
Task8 <i>PW Inspections</i>	0	0	0	16	0	1824	0	16	0	0	1856	\$393,887	\$66,000	\$66,000	\$459,887
Subtask 8.1 Task 8: PW Inspections	0	0	0	16	0	1824	0	16	0	0	1856	\$393,887	\$66,000	\$66,000	\$459,887
Task9 <i>Non-PW Inspection Support</i>	0	0	0	4	0	456	0	4	0	0	464	\$98,472	\$0	\$0	\$98,472
Subtask 9.1 Task 9: Non-PW Inspector Support	0	0	0	4	0	456	0	4	0	0	464	\$98,472	\$0	\$0	\$98,472
Total Labor Hours	52	2	460	1,292	200	2,280	48	1724	144	120					
Estimated Project Total	\$13,139	\$668	\$116,225	\$261,930	\$60,016	\$485,682	\$6,353	\$226,043	\$36,384	\$36,010	6322	\$1,242,448	\$70,800	\$70,800	\$1,313,248

→ Hourly Rates



Hourly Rate Sheet

The proposed project is being funded under a Federal Highway Administration's Grant Program and therefore needs to be costed using Federal Acquisition Regulation (FAR) rates. The following rates are calculated using the ICR rate 173.81 and demonstrate a range of rates from the low end to the high end based on employee classification. FAR rates are calculated as a function of the employee's raw rate, allowable overhead, and profit to provide a fully burdened rate in accordance with applicable laws. **Inspector rates are subject to Prevailing Wage project and staff specific requirements that are not shown in below range and may increase based on applicable local, state, and federal laws.*

Classification	Code	Low	High
Senior Tech Director 1	A001	\$255	\$415
Senior Tech Director 2	A002	\$238	\$366
Senior Tech Director 3	A003	\$238	\$357
Technical Director 1	A004	\$225	\$338
Technical Director 2	A005	\$204	\$306
Senior Professional 1	A006	\$173	\$259
Senior Professional 2	A007	\$150	\$225
Professional 1	A008	\$131	\$196
Professional 2	A009	\$124	\$179
Professional 3	A010	\$128	\$160
Vacationer/Intern	A011	\$80	\$96
Lead Design Technician 1	B001	\$262	\$302
Lead Design Technician 2	B002	\$233	\$274
Lead Design Technician 3	B003	\$190	\$242
Senior Design Technician 1	B004	\$162	\$230
Senior Design Technician 2	B005	\$169	\$195
Design Technician 1	B006	\$152	\$179
Design Technician 2	B007	\$133	\$155
Drafting/Design 1	B008	\$118	\$141
Drafting/Design 2	B009	\$104	\$127
Drafting/Design 3	B010	\$133	\$162
Drafting/Design 4	B011	\$85	\$113
Intern Drafting/Design	B012	\$82	\$99
Senior Construction Manager	S001	\$262	\$302
Construction Manager	S002	\$177	\$266
Lead Site Engineer/Supvrs	S003	\$158	\$238
Senior Site Engineer	S004	\$152	\$215
Site Engineer	S005	\$158	\$182
Lead Inspector*	S006	\$116	\$167
Senior Inspector*	S007	\$137	\$169
Inspector/Specialist*	S008	\$132	\$171
Administration	D001-D010	\$92	\$297

A large, stylized number "07" is centered on the page. The "0" is a white outline with a diagonal slash, and the "7" is a simple white outline. The number is superimposed over a large, semi-transparent blue arrow graphic that points to the right.

Timeline



Timeline

→ Project Schedule

Project Management Services Project Schedule																		
TASK	# of Work Days	Start Date	Finish Date	QUARTER 2, 2026			QUARTER 3, 2026			QUARTER 4, 2026			QUARTER, 2027			QUARTER 2, 2027		
				April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
PHASE 1: PRE-CONSTRUCTION																		
Task 1: Project Management and Meetings																		
Task 1.1: Project Management Reporting & Invoicing	395	6/1/2026	7/1/2027			X	X	X	X	X	X	X	X	X	X	X	X	
Task 1.2: Draft Project Management Plan & Coordinate Kickoff Meeting	44	6/1/2026	7/15/2026			X	X											
Task 1.3: Biweekly Design Phase Progress Meetings	334	8/1/2026	7/1/2027					X	X	X	X	X	X	X	X	X	X	
Task 1.4: Risk Register & Tracking	334	8/1/2026	7/1/2027															
Task 1.5: Weekly Progress Update Reports	334	8/1/2026	7/1/2027															
Milestone: GHD Notice To Proceed (NTP)			6/1/2026															
Milestone: Project Implementation Plan & Kickoff Meeting			7/15/2026															
Task 2: Permitting Agency Coordination																		
Task 2.1: Permitting & Grant Agency Support	334	8/1/2026	7/1/2027				X	X	X	X	X	X	X	X	X	X	X	
Milestone: Agency & Construction Permits Finalized			12/31/2026															
Task 3: Stakeholder & Tenant Communications																		
Task 3.1: Stakeholder & Tenant Communications	334	8/1/2026	7/1/2027				X	X	X	X	X	X	X	X	X	X	X	
Milestone: Stakeholder Communications Plan & Meetings Commence			8/15/2026															
Task 4: Design Review & Tracking																		
Task 4.1: Design Phase Reviews & Tracking	213	6/1/2026	12/31/2026			X	X	X	X	X	X	X						
Milestone: 30% Existing Documents Review			6/15/2026															
Milestone: 60% Schedule A (Seawall) PS&E Documents Review			7/15/2026															
Milestone: 60% Schedule B (Pier 1) PS&E Documents Review			8/31/2026															
Milestone: 90% Schedule A & B PS&E Documents Review			10/31/2026															
Milestone: 100% PS&E Documents Review			11/30/2026															
Milestone: 100% PS&E Board Presentation Final Approval			12/15/2026															
Task 5: Design-Bid-Build (DBB) Contract Package Development (RFQ & RFP)																		
Task 5.1: DBB Contract Package Development (RFQ & RFP)	104	1/1/2027	4/15/2027	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Milestone: Draft RFQ			1/15/2027															
Milestone: Final RFQ			2/15/2027															
Milestone: Draft RFP/B			3/15/2027															
Milestone: Final RFP/B			4/15/2027															
Task 6: Bid Support for RFQ/RFP Solicitations																		
Task 6.1: Bid Support for RFQ/RFP Solicitations	153	5/1/2027	10/1/2027															
Milestone: Publish RFQ			2/16/2027															
Milestone: RFQ Questions Due			3/4/2027															
Milestone: Bidder Qualifications Package Submittals Due			3/25/2027															
Milestone: Review & Recommendation to District (Short-List Bidders)			4/1/2027															
Milestone: Publish RFP/B			4/16/2027															
Milestone: RFP Site Walk & Questions Due			5/5/2027															
Milestone: RFP/B Due			6/3/2027															
Milestone: Board Recommendation & Issue Contractor Notice of Award (NOA)			6/16/2027															
PHASE 2: CONSTRUCTION (future)																		
TBD (two-year construction window anticipated)																		
Task 1: Project Management and Meetings																		
Task 1.1: Project Management Reporting & Invoicing																		
Task 1.4: Risk Register & Tracking																		
Task 1.5: Weekly Progress Update Reports/Email																		
Task 2: Permitting Agency Coordination																		
Task 2.1: Permitting & Grant Agency Support																		
Task 3: Stakeholder & Tenant Communications																		
Task 3.1: Stakeholder & Tenant Communications																		
Task 7: Construction Management																		
Task 7.1: Pre-Construction Kickoff																		
Task 7.2: Weekly/Biweekly Project Construction Progress Meetings																		
Task 7.3: Review/Coordinate: Submittals, RFIs, CCOs, Pay Requests																		
Task 8: Prevailling Wage Inspection																		
Task 8.1: Full-time Inspections During In-water Work & Half-time During Work Onshore																		
Task 9: Non-PW Inspection																		
Task 9.1: CM & Inspection Support Offsite (comms, reporting, meetings, etc.)																		
Milestone: GHD Change Order for Phase 2 Services During Construction			6/16/2027															
Milestone: Issue Contractor Notice to Proceed (NTP)			7/1/2027															
Milestone: Issue Contractor Notice of Completion (NOC)			7/1/2029															
Milestone: Project Closeout			10/1/2029															
GHD Led Main Task																		
Milestone Deliverable																		



PROPOSAL FOR

PROJECT MANAGEMENT SERVICES *for Seawall and Citizens' Dock, Pier 1 Project*

PREPARED FOR: CRESCENT CITY HARBOR DISTRICT



PREPARED BY:

Kimley»Horn

Expect More. Experience Better.



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1. COVER LETTER

May 14, 2026

Kristina Hanks
Crescent City Harbor District
101 Citizens' Dock Road
Crescent City, CA 95531

1300 Clay Street
Suite 900
Oakland, CA 94612
TEL 510.625.0712

RE: Proposal for Project Management Services for Seawall and Citizens' Dock, Pier 1 Project

Dear Ms. Hanks and Members of the Selection Committee:

The Citizens' Dock Pier 1 and Seawall Project represents one of the most consequential capital investments in **Crescent City Harbor District's (CCHD)** history — a federally funded program that will replace aging, tsunami-damaged infrastructure with a new seawall and a 13,760 square-foot concrete-decked dock designed to serve the commercial fishing industry for generations. **Kimley-Horn** is pleased to submit this proposal to provide Project Management Services for the CCHD MARAD Port Infrastructure Development Program (PIDP)-funded seawall and dock construction project. The Kimley-Horn team has been assembled specifically to deliver this project to assist in meeting CCHD's expectations for schedule, MARAD-grant processes, and permit requirements.



Our team brings a singular advantage: we have been here before. Our proposed Project Manager, **Jerry Holcomb, PE**, and Principal-in-Charge, **Robert Sloop, PE**, previously served as engineer-of-record for this project's design phase at their prior firm. They arrive at construction Notice-to-Proceed already fluent with stakeholders' concerns, the design intent, permit history, MARAD grant conditions, phasing restrictions, and site constraints — with no ramp-up time. That continuity of knowledge directly reduces pre-construction overhead and positions our team to identify design-to-construction coordination issues before they reach the field. Beyond institutional knowledge, Jerry brings a personal connection: he is a native of Smith River, CA, grew up along this coastline, and is deeply invested in protecting the commercial fishing operations and coastal community that Citizens' Dock supports.

Kimley-Horn is a national engineering and consulting firm with over 500 completed port and maritime projects and 10,000 employees across 160 offices, including Northern California offices that provide direct regional access to Crescent City. We are registered in SAM.gov, have no debarment or suspension history, and have come prepared to assist CCHD navigate the federal laws and regulations applicable to MARAD PIDP grant awards. **We are confident the Kimley-Horn team represents the strongest value for CCHD.** The selection criteria outlined in the RFP — personnel qualifications, ability to meet the scope of services, and knowledge of permit and grant funding requirements that govern the project — are the areas where our team most directly differentiates:



Site and Project Familiarity. This experience includes serving under the engineer-of-record team on this project's conceptual design phase, meaning our team does not need to learn the project — we already know it. **Jerry Holcomb and Rob Sloop managed the seawall and dock design at the 30% design milestone, coordinated NEPA and CEQA compliance, and are familiar with the permit conditions and MARAD grant processes that will govern construction.** Our team will arrive ready from day one — resulting in time and cost savings. In addition, we have demonstrated our commitment by responding to the recent tsunami damage and providing a rapid, no-cost safety solution as well as a longer term plan for recovery and emergency funding. Rob also led the Crescent City Harbor Tsunami Damage Assessment following the 2025 tsunami event, supporting emergency response evaluations, repair planning, FEMA funding coordination, and Harbor Commission presentations related to damaged harbor infrastructure and utilities.



Direct MARAD PIDP Construction Management Experience. Our team has experience managing the Ventura Port District's MARAD PIDP Commercial Fish Pier Modernization effort — a direct comparison to this project, with the same grant type, the same Small Port designation, and the same core challenge of maintaining active commercial fishing operations throughout construction. Our team gives us direct, current familiarity with MARAD PIDP compliance requirements — we bring proven compliance systems, not a learning curve.



Demonstrated Scope of Services Capability. Our four-task project approach — Pre-Construction Planning, Bid Phase Services, Construction Phase Services, and Closeout — is structured directly around the RFP Scope of Services. From the pre-qualification of the General Contractor and design-phase PS&E reviews through construction progress facilitation, weekly status reports to the Harbormaster/CEO, and MARAD grant closeout documentation, our team has the personnel, processes, and tools to deliver each element of the scope. Our proprietary SMARTS™ platform will be configured specifically for this project to track submittals, RFIs, certified payroll, change orders, Buy America compliance, and MARAD grant documentation in a single, accessible system.



Commercial Fishing Operations Continuity. Protecting active commercial fishing operations throughout construction is a central challenge at Citizens' Dock — and a proven strength of our team. We hosted the original stakeholder meetings and heard the communities' demands first-hand, which led to the present phasing plan. At both the Alamos Bay Marina (\$100M reconstruction) and the Ventura Commercial Fish Pier, our team developed phased construction and tenant coordination plans that kept facilities operational throughout active construction programs. At Crescent City, we will develop a Harbor Tenant Construction Impact Plan in coordination with CCHD Harbor staff prior to mobilization, establishing advance notification procedures, access protocols, and hoist outage scheduling to assist in maintaining commercial fishing operators throughout the seawall demolition, dock construction, and parking area reconstruction. **This is critical to the success of the project.**



Single Point of Contact to the Harbormaster/CEO. Our Project Manager, Jerry Holcomb, will serve as CCHD's single point of contact for scope, schedule, budget, quality, and federal grant process coordination — reporting directly to the Harbormaster/CEO. This clear line of communication means the Harbormaster does not need to navigate multiple contacts or chase status. Jerry is accessible, local to the North Coast, and committed to this project from day one through closeout. We integrate with your team through:

- *Active Site Presence:* Monthly in-person site visits with written field reports, plus visits at critical milestones (kick-off and close-out, in-water pile installation, demolition initiation, Pier 1 deck pour, utility checks)
- *Proactive Issue Identification:* Raising contractor performance concerns, schedule risks, permit conditions, or identified field condition changes to CCHD management in a timely manner
- *Weekly Reporting:* Written status reports to the Harbormaster/CEO weekly throughout construction, covering progress, schedule, budget, outstanding issues, and upcoming decision points



Appropriate Coverage and Adaptable Fee Structure. We understand that the level of oversight on construction projects can vary based on the complexity of the work and relationship with the contractor. Our proposal "right-sizes" the amount of oversight to provide accurate reporting and documentation to CCHD and the grant agencies while not over-scoping full-time observations. Our fee proposal is structured on a not-to-exceed, time-and-materials basis organized by task, consistent with CCHD's stated contracting intent. The fee is scoped to the actual work defined in Exhibit 2, with an added Task 5 (Optional As-Needed Services) available to address scope elements that are difficult to fully define before design is completed and construction begins. CCHD may elect the flexibility to include as-needed services in the final award to cover potential unknowns.

We are proud of our record — more than 90% of Kimley-Horn's work is with repeat clients — and we look forward to earning that same confidence from the Crescent City Harbor District. The combination of direct site knowledge, current MARAD PIDP experience, North Coast roots, and a disciplined four-task project approach makes Kimley-Horn the right team to partner with CCHD on this important federal investment and deliver a successful project for the commercial fishing community and CCHD. Should you have any questions, please contact Jerry Holcomb, PE at 562.363.5051 or at Jerry.Holcomb@Kimley-Horn.com.

Sincerely,

KIMLEY-HORN AND ASSOCIATES, INC.

Melissa Hewitt, PE*
Senior Vice President

Robert Sloop, PE
Principal-in-Charge

Jerry Holcomb, PE
Project Manager

**As a Senior Vice President, Melissa Hewitt is authorized to negotiate on behalf of and to contractually bind Kimley-Horn.*



2. QUALIFICATIONS

Firm Background

Kimley-Horn is a full-service engineering, planning, and environmental consulting corporation with deep experience in port, harbor, and coastal infrastructure. Since our founding in 1967, Kimley-Horn has grown to 10,000 employees across 160 offices nationwide, with 17 locations throughout California. Our Northern California offices provide direct regional access to Crescent City and the North Coast, and our team includes professionals with firsthand experience managing federally funded harbor construction projects of similar scale and complexity to the Citizens' Dock and Seawall Project. All of Kimley-Horn's office locations can be viewed here: <https://www.kimley-horn.com/locations/>

Today, we are one of the top-rated engineering firms in the United States. In serving more than 30 port facilities on over 500 projects — including seawalls, piers, docks, cargo facilities, and associated civil works — Kimley-Horn has developed a streamlined approach to delivering construction project management services for harbor districts and port authorities. That directly relevant experience is brought to bear for the Crescent City Harbor District's (CCHD) MARAD PIDP-funded seawall and dock construction project.

Kimley-Horn remains one of the few employee-owned consulting firms in the nation. Our stable, experienced team means that CCHD gets the same committed professionals from pre-construction through project closeout — not rotating staff. There are no profit centers, so CCHD gets the best talent regardless of office location. In 2025, *Fortune* magazine selected Kimley-Horn for the 19th time as one of its 100 Best Companies to Work For. Our clients benefit from our ability to attract and retain top talent. Kimley-Horn is registered with SAM.gov and is in full compliance with applicable federal contracting requirements. We are not certified as a local Crescent City business or small business, or DBE, MBE, or WBE.

Kimley-Horn Northern California Office Locations



Kimley-Horn's Commitment to the Crescent City Harbor District

Kimley-Horn is proud of its record of performance — more than 90% of our work is performed for repeat clients, reflecting the trust that port authorities, harbor districts, municipalities, and public agencies place in our consistent delivery. For the Crescent City Harbor District (CCHD), we bring that same commitment: a Project Manager who is accessible, accountable, and invested in CCHD's long-term success as a vital North Coast harbor supporting the commercial fishing industry and community.

Kimley-Horn's Unique Site Experience

A key differentiator our team offers CCHD is direct institutional knowledge of this project at the time of engagement. Our proposed Project Manager, Jerry Holcomb and Principal-In-Charge, Robert Sloop, previously served as engineer-of-record for the design at their prior firm and do not require time to get up to speed on design intent, permit history, or site conditions. This continuity of knowledge significantly reduces pre-construction ramp-up and positions our team to add value from the first day of the engagement. Given our team's prior involvement on this project, our team is uniquely positioned to identify design-to-construction coordination issues before they reach the field.

Project Manager Experience

Our Project Manager, Jerry Holcomb, PE, brings substantial construction project management experience at West Coast port and harbor facilities and is personally committed to the success of this project. He will serve as CCHD's single point of contact for all matters related to scope, schedule, budget, and quality — reporting directly to the Harbormaster/CEO. In fact, our Project Manager is a native of Smith River, CA, and grew up fishing, crabbing, and hiking along the very coastal stretch where this project is located. He is intimately familiar with the location and brings a local connection with national expertise.

3. RELEVANT PROJECT EXPERIENCE

Similar Work Experience

Kimley-Horn's team has experience supporting ports and public agencies in a project management role, functioning as an extension of owner staff during complex, grant-funded infrastructure programs. Our team brings direct experience with construction oversight, contractor coordination, regulatory interface, and stakeholder engagement for in-water and landside improvements similar to the Crescent City Harbor District project.

The following projects highlight recent experience demonstrating our key team members' ability to deliver project management services for comparable waterfront construction programs involving seawalls, docks, utilities, and operational port facilities.



Crescent City Harbor District, Citizens' Dock and Seawall Rehabilitation

Crescent City, CA

Experience/Services/Relevance: Kimley-Horn team members while at their previous firms served as Principal-In-Charge and Engineer of Record of the structural design team for preparation of the preliminary alternatives analysis, engineering design, and necessary construction documents for a new bulkhead and Citizens Dock facilities. The Crescent City Harbor District has received funding from the U.S. Department of Transportation Maritime Administration to construct commercial fishing facility improvements in the Crescent City Harbor District. The Crescent City Harbor District has also received funding from Coastal Conservancy to complete California Environmental Quality Act (CEQA) Level of Design drawings, complete the CEQA compliance task, and prepare construction permit applications. Project components include design for the construction of a new Seawall and its related parking lot, an initial project design for the construction of a new Citizens' Dock Wharf, completion of an Environmental Assessment (EA) / Environmental Impact Statement (EIS) document pursuant to the National Environmental Policy Act (NEPA) and CEQA for the construction of a new Seawall and a new Citizens' Dock in the Crescent City Harbor District, and final construction documents. Additionally, our proposed PIC responded to the recent tsunami and provided interim solutions and a process-permitting-funding path for repairs to the harbor attenuator and utilities.

This direct involvement provides continuity into the construction phase, including familiarity with project risks, permitting conditions, stakeholder considerations, and funding requirements. The team's experience positions them to support construction oversight, contractor coordination, issue tracking, and reporting consistent with CCHD's needs.

Crescent City Harbor District ■ RSCALONG015104.2026

Client: Crescent City Harbor Department, Mike Rademaker (Harbor Manager); Email: mrademaker@ccharbor.com; Phone: 707.464.6174

Contract Value: \$550,000

Construction Value: ~\$20,000,000

Key Staff and Project Roles: Jerry Holcomb, Project Manager; Robert Sloop, Principal-in-Charge

Dates: 2023 – 2025



Ventura Port District, Commercial Fish Pier Modernization

Ventura, CA

Experience/Services/Relevance: Kimley-Horn staff members were selected to support the client's 2025 Port Infrastructure Development Program (PIDP) small project at a small port to help fund the Commercial Fish Pier Modernization Project at Ventura Harbor. **Similar to the Seawall and Citizen's Dock Pier 1 project**, funding is eligible for PIDP under the Small Project at a Small Port provision as defined by USDOT Maritime Administration's (MARAD) definition of a small port. The Project supports the PIDP's goals of improving the safety, efficiency, and reliability of the movement of goods into, out of, around, and within the Port with the final design and construction of a new, reconfigured Commercial Fish Pier at Ventura Harbor. The aging pier reached the end of its service life, and the Project was needed to protect the Pier's users, increase the Port's commercial fish offloading capacity, and provide the infrastructure for future business uses. Project improvements include new fixed piers to support commercial fishing vessels and allow for fish offloading, equipment, and utility infrastructure to support commercial operations, and conformance with applicable design guidelines within Ventura Harbor.

The Ventura Port District is one of the largest commercial fishing harbors (by weight of landings) in California, and more than 90% of its product is California Market Squid. The modernization of the Commercial Fish Pier is vital to sustaining and growing the commercial squid fishery that has been a cornerstone of Ventura Harbor for decades. Rebuilding and expanding the Pier will allow the Port to build upon this important industry and serve as a model of sustainable economic growth for commercial fisheries. The Port is also working to facilitate the emergence of an aquaculture industry in Ventura Harbor, with kelp farming primarily taking place in the Santa Barbara Channel and offloading at Ventura Harbor. The Project represents an opportunity to invest in small port infrastructure that will preserve and promote good middle-class jobs.

Modernizing the Pier directly addresses the evolving needs of all the fisheries at Ventura Harbor, improving efficiency to support growing volumes of squid landings, maintaining other fishery needs, establishing an offloading facility for aquaculture, and broadly supporting the Port's ability to grow the regional economy. A vital component of the revitalization of the Pier is the consolidation of the commercial fish offloading infrastructure in Ventura County from two separate locations (Port of Hueneme and Ventura) to one centralized location in Ventura Harbor, allowing the Port of Hueneme to expand and improve its goods movement operations. This will serve to both preserve the industry in the region as well as dramatically increase the offloading efficiency and logistics costs that currently limit commercial fishing along the Central California Coast. It will also create an opportunity for commercial-scale aquaculture to offload proximate to Areas of Opportunity identified in the Santa Barbara Channel by NOAA.

Responsibilities include supporting project planning, funding coordination, and preparation for final design and construction. The team is engaged in coordination with port staff and stakeholders regarding operational needs, logistics, and phasing considerations.

