

PROPOSAL TO PROVIDE

CONSTRUCTION DESIGN SERVICES *for a New Seawall and Citizens' Dock, Pier 1*

PREPARED FOR: CRESCENT CITY HARBOR DISTRICT

PREPARED BY:

Kimley»Horn

Expect More. Experience Better.

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1. COVER LETTER

August 18, 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 to Provide Construction Design Services for New Seawall and Citizens' Dock, Pier 1

The Citizens' Dock and Seawall is more than another construction project. It is the working heart of the **Crescent City Harbor District** (District).

Kimley-Horn is honored to submit our proposal to help move this project from design into construction. We understand the District is not looking for another engineering exercise. The District needs a design that can be built—one that respects the work already completed, fits the available funding, and gives the confidence needed to move forward.

One advantage Kimley-Horn brings is that we are not starting from scratch. Our team helped develop the original design, worked through the permitting and funding process, and has continued supporting the District through these efforts. We have worked alongside District staff through design, permitting, tsunami recovery, and funding, giving our team members a thorough understanding of both the project and the potential challenges. We see this familiarity as an advantage to the District, not an obligation.

We are not simply returning to finish our previous work but are returning to help the District deliver the construction design services. We understand that construction costs and market conditions have changed, and every engineering decision deserves another look. Kimley-Horn will preserve what adds value, improve what does not, and deliver construction design services that the District can confidently build.

Kimley-Horn also recognizes that serving as the consultant on both the Project Management Services contract and the potential Construction Design Services contract brings additional responsibility. With this in mind, we have deliberately organized our team so that project management, engineering decisions, formal quality assurance, and independent technical advice remain clearly separated. In addition to our formal Quality Control/Quality Assurance (QC/QA) process, Kimley-Horn has included James LaFaso, PE, of Inwater Engineering to serve as an Independent Technical Advisor and provide an experienced outside perspective on major engineering decisions at key milestones, adding attention to detail throughout the course of the contract.

Every decision we make comes back to one question: Will this decision help the District get the project built? If the answer is yes, we will move it forward. If it does not create value for the District, we will recommend a better solution.

Thank you for considering our proposal and for the confidence you have already placed in Kimley-Horn. We appreciate the opportunity to continue serving the District and look forward to delivering a project the District can confidently bid and build. Should you have any questions, please contact **Jerry Holcomb, PE** (Project/Design Manager), at 562.363.5051 or 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/Design Manager; Engineer of Record

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

By combining unmatched knowledge from prior 30% design work with the efficiency of an integrated team already leading the project management contract, Kimley