The project reflects similar challenges to Crescent City, including maintaining active commercial fishing operations, integrating new infrastructure with existing uses, and managing federally funded improvements.

Client: Ventura Port District, Todd Mitchell (Deputy General Manager), Email: tmitchell@venturaharbor.com; Phone: 805.621.7169

Contract Value: \$250,000

Construction Value: \$20,000,000

Key Staff and Project Roles:

Jerry Holcomb, Project Manager;
Robert Sloop, Principal-in-Charge

Dates: 2024 – 2025



City of Long Beach, Alamitos Bay Marina

Long Beach, CA

Experience/Services/Relevance: Kimley-Horn staff led the design engineering and construction phase oversight for the reconstruction of the Alamitos Bay Marina, which involves the replacement of all docks and piling in Basins 1 through 7, which transformed the 1,967 existing slips into 1,625 new slips; repair of bulkheads; replacement of promenade railing, marina access gangways, and utilities; renovation of existing upland facilities, including repaving the parking lots, landscaping, and renovating or replacing 13 restrooms; basin dredging; and construction of a 10,500 square foot eelgrass mitigation site.

Staff were responsible for providing complete construction plans, specifications, engineering estimates, permits, and construction support services. During construction, the team provided construction phase oversight support including review of contractor submittals and RFIs, site observations, coordination with stakeholders, and resolution of field conditions such as contaminated sediment handling and reuse. Lessons learned from early construction phases were incorporated into subsequent phases, improving schedule performance and construction efficiency.

Funded in part by the California Division of Boating and Waterways, the marina recently completed construction under budget, which left funds remaining for future maintenance cycles. The first phase of construction, which took place in Basins 1, 2, 4 & 5, encountered some initial challenges during dredging and demolition with a good portion of the sediment exceeding contamination limits for mercury and other constituents. The material was successfully repurposed as contained fill for the construction of a new terminal in the Port of Long Beach's Middle Harbor Project.

The second phase of construction, which included Basins 3, 6, & 7, incorporated lessons learned during the first phase of construction to complete the concrete floating dock construction ahead of schedule. Facilities included mechanical, electrical systems, and vessel sewage pump-out stations provided throughout the marina and with individual in-slip pump-outs. The marina is accessed by newly incorporated ADA-compliant gangways along the continuous waterfront promenade.

The project required maintaining marina operations during construction, including coordination with tenants and phased access planning. This experience aligns closely with maintaining commercial fishing operations during construction at Crescent City Harbor.

Client: City of Long Beach Department of Parks, Recreation & Marine, Todd Leland (Marine Bureau Manager);
Email: todd.leland@longbeach.gov;
Phone: 562.570.3215

Contract Value: \$2,800,000

Construction Value: \$100,000,000

Key Staff and Project Roles: Jerry Holcomb, Project Manager; Robert Sloop, Principal-in-Charge

Dates: 2010 – 2021



County of Los Angeles, Marina Del Rey Safety Dock
Marina Del Rey, CA

Experience/Services/Relevance: Kimley-Horn team members were selected as part of the design-build team for the replacement of the existing essential floating dock facilities in Marina del Rey for joint operations of LA County Lifeguard, LA County Sheriff, and LA County Department of Beaches and Harbors. It includes three floating buildings, including essential dispatch and living quarter facilities, floating dock facilities for over a dozen fast-response vessels ranging in size from 30ft to 80ft in length, and upgrade of landside and waterside utilities (water, sewage, electrical, fuel). This facility is the essential headquarters for all water-based security operations in Los Angeles County from Malibu to San Pedro, including swift-water rescue for LAX Airport. Responsibilities include preparation all final design documents at 30%, 60%, and 100% design intervals and as engineer-of-record for the project engaged in a rigorous LA County permit review and approval process for compliance with most recent marina design guidelines and building codes.

Staff led the project management and construction phase services which included submittal review, RFI responses, communication between construction contractor and owner, and coordination with regulatory agencies. The project required integration of multiple stakeholders and operational users including US Coast Guard, LA County Fire, and Sheriff Departments, along with adherence to strict regulatory permitting requirements.

This experience demonstrates the team's ability to support complex marine construction projects involving critical infrastructure, multiple agencies, and active operations.

Client: Bellingham Marine Industries, Inc.; Eric Nogel (VP West Division); Email: enoegel@bellingham-marine.com; Phone: 707-678-2385

Contract Value: \$600,000

Key Staff and Project Roles: Jerry Holcomb, Project Manager; Robert Sloop, Principal-in-Charge

Dates: 2020 – 2025





Port of Los Angeles, Wilmington Waterfront Promenade Los Angeles, CA

Experience/Services/Relevance: Kimley-Horn staff were part of the team selected by the Port of Los Angeles (POLA) as part of the winning team for revitalization of the Wilmington Waterfront. Role and responsibilities include project planning, permitting, coastal site characterization, concept development, structural engineering, electrical and site security engineering, preparation of construction documents, and engineering support during construction. Our team worked closely with world-renowned landscape and architectural firm Sasaki to deliver the design of a park, urban walkway, and waterfront promenade that provides modern facilities for public enjoyment while maintaining the historic maritime heritage of the port and City of Wilmington. The project transforms over 8 acres of waterfront from commercial port infrastructure into community open space with public amenities reminiscent of a world-class waterfront. The project includes an overlook pier, waterfront promenade, steel sheet pile bulkhead wall subject to liquefaction, floating dock facilities that will be the future home port for public vessel access, and publicly accessible promenade pier that features an open deck hammock net that gives the illusion of being suspended above water, parks and green-space, public restrooms, updated façade for Banning's Landing local community center, floating dock facilities to house youth sailing and historic tall ships, upgraded bulkhead walls, tidal steps and realignment of existing roadways to ease traffic congestion during peak hours.

Our team members provided engineering support during construction as engineer-of-record (EOR) for the waterside facilities as well as landside electrical and security utility infrastructure. Role and responsibilities include review and approval of RFIs and submittals, Contractor work plans, attending regular construction team meetings, conducting site visits and observations, regulatory agency coordination, and performing construction close out procedures. Our team member's responsibility as EOR for the waterside facilities and landside electrical and security utility infrastructure requires close coordination with many different design disciplines, POLA internal departments (engineering, construction, and environmental), and contractors and sub-contractors. Our team has experience in navigating coordination between many different entities including internal POLA staff and Construction team staff.

This experience reflects strong capability in construction-phase services, coordination across stakeholders, and management of complex waterfront improvements.

Client: Port of Los Angeles, Hugo Cisneros; Email: HCisneros@portla.org; Phone: 310.732.3687

Contract Value: \$1,700,000

Construction Value: \$77,300,000

Key Staff and Project Roles: Jerry Holcomb, Project Manager; Robert Sloop, Principal-in-Charge

Dates: 2016-2024

Additional Similar Work Experience for Team Members

San Francisco International Airport (SFO), Marine Emergency Response Facilities, San Francisco, CA

Team staff provided design and construction oversight of the first marine emergency response facility of its kind at any U.S. airport on the West Coast, located on the bayside of SFO property. The facility serves the airport's emergency preparedness plan for water rescue operations in the event of an aviation water contact accident, exceeding FAA safety requirements. Waterside infrastructure included a pile-supported concrete pier and deck, steel-framed covered boat bays, and floating docks. The facility supports launch and storage of multiple marine rescue vessels and houses a command center with direct links to emergency services operated by SFO and the City of San Francisco. Upon completion, marine rescue response time was reduced from 15–25 minutes to under five minutes, establishing a new benchmark for airport waterside emergency preparedness on the West Coast.

Key Staff and Project Roles: Jerry Holcomb, Project Manager **Dates:** 2014 – 2016

City of San Francisco, San Francisco Marina West Harbor Renovation, San Francisco, CA

This design-build project consisted of designing the new marina, demolishing the existing wood docks, pilings, and gangways, and dredging to a depth of -12 feet. Over 100,000 cubic yards of sediment were removed, with disposal of 15,000 cubic yards of contaminated material at an upland site. The project also included furnishing and installing new concrete docks to create 385 slips of various lengths and widths, driving over 400 piles, upgrading utilities services, and building a fixed sheet pile breakwater. The capstone of the project involved design, fabrication, and installation of a 225-foot floating wave attenuator to protect the marina entrance.

Major challenges included keeping the marina operational and existing facilities intact during construction. In addition, a strategic phasing plan was implemented that allowed for up to 200 boats of varying lengths to remain inside the marina throughout construction.

Key Staff and Project Roles: Jerry Holcomb, Project Manager **Dates:** 2012 – 2016

US Coast Guard, Yerba Buena Island WPB Vessel Facilities, San Francisco, CA

Project included storm damage repairs to the patrol boat pier and vessel berthing facilities at USCG Sector San Francisco on Yerba Buena Island — a Coast Guard-exclusive installation providing maritime traffic control for all vessel movements throughout San Francisco Bay. Scope included structural repair and replacement of 14-ton concrete wave panels protecting berthed WPB fast-response cutters from open-bay wave exposure, installation of new floating dock systems, and coordination of phased construction to maintain continuous vessel operational readiness throughout construction.

Key Staff and Project Roles: Jerry Holcomb, Project Manager **Dates:** 2014 – 2016

Icy Strait Point Cruise Terminal, Hoonah, AK

The project entailed serving as lead design team as part of the design-build construction team chosen as the winning bidder for new Icy Strait Point cruise facilities. The facilities were built to be privately operated as a consortium of multiple Alaska cruise lines. The facilities were constructed to accept passenger cruise ships in size from Navigator Class (550ft) up to Breakaway Class (1100ft). Essential facility features include 2000ft long steel entrance ramps and access catwalks, mooring dolphins, and an 8ft freeboard floating berth platform. Responsible tasks included quality control design reviews for all structural project components, review of construction submittals and RFIs, and providing quality review documentation in conformance with the project owner's strict standards.

Key Staff and Project Roles: Jerry Holcomb, Project Manager **Dates:** 2015 – 2017

Port of San Diego, Seaport San Diego Redevelopment, San Diego, CA

Project includes design of the waterside aspects of the Seaport San Diego project which will transform seventy acres of Downtown San Diego's community into a world-class waterfront within Port of San Diego (POSD) tidelands. The property will include a Smithsonian-inspired aquarium, flagship hospitality-branded hotels, a floating stage for movies and bands, a robust retail and dining center, new beaches, wetlands, living shorelines, marinas, piers, over-water promenades, and super-yacht facilities. Seaport San Diego will also boast a 500-foot-tall viewing tower recognized as "The Spire," which will include a 360-degree observation deck. Services include project planning, marina market assessment, pro-forma development, environmental document preparation and permitting, coastal site characterization, concept development, schematic design, and construction document preparation.

Key Staff and Project Roles: Jerry Holcomb, Project Manager; Robert Sloop, Principal-in-Charge **Dates:** 2016 – 2026



4. PROJECT ORGANIZATION

Proposed Team Structure

Our proposed project organization is structured to provide CCHD with clear day-to-day oversight, disciplined controls for schedule/cost/quality, and proactive stakeholder coordination intended to minimize impacts to harbor tenants and commercial fishing operations. Our Project Manager, Jerry Holcomb, PE, will serve as CCHD's consultant (Owner's Representative) and will report directly to the Harbor Master / CEO, coordinating with CCHD staff, the General Contractor, design engineers, permitting agencies, and the grants/accounting team.

Key Roles and Responsibilities

CCHD requires a Project Manager who can lead day-to-day oversight on behalf of CCHD, coordinate across technical and regulatory disciplines, and maintain consistent communication with tenants and the public throughout construction. Our organization assigns clear ownership for each major function described in the RFP scope of work, with defined backups to support continuity.

KEY ROLE / TEAM MEMBER	RESPONSIBILITIES
Project Manager / Owner's Representative (reports to Harbor Master / CEO) Jerry Holcomb, PE	Leads overall delivery; chairs project meetings; manages issues, decisions, and action items; monitors contractor performance; and supports timely, well-organized project documentation for CCHD
Field Oversight / Construction Site Visits Joe Nunneley, PE, SE	Provides regular site presence, observes progress, identifies constraints, or hazards, and supports resolution of field issues in coordination with the General Contractor and design team
Project Controls (Schedule/Cost/Change) Casey Long, PE	Maintains the integrated schedule and critical path; tracks milestones and delays; reviews pay applications; supports change order review; and prepares cost-to-complete forecasts for CCHD management, accounting, and grants staff
Design Review Oversight Desi Maldonado, PE	Leads the design review and comment tracking process; coordinates across multiple engineering disciplines to track comments, and coordinate with EOR for comment resolution
Permitting and Compliance Support Jessie Barkley	Coordinates with the project team to support compliance with issued permits and applicable federal requirements tied to grant funding and prepares project records requested by CCHD
Tenant/Stakeholder Communication Brandi Childress	Serves as the day-to-day coordination point with harbor tenants to help minimize disruptions to commercial fishing operations; communicates upcoming construction activities, access changes, and safety constraints

To support continuity through the anticipated two-year construction period (or through the length of the project), we assign a designated Project Manager as the single point of accountability, supported by identified deputies for field oversight and project controls. This structure supports consistent leadership while allowing the team to scale during peak construction, permitting milestones, or intensive stakeholder coordination periods.

Management Approach and Reporting

Our management approach is designed to be transparent, responsive, and documentation-forward so CCHD has timely visibility into progress, risks, and upcoming decisions. Core practices include:

- **Meeting cadence and action tracking:** Facilitate pre-construction meetings and regular job meetings, capture decisions, and track action items to close.
- **Integrated schedule management:** Develop and maintain a detailed project schedule and critical path with the General Contractor; monitor milestones; document delays; and support recovery planning.
- **Budget, pay applications, and change control:** Track expenditures versus budget; review contractor progress payments; support evaluation of change requests; and prepare cost-to-complete forecasts for CCHD.
- **Quality, safety, and environmental coordination:** Monitor construction activities for alignment with approved plans; coordinate testing and inspections with third parties; and elevate safety or environmental concerns to CCHD management in a timely manner.

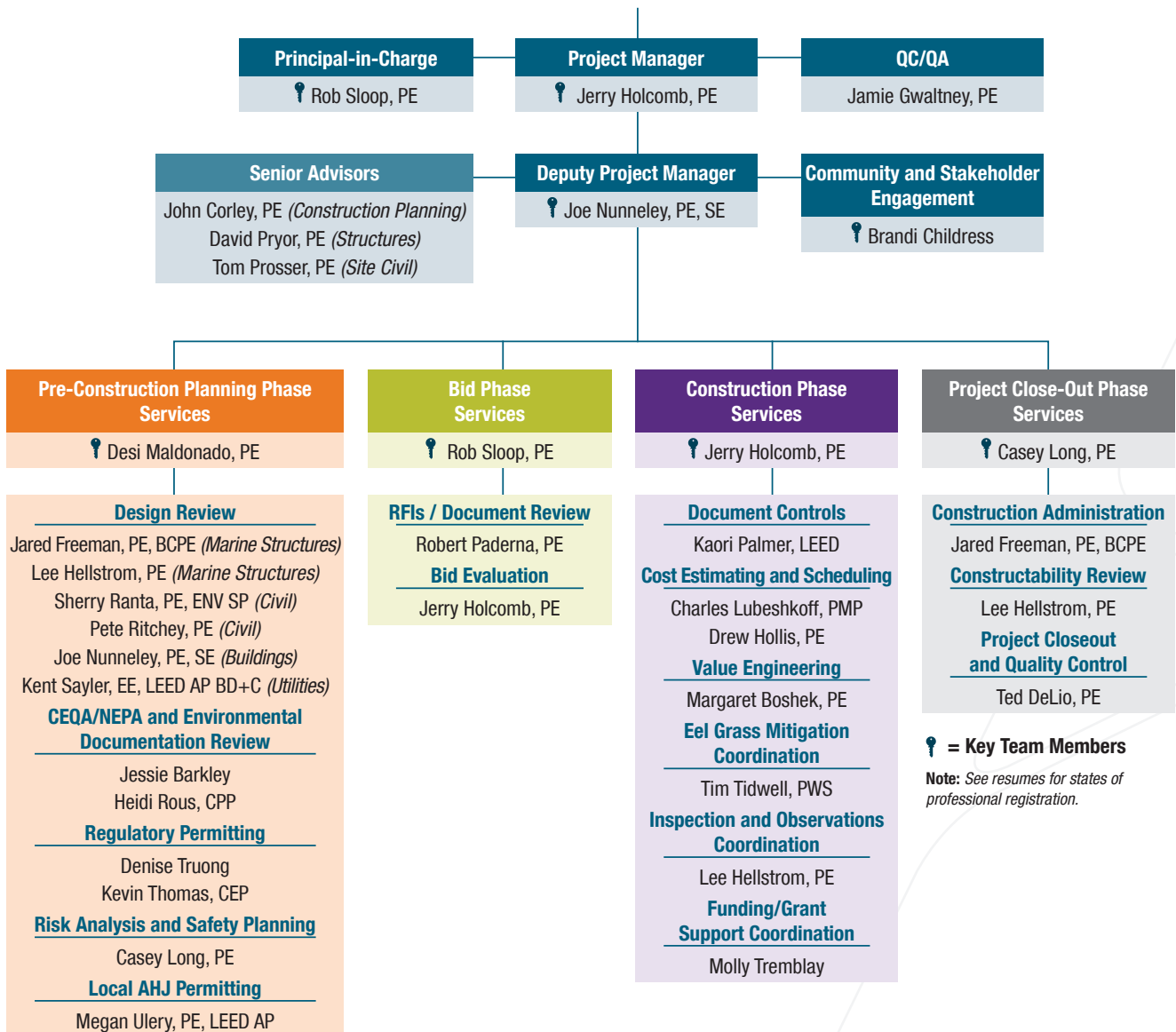


- **Permitting and regulatory responsiveness:** Support compliance with issued permits and coordinate with agencies and inspectors as needed to help keep work progressing within allowable in-water work windows and other constraints.
- **Tenant/stakeholder communication and reporting:** Coordinate with tenants to help minimize disruptions; communicate upcoming activities and access changes; and provide a concise project update report to Harbor Management summarizing progress, look-ahead, issues/risks, and decisions needed.

Organization Chart

The project organization chart included with this proposal depicts the reporting and communication structure for delivering the Project, including the Project Manager, and key support staff integral in supporting the Project from cradle-to-grave including coordination with third-party CCHD staff support (accounting/grants and operations), the design engineer(s), the General Contractor, key subconsultants, and interfaces with permitting/regulatory agencies. It also identifies primary points of contact for field oversight, schedule/cost controls, quality management, safety/environmental coordination, and tenant/stakeholder communications.

**CRESCENT CITY HARBOR DISTRICT
(CCHD)**



Key Personnel and Availability

The following summary-level resumes identify the key individuals proposed for this assignment, their primary responsibilities, and relevant qualifications. CCHD's Project Manager is proposed as the primary point of contact and will coordinate specialty support as needed to address Exhibit 2 scope elements.

The Kimley-Horn team is in an excellent position to give top priority to this project. In addition to the team personnel named in our proposal, our team can rely upon the backup resources of Kimley-Horn's nationwide staff of more than 10,000 employees. The members of our project team were selected using two main criteria: (1) their relevant experience on similar Port projects, and (2) their availability to assume technical responsibilities within the timeframe of your project schedule.

To verify the availability of personnel resources, Kimley-Horn uses a proactive management program called cast-aheads. This system forecasts our workload over a six-month period and avoids work overloads and/or shortfalls for each office and discipline. Kimley-Horn is in an excellent position to serve the needs of CCHD — the staff members selected for this team are ready to serve you.



Jerry Holcomb, PE

*Project Manager; Construction Phase Services Lead;
Bid Evaluation*

Jerry Holcomb brings nearly 20 years of waterfront project planning and design experience with focused expertise in structural engineering and marine construction. He specializes in program oversight, project management, and integrated design for marine and intermodal infrastructure that promotes optimization, resiliency, sustainability, code, and technology advancement. Jerry is a practitioner in marine engineering, port planning, feasibility analyses, and large-scale master planning projects. His relevant experience includes management, preliminary project planning, design, and construction support across multiple disciplines for waterfront facilities.

His experience includes consulting on more than 150 marine terminal, energy sector, military installation, and public waterfront projects with international, national, and private firms and public sector organizations. Representative clients at the federal, state, and local levels include Port of Long Beach, Port of Los Angeles, Port of Oakland, Port of San Diego, and Port of San Francisco; the United States Naval Facilities Engineering Systems Command (US NAVFAC); and the City of Crescent City and Los Angeles, among others. Key roles in past projects include design team project management, client and contractor coordination, master plan analyses, feasibility studies, financial market analyses, value engineering, capital improvement reports, developing project design documents, grant writing and funding sourcing, stakeholder and public outreach, regulatory and local agency project permitting, and construction management.

PROFESSIONAL CREDENTIALS

- Bachelor of Science, Civil/Structural Engineering, California State Polytechnic University, Pomona
- Professional Engineer in California #80027 and Florida #76346
- TWIC Certification

KEY PROJECTS

- **Crescent City Harbor Department, Citizens Dock and Seawall Rehabilitation, Crescent City, CA** – Project Manager
- **Ventura Port District, Commercial Fish Pier Modernization, Ventura, CA** – Project Manager
- **City of Long Beach, Alamitos Bay Marina, Long Beach, CA** – Project Manager
- **County of Los Angeles, Marina Del Rey Safety Dock, Marina Del Rey, CA** – Project Manager
- **Port of Los Angeles, Wilmington Waterfront Promenade, Los Angeles, CA** – Project Manager
- **San Francisco International Airport (SFO), Marine Emergency Response Facilities, San Francisco, CA** – Project Manager
- **City of San Francisco, San Francisco Marina West Harbor Renovation, San Francisco, CA** – Project Manager



Rob Sloop, PE

Principal-in-Charge; Bid Phase Services Lead

Robert Sloop is a coastal and waterfront engineer with nearly 30 years of experience leading the planning, design, permitting, resiliency, and implementation of complex maritime and waterfront infrastructure projects throughout the United States and internationally. His experience includes seawalls, piers, docks, marinas, commercial fishing facilities, shoreline stabilization, dredging, waterfront resiliency, and working waterfront redevelopment projects in environmentally sensitive and operationally constrained coastal environments. Mr. Sloop will provide executive oversight, technical guidance, and strategic coordination throughout project delivery. His role includes supporting CCHD leadership during pre-construction planning, contractor coordination, risk management, regulatory compliance, stakeholder coordination, and construction-phase decision-making for this active commercial fishing harbor improvement program.

A key differentiator for this assignment is Mr. Sloop's direct prior involvement with the Citizens' Dock and Seawall Replacement Project. Prior to joining Kimley-Horn, he served as Principal-in-Charge and technical advisor for the design and permitting of the project, including stakeholder outreach, construction phasing development, utility coordination, and permitting strategy. His familiarity with the project's design intent, operational constraints, permit history, grant requirements, and commercial fishing stakeholder concerns allows the Kimley-Horn team to transition immediately into construction oversight without a learning curve. Mr. Sloop also led the Crescent City Harbor Tsunami Damage Assessment following the 2025 tsunami event, supporting emergency response evaluations, repair planning, FEMA funding coordination, and Harbor Commission presentations related to damaged harbor infrastructure and utilities. His broader waterfront portfolio includes leadership roles on nationally recognized waterfront resiliency and maritime infrastructure projects.

KEY PROJECTS

- **Crescent City Harbor Department, Citizens Dock and Seawall Rehabilitation, Crescent City, CA** – Principal-in-Charge
- **Ventura Port District, Commercial Fish Pier Modernization, Ventura, CA** – Principal-in-Charge
- **City of Long Beach, Alamitos Bay Marina, Long Beach, CA** – Principal-in-Charge
- **County of Los Angeles, Marina Del Rey Safety Dock, Marina Del Rey, CA** – Principal-in-Charge
- **Port of Los Angeles, Wilmington Waterfront Promenade, Los Angeles, CA** – Principal-in-Charge
- **National Park Service Tidal Basin and West Potomac Park Seawall Rehabilitation, Washington, DC** – Principal-in-Charge



Joe Nunneley, PE, SE

Deputy Project Manager; Design Review

As a structural engineer with more than 15 years of experience, Joe has been responsible for leading a variety of structures projects with high-profile clients in the public works, transit, education, multifamily, solar/PV, and research facility sectors and has experience serving municipal agencies in the design of overhead structures, custom foundations and structural calculations. His experience also includes the design and retrofit of steel and wood structures.

KEY PROJECTS

- **San Jose International Airport, Bioretention System Installation, San Jose, CA**
– Structural Engineer
- **San Jose International Airport, Perimeter Protection Installation, San Jose, CA**
– Structural Engineer
- **San Jose International Airport, Diesel Tank Installation, San Jose, CA**
– Structural Engineer
- **City of Carlsbad, Fuel Depot Upgrades, Carlsbad, CA** – Structural Engineer
- **Napa Valley Transit Authority, Transit Maintenance Facility, Napa, CA** – Structural Engineer
- **Livermore-Amador Valley Transit Authority, Bus Maintenance Facility, Livermore, CA** – Structural Engineer

PROFESSIONAL CREDENTIALS

- Master of Engineering, Coastal and Oceanographic Engineering, University of Florida
- Bachelor of Science, Mechanical Engineering, University of South Florida
- Minor Degrees in Philosophy, Environmental Engineering, and Marine Biology
- Professional Engineer in California #72878 and Florida #52771

PROFESSIONAL CREDENTIALS

- Master of Science, Civil Engineering, Santa Clara University
- Bachelor of Science, Architectural Engineering, California Polytechnic State University, San Luis Obispo
- Professional Engineer Civil #80722 and Structural #6777 in CA (also registered as Civil Engineer in AZ, OR, WA, RI, NV, TX, CO, NM, and FL and Structural Engineer in OR)

PROJECT MANAGEMENT SERVICES for Seawall and Citizens' Dock, Pier 1 Project



Desi Maldonado, PE

Pre-Construction Planning Phase Services Lead

Desi has 20 years of experience in civil, structural, ports, and coastal engineering with a primary focus on marine structures, coastal structures, seawalls, and piers. He has diverse experience in dredging, in-water design, upland civil engineering, permitting, planning, design, analysis, structural engineering, and facility assessments. His background includes project management; on-site construction administration and field inspection; master planning and site plan design; structural design and analysis; cost estimating; and preparation of construction documents. He is also skilled in advanced structural analysis for marine structures, construction document preparation, port planning, interdisciplinary coordination, and on-site construction inspections. He has extensive design experience in deep-water ports and is an industry leader in port planning and design for elements related to cruise mooring, berthing, and operations.

KEY PROJECTS

- **PortMiami Berths 8 & 9 for MSC Cruises, Miami, FL** – Engineer of Record (marine structures and marine apron)*
- **Navarre Beach Causeway Seawall Inspection, Emergency Repair and Replacement Design, Navarre, FL** – Engineer of Record (repairs for the existing seawall failures at Navarre Beach Bridge Causeway seawall)*
- **Surf Road at Balboa Street Erosion Protection Design Services, City of Hollywood, FL** – Engineer of Record (protection structure)*
- **Cruise Terminal 10 Mooring Analysis, Port Canaveral, Canaveral Port Authority, Cape Canaveral, FL** – Marine Engineer*
- **Marine Structural Inspections for South Cargo Piers 1 & 2, Cruise Terminal 2 and Repairs, Cape Canaveral, FL** – Engineer of Record*
- **Fish and Wildlife Commission (FWC) Seawalls and Boat Ramp Peer Reviews, FL** – Structural Engineer*

*Prior to Kimley-Horn



J. Casey Long, PE

Project Close-Out Phase Services Lead; Risk Analysis and Safety Planning

Casey has more than 30 years of experience providing structural inspections, including boardwalks, wharves and piers for waterfront/port structures, container yards, utility construction, roads, threshold structures, warehouse buildings, housing facilities, and loading docks. He also has experience providing structural and civil design for waterfront development, seaport, marinas, industrial, commercial, military and educational facilities. Specific examples include design of container/cruise ship bulkheads, floating dock facilities and marinas, ship moorings, marine seawalls, paved container yards, mobile passenger walkways for cruise ship access, offshore saltwater pump station, container yard planning, and public works facilities.

KEY PROJECTS

- **HCA, Mercy Hospital Seawall and Loading Dock Replacement, Miami, FL** – Project Manager
- **9 Island Condominium, Marina Dock Replacement and Seawall Repair, Miami Beach, FL** – Project Engineer
- **City of St. Augustine, Avenida Menendez Seawall Flood Barrier Phase 1, St. Augustine, FL** – Project Consultant / Structural Engineer
- **City of Cape Coral, Club Community Park (Yacht Club Marina), Cape Coral, FL** – Marine Structural Engineer
- **Subaqueous Inspection Programs, Various Locations** – Coordinated and performed commercial diver inspections of bulkheads, wharves, and piles to document condition, identify deterioration, and support repair recommendations. **Locations:** Port of Palm Beach (multiple slips/wharves); Fisher Island & Government Cut, Miami, FL; Tampa Port Authority, Tampa, FL
- **Port of Palm Beach, Berth 1 Bulkhead Replacement, Riviera Beach, FL** – Project Manager and Structural Engineer
- **Port Miami, Bulkhead & Wharf Condition Assessments, Miami, FL** – Project Manager

PROFESSIONAL CREDENTIALS

- Master of Science, Structural Engineering, Florida State University
- Bachelor of Science, Civil Engineering, Florida State University
- Professional Engineer in CA #91984, FL #72978, MD #49717, and TX #124060
- National Council of Examiners for Engineering and Surveying Records Certificate, #51873

PROFESSIONAL CREDENTIALS

- Master of Science, Structural Engineering, University of Florida
- Bachelor of Science, Civil Engineering, University of Florida
- Professional Engineer in FL #560



Brandi Childress

Community and Stakeholder Engagement

Brandi is a 25-year transportation industry professional specializing in strategic communications, community outreach, and stakeholder engagement. She has led successful teams on various transportation projects by prioritizing strong partnerships, connection, collaboration, and early and active public engagement through all phases of the project delivery process. She brings a wealth of knowledge and a true passion for unifying communities around new ideas and mobility solutions. Prior to joining Kimley-Horn, Brandi grew her public involvement career with the Santa Clara Valley Transportation Authority (VTA) since 2001, serving as Chief Media Spokesperson and Public Affairs Manager before promoting to Chief of Staff to the General Manager where she focused on implementing time- and resource-management strategies for the executive team. She also co-created a renewed agency vision and plan alongside a newly hired General Manager. Brandi served as External Affairs Program Manager (team lead, strategic advisor, stakeholder engagement) for the BART Silicon Valley Phase II Extension project, a \$12.7-billion-dollar program. Her deep roots in public service have allowed her to creatively implement transportation improvements with and for communities who need them most. Brandi is motivated by opportunities to apply her experience to elevate processes, programs, projects, and people.

PROFESSIONAL CREDENTIALS

- Master of Science, Transportation Management, San José State University
- Bachelor of Science, Business Administration, California State University, Stanislaus

KEY PROJECTS

- **San Francisco County Transportation Authority (SFCTA), Public Information/Communications Support, San Francisco, CA** – Project Manager
- **Caltrain, Grade Separation Support and Corridor Crossings Strategy, San Carlos, CA** – Public Involvement Specialist
- **StanRTA, SRTP and BRT Feasibility Study and Master Plan, Stanislaus County, CA** – Public Outreach
- **Marin Transit Engagement Services, Marin County, CA** – Project Manager
- **SMCTA, PA&ED for US 101/SR 92 Interchange Direct Connector Project, San Mateo County, CA** – Public Involvement Specialist
- **VTA, BART Silicon Valley Program (Phase I and II), Santa Clara County, CA** – Public Affairs (strategy, media, engagement)*

*Prior to Kimley-Horn

Project Team Summaries (Non-Key Staff)

Jamie Gwaltney, PE

QC/QA

PROFESSIONAL CREDENTIALS

- Bachelor of Science, Civil Engineering, North Carolina State University
- Professional Engineer in North Carolina #030256, Alabama #28621, Florida #63762, Georgia PE034915, and Mississippi #1814

Jamie has 26 years of planning, project management, and design experience with a track record of success in large-scale projects, especially managing teams of production staff and successfully coordinating complex projects to meet deadlines and financial objectives. He has an extensive background in managing public and private-sector projects through strategic planning, site selection, conceptual planning, entitlement, design, permitting, and construction, particularly port projects involving container terminals and intermodal rail yards as well as the off-terminal infrastructure required to support these facilities.

John Corley, PE

Senior Advisor (Construction Phasing)

PROFESSIONAL CREDENTIALS

- Master of Finance, Johns Hopkins University
- Bachelor of Science, Civil Engineering, Virginia Polytechnic Institute and State University
- Professional Engineer in Virginia #0402031810

John is an accomplished infrastructure consulting professional and business unit leader with 35 years of experience in port infrastructure planning and development, engineering, and program management. His experience includes more than 5 years leading development of port

and marine infrastructure including: container terminals, bulk terminals, intermodal terminals, cruise terminals as well as upland support facilities. His work includes strategic planning for seaports, intermodal terminals, and inland transportation facilities for port authorities, private operators, railroads, municipalities, and other governmental clients. John's portfolio of project work spans the globe where he has served as a planner, advisor, and project principal for major port and marine improvement projects, terminal and asset acquisitions, and facility divestitures.

David Pryor, PE

Senior Advisor (Structures)

PROFESSIONAL CREDENTIALS

- Graduate Certificate, Coastal Engineering, Old Dominion University
- Master of Science, Engineering Management, Old Dominion University
- Bachelor of Science, Civil Engineering, Worcester Polytechnic Institute
- Professional Engineer in Virginia #0402017992, and DE, NC, and SC

David has more than 40 years of experience with design, engineering, project management, business development, and construction phase services of infrastructure development, waterfront facilities, shipbuilding, and facility management. David spent the early years of his career in the ship building and ship repair industry, giving him substantial insight to operations and construction activities. During the latter stage of his career, David has been involved with significant shipyard renovation and new construction projects. He has extensive experience in new construction design and engineering in the areas of structure, foundations, machinery, and mechanical systems. David has played a key role in many of these projects, including positions such as chief engineer, program manager, design manager, and principal engineer. He currently serves on ASCE/COPRI committees for the development of guidance for the Design of Piers and Wharves, committee for Dry Dock Standards and PIANC Working Group 213, Design Guidelines for Marine Multi-purpose Terminals.

Tom Prosser, PE

Senior Advisor (Site Civil)

PROFESSIONAL CREDENTIALS

- Bachelor of Science, Civil and Environmental Engineering, Virginia Polytechnic Institute & State University
- Professional Engineer in Maryland #46796

Tom has nearly 20 years of experience with multidiscipline engineering projects, specifically focused on custom tailored solutions for both typical and nontypical client-driven installations. Tom has a unique background in industrial/manufacturing, maritime, environmental, and site civil engineering fields, which gives him a well-rounded perspective on mission-critical facilities that require full project integration into existing facility operations. Tom's team specializes in port-based bulk liquid/solid processing, handling, and transportation (ship, train, truck), as well as 3D project delivery.

Jared Freeman, PE, BCPE

Design Review (Marine Structures); Construction Administration

PROFESSIONAL CREDENTIALS

- Master of Civil Engineering, Johns Hopkins University
- Bachelor of Civil Engineering, University of Maryland at College Park
- Board Certified Port Engineer, #00091, ASCE
- Professional Engineer in California #88648, and Florida, Pennsylvania, Washington D.C., Virginia, Washington, and Maryland

Jared is a marine structural engineer with experience in project management, design, condition assessment, rehabilitation and repurposing of marine, coastal, and industrial structures including piers, wharves, seawalls, bulkheads, revetments, berthing and mooring structures, wave screens, breakwaters, floating piers, marinas, boat ramps, boardwalks, structures supporting industrial material handling, and terminal buildings. He also has experience with designing dredging, mitigating storm surge and sea level rise risks, and preparing waterfront permit applications. He excels in taking a holistic and rational planning approach, uniquely catered to each project, and intent on planning a smooth project execution that minimizes negative impacts to operations during construction and maximizes improvements to his client's business with their available resources.



Lee Hellstrom, PE

Design Review (Marine Structures); Inspection and Observations Coordination; Constructability Review

PROFESSIONAL CREDENTIALS

- Master of Engineering, Structural Engineering, University of Florida
- Bachelor of Science, Civil Engineering, University of Florida
- Professional Engineer in Florida #56083

Lee brings 15 years of experience in engineering design, project management, and construction services for multidisciplinary vertical and horizontal structures, ports, marinas, and other waterfront facilities and infrastructure. His expertise spans concept and detail design, structural analysis and inspection, managing project cost, schedule, risk, and technical performance across all phases of project portfolios. Lee excels in the design of deep-water ports, feasibility studies, planning, site investigations, and construction management for projects across port operations, cruise, cargo, and maritime recreation. His technical expertise includes the design and analysis of reinforced concrete structures, structural steel, deep pile foundations, and timber systems. These skills are critical to delivering unique and complex maritime structures, including open pile piers, bulkheads and sheet pile walls, mooring and berthing dolphins, breakwaters, shore protection systems, and building envelopes and foundations.

Sherry Ranta, PE, ENV SP

Design Review (Civil)

PROFESSIONAL CREDENTIALS

- Master of Science, Civil Engineering, University of California, Los Angeles
- Bachelor of Science, Architecture, Azad University of Art and Architecture, Tehran, Iran
- Professional Engineer, California #77729
- Envision Sustainability Professional

Sherry is an experienced civil engineer in California with more than 20 years of experience on major building projects throughout California, including facilities for colleges and universities, and projects for primary and secondary schools. She effectively interfaces with clients, supervises, coordinates work with other engineers and drafters, and is responsible for project design and production, overall project coordination, and construction administration. Sherry's extensive background in architecture and construction management gives her a comprehensive understanding of design and construction.

Pete Ritchey, PE

Design Review (Civil)

PROFESSIONAL CREDENTIALS

- Master of Construction Engineering Management, University of California, Berkeley
- Bachelor of Science Civil Engineering, University of California, Berkeley
- Professional Engineer in CA #67652

Pete has a 24-year career in engineering and project management. His extensive experience includes a wide range of public and private development, redevelopment, and infrastructure projects. Pete has experience with the design of pedestrian-oriented public facilities, multi-modal roadways, and mixed-use developments; a detailed understanding of accessibility and stormwater quality regulations; and a proven track record of a constructability-based project design approach. Notably, he has worked on a wide range of public and private projects nationally and throughout California, and he has extensive experience with on-call municipal and transit agency contracts.



Kent Saylor, EE, LEED AP BD+C

Design Review (Utilities)

PROFESSIONAL CREDENTIALS

- Master of Science, Electrical Engineering, Auburn University
- Bachelor of Science, Electrical Engineering, Auburn University
- Professional Electrical Engineer in CA #E18409
- Leadership in Energy and Environmental Design (LEED) Accredited Professional, Building Design + Construction #10020931

Kent is a seasoned senior electrical engineer and power systems consultant with 16 years of experience supporting utility, commercial, and government clients in addressing complex electrical design challenges. His expertise spans distributed generation, bulk electric vehicle (EV) charging infrastructure, energy storage, backup power, and operational and safety improvement studies. Leveraging deep proficiency in power system analysis tools such as ETAP and SKM, Kent develops innovative electrical infrastructure solutions that maximize system uptime and reduce safety risks.

Jessie Barkley

CEQA/NEPA and Environmental Documentation Review

PROFESSIONAL CREDENTIALS

- Master of Arts, Urban and Regional Planning, University of California, Irvine
- Post-Graduate Certificate, Marketing and Communications, University of California, Irvine
- Bachelor of Arts, Geography, University of British Columbia, Vancouver

Jessie is an environmental planner with more than 20 years of experience. She is a skilled CEQA and NEPA practitioner that has led and contributed to numerous projects for a variety of project types, including mixed-use, entertainment, educational, medical, infrastructure, commercial, energy, and long-range community plans. Jessie's responsibilities include directing project teams; preparing and managing project work plans, scopes, schedules, and budgets; conducting senior-level review of draft work products; interfacing with clients, subconsultants, and agency staff; and marketing services among existing and prospective clients. Throughout her career, Jessie has supported a wide array of complex environmental documents (Program EIRs, Project EIRs, EIR Addendums, Supplemental EIRs, Sustainable Communities Environmental Assessments [SCEAs], and Mitigated Negative Declarations [MNDs]) for all project types including specific plans, general plans, area plans, and project level mixed-use and transit-oriented development. Prior to joining Kimley-Horn, Jessie worked on Port of Long Beach projects including the Port Master Plan EIR and the CEQA Handbook for Port Staff.

Heidi Rous, CPP

CEQA/NEPA and Environmental Documentation Review

PROFESSIONAL CREDENTIALS

- Bachelor of Science, Physics, California Polytechnic State University, Pomona
- Green Professional (GPRO) Certified, Urban Green Council
- Certified Permitting Professional (CPP), Registered with SCAQMD, #B6027

With 35 years of experience, Heidi has authored numerous Air Quality, Global Climate Change, Noise and Vibration, and Human Health Risk sections to Environmental Impact Reports (EIR), Environmental Impact Statements (EIS), Environmental Assessments (EA), and other special studies. She has evaluated potential impacts from General Plan Traffic Elements, localized impacts from traffic congestion mitigation measures, such as traffic signal synchronization and modified flow configurations, and regional impacts from large scale goods movement, airport, and mass transportation development such as bus, rail, and intermodal projects. Heidi provides expert air quality planning, training, emissions estimations, permitting, compliance, and regulatory tracking services to a diverse clientele including large-scale transportation and industrial complexes such as highway networks, ports, airports, freight and passenger rail operators, military bases, heavy manufacturing, municipal infrastructure, and residential/commercial developments. She has extensive expertise in quantifying, modeling, and mitigating emissions from onroad vehicles (including diesel-, gasoline-, and alternative fuel- powered vehicles), off-road vehicles, aircraft, trains, and seagoing vessels. Heidi has provided technical management for air quality issues for transportation infrastructure projects throughout California and the Western United States. Her experience includes the Ports of Long Beach, Los Angeles, Oakland, and Portland.



Denise Truong

Regulatory Permitting

PROFESSIONAL CREDENTIALS

- Master of Science, Urban and Regional Planning, California State Polytechnic Univ., Pomona
- Bachelor of Science, Environmental Science Management, Humboldt State University

Denise is an urban planner specializing in GIS and policy analysis, having developed strong analytic and communication skills throughout her years serving in the public sector. She has written effective technical reports and helped engage the community to support new policies and programs. She is passionate about climate action and sustainable community development by helping jurisdictions meet statewide goals on housing, short-term climate pollutants, and climate and resiliency. Her background in long range planning was formed in the public and private sectors as a housing policy analyst and coastal planner. She also developed research and planning skills in Cal Poly Pomona's APA-accredited Master of Urban and Regional Planning program, where she won the SCAG Showcase award for her projects focusing on land use and infrastructure, greenhouse gas emissions, and environmental justice.

Kevin Thomas, CEP

Regulatory Permitting

PROFESSIONAL CREDENTIALS

- Bachelor of Arts, Environmental Engineering, University of California, Los Angeles
- Certified Environmental Professional (CEP) #99040383

Kevin has more than 40 years of experience in environmental compliance and permitting of major infrastructure and land development projects. He has managed and prepared numerous environmental and planning studies for public- and private- sector clients under CEQA and NEPA, specializing in the strategic guidance, preparation, and peer review of CEQA/NEPA documents and regulatory permitting programs. Kevin has also managed a wide range of environmental planning projects, including environmental documents for major infrastructure and land development projects; air quality and noise studies; community participation programs; highly controversial hillside development projects; state-of-the-art visual analyses; facility siting and due diligence studies; and technical support for the California Energy Commission, CPUC, and California Coastal Commission permitting processes. Kevin draws on his broad background and understanding of environmental constraints to provide technical and complaint CEQA review and environmental documentation, in addition to research, analysis, and writing. Kevin's key industry roles provide him with unique insight into current CEQA/NEPA case law, professional practice, and regulatory programs affecting the CEQA/NEPA defensibility and project success. Kevin has never had a CEQA or NEPA document successfully challenged in court.

Megan Ulery, PE, LEED AP

Local AHJ Permitting

PROFESSIONAL CREDENTIALS

- Bachelor of Science with Honors, Civil and Environmental Engineering, University of Iowa
- Professional Engineer in California #73385
- Leadership in Energy and Environmental Design Accredited Professional

Megan has over 19 years of land development and capital improvement project experience. She routinely provides project management, civil engineering services, and third-party QC/QA for both municipalities and private developers. Megan is well-versed in roadway improvements, roadway widening, complete streets, pavement rehabilitation, active transportation/bikeway design, parking lot design, park design, ADA compliance, grading, sewer and water design, storm drain system design, hydrology, and hydraulics. Megan's well-rounded design and project management experience, attention to detail and constructability oversight provide significant value in reducing schedule, budget and construction related project impacts.



Robert Paderna, PE

RFIs / Document Review

PROFESSIONAL CREDENTIALS

- Bachelor of Science, Civil Engineering, San Jose State University
- Professional Civil Engineer in California #73262
- Road Safety Professional 1, #553

Robert has more than 21 years of experience in transportation/traffic engineering. He has managed several safety projects including Local Road Safety Plans (LRSPs), Roadway Safety Signing Audits (RSSAs), Road Safety Audits (RSAs), and multimodal planning and design projects. He has also led projects involving signal timing and coordination, engineering and traffic surveys, preparation of PS&E for traffic signals (new and modified), signing and striping, street and highway lighting, traffic operations systems/ITS, and traffic control. He is skilled in the application of California Manual on Uniform Traffic Control Devices (CA MUTCD) guidelines, ADA guidelines, Caltrans' Highway Design Manual and Standard Plans, and industry best practices included in National Association of City Transportation Officials (NACTO) publications. Robert brings extensive recent experience in preparation of LRSPs which involved robust stakeholder/public engagement and development of project implementation strategies. Additionally, these efforts have produced safety implementation projects in which our clients were successful in securing grant funding.

Charles Lubeshkoff, PMP

Cost Estimating and Scheduling

PROFESSIONAL CREDENTIALS

- Bachelor of Arts, Business Administration, Principia College
- Project Management Professional #1430938

Charles brings 39 years of executive, leadership, and management experience across multiple industries with emphasis on program management, strategic planning, and technical service delivery to ensure long-term corporate stability and sustainability. A well-established and consistent history of successfully strengthening programs, meeting scope, deadlines, and budgets, while facilitating project success through deliberate planning, leadership, and coaching. Outstanding results in developing and managing cross-functional teams. He is a senior executive with demonstrated success leading delivery of complex program opportunities, setting, and achieving aggressive goals, and developing and implementing effective strategies.

Drew Hollis, PE

Cost Estimating and Scheduling

PROFESSIONAL CREDENTIALS

- Master of Science, Engineering Management, University of South Florida
- Bachelor of Science, Civil Engineering, Florida Institute of Technology
- Professional Engineer in Virginia #0402059062 and Florida #81408

Drew is a professional engineer with more than 13 years of experience in project management, construction management, contract support, and project administration. Throughout his career, he has worked with FHWA, VDOT, FDOT, local municipalities, utility companies, and private developers on a range of projects. These projects have included a wide variety of scopes: highways, bridges, railroads, tolling and ITS infrastructure, site civil infrastructure, environmental, traffic control, and wastewater infrastructure systems including lift stations and biosolids processing facilities.

Margaret Boshek, PE

Value Engineering

PROFESSIONAL CREDENTIALS

- Master of Science, Coastal & Marine Engineering and Management, Norwegian University of Science and Technology
- Bachelor of Science, Ocean Engineering, Florida Institute of Technology
- Professional Engineer in Wisconsin #43656-6

Margaret has more than 20 years of experience delivering resilient waterfront infrastructure for private sector, municipal, and federal clients. She has specialized in waterfront development and marine structures, including bulkheads/seawalls, shoreline stabilization, and marina/



terminal interface elements, supported by design criteria development, constructability-focused alternatives, and permitting coordination. She provides support for marina condition assessments, hydraulic/scour observations, and replacement planning deliverables including prioritization and phased implementation considerations. Margaret integrates resilience and nature-based approaches where appropriate to improve long-term performance and support stakeholder-ready decisions.

Tim Tidwell, PWS

Eel Grass Mitigation Coordination

PROFESSIONAL CREDENTIALS

- Master of Science, Geographic Information Systems, San Diego State University
- Bachelor of Science, Geographic Information Science, San Diego State University
- Federal Aviation Administration Part 107 Small Unmanned Aircraft System (sUAS) Pilot #4589201
- Professional Wetland Scientist (#3464), Society of Wetland Scientists Professional Certification Program

Tim assists in the preparation of environmental and planning studies for public and private sector clients. He is extensively involved with Section 404, 401, and 1602 permit processing through the U.S. Army Corps of Engineers, Regional Water Quality Control Boards, and the California Department of Fish and Wildlife respectively. He also routinely coordinates with the California Coastal Commission to obtain Coastal Development Permits for those projects within the Coastal Zone. Tim also routinely leads field delineations of jurisdictional waters/wetlands and he also provides environmental analysis in accordance with CEQA and NEPA.

Molly Tremblay

Funding/Grant Support Coordination

PROFESSIONAL CREDENTIALS

- Bachelor of Science, Structural Engineering, University of California, San Diego

Molly is a transportation professional with a passion for projects that benefit communities through safety, equity, and active transportation focused design. She has more than 10 years of experience in multidisciplinary municipal and transportation projects, as well as private site developments. Molly has excellent written and verbal communication skills, and a proclivity for communicating complex design issues to stakeholders and community members. Molly has leveraged this ability into a successful approach to grant writing through passionate storytelling backed by compelling data. Molly has led a variety of state and federal grant applications, winning more than \$70M in grant funding over the last 3 years. She has been involved in all stages of grant-funded projects, from the initial studies to concept refinement and design and through to construction. Molly has been involved in a range of projects including planning and final design of bikeways, bicycle and pedestrian facility intersection designs, complete streets, roundabouts, roadway alignments, curb extensions, accessibility upgrades, and parks. Her work with these projects includes intersection control evaluations, safety analysis, public outreach and community workshops, horizontal and vertical design, ADA accessible grading, wet and dry utility plans, and collaborating with clients and local agencies to develop innovative solutions that effectively address design challenges.

Ted DeLio, PE

Project Closeout and Quality Control

PROFESSIONAL CREDENTIALS

- Bachelor of Science, Civil and Environmental Engineering, Cornell University
- Professional Engineer in Virginia #0402054356

Ted has 14 years of experience in the planning, design, and construction of a variety of roadway, rail, and transit projects. His experience includes major roadway and utility design, railroad track design, intersection and traffic calming design, bicycle and pedestrian improvements, maintenance of traffic plans and project sequencing, and construction phase services. Ted has built upon a variety of design experience through his career and has translated it into quality assurance and quality control management for large roadway and Bus Rapid Transit projects, along with Construction Phase Services serving as the owner's representative for several local municipalities and FHWA.

5. PROJECT APPROACH

Approach to Managing the Citizens' Dock and Seawall Project

Kimley-Horn's project management philosophy is built around the Crescent City Harbor District's priorities: responsive oversight of an active construction program, technical rigor in monitoring contractor performance against engineered specifications, and disciplined compliance with MARAD PIDP grant requirements. The project begins with a clear, collaboratively established definition of roles, schedule milestones, and reporting expectations. By confirming expectations upfront and maintaining communication with Harbor management, that construction progresses on schedule, within the approved budget, and review compliance with applicable federal and state requirements.



Our designated Project Manager, Jerry Holcomb, PE, serves as CCHD's single point of contact — responsible for contractor oversight, schedule control, budget tracking, quality assurance, and coordination with grant and accounting compliance teams on the Citizens' Dock and Seawall Project. This structure streamlines communication, accountability at various stages, and eliminates confusion during a fast-moving construction program. We understand that the CCHD is simultaneously managing contractor coordination, MARAD reporting obligations, ongoing harbor operations, and tenant communications. Our project management approach is designed to reduce the administrative burden on CCHD staff rather than add to it.

We recognize that the construction program will evolve as the General Contractor mobilizes and field conditions develop. Our approach is adaptable by design — responsive to unforeseen subsurface conditions, weather delays, tidal scheduling constraints, and supply chain issues without losing sight of the overall schedule and budget baseline. The Project Manager will work directly with the Harbormaster/CEO, the General Contractor, and other project team members (accountant, grants manager) to manage information flow and reporting, keeping Harbor staff informed of construction status relative to scope, schedule, and budget.

Construction Oversight and General Management Approach

Upon project NTP, our Project Manager immediately initiates pre-construction activities: coordinating with the General Contractor to finalize the construction schedule and critical path, confirming permit compliance requirements, establishing site safety and environmental monitoring protocols, and verifying that materials procured meet Buy America/Build America Act requirements. The Project Manager confirms that contractor insurance, bonding, SAM.gov registration, and Davis-Bacon certified payroll systems are in place before any construction work begins.

Throughout construction, the Project Manager maintains active site oversight and keeps CCHD informed. Key management priorities include:

- **Active Construction Oversight** — Conducting pre-construction meetings, job site meetings, and as-needed site visits to verify that the General Contractor and subcontractors are performing to specifications for the seawall, Citizens' Dock Pier 1, and parking area reconstruction.
- **Schedule and Budget Control** — Tracking schedule milestones against the project critical path, managing contractor progress payments, reviewing change orders, and forecasting costs to completion in coordination with CCHD's accounting and grants management team. We understand that we have a limited work window each season and we need to complete each phase to allow continued operations between construction seasons.
- **Tenant and Stakeholder Coordination** — Interfacing with harbor tenants, including commercial fishing operators and the seafood packing and trucking industry, to minimize disruptions to active business operations throughout the seawall demolition, dock construction, and parking area reconstruction phases.
- **Federal Grant Compliance** — Confirming that project activities, procurements, and documentation satisfy MARAD PIDP grant requirements, including Build America/Buy America compliance, Davis-Bacon certified payroll, SAM.gov verification, and preparation of required progress reports to support MARAD and CCHD grant management.
- **Coordination and Reporting with CCHD** — Frequent and effective communications to coordinate with the Project Accountant and Grant Administrator as well as clear reporting to CCHD.

Harbor staff will be active participants in the project management process — not passive recipients of weekly reports. Communication is paramount. Lines of communication between the Project Manager, the General Contractor, Harbor management, and CCHD's accounting and grants management consultants will be established at the pre-construction meeting and documented in the Project Management Plan (PMP). Weekly project status reports to the Harbormaster/CEO will address construction progress, schedule status, budget tracking, outstanding issues, and upcoming decision points.

Project Management Organization

The Kimley-Horn project team has clearly defined roles under the Project Manager's leadership. The Project Manager organizes, directs, integrates, and controls construction oversight activities spanning seawall demolition and reconstruction, in-water dock construction, hoist installation, and parking area reconstruction. A Project Management Plan (PMP) is prepared at the outset and serves as the active management document keeping construction on schedule and within the MARAD-approved budget.

Kimley-Horn's success on port and maritime construction programs is grounded in flexibility and close coordination with the CCHD during project phases. This coordination is facilitated by supplementing formal construction meetings with action item logs, field visit reports, informal Harbormaster check-ins as appropriate, and day-to-day communication via email and shared file platforms. Proactive issue identification — raising contractor performance concerns, schedule risks, permit conditions, or unforeseen field conditions before they affect project delivery — is a defining characteristic of our construction management approach.

Managing Changes to Scope and Key Personnel

Kimley-Horn recognizes that harbor construction programs operate in a dynamic environment where contractor performance, field conditions, weather, and regulatory requirements can drive scope changes. When change orders arise, the Project Manager documents the change, assesses schedule and budget impacts against the MARAD-approved budget, and presents options to the Harbormaster/CEO before proceeding — CCHD will have visibility and control. For key personnel changes, we provide advanced written notice, submit proposed successor qualifications for CCHD approval, and fund transition overlap to minimize disruptions to active construction oversight.



Project Controls

Kimley-Horn has management tools and processes in place to facilitate coordination throughout construction. The Project Management Plan (PMP) is a flexible, practical document that supplements the contractual scope of work. The PMP helps the Project Manager identify, define, and prioritize key components of the project and describes the process for bringing it to successful completion. PMP elements include:

- Define construction scope, phasing, and limitations, including sequencing of in-water work (seawall and Pier 1), demolition activities, and on-land reconstruction
- Define CCHD schedule and MARAD-approved budget requirements and establish interim construction milestones aligned with the project schedule
- Identify CCHD staff, permit agencies, and outside reviewers for construction oversight coordination and required reporting — including USACE, California Coastal Commission, California State Lands Commission, and MARAD as required under project permits and grant conditions
- Identify construction phasing and contractor staging requirements, including material storage areas, haul routes, and protection of commercial fishing operations during active construction
- List deliverables, formats, and submission schedules aligned with CCHD workflows, MARAD reporting requirements, and project closeout obligations
- Describe the team communication plan with Harbor staff, the General Contractor, permit agencies, and harbor tenants. Immediately identify and report issues that may impact project schedule, costs, or quality.
- Define team composition including the Project Manager's relationship with the General Contractor, the CCHD's accountant, and the grants manager
- Identify the QC/QA process for construction inspection reports, material testing results, and non-conformance reports
- Identify project risks specific to this project — including in-water work windows, tidal and weather constraints, tsunami hazard design verification, commercial fishing operation continuity — and corresponding mitigation steps
- Designate authority and responsibilities for communications with harbor tenants, commercial fishing operators, and regulatory agencies
- Describe responsibility for format and schedule of weekly progress reports to Harbor management and required MARAD PIDP grant reporting
- Define procedures for distribution and receipt of project information, including contractor submittals, RFIs, inspection reports, certified payroll records, and as-built drawings
- Describe how cost control systems will be applied, including budget tracking against the MARAD-approved budget, earned value monitoring, change order management, and forecasting costs to completion

Document Controls



The Kimley-Horn team has completed numerous large, multi-disciplined port and harbor construction programs and has developed a proven management approach for sharing documents and maintaining open lines of communication between the CCHD, contractors, designers, permit agencies, and grant administrators. Kimley-Horn provides a proprietary in-house project and program management platform, SMARTS™, an accessible web-based platform that gives team members a sole source of up-to-date project information. For the Citizens' Dock and Seawall Project, SMARTS™ will be configured to track construction submittals, RFI logs, inspection records, contractor progress payments, change orders, and MARAD grant compliance documentation.

Since the volume of project needs continues to grow every day, a dynamic program management solution like SMARTS™ can provide incredible value. You can easily access what you need when you need it, to keep your project team aligned with the information that matters most.



SMARTS™ FEATURES AND BENEFITS

- Organize Construction Records: Store and organize contractor submittals, inspection reports, certified payroll records, material testing results, and Buy America compliance documentation in a structured, searchable format.
- Coordinate the Project Team: Provide CCHD, accountant, grants manager, and General Contractor with role-appropriate access to project status, outstanding action items, and upcoming milestones across all construction phases.
- Streamline MARAD Reporting: Automate generation of weekly progress reports to Harbor management and PIDP grant compliance reports to MARAD, reducing administrative burden on CCHD staff.
- Manage Grant Closeout: Archive project documentation in the format required for MARAD grant closeout, including as-built drawings, operation and maintenance manuals, certificates of completion, and final financial reconciliation records.

RFIS

RFI Name	RFI Submittal	Status	Ball in Court	Received From	Date Initiated	Assignee	Due Date	Closed Date	Distribution List
RFI-021 – Water Line ...	(1) file <input type="text" value="Select/drop files"/>	Open	Ariana Ansari	Chris Peterson	3/2/2026	Ariana Ansari	3/18/2026		Chris Peterson Jackson Vinopal
RFI-032 – Phasing L.L.	(1) file <input type="text" value="Select/drop files"/>	Open	Courtney MacVey	Jackson Vinopal	3/3/2026	Matt Kratochvil	3/27/2026		Chris Peterson Jackson Vinopal
RFI-033 – Temporary ...	(1) file <input type="text" value="Select/drop files"/>	Closed	Tiffany Ohtto	Jacob Gonzalez	3/4/2026	Tiffany Ohtto	3/20/2026	3/11/2026	Ariana Ansari Chris Peterson

SUBMITTALS

Submittal Name	Sent Date	Status	Shop Drawing Submittal	Ball in Court	Returned Date	Due Date	Distributed Date	First Review Status	First Reviewer
Survey Control Submittal	3/3/2026	Closed	(1) file <input type="text" value="Select/drop files"/>	Ariana Ansari	3/9/2026	3/30/2026	3/4/2026	Complete	Courtney MacVey
Civil Discipline Submittal	3/5/2026	Pending	(1) file <input type="text" value="Select/drop files"/>	Matt Bajema	3/6/2026	3/26/2026	3/5/2026	In Progress	Tiffany Ohtto
Basis of Design Submittal	3/9/2026	In Review	(1) file <input type="text" value="Select/drop files"/>	Chris Peterson	3/16/2026	3/24/2026	3/9/2026	Complete	Courtney MacVey

Methodology for Delivering the Scope of Work

Kimley-Horn brings nearly 60 years of experience serving port and maritime clients nationwide across the full spectrum of commercial infrastructure and has built long-term relationships with port and maritime clients by helping them realize their visions for terminal modernization and infrastructure resilience for waterside and landside facilities. We bring that same commitment to the CCHD. We have supported harbor districts, port authorities, and coastal municipalities through complex in-water construction programs of comparable scope, including new dock construction, seawall replacement, and working waterfront rehabilitation under active commercial operations.

Delivering on that commitment requires proper planning from the outset. Following initial scoping and kickoff meetings with the Harbor Master/CEO to confirm objectives and constraints, our team executes services within the agreed scope while maintaining consistent stakeholder communication throughout each phase — surfacing and resolving concerns before they affect schedule, budget, or federal grant compliance. Our approach to accomplishing these goals for this project is organized across four main tasks aligned with the RFP scope:

- **Task 1:** Pre-Construction Planning and Design Coordination
- **Task 2:** Bid Phase Services
- **Task 3:** Construction Phase Services
- **Task 4:** Project Close-Out Phase Services
- **Task 5:** Optional As-Needed Services



Scope of Work

TASK 1: Pre-Construction Planning and Design Coordination

Upon contract execution, Kimley-Horn will perform pre-construction project management services concurrent with the completion of final design and permit issuance. The primary objective of this phase is to review preconditions and identify critical success factors for construction Notice to Proceed are in place — include a review of design document completion, permit status, and potential risks are identified along with mitigation recommendations.

Data Collection and Review

Upon project kick-off, Kimley-Horn will collect and review existing project data to provide an understanding of the proposed facility improvements. Kimley-Horn will perform data collection to review available information from CCHD archives as well as identify additional information that may be needed.

- Perform project kick-off meeting and a site visit to observe existing site constraints, obtain feedback on project goals, and confirm available data for the data collection phase. Efforts will focus on collecting data needed to evaluate final design documents for completeness. Field notes will be prepared to summarize the existing site constraints and potential conflicts with elements proposed to be reused, and submitted to CCHD for consideration.
 - Assume one (1) in-person site visit approximately eight (8) hours in duration with up to two (2) staff attending to observe site constraints.
- Our team will gather and review available data from CCHD archives for the existing facilities. This relevant data may include plans and specifications of previously built nearby features, site surveys (topographic and bathymetric to help understand water depths), benthic surveys (identification of sensitive habitats), design documents, environmental documents, and permit documents and, if available, past geotechnical soils data and previous permit requirements.
- In addition, Kimley-Horn will provide requests for and/or summarize additional data that may be needed to support the future final design and construction phases of the project. The purpose of this effort is to identify data gaps and additional information that may be useful for identifying completeness of final design. A summary of missing data or information needed will be summarized in a matrix to identify potential gaps.



Harbor District Coordination

Kimley-Horn's Project Manager will serve as an accessible point of contact for CCHD's Harbor Master/CEO throughout the pre-construction phase. It is understood that CCHD simultaneously manages multiple concurrent procurements — Project Manager, General Contractor, Accounting Firm, and Grants Manager — and we will coordinate our activities to support Harbor staff by communicating with these teams. Pre-construction coordination activities will include:

- Establish and maintain a project communication protocol, including a master contact directory, decision log, and document management filing structure compatible with CCHD's internal systems.
- Attend up to twelve (12) bi-weekly pre-construction coordination teleconferences with CCHD Harbor Management to discuss design status, permit progress, procurement schedule, and pre-construction planning milestones. Assumed 1.5 hours per meeting.
- Prepare and maintain a master pre-construction schedule integrating design completion, permit milestones, General Contractor procurement, and targeted construction Notice to Proceed dates, for review and approval by CCHD.
- Assist CCHD in coordinating the relocation of cold storage containers and seafood packing operations out of the construction zone in advance of construction mobilization. This will include preparing a relocation and logistics plan in coordination with Harbor staff. Assumed to be an 8-1/2" x 11" report and a total of 5 pages.

Design Coordination

Our team will engage directly with the Engineer of Record (EOR) and CCHD to review design documents for constructability, conformance with grant, and permit requirements. Design review services will include:

- Review Plans, Specifications, and Estimates (PS&E) documents at 60%, 90%, and 100% PS&E design milestones (3 rounds of review) in coordination with the EOR, CCHD, and stakeholders. Review for completeness, constructability, and conformance with MARAD grant scope, including domestic content requirements under Build America, Buy America (BABA). Kimley-Horn will flag specification sections that may create Buy America compliance risk prior to bid advertisement. The review will specifically focus on in-water construction sequencing, tidal work window utilization, material staging on the limited upland area, and the seawall demolition-to-new-construction transition period. Documents are anticipated to include:

- | | |
|--|---|
| <ul style="list-style-type: none"> ▪ Drawings ▪ Specifications ▪ Estimates of Probable Construction Costs | <ul style="list-style-type: none"> ▪ Basis of Design ▪ Response to Comments from review and workshop iterations |
|--|---|
- Obtain comments from stakeholders and compile them into a consolidated comment matrix. Stakeholders are expected to include:

<ul style="list-style-type: none"> ▪ CCHD staff ▪ Commercial fishing industry representatives 	<ul style="list-style-type: none"> ▪ Elk Valley Rancheria (Section 106 Consultation) ▪ Local building permit and utility agencies
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 - Review consistency of design with existing policy documents:

<ul style="list-style-type: none"> ▪ MARAD PIDP Grant Agreement Requirements ▪ CA Coastal Conservancy Grant Agreement Requirements 	<ul style="list-style-type: none"> ▪ Crescent City Harbor Hazard Mitigation Plan (2026 Update)
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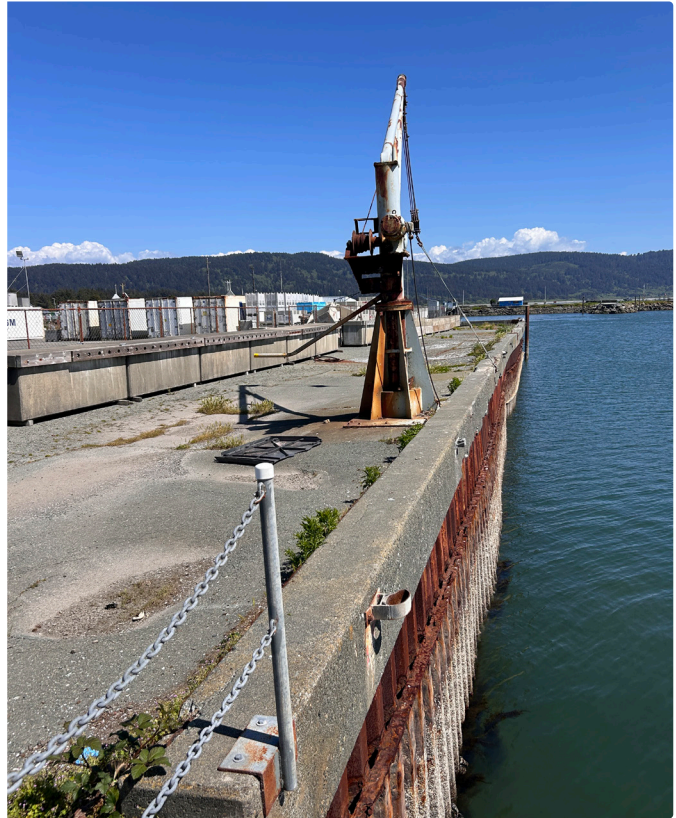
In addition to the review of the final design documents, Kimley-Horn will attend meetings to review comments and gain stakeholder input, and will include:

- Attend three (3) in-person PS&E Design Review and Constructability Meetings with the EOR, CCHD, and key project stakeholders (60%, 90%, and 100% Design Milestones). Assumed eight (8) hours in duration with up to two (2) staff attending.
- Attend three (3) teleconference PS&E Risk Assessment Workshops to review design-level risks, constructability constraints, and sequencing assumptions for the in-water seawall and Pier 1 dock construction (60%, 90%, and 100% Design Milestones). Assumed two (2) hours with up to two (2) staff attending.
- Attend three (3) teleconference PS&E Permit and Resilience Review Workshops to confirm that the design incorporates 50-year tsunami event and natural hazard design requirements as specified in the MARAD grant scope (60%, 90%, and 100% Design Milestones). Review final regulatory permit requirements and confirm the design compliance with the permit requirements. Assumed two (2) hours with up to two (2) staff attending.
- Following each meeting, Kimley-Horn will prepare a comment response matrix documenting review comments, required EOR acknowledgment, and disposition status.

Permitting and Regulatory Review and Coordination

The Citizens' Dock Seawall and Pier 1 project involves in-water construction requiring coordination with multiple federal and state regulatory agencies. Our team will provide the following permitting coordination support:

- Confirm permit status and outstanding conditions for issued permits including USACE Section 10/404 Nationwide or Individual Permit, California Coastal Commission Coastal Development Permit, California Department of Fish & Wildlife Lake, and Streambed Alteration Agreement (if applicable), and RWQCB Section 401 Water Quality Certification.
- Review issued permit conditions and develop a Permit Compliance Matrix for use during construction, identifying responsible party, verification method, and documentation required for each condition.
- Conduct up to three (3) consultation teleconferences with agency staff (USACE, California Coastal Commission, CDFW) to confirm compliance with permit conditions, in-water work window restrictions, and required construction-phase mitigation measures. Assumed one (1) hour in duration with up to two (2) staff attending.
- Respond to agency Requests for Information (RFIs) regarding project impacts, permit compliance, or construction sequencing. Assumes up to four (4) hours of agency correspondence support.
- Coordinate required pre-construction biological surveys or clearance documentation with CCHD's designated environmental monitor, as required by permit conditions.
- Confirm in-water work windows applicable to the Crescent City Harbor site, including salmonid migration restrictions and seasonal exclusions applicable to Pier 1 or seawall in-water work areas, and incorporate these windows into the master construction schedule.



Risk Management Review

Identified risks will be documented in a structured format that supports CCHD decision-making, outlining mitigation strategies, operational requirements, and submitted to CCHD for consideration. Findings will be elevated during coordination meetings with CCHD Harbor Management and collaborative mitigation strategies will be developed in alignment with CCHD's project objectives. Risk management activities during pre-construction will include:

- Develop and issue a Project Risk Register within thirty (30) days of receipt of final regulatory permit and preliminary design documents (60% design). The register will be organized by risk category (technical, schedule, regulatory, financial, operational, and force majeure) and will be ranked in order of most critical, identify potential mitigation measures, and assigned owners.
- Identify and document the period of reduced coastal protection during the transition from existing Citizens Dock demolition to completion of the new Pier 1 and prepare a weather and storm contingency protocol for that phase.
- Review MARAD grant compliance requirements including Davis-Bacon Act prevailing wage applicability, Buy America/Build America domestic content requirements, and Disadvantaged Business Enterprise (DBE) participation reporting obligations, and confirm that the General Contractor RFP adequately incorporates federal requirements.
- Update the Risk Register at each project phase and present risk status to CCHD Harbor Management monthly during construction.

Public Outreach and Stakeholder Engagement

CCHD will identify and provide a list of contacts for key local community groups and chair community and stakeholder meetings. Kimley-Horn will assist to facilitate meetings and provide technical support and presentation materials as directed by CCHD Harbor Management. Anticipated support includes:

- Prepare meeting agendas and technical background materials, project status summaries, and PowerPoint presentation content for up to two (2) Harbor Commission or public meetings during the pre-construction phase. Assume items will be posted to CCHD website and a separate project website will not be needed.



- Attend up to two (2) community or stakeholder meetings as requested by CCHD. Assumed four (4) hours in duration with up to two (2) staff attending.
- Develop a Harbor Tenant Construction Impact Plan documenting anticipated access restrictions, hoist outages, cold storage relocation timelines, and notification procedures for commercial fishing operators active at Citizens' Dock. This plan will be reviewed with CCHD Harbor staff and coordinated with EOR, and distributed to affected tenants prior to construction mobilization.

TASK 1 DELIVERABLES

Data Collection and Review

- ▲ Summary Matrix of Available Data for Review and Data Gaps
- ▲ Site reconnaissance field notes to include ground photos taken during the site visit in MS PowerPoint slide deck format

Design Coordination

- ▲ PS&E Design Review Comments and Comment Response Matrix (60%, 90%, and 100% Design Milestones)

Harbor District Coordination

- ▲ Meeting Agendas and Meeting Minutes
- ▲ Project Contact Directory and Decision Log
- ▲ Master Pre-Construction Schedule
- ▲ Relocation and Logistics Plan (Draft and Final)

Permitting and Regulatory Review and Coordination

- ▲ Permit Compliance Matrix
- ▲ Response to agency Requests for Information (RFIs)

Risk Management Review

- ▲ Project Risk Register

Public Outreach and Stakeholder Engagement

- ▲ Meeting Agendas and Meeting Minutes
- ▲ Meeting Presentations in MS PowerPoint slide deck format
- ▲ Harbor Tenant Construction Impact Plan (Draft and Final)

TASK 2: Bid Phase Services

Kimley-Horn will provide services to support CCHD's procurement of a General Contractor through a competitive bid process consistent with 2 CFR Part 200 requirements applicable to MARAD PIDP grant awards.

Bidder Pre-Qualification

CCHD indicated a pre-qualification process was desired to identify a short-list of Contractors who would be appropriate partners for the construction of the project. Kimley-Horn will assist CCHD in coordinating the pre-qualification RFQ and evaluation process, including:

- Develop summary of qualifications and requirements for Contractors for CCHD consideration to include in RFP documents. Assist CCHD in drafting RFQ language based on CCHD boilerplate templates and submit it to CCHD for review.
- Attend one (1) bidder pre-qualification meeting and site visit at the Citizens' Dock project site with CCHD and prospective General Contractor bidders. Prepare meeting agenda, sign-in sheet, and pre-qualification meeting minutes for distribution. Assumed four (4) hours in duration with up to two (2) staff attending.
- Review Contractor submitted qualifications for completeness, responsiveness to requirements, and inclusion of required certifications and documentation.



Bid Meetings and Coordination

Kimley-Horn will assist CCHD in managing the bid advertisement process, including:

- Compile bid documents, permits, and contract documents and develop for inclusion in the bid RFP. Assist CCHD in drafting RFP language based on CCHD boilerplate templates and submit to CCHD for review.
- Attend one (1) pre-bid meeting and site visit at the Citizens' Dock project site with CCHD and prospective General Contractor bidders. Prepare meeting agenda, sign-in sheet, and pre-bid meeting minutes for distribution. Assumed four (4) hours in duration with up to two (2) staff attending.
- Attend one (1) teleconference Bid Phase Risk Workshop with CCHD and the EOR to review anticipated bid risks, Contractor qualifications requirements, and evaluation criteria. Assumed four (4) hours in duration with up to two (2) staff attending.
- Attend up to six (6) bi-weekly bid progress and coordination teleconferences with CCHD Harbor Management and EOR during the bid period to discuss RFI responses, addendum preparation, and bid evaluation readiness. Assumed 1.5 hours per meeting.
- Confirm that the General Contractor bid documents incorporate required federal provisions including Davis-Bacon Act wage determinations, Buy America/Build America compliance certifications, DBE participation requirements, SAM.gov registration requirements, debarment, and suspension certifications, and MARAD PIDP grant flow-down provisions.

Bid RFI Coordination

Responses to bidder questions will be issued as formal written addenda to the bid documents. Bid RFI coordination activities include:

- Receive, log, and route bidder Requests for Information (RFI's) to the EOR and CCHD for response. Maintain a complete RFI log with submission date, response date, and addendum reference.
- Coordinate EOR responses and prepare up to four (4) formal addenda for CCHD review, approval, and issuance. Assumes up to four (4) hours of support for answering Contractor RFIs.
- Distribute responses to registered plan holders and that distribution is documented in the procurement file in accordance with 2 CFR Part 200 requirements.

Bid Evaluation

Contractor selection authority rests solely with CCHD. Kimley-Horn will provide technical support to assist CCHD in making a well-documented award decision:

- Review submitted bids for completeness, responsiveness to bid requirements, and inclusion of required federal compliance certifications and documentation.
- Prepare a Bid Tabulation and Evaluation Summary presenting a side-by-side comparison of responsive bids, including SAM.gov registration and debarment clearance for the apparent low bidder.
- Assist CCHD in preparing a written recommendation memorandum documenting the basis for Contractor selection for inclusion in the procurement file and MARAD reporting.
- Attend up to one (1) in-person CCHD Board of Harbor Commissioners public meeting at which the General Contractor award is presented and approved. Prepare summary presentation materials as requested. Assumed four (4) hours in duration with up to two (2) staff attending.

Conformed Contract Document Review

Kimley-Horn will provide technical support prior to issuing a Notice to Proceed including:

- Review conformed contract documents provided by EOR for consistency with issued addenda, bid clarifications, and applicable federal requirements.
- Provide Conformed Document review comments for EOR consideration and comment response matrix (2 rounds of comments).
- Confirm that the General Contractor has provided required pre-NTP submittals including certificates of insurance, bonds, executed federal certifications, and initial submittal schedule.
- Prepare a Pre-NTP Document Reconciliation Checklist confirming that addenda are incorporated, federal compliance exhibits are executed, and the contract is ready for issuance of Notice to Proceed.



TASK 2 DELIVERABLES

Bidder Pre-Qualification

- ▲ Pre-Qualification RFQ language based on CCHD boilerplate templates
- ▲ Pre-Qualification Meeting Agenda, Sign-in Sheet, and Meeting Minutes

Bid Meetings and Coordination

- ▲ Bid RFP language based on CCHD boilerplate templates
- ▲ Bid RFP Meeting Agenda, Sign-in Sheet, and Meeting Minutes

Bid RFI Coordination

- ▲ Bid RFP log of RFIs and Responses

Bid Evaluation

- ▲ Bid RFP Bid Tabulation and Evaluation Summary
- ▲ Bid RFP Written Recommendation Memorandum

Conformed Contract Document Review

- ▲ Bid RFP Conformed Document Review Comments and Comment Response Matrix (2 rounds of comments)
- ▲ Bid RFP Pre-NTP Document Reconciliation Checklist

TASK 3: Construction Phase Services

Support services during construction consist of the primary scope of work and encompass approximately 20 months of construction oversight, from the General Contractor's Notice to Proceed through construction completion. Kimley-Horn will assist CCHD by reporting on construction progress, quality, schedule, budget, and coordinating with federal grant and accounting compliance teams across both the seawall and Pier 1 work packages.



Meetings and Project Management

Kimley-Horn will schedule and lead meetings during the construction phase to coordinate communication between Contractor, CCHD, EOR, and stakeholders. Anticipated meetings and project management activities include:

- Attend one (1) PM/CM Handover teleconference Meeting with CCHD and the EOR to formally transition from the design phase to construction phase oversight. Assumed two (2) hours with up to two (2) staff attending.
- Attend one (1) in-person Construction Kick-Off Meeting with CCHD, the EOR, the General Contractor, and key subcontractors to establish site protocols, communication channels, submittal procedures, and construction phase expectations. Prepare and distribute meeting minutes. Assumed four (4) hours in duration with up to two (2) staff attending.
- Attend one (1) Constructability Review Meeting with CCHD, the EOR, the General Contractor, and key subcontractors to review in-water construction sequencing, tidal work window utilization, material staging on the limited upland area, and the demolition-to-new-construction transition period.
- Facilitate up to forty (40) bi-weekly teleconference Construction Progress Meetings with CCHD, the General Contractor, and relevant subcontractors over the 20-month construction period. Assumed one (1) hour per meeting. Prepare and distribute written meeting minutes following each meeting. Level of effort assumes a full-time on-site staff presence is not required, and combination of teleconference progress meetings and regular site visits is sufficient for documenting progress.
- Prepare and submit written weekly project status reports to CCHD Harbor Management summarizing construction progress, schedule status, outstanding issues, pending change orders, and upcoming critical path milestones. Assumed over the 20-month construction duration.
- Maintain a project decision log, risk register, and action item tracker throughout construction, with status updates provided at each progress meeting.

Document Controls

Kimley-Horn will maintain a document management system to track deliverables and communicate reviews between parties. Document control activities will include:

- Establish and maintain a project document management system compatible with CCHD's internal filing and records retention requirements, organized to support MARAD grant reporting and closeout.
- Coordinate up to fifty (50) Contractor submittals — including shop drawings, product data, material certifications, and Buy America compliance documentation — for conformance with the Contract Documents. Assumes approximately two (2) hours per submittal. Submittal review is for the limited purpose of checking conformance with design intent and does not transfer design responsibility to Kimley-Horn.
- Coordinate up to fifty (50) Contractor Requests for Information (RFIs), coordinating with the EOR as needed for technical responses. Assumes approximately one (1) hour per RFI. Maintain a complete RFI log throughout construction.
- Conduct monthly review of Contractor progress as-built drawings to confirm that as-builts are being maintained continuously throughout construction. Assumes one (1) hour per month over the 20-month construction period.
- Maintain a Buy America Compliance Documentation File tracking materials incorporated into the project, country of origin documentation, and supplier certifications. This file will be compiled and submitted to grant management and accounting teams to support MARAD grant closeout reporting.



Construction Activity Oversight

Kimley-Horn will coordinate field oversight activities to review General Contractor performance, quality procedures, and adherence to permit conditions. Oversight activities will include:

- Perform up to twenty (20) monthly in-person site visits during the construction period to observe construction activities, confirm progress relative to the approved schedule, and review quality procedures. One (1) staff member per visit. Each site visit will be documented with a written Field Report submitted to CCHD for review.



- Coordinate with CCHD and review the General Contractor-prepared marine traffic exclusion and safety zone plan during active in-water construction. Assist in scheduling and communicating construction access restrictions to Harbor tenants and commercial fishing operators.
- Review Contractor-submitted Value Engineering proposals for cost savings potential, constructability, and compliance with design intent and MARAD grant scope requirements. Forward to the EOR and CCHD for review, recommendations, and approval.

Environmental Compliance Coordination

Kimley-Horn will coordinate construction activities for general conformance with issued environmental permits and coordinate agency site visits. Biological monitoring and mitigation implementation are excluded from this scope and are assumed to be provided by CCHD or the Construction Team. Environmental compliance coordination activities will include:

- Maintain the Permit Compliance Matrix developed during Task 1, updating compliance status and documentation as construction progresses.
- Perform up to five (5) dedicated permit compliance site visits at critical construction milestones (e.g., in-water pile installation commencement, demolition initiation, Pier 1 deck concrete pour) or as required by permit conditions and accompany agency inspectors during site visits with field report documentation as required for final permit signoff. Assumes five (5) total permit field reports. Assumed four (4) hours in duration with up to two (2) staff attending.
- Coordinate in-water construction activities for adherence to permit-required in-water work windows and biological protection measures. Coordinate with CCHD's environmental monitor and immediately notify CCHD Harbor Management and the EOR of potential permit exceedances.
- Provide up to forty (40) hours of support for responding to permit compliance inquiries, agency information requests, and conditions arising through construction. Coordinate responses with the EOR and CCHD as appropriate.
- Document observed deviations from permit conditions and notify CCHD Harbor Management with a written Non-Conformance Report (NCR) and recommended corrective action.

Budget, Cost Management, and Grant Compliance Coordination

Kimley-Horn will provide the following budget and cost management services throughout the construction phase:

- Review and process monthly Contractor Schedule of Values and payment applications. Confirm that progress payments are supported by documented quantities, approved submittals, and satisfactory construction progress before recommending approval to CCHD.
- Coordinate with grant management and accounting teams to review project budget tracking systems organized by MARAD grant work categories, CCHD budget line items, and reconcile monthly against Contractor payment applications.
- Review, evaluate, and process Proposed Change Orders (PCOs) and Construction Change Directives (CCDs). Confirm that change order requests include sufficient supporting data, assess reasonableness of proposed time and cost impacts, and prepare a written recommendation to CCHD for each PCO. Prepare change order documentation for CCHD and Contractor signature.
- Maintain a Change Order Log tracking PCOs, CCDs, and approved changes to contract sum and contract time throughout construction.
- Prepare monthly Cost-to-Complete budget status reports for CCHD's accounting and grants management team, identifying projected budget variances.

Stakeholder Coordination

Kimley-Horn will maintain stakeholder communications throughout construction to minimize disruptions with commercial fishing tenants and regulatory partners:

- Provide monthly written project status reports suitable for CCHD Harbor Commission updates and distribution to Harbor tenants and stakeholders.
- Attend up to twenty (20) monthly stakeholder coordination teleconference meetings with CCHD Harbor Management and key tenants as needed during active construction to review upcoming work, anticipated disruptions, and mitigation measures. Assumed one (1) hour per meeting.
- Coordinate with CCHD and Contractor to distribute formal advance written notifications to Harbor tenants of upcoming construction activities that will affect dock access, hoist availability, parking, or vessel operations. Coordinate with CCHD to determine advance notice requirements for impact activities.



TASK 3 DELIVERABLES

Meetings and Project Management

- ▲ Construction Meeting Agenda, Sign-in Sheet, and Meeting Minutes
- ▲ Weekly Project Status Reports

Document Controls

- ▲ Submittal and RFI Register Log
- ▲ Buy America Compliance Documentation Tracking Log

Construction Activity Oversight

- ▲ Field Reports

Environmental Compliance Coordination

- ▲ Permit Compliance Matrix
- ▲ Permit Compliance Field Reports
- ▲ Responses to Permit Compliance Inquiries

Budget, Cost Management, and Grant Compliance Coordination

- ▲ Monthly Progress Payment Review Comments
- ▲ Proposed Change Orders (PCOs) and Construction Change Directives (CCDs) Tracking Log
- ▲ Monthly Cost-to-Complete Budget Status Reports

Stakeholder Coordination

- ▲ Monthly Project Status Reports
- ▲ Permit Compliance Field Reports
- ▲ Meeting Agenda, Sign-in Sheet, and Meeting Minutes



TASK 4: Project Close-out Phase Services

Kimley-Horn will provide closeout services concurrently with the final construction activities, MARAD grant closeout, and project completion including:

Punchlist and Final Site Walk

- Conduct up to one (1) Substantial Completion site walkthrough with CCHD Harbor Management, the EOR, the General Contractor, and relevant regulatory agency and grant agency representatives. Prepare and issue a Punch List documenting remaining work items required for project completion, with assigned responsibility and completion deadlines. Assumed four (4) hours in duration with up to two (2) staff attending.



- Track Contractor completion of punch list items. Provide written biweekly status updates to CCHD for resolved items (2 months in total duration).
- Conduct up to one (1) Final Completion site walkthrough to confirm punch list items have been resolved and the project is complete and ready for CCHD acceptance. Prepare a written Final Completion Report and recommendation for final payment release. Assumed four (4) hours in duration with up to two (2) staff attending.
- Confirm that required certificates of occupancy, agency signoffs, and final permit compliance documentation have been obtained before recommending final payment.

Project Close-out Documentation

Kimley-Horn will compile and deliver project records to CCHD, organized to support both long-term asset management and MARAD grant closeout:

- Compile Contractor-prepared as-built drawings and coordinate corrections with the EOR and Contractor as needed. Deliver as-built drawing set to CCHD in electronic (PDF and native CAD) format.
- Compile Operations and Maintenance (O&M) manuals for installed systems on Pier 1 and along seawall, including electrical infrastructure, sewer and water systems, mechanical systems, and hoist equipment. O&M documentation will include equipment-specific maintenance schedules, manufacturer warranties, and vendor contact information.
- Compile a project archive file and submit to CCHD including executed contracts, permits, change orders, payment applications, field reports, test reports, submittals, RFIs, and correspondence, organized in a format suitable for MARAD grant audit review.
- Attend one (1) in-person Lessons Learned Workshop with CCHD Harbor Management and key project stakeholders upon Substantial Completion. Assumed eight (8) hours with up to two (2) staff attending. Prepare and distribute a written Lessons Learned Summary.
- Provide supporting project documentation to CCHD's accounting and grants management team to support MARAD PIDP grant closeout reporting. MARAD grant closeout activities including final federal financial reporting and required MARAD submissions are assumed to be led by CCHD's designated grants manager.

TASK 4 DELIVERABLES

Punchlist and Final Site Walk

- ▲ Punch List Log and Biweekly Log Status Updates
- ▲ Final Completion Report

Project Close-out Documentation

- ▲ Compiled Project Archive File
- ▲ Written Lessons Learned Summary

TASK 5: Optional As-Needed Services

Given the final design is not yet completed, final permits are not yet issued, and the stakeholders for continued involvement through construction are not yet well defined, the scope items are difficult to fully predict at the current stage of the project. This task has been prepared for additional 'as-needed' services that may arise to account for unknowns as the project advances into construction.

Pre-Construction Planning and Design Coordination Bid Phase Services

- Design Coordination. Provide additional rounds of coordination and review with EOR.
- Permitting and Regulatory Review and Coordination. Provide additional meetings and coordination with regulatory agencies and CCHD staff.
- Public Outreach and Stakeholder Engagement. Provide additional meetings and stakeholder coordination.

Bid Phase Services

- Bid Meetings, Coordination, and Evaluation. Provide additional meetings and coordination through bidding.

Construction Phase Services

- Meetings, Project Management, and Document Controls. Provide responses to additional Submittals and RFI's. Provide additional meetings and coordination through construction.

- Construction Activity Oversight. Perform additional site visits, permit documentation, and report writing.
- Construction Administration Services. Current project schedules do not account for eel grass mitigation facilities. The construction timeline and requirements for these facilities are separate from the Seawall and Pier 1 structures and will require their own processes. It is not clear what these processes are, so these have been excluded from the base proposal. Additional services may be required to confirm these elements. Services may include:
 - Additional RFIs/Submittals
 - Added schedule to project and additional meetings
 - Eel grass mitigation and monitoring plan review

Project Close-Out Phase Services

- Project Close-out Documentation. Provide additional as-needed support for grant funding compliance, meetings, and Contractor compliance reporting.

Quality Control Procedures

At Kimley-Horn, quality is essential to each project phase. For the Citizens' Dock and Seawall Project, we measure quality success by: construction that meets engineered specifications and withstands 50-year tsunami event tidal surges; material testing that satisfies project requirements; contractor performance that keeps the project on schedule and within the MARAD-approved budget; and documentation that supports a clean grant closeout. To achieve these outcomes, we actively implement our firmwide QC/QA policies and procedures throughout construction.

Our team members follow Kimley-Horn's firmwide Quality Control/Quality Assurance (QC/QA) Manual, which establishes clear expectations for construction inspection review and oversight. On a federally funded project of this scale, construction deficiencies, non-conforming materials, or inadequate documentation create financial and reputational risk for the CCHD. Our QC/QA process is designed to identify and resolve quality issues before they become costly problems.

Our QC/QA process is straightforward, disciplined, and enforceable. Key steps include:

- Prepare a QC/QA Plan calibrated to the complexity and stakes of the deliverables
- Assign a QC/QA Manager responsible for implementing and enforcing the plan — independent of the day-to-day production team
- Perform QC/QA Reviews at each milestone submittal, before any document is transmitted to CCHD staff
- Conduct Independent Reviews by qualified staff who have no active role in construction task production and whose experience exceeds the work being reviewed

By prioritizing quality control from the outset, we confirm every detail meets our rigorous standards before advancing to quality assurance. This approach provides the CCHD with dependable, accurate, high-quality construction oversight aligned with project requirements and grant compliance standards — so that no deliverable goes out the door without proper review.

QC/QA Implementation

The QC/QA plan currently being utilized successfully on our other port and maritime construction projects includes six key elements:

- **Structure** — Project Manager (overall quality accountability), technical task leaders (discipline-specific development and accuracy), and QC/QA Manager (plan implementation and verification across the team members)
- **Procedures** — Intra-disciplinary checking by competent individuals using Kimley-Horn's color-coded comment process, initial check, comment review, change completion, and final accuracy verification in a documented, traceable sequence
- **Inter-Disciplinary Reviews** — Senior staff from multiple disciplines discuss interaction of overall project elements prior to key submittals. For complex Port construction tasks involving planning, environmental, transportation, and data analytics components, this cross-disciplinary coordination is critical to deliverable coherence and technical consistency
- **Quality Assurance Audit** — Conducted after completion of checking and review, and prior to submittal to the CCHD, confirming that QC comments have been resolved and the document meets the project scope requirements
- **Deliverables and Document Control** — Design documents, technical studies, planning reports, and administrative submissions are released only after QC/QA audit completion at milestone dates established
- **Corrective Action Measures** — Taken promptly if nonconforming work is discovered in deliverables that have already completed the QC/QA process, with root cause documentation to prevent recurrence



Critical Quality Control Areas for Construction Administration Work

Based on our experience with port and harbor construction programs and our familiarity with MARAD PIDP grant requirements, we are acutely aware of the areas where quality issues most commonly arise:

- **Regulatory Review** — Contractor submittals, inspection reports, and material testing records must be complete, internally consistent, and compliant with engineered specifications and permit conditions. Our QA process includes an independent technical review of construction inspection documentation before acceptance.
- **Inter-Agency Coordination Accuracy** — With USACE, California Coastal Commission, and California State Lands Commission engaged in this project, it is essential that permit compliance documentation, agency communications, and inspection records are accurate and retrievable for grant audit and closeout purposes.
- **Risk Management Compliance** — Construction of in-water structures adjacent to active commercial fishing operations, including seawall demolition, pile installation, and concrete deck placement, requires specialized technical oversight that health, safety, and environmental management plans are rigorously reviewed and communicated to necessary stakeholders throughout various construction phases.

Exclusions/Assumptions

- The Engineer of Record (EOR) shall retain responsibility for the overall design, intent, and completeness. This responsibility survives the completion of the project and applies to all components. Design review is limited to checking for conformance with Contract Document information and does not relieve the EOR of design obligations or transfer design liability to Kimley-Horn. Review and checking of calculations is excluded from the scope. The EOR will provide plans, specifications, estimates of probable construction cost and schedule per their scope
- The EOR is assumed to be engaged by CCHD on this project to assist with clarifications and interpretations of their design intent with the construction documents which may require revisions to the design. The EOR will be involved in such matters for the duration of construction.
- Kimley-Horn takes no liability or responsibility for the adequacy or suitability of the EOR's design for the intended purpose nor that it complies with all applicable laws, rules, ordinances, and regulations, such as compliance with the Americans with Disability Act (ADA) guidelines. CCHD shall defend and hold Kimley-Horn harmless against any and all claims related to the project design performed by the EOR. CCHD agrees to waive any claims against Kimley-Horn with respect to any increased construction costs, schedule delays, site safety, or any consequential damages associated with the Project.
- Review comments provided by Kimley-Horn are assumed to be incorporated by the EOR into final contract deliverables. Kimley-Horn does not assume responsibility for design errors, omissions, or the EOR's ability to resolve identified issues.
- Kimley-Horn will coordinate directly with CCHD as the primary project decision-making authority. Any orders authorizing variations from the Contract Documents will be made by CCHD. Timely CCHD responses to Kimley-Horn requests for information, approvals, and directives are assumed; delays attributable to CCHD may affect schedule and fees.
- All permit fees are assumed to be excluded and paid directly by CCHD or Contractor.
- Compliance with CEQA, NEPA, and regulatory permit conditions is the sole responsibility of the Contractor. Kimley-Horn's role is limited to reviewing Contract Documents and field work for adherence to issued environmental and permitting documents.
- This scope is based on pre-final design information. Fees are subject to change via written change order for additional permit compliance efforts not identifiable at the time of proposal.
- The final permits may include "prior-to-issuance" conditions and mitigation requirements and were not available for review during the preparation of this proposal. Since the scope of these requirements is difficult to predict, fees for these permit requirements, if any, are not included in this scope.
- Kimley-Horn assumes CCHD will lead meetings with commissions, councils, and local community groups and Kimley-Horn will collaborate with CCHD to facilitate informational meetings. Kimley-Horn will attend meetings and prepare support materials and technical background in the PowerPoint presentations but assumes scheduling and identification of key stakeholders is provided by CCHD.

PROJECT MANAGEMENT SERVICES for Seawall and Citizens' Dock, Pier 1 Project



- Kimley-Horn will assist CCHD in reviewing Contractor bid submissions for completeness, federal regulatory compliance, and responsiveness to RFP requirements. Kimley-Horn will provide guidance on selection criteria, but selection of Contractor shall be the sole authority of CCHD.
- Review of submittals, such as Shop Drawings, product data, and samples for the Project provided by Kimley-Horn are for the limited purpose of checking for conformance with information given and the design expressed in the Contract Documents. Submittal review does not transfer design responsibility to Kimley-Horn.
- Certified special inspection and geotechnical/materials laboratory testing are excluded from this scope and are assumed to be procured separately by CCHD or the Construction Team. Kimley-Horn takes no liability or responsibility for the adequacy or suitability of any Contractor or third-party testing.
- Kimley-Horn will not perform exhaustive or continuous on-site presence. Site visit frequency is defined in the scope of work as typical for other similar projects in scope; full-time resident on-site staffing is not included.
- Monitoring, biological survey reports, and other regulatory permit agencies' required environmental mitigation measures during construction are outside the scope of work. It is assumed these will be provided either by CCHD or Construction Team.
- Final commissioning, training, system testing, and operations procedures are assumed to be conducted by Contractor, and are excluded from this scope.
- Kimley-Horn will not prepare or certify the sufficiency of any "as-built" record drawings for the Project.
- Kimley-Horn shall have no responsibility for any contractor's means, methods, techniques, equipment choice and usage, sequence, schedule, safety programs, or safety practices, nor shall Kimley-Horn have any authority or responsibility to stop or direct the work of any Contractor. Kimley-Horn's visits will be for the purpose of endeavoring to provide CCHD with a greater degree of understanding of the construction progress. Kimley-Horn neither guarantees the performance of contractors, nor assumes responsibility for any contractor's failure to perform its work in accordance with the contract documents. Kimley-Horn is not responsible for any duties assigned to the design professional in the construction contract that are not expressly provided for in this Agreement. CCHD agrees that each contract with any contractor shall state that the contractor shall be solely responsible for job site safety and for its means and methods; that the contractor shall indemnify CCHD and Kimley-Horn for all claims and liability arising out of job site accidents; and that CCHD and Kimley-Horn shall be made additional insureds under the contractor's general liability insurance policy.
- Kimley-Horn assumes the following grant and accounting tracking is excluded from the scope of services provided by other consultant teams:
 - Confirmation that contract expenditures are allocable to allowable cost categories under 2 CFR Part 200 and the MARAD PIDP grant agreement. MARAD PIDP grant funds are subject to 2 CFR Part 200 cost principles. Ineligible expenditures, unsupported costs, or inadequate documentation discovered during federal audit can result in disallowed costs. It is assumed the CCHD's accounting and grants management team(s) will be responsible for financial reporting and tracking.
 - Maintain Davis-Bacon Act compliance documentation, including certified payroll review coordination with CCHD's accounting manager and Contractor, as required by the grant.
 - MARAD PIDP grants closeout activities—including final federal reporting, financial reconciliation, and required submissions to MARAD. Kimley-Horn will provide supporting project documentation as requested.



6. FEES

Our proposed fee with billing rates has been provided on the following pages. Please do not hesitate to contact Project Manager, Jerry Holcomb at 562.363.5051 or via email at jerry.holcomb@kimley-horn.com any time during the evaluation process to answer any questions or provide additional information.

**CRESCENT CITY HARBOR DISTRICT
Project Management Services**

		Kimley-Horn and Associates, Inc.							TOTAL HOURS	TOTAL COST	
		Jerry Holcomb	Robert Sloop	Jamie Gwaltney	Sr. Professional II	Sr. Professional I	Professional	Analyst II			Support Staff
		Project Manager	Principal-in-Charge	QA/QC							
		Direct Rate									
		Billing Rate									
197.39%	Overhead%										
196.29%	Overhead% w/o FCCM										
10%	Fee%										
Name	Category/Title										
Task 1	Pre-Construction Planning and Design Coordination	428	68	10		238		95	6	845	\$ 245,130.25
1.1	Data Collection & Review	32	20			12		6	2	72	\$ 22,629.89
1.2	Harbor District Coordination	72	6	2		48		22		150	\$ 42,416.41
1.3	Design Coordination	150	12	4		99		24	2	291	\$ 83,938.60
1.4	Permitting & Regulatory Review and Coordination	42	6	2		21		9		80	\$ 23,303.95
1.5	Risk Management Review	36	8	2		18		14		78	\$ 22,474.70
1.6	Public Outreach and Stakeholder Engagement	96	16			40		20	2	174	\$ 50,366.71
Task 2	Bid Phase Services	214	18	2		113		40	3	390	\$ 111,537.44
2.1	Bidder Pre-Qualification	48	2	1		24		4	1	80	\$ 23,066.34
2.2	Bid Meetings and Coordination	52	4	1		34		8	1	100	\$ 28,777.88
2.3	Bid RFI Coordination	24	2			12		8		46	\$ 12,839.76
2.4	Bid Evaluation	44	6			20		10		80	\$ 23,045.34
2.5	Conformed Contract Document Review	46	4			23		10	1	84	\$ 23,808.13
Task 3	Construction Phase Services	530	16	8	30	241	40	1,166	18	2,049	\$ 478,148.13
3.1	Meetings and Project Management	94	8			22		156	8	288	\$ 67,750.98
3.2	Document Controls	76		4		38	40	190	4	352	\$ 81,090.21
3.3	Construction Activity Oversight	180	4			90		440		714	\$ 163,773.11
3.4	Environmental Compliance Coordination	80				40		180		300	\$ 69,087.97
3.5	Budget, Cost Management, & Grant Compliance Coordination	70	2	4		35		140	4	255	\$ 59,996.35
3.6	Stakeholder Coordination	30	2		30	16		60	2	140	\$ 36,449.50
Task 4	Project Close-out Phase Services	110	16	4		22		140	3	295	\$ 73,464.56
4.1	Punchlist and Final Site Walk	62	8			14		64		148	\$ 37,561.30
4.2	Project Close-out Documentation	48	8	4		8		76	3	147	\$ 35,903.26
TOTAL HOURS		1,282	118	24	30	614	40	1,441	30	3,579	
Subtotal Labor:		\$370,384.51	\$49,674.64	\$8,768.30	\$10,546.36	\$181,433.54	\$9,828.28	\$273,431.94	\$4,212.81		\$ 908,280.38
Other Direct Costs											\$ 89,124.21
	Escalation										\$ 13,624.21
	SMARTS Site Fee										\$ 5,000.00
	Travel (Airfare, Hotel, Rental Car)										\$ 61,500.00
	Meals & Incidentals										\$ 9,000.00
TOTAL BASE COST:											\$ 997,404.58

The cost shown herein represents an estimate based on the anticipated scope of work, level of effort, and assumed labor categories and rates. The labor categories shown are for estimating purposes only. The categories and rates presented are not intended to represent all personnel or billing rates, and actual staff and billing rates may vary from those shown above. Additional rates that may be utilized appear on the Cost Proposal 1 form. All work will be performed in accordance with the contract terms and will not exceed the agreed-upon not-to-exceed amount.

Optional Tasks											
Task 5	Optional As-Needed Services										
	Pre-Construction Planning and Design Coordination	30	10			10	16	15	6	87	\$ 24,809.26
	Bid Phase Services	30	10			10	16	15	6	87	\$ 24,809.26
	Construction Phase Services	30	10			10	16	15	6	87	\$ 24,809.26
	Project Close-out Phase Services	30	10			10	16	15	6	87	\$ 24,809.26
Optional Tasks Subtotal Labor:		\$34,669.38	\$16,838.86			\$14,061.82	\$18,911.64	\$11,385.09	\$3,370.24		\$ 99,237.03
Other Direct Costs											\$ 762.97
	Misc.										\$ 762.97
OPTIONAL TASKS TOTAL COST:											\$ 100,000

COST PROPOSAL 1
COST-PLUS-FIXED FEE OR LUMP SUM OR FIRM FIXED PRICE CONTRACTS
 (DESIGN, ENGINEERING AND ENVIRONMENTAL STUDIES)

Note: Mark-ups are Not Allowed Prime Consultant Subconsultant 2nd Tier Subconsultant

Consultant Kimley-Horn and Associates, Inc.

Project No. _____ Contract No. _____ Date 5/13/2026

DIRECT LABOR

Classification/Title	Name	Hours	Actual Hourly Rate	Total
Project Manager	Holcomb, Jeremiah K.	1282	\$88.35	\$ 113,260.85
Principal-in-Charge	Sloop, Robert V.	118	\$128.73	\$ 15,190.14
QA/QC	Gwaltney, Jamie N.	24	\$111.72	\$ 2,681.28
Principal/SME		0	\$143.70	\$ -
Sr. Professional III		0	\$124.33	\$ -
Sr. Professional II		30	\$107.50	\$ 3,225.00
Sr. Professional I		614	\$90.36	\$ 55,481.04
Professional		40	\$75.14	\$ 3,005.42
Analyst II		1441	\$58.02	\$ 83,613.47
Analyst I		0	\$50.59	\$ -
Support Staff		30	\$42.94	\$ 1,288.25

LABOR COSTS

a) Subtotal Direct Labor Costs \$ 277,745.44
 b) Anticipated Salary Increases (see Anticipated Salary Increases page for calculation) \$ 4,166.18
c) TOTAL DIRECT LABOR COSTS [(a) + (b)] \$ 281,911.63

INDIRECT COSTS

d) Fringe Benefits (Rate: 0.00%) e) Total Fringe Benefits [(c) x (d)] \$ -
 f) FCCM** (Rate: 1.10%) g) FCCM [(c) x (f)] \$ 3,101.03
 h) Overhead (Rate: 196.29%) i) Overhead [(c) x (h)] \$ 553,364.33

j) TOTAL INDIRECT COSTS [(e) + (g) + (i)] \$ 556,465.36

FIXED FEE k) TOTAL FIXED FEE [(c) + (e) + (i)* fixed fee 10%] \$ 83,527.60

l) CONSULTANT'S OTHER DIRECT COSTS (ODC) - ITEMIZE

Description of Item	Quantity	Unit	Unit Cost	Total
SMARTS Site Fee			\$0.00	\$ 5,000.00
Travel (Airfare, Hotel, Rental Car)			\$0.00	\$ 61,500.00
Meals & Incidentals			\$0.00	\$ 9,000.00
			\$0.00	\$ -

l) TOTAL OTHER DIRECT COSTS \$ 75,500.00

m) SUBCONSULTANTS' COSTS

Subconsultant 1:	\$
Subconsultant 2:	\$
Subconsultant 3:	\$
Subconsultant 4:	\$

(m) TOTAL SUBCONSULTANTS' COSTS \$ -

(n) TOTAL OTHER DIRECT COSTS INCLUDING SUBCONSULTANTS [(l) + (m)] \$ 75,500.00

TOTAL COST [(c) + (j) + (k) + (n)] \$ 997,404.58

**Kimley-Horn's ICR contains FCCM of 1.10%. Fee is not charged on the FCCM portion of the ICR.

COST PROPOSAL 1

COST-PLUS-FIXED FEE OR LUMP SUM OR FIRM FIXED PRICE CONTRACTS
 (CALCULATIONS FOR ANTICIPATED SALARY INCREASES)

1. Calculate average hourly rate for 1st year of the contract (Direct Labor Subtotal divided by total hours)

Direct Labor <u>Subtotal</u> per Cost Proposal	Total Hours per Cost Proposal		Avg Hourly Rate	5 Year Contract Duration
\$ 277,745.44	/ 3579	=	\$77.60	Year 1 Avg Hourly Rate

2. Calculate hourly rate for all periods (Increase the Average hourly rate for a period by proposed escalation %)

	Avg Hourly Rate		Proposed Escalation			
Year 1	\$77.60	+	5%	=	\$81.48	Year 2 Avg Hourly Rate
Year 2	\$81.48	+	5%	=	\$85.56	Year 3 Avg Hourly Rate
Year 3	\$85.56	+	5%	=	\$89.84	Year 4 Avg Hourly Rate
Year 4	\$89.84	+	5%	=	\$94.33	Year 5 Avg Hourly Rate

3. Calculate estimated hours per year (Multiply estimate % each period by total hours)

	Estimated % Completed Each Period	*	Total Hours per Cost Proposal	=	Total Hours per Period	
Year 1	70.00%	*	3579	=	2505.3	Estimated Hours Year 1
Year 2	30.00%	*	3579	=	1073.7	Estimated Hours Year 2
Year 3	0.00%	*	3579	=	0	Estimated Hours Year 3
Year 4	0.00%	*	3579	=	0	Estimated Hours Year 4
Year 5	0.00%	*	3579	=	0	Estimated Hours Year 5
Total	0.00%		Total	=	3579	

4. Calculate Total Costs including Escalation (Multiply average hourly rate by the number of hours)

	Avg Hourly Rate (calculated above)	*	Estimated Hours (calculated above)	=	Cost Per Period	
Year 1	\$77.60	*	2505.3	=	\$194,421.81	Estimated Hours Year 1
Year 2	\$81.48	*	1073.7	=	\$87,489.82	Estimated Hours Year 2
Year 3	\$85.56	*	0	=	\$0.00	Estimated Hours Year 3
Year 4	\$89.84	*	0	=	\$0.00	Estimated Hours Year 4
Total Direct Labor Cost with Escalation				=	\$281,911.63	
Direct Labor Subtotal before escalation				=	\$277,745.44	
Estimated total of Direct Labor Salary				=	\$4,166.18	Transfer to Page 1

Period 1 = Contract inception through 6/30/27 Period 2 = 7/1/27 through 6/30/28
 Period 3 = 7/1/28 through 6/30/29 Period 4 = 7/1/29 through 6/30/30

COST PROPOSAL 1

Certification of Direct Costs:

I, the undersigned, certify to the best of my knowledge and belief that all direct costs identified on the cost proposal(s) in

1. Generally Accepted Accounting Principles (GAAP)
2. Terms and conditions of the contract
3. [Title 23 United States Code Section 112](#) - Letting of Contracts
4. [48 Code of Federal Regulations Part 31](#) - Contract Cost Principles and Procedures
5. [23 Code of Federal Regulations Part 172](#) - Procurement, Management, and Administration of
6. [48 Code of Federal Regulations Part 9904 - Cost Accounting Standards Board](#) (when applicable)

All costs must be applied consistently and fairly to all contracts. All documentation of compliance must be retained in the project files and be in compliance with applicable federal and state requirements. Costs that are noncompliant with the federal and state requirements are not eligible for reimbursement.

Local governments are responsible for applying only cognizant agency approved or Caltrans accepted Indirect Cost

Prime Consultant or Subconsultant Certifying:

Name: Fareed Pittalwala Title*: Vice President

Signature:  Date of Certification (mm/dd/yyyy): 5/13/2026

Email: fareed.pittalwala@kimley-horn.com Phone Number: 916-571-1017

Address: 555 Capital Mall, Suite 300, Sacramento, CA, 95814

*An individual executive or financial officer of the consultant’s or subconsultant’s organization at a level no lower than a Vice President or a Chief Financial Officer, or equivalent, who has authority to represent the financial information utilized to establish the cost proposal for the contract.

List services the consultant is providing under the proposed contract:

Engineering Services

7. TIMELINE

Kimley-Horn has developed a preliminary schedule consistent with Crescent City Harbor District's RFP Exhibit 1 (Construction Timeline) and the addendum Q&A. We anticipate final design and permit processing from June–November 2026 (6 months), bidding/award in winter 2026 (3 months), and construction from early 2027 through mid-2028 (about 20 months), followed by project and grant closeout in mid-2028. After notice-to-proceed, we will validate and refine the baseline schedule with CCHD and the selected General Contractor to confirm milestone dates, constraints (including in-water work windows), and review/approval durations.

Keeping the Project On Schedule

Kimley-Horn has a proven record of delivering projects on time and within budget by aligning the right resources at the right time. We support disciplined project management through reporting that provides our project managers current staffing and expense data for active task orders, enabling continuous monitoring of cost performance and schedule. We also hold regular progress calls with CCHD staff to confirm accomplishments, identify emerging risks, and align the next steps. To proactively manage workload, we use our firmwide “cast-ahead” forecasting process, which evaluates milestones and staff loading weekly, monthly, and over a six-month horizon. Our centralized database tracks commitments and staffing so we can identify potential overloads or gaps months in advance and implement mitigation strategies. In addition, completing the following items within the first 30–90 days is essential to keeping the Project on track:

- Confirm milestone dates and review periods with CCHD
- Prepare the Project Management Plan
- Meet with CCHD staff and key stakeholders to establish the Project Development Team (PDT)
- Hold a PDT kick-off meeting to review schedule and scope
- Finalize the QA/QC Plan and implement quality procedures

Schedule Breakdown

TASK 1 – PRE-CONSTRUCTION PLANNING AND DESIGN COORDINATION

- Final design completion and permit processing are anticipated from June–November 2026 (6 months), consistent with the CCHD schedule and addendum Q&A. At project kick-off, we will confirm the status of pre-construction activities, validate agency review durations, and update the schedule as needed if permitting extends beyond the planned window.

TASK 2 – BID PHASE SERVICES

- The bid phase is anticipated to span winter 2026 (about 3 months), consistent with the RFP schedule and addendum Q&A, with contractor selection and award targeted for that period. The baseline schedule includes the requested contractor pre-qualification step; at kick-off, we will confirm current pre-construction progress and refine durations in coordination with CCHD.

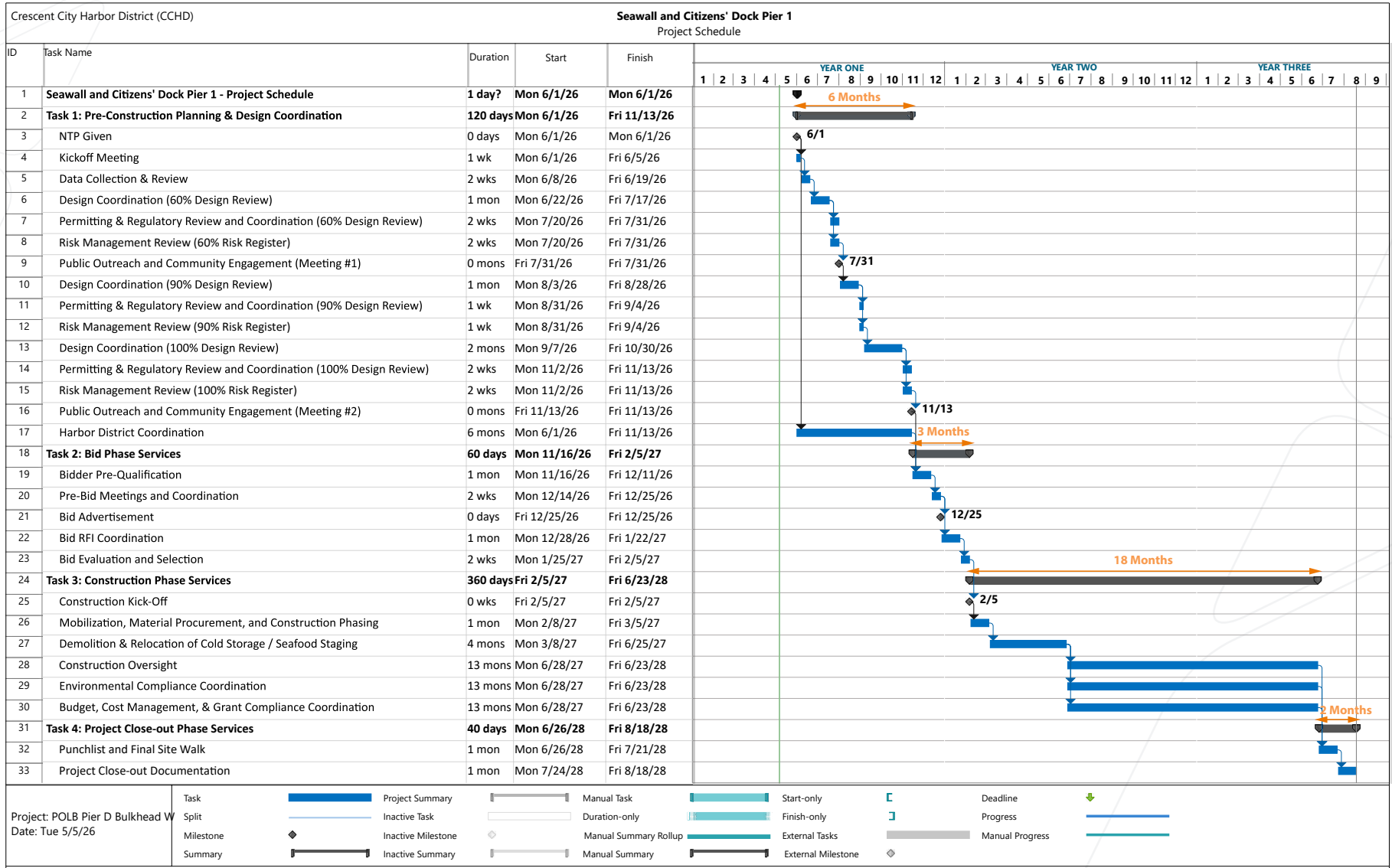
TASK 3 – CONSTRUCTION PHASES SERVICES

- Construction-phase services are anticipated to cover 18–20 months, from the General Contractor's notice to proceed (anticipated early 2027) through construction completion (anticipated mid-2028), consistent with the RFP baseline. Following selection, we will work with CCHD to confirm the detailed construction schedule. During construction, we will support CCHD Harbor Management by reporting on progress, quality, schedule, budget, and federal grant compliance across both the seawall and Pier 1 work packages. Our team will work with the construction team to understand in-water work windows and provide recommendations for adjustments to schedule for work that is out of the water that can be done during these restrictions.

TASK 4 – PROJECT CLOSE-OUT PHASE SERVICES

- Closeout activities are anticipated in mid-2028 (about 2 months), concurrent with final construction items, MARAD grant closeout, and formal project completion. Because the schedule is aggressive and tied to grant requirements, we will confirm closeout requirements and refine milestone dates after selection as construction and agency timelines are finalized.

Project Schedule





APPENDIX

Compliance with Conflict of Interest and Other Requirements

By submitting a proposal, Kimley-Horn certifies that it, its officers, employees, and agents are in compliance with all applicable conflict of interest laws, including California Government Code section 1090 and the Political Reform Act.

Kimley-Horn confirms its ability and commitment to comply with all applicable federal laws, regulations, executive orders, and requirements as detailed in Exhibits 3 and 4 of the RFP. Kimley-Horn certifies that the firm does not have any unpaid federal tax liability or felony conviction under any federal law, as required by the Consolidated Appropriations Act and related federal regulations.

Kimley-Horn certifies that it meets the requirements of the Certification Regarding Debarment, Suspension, and Other Responsibility Matters for First Tier Participants as stated in the RFP.

Contract Exceptions

Kimley-Horn has reviewed the Sample Agreement for Professional Services and would like to discuss the following modifications with the District.

Ownership and Use of Work

All documents and materials prepared pursuant to this Agreement shall be considered the property of District, and will be turned over to District upon demand, but in any event upon completion of the work. District reserves the right to publish, disclose, distribute and otherwise use, in whole or in part, any reports, data or other documents and materials prepared under this Agreement without the permission of Consultant. All documents and materials shall be delivered in a reproducible form. [Any modifications made by the District to any of the Consultant's documents, or any use, partial use or reuse of the documents without written authorization or adaptation by the Consultant will be at the District's sole risk and without liability to the Consultant.](#) As used herein, "documents and materials" include, but are not limited to, any original maps, models, designs, drawings, photographs, studies, surveys, reports, data, notes, and computer files prepared or developed pursuant to this Agreement.

Indemnification

To the fullest extent permitted by law, Consultant agrees to indemnify, defend (with independent counsel approved by the District) and hold harmless the Crescent City Harbor District and its officers, employees and elected and appointed officials, and volunteers (each, an "Indemnified Party") from and against any and all liabilities (including without limitation all claims, losses, damages, penalties, fines, and judgments, associated investigation and administrative expenses, and defense costs, including but not limited to reasonable attorneys' fees, court costs and costs of alternative dispute resolution) regardless of nature or type, expressly including but not limited to those arising from bodily injury (including death) or property damage, [to the extent](#) arising out of or resulting from any [negligent](#) act or omission ~~to act~~ of the Consultant, Consultant's agents, officers, employees, subconsultants, or independent consultants hired by Consultant under this Agreement. [The Consultant's obligations apply regardless of whether or not a liability is caused or contributed to by the negligence \(including passive-negligence\) or other act or omission of an Indemnified Party.](#) The acceptance or approval of the Consultant's work by an Indemnified Party shall not relieve or reduce the Consultant's indemnification obligation. Consultant shall pay and satisfy any judgment, award or decree that may be rendered against the District, its officials, officers, agents, employees or representatives. The provisions of this Section shall survive completion of the work under this Agreement or the termination of this Agreement and are not limited by the provisions relating to insurance.

Reasoning: *The Agreement requires Kimley-Horn to perform Professional Services in accordance with the applicable professional Standard of Care. Consistent with that standard, Kimley-Horn should be responsible only for damages arising from its own negligent acts, errors, or omissions. As drafted, the indemnity provision could require Kimley-Horn to assume liability beyond its proportional responsibility, including for the actions or negligence of others outside of its control. These types of obligations are not insurable and create disproportionate risk for professional service providers. We do not believe this benefits the District.*

CONTACT

JERRY HOLCOMB, PE

jerry.holcomb@kimley-horn.com
562.363.5051

1300 Clay Street, Suite 900, Oakland, CA 94612
www.kimley-horn.com

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SOVEREIGN ENTERPRISE



Redstone Bridge Sovereign

in partnership with IMG Construction Management

PROPOSAL FOR PROJECT MANAGEMENT SERVICES

Crescent City Harbor District

Citizens' Dock Pier 1 Seawall & Dock Reconstruction Project

Submitted To: Kristina Hanks | Crescent City Harbor District | khanks@ccharbor.com

Submitted By: Redstone Bridge Sovereign | BridgeSovereign.com | 480-208-9962

Subconsultant: IMG Construction Management | Oscar Uranga, PMP | Brett Isaacman, J.D.

Date: May 14, 2026

RFP Reference: CCHD Project Manager RFP 2026

Contract Type: Not-to-Exceed Time & Materials — MARAD PIDP Funded

Independent. Owner-First. Sovereign-Aligned.

12034 E. Yucca Street · Scottsdale, AZ 85259 · BridgeSovereign.com · 480-208-9962



SECTION 1

Cover Letter

May 14, 2026

Kristina Hanks

Crescent City Harbor District
101 Citizens' Dock Road
Crescent City, CA 95531
khanks@ccharbor.com

RE: Proposal for Project Management Services — Citizens' Dock Pier 1 Seawall & Dock Reconstruction

Dear Ms. Hanks and Members of the Crescent City Harbor District Selection Committee,

Redstone Bridge Sovereign (RBS) is pleased to submit this proposal for Project Management Services for the Crescent City Harbor District's federally funded seawall and dock reconstruction project. We submit this proposal in partnership with IMG Construction Management — combining RBS's owner-side development advisory capabilities with IMG's proven, hands-on construction management expertise and MARAD-funded project experience.

The Harbor District is undertaking a critical, multi-faceted infrastructure program funded by \$15.3 million in U.S. Department of Transportation MARAD Port Infrastructure Development Program grants. The project requires a project manager who understands not only construction oversight, but the federal compliance framework, grant reporting obligations, stakeholder dynamics, and the commercial fishing community's operational continuity that this project must protect throughout construction.

Our team is uniquely structured to serve the District across both phases of this engagement:

- Phase 1 — Owner's Representative & Design Coordination: RBS will provide program-level oversight, technical design review, agency and stakeholder coordination, schedule and cost management during the remaining design phase and contractor procurement process.
- Phase 2 — Construction Administration & Oversight: IMG's licensed construction management principals — Brett Isaacman, J.D. and Oscar Uranga, PMP — will lead on-site administration, GC oversight, budget controls, grant compliance documentation, and project closeout.

The core of our service delivery is what we call Design Management — a unified command layer across design, engineering, and construction that places a single accountable lead over all three disciplines throughout the project lifecycle. This eliminates coordination gaps, protects the District's budget and schedule, and ensures no critical decision falls through the cracks between consultants, the GC, and Harbor management.



We have reviewed the RFP, attended the conference calls, and reviewed the District's responses to the bidder questions published on May 7, 2026. Our proposal is structured in direct response to those requirements and reflects our understanding of the project's current status at approximately 60% design completion for Schedule A (Seawall) and the anticipated design completion timeline outlined in the District's Q&A.

We are committed to serving the Crescent City Harbor District with the transparency, rigor, and owner-first orientation that this public, federally funded project demands. We look forward to the opportunity to protect the District's investment and deliver this critical infrastructure for the commercial fishing community and the broader port.

Respectfully submitted,

Redstone Bridge Sovereign

480-208-9962 | BridgeSovereign.com

12034 E. Yucca Street, Scottsdale, AZ 85259

TERO Certified · Native American Owned · Sovereign Enterprise

In Association With:

IMG Construction Management | Oscar Uranga, PMP | Brett Isaacman, J.D.



SECTION 2

Qualifications & Firm Background

Redstone Bridge Sovereign — Owner-Side Program Management

Redstone Bridge Sovereign (RBS) is an independent owner-side advisory and development management firm specializing in complex infrastructure, hospitality, gaming, mixed-use, public-private partnership (P3), and higher education projects. RBS supplements internal client capacity with experienced development leadership, rigorous financial governance, and centralized program oversight — without adding permanent overhead.

RBS serves tribal nations, private equity firms, family offices, institutional investors, and higher education institutions — ownership structures where long-term capital preservation, governance integrity, and operational continuity take precedence over short-cycle returns. The firm brings the same disciplined, owner-first orientation to this public port infrastructure engagement.

Firm Type	Owner-Side Advisory & Development Management Firm
Certifications	TERO Certified · Native American Owned · Sovereign Enterprise
Track Record	\$5B+ Total Project Value \$2.9B+ Active Pipeline
Experience	90+ Years Combined Team Experience 36+ Tribal Nation Relationships
Headquarters	12034 E. Yucca Street, Scottsdale, AZ 85259
Contact	BridgeSovereign.com 480-208-9962
Business Classification	Minority-Owned Business Native American Owned TERO Certified

RBS Core Service Pillars

01 — Protect Capital — Owner capital protected across every phase of the development lifecycle.

02 — Decision Authority — Full control stays with the owner. We coordinate all parties around one roadmap.

03 — Institutional Execution — Disciplined execution across every phase without adding permanent overhead.

04 — Sovereign Alignment — Deep fluency in tribal governance, federal relationships, and sovereign capital structures — including coordination with state, local, and civic agencies throughout the project lifecycle.

IMG Construction Management — Subconsultant

IMG Construction Management is RBS's designated subconsultant for construction phase services on this engagement. IMG provides direct, boots-on-ground construction management, general contractor coordination, federal compliance documentation, and project closeout. IMG has provided similar services on in-water and structural infrastructure projects, including complex dock and seawall-adjacent work, in California.



IMG is incorporated in California and holds the following licenses:

- License A — General Engineering
- License B — General Construction

Firm Type	Construction Management & Owner's Representative Firm
Licenses	Class A – General Engineering Class B – General Construction
Principals	Brett Isaacman, J.D. (Principal) Oscar Uranga, PMP (Principal)
Specialization	In-water construction, dock/seawall, marine infrastructure, multifamily, hospitality



SECTION 3

Relevant Project Experience

PROJECT EXPERIENCE STATEMENT

Both IMG and RBS principals bring direct, recent experience managing complex in-water and structural infrastructure projects involving seawall, dock, and marine construction — the exact project types CCHD requires.

Featured Project: Lagoon Replacement & Seawall Stabilization — Lake Forest, CA

IMG recently completed a complex lagoon replacement and seawall stabilization project in Lake Forest, California — the most directly analogous project in our portfolio to the CCHD Pier 1 scope.

Project Type	Design-Build Construction Marine / Water Infrastructure
Scope	9,500 SF lagoon replacement with perimeter gutter system, surge tank, beach entry
In-Water Work	Seawall investigation and structural stabilization between lake and lagoon
Marine Structures	Dock restoration and associated marine infrastructure
IMG Services	Pre-Construction, GC Solicitation, Design-Build Coordination, Complete CM During Construction
Lead	Brett Isaacman, J.D. & Oscar Uranga, PMP

IMG's services on this project included:

- Oversight of design-build construction and GC procurement
- Coordination with design-build contractor on project drawings
- Creation of project budget and lump sum contract
- General contractor and subcontractor management throughout construction
- Owner support with budget, schedule, and technical challenges
- Complete project management during active construction, including dock restoration and seawall stabilization

In the words of IMG's service standard: Acting as the representatives of our clients, IMG confirms that the design of every project feature complies with the modern standard of care and the construction strictly adheres to approved plans and construction permits — ensuring clients get the project they want, when they want it, within the budget they expected.



RBS Program Management Portfolio

Redstone Bridge Sovereign brings institutional development management experience across \$5B+ in total project value, with active pipeline exceeding \$2.9B. Representative client relationships include:

Client / Entity	Engagement Type	Contact / Reference
Arnold Family Corporation	Development management, urban infill master-planned projects	Ben Arnold — barnold@arnoldfamilycorp.com
American Group	Full-scope development management	Greg Horton, CEO — greg@americangroup.us
Tribal Nation Clients	Tribal hospitality, gaming & infrastructure (36+ Nation relationships)	References available upon request



SECTION 4

Project Organization & Team Structure

DESIGN MANAGEMENT — OUR UNIFIED COMMAND LAYER
The core concept: Design Management positions a single accountable lead over three traditionally siloed disciplines — design, engineering, and construction — keeping them coordinated throughout the full project lifecycle. One point of accountability. No gaps between consultants, the GC, and Harbor management.

Team Structure

The RBS + IMG team is structured to deliver both phases of the engagement with clearly defined roles, direct reporting to the Harbor Master/CEO, and seamless coordination across the design team, the General Contractor, regulatory agencies, and Harbor tenants.

CRESCENT CITY HARBOR DISTRICT
 Harbor Master / CEO — Direct Reporting Line

<p>REDSTONE BRIDGE SOVEREIGN Program Management & Owner's Representative <i>Phase 1 Lead Design through Bid Award</i></p> <ul style="list-style-type: none"> • Design & agency coordination • Schedule & cost management • Owner's rep during design/bidding • GC procurement support • Stakeholder & tenant communication • Federal grant compliance oversight 	<p>IMG CONSTRUCTION MANAGEMENT Construction Administration & CM Services <i>Phase 2 Lead Construction through Closeout</i></p> <ul style="list-style-type: none"> • GC and subcontractor management • Site inspections & quality assurance • Budget tracking & change orders • Draw & payment management • MARAD grant documentation • Punch list, warranty & closeout
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Key Personnel

<p>RBS Program Lead</p>	<p>Redstone Bridge Sovereign — Principal-in-Charge Owner-side development management across \$5B+ in total project value. Deep expertise in federal grant compliance, owner representation, design coordination, and program oversight across complex infrastructure, P3, hospitality, tribal nation, and institutional projects. TERO Certified, Native American Owned enterprise. Rate: Available upon request Licensed: AZ, CA, NV, WA + 12 additional states</p>
<p>IMG Brett Isaacman, J.D. Principal, Construction</p>	<p>Principal & Director of Construction Management — IMG 20+ years of construction management experience. Attorney with deep expertise in complex building processes — mixed-use multifamily, high-end custom residential, and structural infrastructure. 12 years as VP of</p>



Construction for Southern Sun Construction; 8 years as President of The Sun Group. Graduate of UCSD (B.S.) and Cal Western School of Law (J.D.). Member: California Bar Association, BIA, ULI.

Billing Rate: \$345/hr | Licenses: CA Class A & B

IMG
Oscar Uranga, PMP
Principal, Development

Principal & Director of Development Services — IMG

23+ years of real estate development and construction experience. PMP-certified through UC Irvine. Deep expertise in GIS, land acquisition, entitlement processing, capital markets, and construction management. Former roles at The Athens Group (Laguna Beach) and Shopoff Realty Investments. Active ULI member since 2008; Board of Directors, HomeAid Orange County/Los Angeles.

Billing Rate: \$255/hr | PMP Certified (UCI) | ULI Member Since 2008



SECTION 5

Project Approach & Work Program

OUR APPROACH: DESIGN MANAGEMENT AS UNIFIED COMMAND

We position Design Management as a single accountable lead over design, engineering, and construction — the three disciplines that are traditionally siloed and often where public infrastructure projects lose time and money. RBS + IMG operate as one coordinated team, reporting directly to the Harbor Master/CEO, with clear deliverables at every phase.

Consistent with the District's preferred two-phase structure confirmed in the published bidder Q&A, our work program is organized into Phase 1 (PM & Owner's Representative Services through bid award) and Phase 2 (Construction Management through project closeout). Within each phase, we define specific activities, deliverables, and accountable team members.

Phase 1 — Owner's Representative & Design Coordination

Week 1 (June 2026) through Contractor Bid Award (est. Week 24–28)

Phase 1A	<h3>Pre-Construction & Team Mobilization</h3> <ul style="list-style-type: none">• Attend kick-off meeting with Harbor Master/CEO and project team• Review 60% design documents (Schedule A – Seawall; Schedule B – Pier 1)• Establish project communication protocols and reporting cadence• Develop master project schedule and critical path (aligned to MARAD PIDP timeline)• Set up project management information system (PMIS) and document control• Engage relevant stakeholders: DOT, MARAD, state and local permitting agencies
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Phase 1B	<h3>Design Phase Coordination (Weeks 1–24)</h3> <ul style="list-style-type: none">• Provide technical review of 60% → 90% → 100% design documents (Seawall and Pier 1)• Coordinate between District and design consultants on RFIs and design development• Facilitate agency and stakeholder coordination (DOT, Corps of Engineers, Cal/OSHA, coastal permits)• Monitor design schedule against Week 6 / Week 12 / Week 20 / Week 24 milestones• Assist with updated cost estimates and value engineering reviews at each design milestone• Track and manage risk register throughout design phase• Provide weekly progress reports to Harbor Management• Attend and facilitate all public involvement meetings during design phase
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Phase	<h3>Contractor Procurement & Bid Period (Weeks 20–28)</h3>
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1C

- Assist District in developing RFQ and RFP bid documents for General Contractor
- Coordinate Design-Bid-Build procurement process (RFQ → RFP/Bid)
- Facilitate pre-bid meeting and manage bidder RFIs and addenda
- Review and evaluate GC bids / qualifications; provide written bid analysis
- Assist District during bid evaluation and award recommendation
- Support contract negotiations and execution with selected GC

Phase 2 — Construction Administration & Project Closeout

Construction Kick-Off (est. late 2026) through Project Closeout (est. December 2027)

Phase 2A

Construction Administration & GC Oversight

- Conduct pre-construction meeting and site mobilization coordination
- Serve as primary interface between District, GC, subcontractors, and design team
- Monitor all construction activities for compliance with approved plans, specifications, and permits
- Perform regular site inspections at key construction milestones
- Manage submittal review, RFI coordination, and change order processing
- Monitor sea conditions, weather contingencies, and marine traffic affecting schedule
- Interface with commercial fishing tenants to minimize operational disruption throughout construction

Phase 2B

Budget, Cost & Schedule Control

- Track all project expenditures against MARAD PIDP approved budget
- Review and approve contractor progress payment applications
- Manage change orders and scope variations; control scope creep
- Forecast costs to completion and report to CCHD accounting and grants management team
- Maintain and update master project schedule; identify and mitigate schedule risks
- Coordinate with District's Grants Manager on MARAD reporting requirements

Phase 2C

Quality Assurance & Regulatory Compliance

- Implement quality management plan aligned to engineered specifications
- Ensure regular material testing and third-party inspection coordination
- Review and approve inspection reports; manage non-conformance reports
- Ensure compliance with all permit conditions and federal requirements
- Coordinate non-destructive testing and specialty inspections
- Verify construction of seawall to 50-year tsunami event tidal surge standards

Phase 2D

Project Closeout & Grant Closeout

- Coordinate final punch list and warranty administration
- Manage bond release, surety documentation, and warranty bond finalization
- Perform budget reconciliation and final cost reporting



- Complete MARAD PIDP construction grant closeout activities
- Coordinate title, easement transfers, and agency final inspections
- Deliver final closeout documentation package to Harbor District

Six Core Deliverables — What the District Receives

01	Master Project Schedule	Detailed critical path schedule updated weekly. Tracks design milestones (Week 6/12/20/24), procurement timeline, and construction activities through December 2027.
02	Issue Log	Real-time log of all open project issues, RFIs, submittals, and action items — with assigned owners and resolution deadlines.
03	Budget Dashboard	Monthly budget tracking against MARAD PIDP approved budget. Includes expenditure reports, change order log, cost-to-complete forecast, and pay application status.
04	Weekly Status Report	Weekly written report to Harbor Master/CEO covering schedule status, active issues, upcoming decisions, stakeholder updates, and risk items.
05	Risk Register	Living risk register tracking project, weather, regulatory, and commercial fishing operational risks — updated at every phase.
06	Grant Compliance Package	Documentation and reporting package aligned to MARAD PIDP federal requirements, coordinated with District's Accounting Firm and Grants Manager.



SECTION 6

Fee Proposal

PROPOSAL STRUCTURE

Per the District's confirmed response to bidder Q&A Question 2, this fee proposal is structured in two phases: Phase 1 covering PM & Owner's Representative services through contractor bid award, and Phase 2 providing a budgetary CM allowance for construction administration through project closeout, to be finalized and negotiated prior to construction start.

Phase 1 — PM & Owner's Representative Services (Design through Bid Award)

Estimated Duration: June 2026 – Week 28 (est. January 2027, approximately 7 months)

Role / Personnel	Rate/Hr	Est. Hours	Phase 1 Total
RBS Program Lead (Owner's Rep / PM)	\$500	180 hrs	\$90,000
RBS Project Support (Schedule, Docs)	\$200	80 hrs	\$16,000
IMG — Brett Isaacman, J.D. (Construction Review)	\$345	40 hrs	\$13,800
IMG — Oscar Uranga, PMP (Design-Build Coordination)	\$255	40 hrs	\$10,200
Travel & Reimbursable Expenses (est.)	—	—	\$12,750
Development Management Software (est. 7 months)	\$800/mo	7 mo	\$5,600
PHASE 1 NOT-TO-EXCEED TOTAL		340 hrs	\$148,350

Phase 2 — Construction Administration (Budgetary Estimate)

To be finalized and negotiated with District prior to construction start. The following is a budgetary allowance based on the District's confirmed expectation that the Project Manager role during construction will be primarily administrative and oversight functions with inspections as needed (per Q&A Response #7). Assumes approximately 18–20 months of construction (est. Feb 2027 – Dec 2027).

Role / Personnel	Rate/Hr	Est. Hours	Phase 2 Total
RBS Program Oversight (Grants, Owner Rep, Reporting)	\$500	160 hrs	\$80,000



IMG — Brett Isaacman, J.D. (CM Lead)	\$345	300 hrs	\$103,500
IMG — Oscar Uranga, PMP (Field Management)	\$255	280 hrs	\$71,400
IMG Project Support (Admin, Documentation, Submittals)	\$200	200 hrs	\$40,000
Travel, Site Visits & Reimbursables (est.)	—	—	\$27,000
Development Management Software (est. 12 months)	\$800/mo	12 mo	\$9,600
PHASE 2 BUDGETARY ALLOWANCE		940 hrs	\$331,500

COMBINED PROGRAM NOT-TO-EXCEED ESTIMATE (Phase 1 + Phase 2 Allowance)	\$479,850
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Notes: All fees are on a not-to-exceed, time-and-materials basis as specified in the RFP. Subconsultants invoiced at cost plus 10%. Phase 2 fee is a budgetary estimate subject to negotiation prior to construction start based on finalized GC contract, confirmed construction schedule, and negotiated level of effort. Davis-Bacon Act does not apply to Project Manager services per District Q&A Response #8. All personnel are registered or will register in SAM.gov prior to contract award.



TECHNOLOGY & GOVERNANCE

Development Management Intelligence Platform

RBS deploys institutional-grade, purpose-built real estate development software across every engagement — giving ownership, capital partners, and leadership teams a single source of truth for all project data, financials, and reporting. Every cost commitment — contracts, invoices, change orders, and draw requests — is captured and reconciled against the approved budget in real time. Predictive forecasting surfaces variance risks before they materialize, giving leadership time to act rather than react.

<p>Real-time budget tracking</p> <p>Every contract, change order, invoice, and payment is tracked line-by-line against the approved budget. Live committed costs, forecasted expenditures, and remaining contingency are visible at all times.</p>	<p>Predictive cost forecasting</p> <p>AI-driven analytics surface cost trends and overrun risks early — giving leadership time to reallocate, negotiate, or adjust scope before problems affect timeline or returns.</p>
<p>Automated draw packages</p> <p>Lender- and investor-ready draw packages generated in minutes, not days — pulling live cost data and approval records into standardized requisition formats that reduce funding delays.</p>	<p>Vendor & contract management</p> <p>All contracts, commitments, and payment histories centralized in one system with full audit trails — executed amounts, pending approvals, and open balances visible at a glance.</p>
<p>Executive dashboards & reporting</p> <p>Ownership and capital partners access real-time dashboards showing budget status, schedule milestones, and risk flags — replacing static reports with always-current project intelligence.</p>	<p>Accounting & ERP integration</p> <p>Direct sync with accounting systems keeps development and finance teams aligned on cost actuals, invoice status, and payment reconciliation without manual handoffs or duplicate entry.</p>

FIDUCIARY STANDARD

For ownership structures that demand rigorous financial oversight — tribal nations, family offices, and institutional capital partners — RBS treats this platform as a fiduciary standard: every dollar documented, every commitment traceable, every report reflecting verified live data.

SECTOR REPRESENTATIVE EXPERIENCE

Track Record Across Asset Classes

RBS brings demonstrated experience across a broad range of asset classes and development types — each requiring the same owner-first discipline, federal compliance fluency, and rigorous budget governance we will deliver for the Crescent City Harbor District.

Sector	Representative Experience
Gaming & Tribal	Cal Neva Resort & Casino; sovereign-aligned gaming and hospitality advisory



Senior Living & Wellness	Pacific Palisades Assisted Living (7 stories); JOVIE Active Adult
Industrial & Logistics	Denver and Mesa industrial portfolios; Westmac 303, Glendale AZ
Self-Storage	Papago Self Storage (Scottsdale); El Cajon Self Storage (CA)
Higher Education	AI-integrated campus (Victory Academy); tribal college advisory
Travel Center & Fuel Retail	Undisclosed Brand national rollout — 5 prototype models, 50 locations, 495+ acres



SECTION 7

Project Timeline

The following timeline aligns to the District's design completion schedule confirmed in the published Q&A responses. Week 1 is assumed to be the first week of June 2026.

Milestone	Timeline	RBS + IMG Activities
PM Contract Award & Mobilization	June 2026 (Week 1)	Team kick-off, PMIS setup, stakeholder engagement, schedule development
60% Schedule A (Seawall) Review	Week 6 (July 2026)	Technical design review, cost estimate review, agency coordination
60% Schedule B (Pier 1) Review	Week 12 (Aug 2026)	Design review, seawall/dock coordination, permit status tracking
90% Design Review — Both Schedules	Week 20 (Oct 2026)	Technical review, QA/QC, constructability analysis, bid doc preparation
100% Design / Bid Documents	Week 24 (Nov 2026)	Final review, RFQ/RFP development, GC procurement launch
GC Bid Award & Contract Execution	Est. Week 28–32 (Jan 2027)	Bid evaluation, recommendation, negotiation support, contract execution
Construction Kick-Off	Est. Feb–Mar 2027	Pre-construction meeting, mobilization, construction phase launch
Seawall Construction	Est. Mar–Aug 2027	Construction oversight, site inspections, GC management, budget tracking
Pier 1 / Dock Construction	Est. Jun–Nov 2027	Dock construction oversight, systems installation, tenant coordination
Project Closeout	Est. Oct–Dec 2027	Punch list, warranty, grant closeout, final documentation package



SECTION 8

Certifications, Compliance & Closing Statement

Conflict of Interest Certification

Redstone Bridge Sovereign and IMG Construction Management hereby certify that:

- Both firms, their officers, employees, and agents are in compliance with all applicable conflict of interest laws, including California Government Code section 1090 and the Political Reform Act (Government Code section 81000 et seq.).
- No officer, employee, or commissioner of the Crescent City Harbor District has any direct or indirect financial interest in this proposal or either firm.
- Both firms will immediately disclose to the District in writing any actual, potential, or perceived conflict of interest that arises during the RFP process or during the term of any resulting contract.

Federal Compliance

- Both firms acknowledge that this project is funded under MARAD Port Infrastructure Development Program grants totaling \$15.3 million and will comply with all applicable federal requirements as outlined in Exhibit 3 and Exhibit 4 (CCHD Template Agreement for Professional Services).
- Davis-Bacon Act: Per District Q&A Response #8, Project Manager services are not subject to Davis-Bacon Act wage requirements.
- SAM.gov Registration: RBS and IMG will confirm active SAM.gov registration prior to contract award as required under Section 6 of the RFP.
- Both firms confirm compliance with applicable federal laws and regulations including those referenced in Exhibit C of the District's standard Professional Services Agreement.

Business Classification

Redstone Bridge Sovereign	Minority-Owned Business Native American Owned TERO Certified Sovereign Enterprise
IMG Construction Management	Small Business California-licensed (Class A & B General Engineering and Construction)

Closing Statement

WHY REDSTONE BRIDGE SOVEREIGN + IMG

Public infrastructure projects funded with federal grants require more than a construction manager. They require an owner-side advocate who protects the District's capital, ensures grant compliance, coordinates across all disciplines, and keeps the Harbor Master/CEO informed at every step. That is precisely what RBS + IMG is structured to deliver.



The Crescent City Harbor District is making a \$15.3 million investment in critical port infrastructure — infrastructure that directly protects the commercial fishing operations, Citizen's Dock Road, and the economic vitality of the port for decades to come. Our team brings the right combination of owner-side program management rigor (RBS) and hands-on, licensed construction management execution (IMG) to protect that investment and deliver results.

We are ready to mobilize immediately upon contract award and are committed to serving this project with the transparency, accountability, and owner-first orientation that the District, MARAD, and the community deserve.

We welcome the opportunity to discuss our qualifications and this proposal in further detail at the District's convenience.

Redstone Bridge Sovereign

in partnership with IMG Construction Management

480-208-9962 | BridgeSovereign.com | khanks@ccharbor.com (for submission)

12034 E. Yucca Street, Scottsdale, AZ 85259

TERO Certified · Native American Owned · Sovereign Enterprise

CRESCENT CITY HARBOR DISTRICT



Request for Project Management Services

CRESCENT CITY HARBOR DISTRICT

101 Citizens' Dock Rd.

Crescent City, CA 95531

707-464-6174

Section 1 - RFP Overview

The Crescent City Harbor District has been awarded two U.S. Department of Transportation, Maritime Administration Port Infrastructure Development Program Grants, totaling \$15.3 million, to fund the following work (the Project):

1. Construction of a new seawall to protect Citizen's Dock Road; repair and rehabilitation of the seafood packing and trucking area impacted by seawater inflow, long-term deterioration, and tsunami events; and replacement of aging cargo handling equipment atop the seawall to enhance the safety, efficiency, and reliability of cargo operations and improve overall port resilience. The project includes demolition and removal of the existing seawall.
2. Construction of a new approximately 13,760 square foot concrete-decked dock to replace the existing facility, which has experienced structural degradation due to age and repeated tsunami impacts. The new dock will be designed and constructed to withstand 50-year tsunami event tidal surges and other natural hazards. The project also includes installation of electrical, sewer, water, and mechanical systems to support on-dock business operations, as well as installation of twelve (12) new and refurbished hoists to improve cargo handling efficiency and operational capacity within the port.

Status of the Project:

- 60% Design documents completed for Seawall and Citizens' Dock, Pier 1.
- NEPA completed and Finding of No Significant Impact issued by MARAD
- CEQA completed and Mitigated Negative Declaration Notice of Determination adopted.
- Construction Permit – application process has started.
- RFPs being issued for this project: Project Manager; Accounting Firm; Grants Manager.
- Technical RFP and Bid document being issued for this project: General Contractor.

Project Location Maps, Photos, Construction Timeline are included in Exhibit 1.

Summary of Scope of Services

Contingent upon this award and its related funding sources, the District is soliciting proposals for Project Management Services to assist the District in the oversight of the construction of the Project in compliance with all applicable requirements under the grants and project scopes.

The Project Manager will serve as a consultant, not an employee, and could be an individual or a firm specializing in Project Management Services.

The Project Manager will report directly to the Harbor Master / CEO.

A summary of the Project Management Services to be provided to the District includes the following:

- On behalf of the District, perform the main oversight duties of the Project, ensuring the General Contractor and the subcontractors properly perform all construction services for the following in-water and on-land projects: 1) Construction of a new seawall, including demolition of the old seawall; and 2) construction of a new 13,760 sq ft concrete decked dock; and 3) Reconstruction of parking area adjacent to the seawall and dock.

A complete Scope of Services being requested is included in Exhibit 2.

Contract and Payment Terms: The fee for project management services will be paid with MARAD PIDP funds and related funding sources. Payment terms will be negotiated with the selected offeror. The time length of the contract is estimated to be approximately two years or through the length of the Project.

CCHD Template Agreement for Professional Services with Exhibit C Applicable Federal Laws And Regulations is included in Exhibit 4.

Section 2: RFP Timeline and Submission Process

Conference Call:

- A conference call to review this RFP will be held on Thursday, April 16, 2026 at 10 a.m. and a second call will be held on Thursday April 23, 2026 at 11 a.m. Offeror can attend either call or both.
- Thursday, April 16, 2026 -10 am -Zoom info

<https://us06web.zoom.us/j/88541741294?pwd=biGk3KrDrWGBPSyIzvSeQ6BNhqG2jQ.1>

Meeting ID: 885 4174 1294

Passcode: 454785

Phone info: 1-669-444-9171

- Thursday April 23, 2026-11 a.m. Zoom info

<https://us06web.zoom.us/j/83937029721?pwd=DFmpBIYdtbYZsLk0gA9cJfr4GomJ48.1>

Meeting ID: 839 3702 9721

Passcode: 374661

Phone info: 1-669-900-6833

In-Person Site Tour:

- Tuesday April 28, 2026 at 1 p.m.
- RSVP to khanks@ccharbor.com to participate

Deadline for Written Questions:

- Monday, May 4, 2026, 3 p.m.
- Submit questions via email to khanks@ccharbor.com
- If your question includes proprietary or confidential information, clearly mark it “CONFIDENTIAL.”
- Subject Line should be “[NAME OF FIRM] Project Manager RFP Questions”

Publication of Consolidated Responses:

- Anticipated by close of business on Thursday, May 7, 2026
- CCHD reserves the right to withhold confidential or proprietary information from public disclosure in order to preserve the integrity of the competitive process.

Proposal Deadline

- Responses to this request must be received by the Harbor District by Thursday, May 14, 2026 at 3 p.m.
- Responses must be submitted via email to khanks@ccharbor.com
- Subject Line should be “[NAME OF FIRM] Project Manager RFP Response”

Contact Information

- Direct all questions or comments via email to Kristina Hanks:
khanks@ccharbor.com

Section 3: Proposal Requirements

1. Cover Letter

The cover letter should indicate the name of the consultant or firm submitting the proposal and the name of the person authorized to negotiate and commit on behalf of the firm.

2. Qualifications

Provide background information about the firm, including organizational structure, year founded, office location(s), number of employees, and areas of specialization. Please indicate if the firm qualifies as a local business, small business, Disadvantaged Business Enterprise, Minority-owned Business, or Woman-owned Business.

3. Relevant Project Experience

Please provide at least two examples from the last five years where team members completed similar services.

4. Project Organization

Provide a description of the firm’s proposed organization for the execution of the services. Include an organization chart and summary-level resumes of individuals proposed for the project team.

5. Project Approach

Provide a definitive Work Program related to this project, including a list and narrative description of the tasks to be performed as part of the firm's proposed services.

6. Fees

Provide a fee to perform each element of the scope of work. The District reserves the right to remove elements from the final award. The District intends to contract with the consultant on a not-to-exceed, time-and-materials basis.

7. Timeline

Provide a timeline to perform each element of the scope of work. The District reserves the right to remove elements from the final award. Responses should include any modifications to the tasks or timeline that the responder proposes.

Section 4: Scope of Work

The selected firm shall have the qualifications, experience and licenses needed to perform the scope of work to complete the Project Management scope of services.

The scope of work for this project includes, but are not limited to, the following components:

1. On behalf of the District, Perform the main oversight duties of the project, ensuring the General Contractor and the subcontractors properly perform all construction services for the following in-water and on-land projects: 1) Construction of a new seawall, including demolition of the old seawall; and 2) construction of a new 13,760 sq ft concrete decked dock; and 3) Reconstruction of parking area adjacent to the seawall and dock.
2. Work with the General Contractor and the rest of the project team to ensure all elements of the Project are undertaken and completed in a timely manner and meet all regulations, requirements and permits.
3. Be responsible for responding to any unforeseen project issues and bringing those to District management team.
4. Interface with Harbor tenants throughout the construction project to minimize disruptions to commercial fishing operations.
5. Provide a project update report to Harbor Management on a weekly basis.
6. Work with the Harbor District to define the information needed to meet the scope of work.
7. Provide the documentation needed by the Harbor District to meet the scope of work deliverables.

8. Identify any issues or hazards that may impact the scope of work.
9. This position will report directly to the Harbor Master /CEO and work in tangent with other Harbor employees and contractors working on this Project.

A complete Scope of Services being requested is included in Exhibit 2.

Section 5: Proposal Evaluation Criteria

It is the Harbor District's intent to select a responder that best demonstrates the competence and professional qualifications necessary to perform the work required at a fair and reasonable cost, after consideration of all evaluation criteria set forth below.

Selection will be based on the following criteria:

1. Completeness of the proposal submitted and responsiveness to the RFP.
2. Proposed Personnel – qualifications, professional experience, and skills of the firm.
3. Ability to meet the requirements of the scope of services.
4. Proposed Fee Structure / Cost of Services.
5. Ability to meet all of the applicable federal laws and regulations that apply to a contract awarded under this RFP. (See Exhibits 3 and 4).

The above factors, along with other factors that the District may deem appropriate, will be used to identify the proposal that represents the best value, which will be the basis for the contract award. The criteria listed above are not presented in any order of priority or preference.

Note: The Harbor District reserves the right to reject any or all proposals and to issue a new Request for Proposals if none of the proposals are satisfactory (as judged by the District in its sole opinion). All proposals, inquiries, responses, or correspondence related to this RFP, as well as all reports, charts, displays, schedules, exhibits, and other documentation submitted by the proposer, will become the property of the District upon receipt. The District also reserves the right to waive minor informalities or irregularities in any proposal if doing so allows the District to select the proposal(s) that, in the District's sole opinion, would best serve the needs of the District within budget limitations. The District expressly reserves the right to extend the date by which responses are due.

The Harbor District, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 U.S.C. §§ 2000d to 2000d-4) and the Regulations, hereby notifies all Offerors that it will affirmatively ensure that for any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

Section 6: Award Process

Award Determination

- The Grand Total Score for each Offeror shall be used to determine the ranking of proposals. CCHD may move forward to negotiations with those responsible Proposers which have been determined, based on the ranking of the proposals, to be reasonably susceptible of being selected for award.

Negotiations

- Negotiations may be conducted with multiple of the highest-ranking Offeror/s.
- If negotiations fail to result in a contract, CCHD may begin the negotiation process with other Offeror's. The negotiation process may be repeated until the anticipated successful Offeror has been determined, or until such time CCHD decides not to move forward with an award.

Award Announcement

- Once negotiations have led to the successful Offeror(s) being determined, the anticipated winning Offeror(s) will be announced in a public CCHD meeting and posted on the CCHD website.
- Before a Contract is awarded, Offeror must be registered in the federal System for Award Management at <http://www.sam.gov>.

Section 7: Process Integrity Requirements

A. Conflict of Interest Certification. By submitting a proposal, each Offeror certifies that:

1. The Offeror, its officers, employees, and agents are in compliance with all applicable conflict of interest laws, including but not limited to California Government Code section 1090 and the Political Reform Act (Government Code section 81000 et seq.).
2. No officer, employee, or commissioner of the Crescent City Harbor District has any direct or indirect financial interest in the proposal, the Offeror, or the proposed lease, other than interests permitted under applicable law.
3. The Offeror will immediately disclose to the District in writing any actual, potential, or perceived conflict of interest that arises during the RFP process or during the term of any resulting lease.

B. Public Records Disclaimer. All proposals submitted in response to this RFP shall become the property of the Crescent City Harbor District. Proposals are subject to public disclosure under the California Public Records Act (Government Code section 7920.000 et seq.), except for materials that are exempt from disclosure under the Act.

Offerors claiming that any portion of their proposal is exempt from disclosure must clearly mark each page containing such information as “CONFIDENTIAL” and must identify the specific exemption(s) under the Public Records Act that support nondisclosure.

Marking a document as “CONFIDENTIAL” does not guarantee that it will be withheld from disclosure; the District will make its own determination in response to any request for records. The Offeror shall bear the risk of disclosure if a court determines that the materials are not exempt, and the Offeror shall indemnify and hold harmless the District against any claims, actions, or costs arising from the District’s compliance or non-compliance with the Public Records Act in relation to the Offeror’s materials.

C. Right to Reject All Proposals. The Crescent City Harbor District reserves the right, in its sole and absolute discretion, to reject any or all proposals, to waive any immaterial irregularities in proposals received, and to terminate or reissue this RFP at any time without liability to any Offeror. Submission of a proposal shall constitute acknowledgment and acceptance of these conditions.

D. No Reliance on RFP Representations. Offerors shall be solely responsible for conducting their own independent due diligence regarding the property, including physical inspections, title review, and verification of zoning and regulatory requirements. The District makes no representations or warranties regarding the condition, permitted uses, or suitability of the property, and no statement in this RFP or by District staff shall create any binding obligation on the District.

E. Right to not Enter into Project Contracts. The Crescent City Harbor District reserves the right, in its sole and absolute discretion, to not enter into any project contracts, for any reason, including if funding for this project is not secured.

Exhibit 1: Project Location Maps, Photos, Construction Timeline

Exhibit 2: Scope of Services Requested

Exhibit 3: Applicable Federal Laws And Regulations

**Exhibit 4: CCHD Template _ Agreement for Professional Services with Exhibit C
Applicable Federal Laws And Regulations**

EXHIBIT 2
Project Location Maps, Photos, Construction Timeline



Figure 1. Project Location (Citizens Dock, seawall and parking lot and proposed South Crescent City Harbor Habitat Restoration Project).



Figure 2. Current view of Project area

Seawall and Citizens' Dock Pier 1 - Project Schedule - To be revised once General Contractor hired

#	ACTIVITY	START MONTH	DURATION (MONTHS)	END MONTH
1	Complete final technical and engineering design of the seawall and dock project.	Feb-26	4	May-26
2	Secure all construction permits.	Feb-26	4	May-26
3	Meet with DOT, and other Federal, State and Local Agencies and community stakeholders at the start of the process to get input on construction permits and, ensuring project process meets all applicable Federal requirements and meets any and all Federal transportation requirements.	Mar-26	2	May-26
4	Hold public involvement meetings, which will continue throughout the project.	Mar-26	ongoing	Dec-27
5	Prepare and release all needed RFPs: Project Construction (General); Project Lead (Owners Rep); Project accountant; Grant administration and management.	Mar-26	1	Mar-26
6	Receive bid responses. Review bid responses for inclusion of all required submission documents and requirements. Review bid responses with DOT and key stakeholders to ensure they comply with applicable Federal requirements.	Apr-26	1	Apr-26
7	CCHD holds public meeting and Award bids.	Apr-26	1	Apr-26
8	Finalize and sign all project partnership and implementation agreements.	Apr-26	1	Apr-26
9	General contractor finalizes all construction and material costs	May-26	1	Jun-26
10	Purchase materials, ensure the meet domestic preference requirements. Place them in material storage area when they arrive onsite.	May-26	ongoing	Oct-26
11	Construction Oversight: Hold pre-construction meetings and job construction meetings every two weeks and as needed during the project.	May-26	ongoing	Dec-27
12	Move the cold storage containers and seafood packing area out of the construction zone	May-26	1	Jun-26
13	Designate and fence off construction zone and material storage area	May-26	1	Jun-26
14	Construct a new seawall. In water work	Jun-26	5	Oct-26
15	Construct the in water portion of the new Citizens' Dock pier 2	Jun-26	5	Oct-26
16	Demolition of the existing seawall.	Oct-26	2	Dec-26
17	Demolition of the existing hoist which is atop the current seawall.	Oct-26	2	Dec-26
18	Remove the asphalt/cement parking layer behind the seawall.	Oct-26	3	Jan-27
19	Refill that area to replace the dirt, rocks, and fill that have washed out of it.	Oct-26	3	Mar-27
20	Apply new asphalt to that area and seal the asphalt.	Mar-27	2	May-27
21	Install 1-2 new hoists on seawall	Mar-27	2	May-27
22	Construct the trestle approach to the new Citizens' Dock Pier 1	May-27	2	Jul-27
23	Redesign the truck parking and seafood packing area to improve efficiency of the area and ensure new trestle is clear from on land traffic.	Jun-27	2	Aug-27
24	Install any new needed electrical infrastructure to power the cold storage and future electric truck cabs.	Jun-27	2	Aug-27
25	Complete construction of Pier 1 Deck	Jul-27	3	Sep-27
26	Install electrical, sewer, water and mechanical infrastructure to serve businesses on the dock.	Jul-27	3	Sep-27
27	Ensure depths around Pier 1 are safe for commercial vessels.	Jul-27	3	Sep-27
28	Move commercial fishing industry items from old Citizens' Dock to new Pier 1	Oct-27	2	Dec-27
29	Perform Construction Project Close-Out Phase activities.	Oct-27	2	Dec-27
30	Perform PIDP Construction Grant Closeout activities.	Oct-27	2	Dec-27

Exhibit 2: Project Manager Scope of Services Requested

Overview:

The Project Manager will work in a consulting position for the Crescent City Harbor District. Consultant could be individual or a firm specializing in Project management.

The Project Manager will serve as a consultant, not an employee, and could be an individual or a firm specializing in Project Management Services.

The Project Manager will report directly to the Harbor Master / CEO.

The summary of the scope of work for this project includes, but is not limited to, the following components:

The scope of work for this project includes, but are not limited to, the following components:

1. On behalf of the District, Perform the main oversight duties of the project, ensuring the General Contractor and the subcontractors properly perform all construction services for the following in-water and on-land projects: 1) Construction of a new seawall, including demolition of the old seawall; and 2) construction of a new 13,760 sq ft concrete decked dock; and 3) Reconstruction of parking area adjacent to the seawall and dock.
2. Work with the General Contractor and the rest of the project team to ensure all elements of the Project are undertaken and completed in a timely manner and meet all regulations, requirements and permits.
3. Be responsible for responding to any unforeseen project issues and bringing those to District management team.
4. Interface with Harbor tenants throughout the construction project to minimize disruptions to commercial fishing operations.
5. Provide a project update report to Harbor Management on a weekly basis.
6. Work with the Harbor District to define the information needed to meet the scope of work.
7. Provide the documentation needed by the Harbor District to meet the scope of work deliverables.
8. Identify any issues or hazards that may impact the scope of work.
9. This position will report directly to the Harbor Master /CEO and work in tangent with other Harbor employees and contractors working on this Project.

Full Scope of Services

Pre-Construction & Planning

- Assist the District choose the General Contractor
- Develop a detailed project schedule and critical path working with the General Contractor

- Engage project stakeholders

Permitting & Regulatory Compliance

- Ensure compliance with project issued permits

Design Coordination

- Work with engineering team and General Contractor to review project design and construction phases.
- Ensure construction team builds to project design

Procurement & Contracting

- Ensure contractors are following statements of work in executed contracts
- Review material purchases to engineered specifications
- Ensure materials handling on site follows safety protocols
- Assist arrange equipment schedules to minimize impact on commercial fleet

Construction Oversight

- Conduct pre-construction meetings and site mobilization
- Monitor all construction activities to ensure following health, safety, and environmental plans
- Conduct inspections of construction activities to ensure meeting engineered specifications
- Track schedule milestones and manage delays

Quality Assurance & Testing

- Implement a quality management plan
- Ensure material testing is done on a regular basis and meets engineered specifications
- Coordinate third-party inspections and non-destructive testing
- Review and approve inspection reports
- Manage non-conformance reports and corrective actions

Budget & Cost Management

- Track expenditures against the approved budget
- Review and approve contractor progress payments
- Manage change orders and variations

- Forecast costs to completion and report to CCHD accounting and grants team
- Control scope creep

Risk Management

- Develop and maintain a risk register
- Monitor weather, tidal, and sea conditions affecting construction
- Plan for storm or extreme weather contingencies
- Manage risks related to marine traffic, sediment, and erosion
- Address unforeseen subsurface conditions

Stakeholder Communication

- Provide regular progress reports.
- Coordinate with CCHD and tenants during construction
- Facilitate regulatory site inspections

Close-Out & Handover

- Conduct final inspections and punch list completion
- Obtain certificates of occupancy or completion
- Compile as-built drawings and operation/maintenance manuals
- Ensure final commission of any mechanical or electrical systems on the pier
- Archive project documentation and close out contracts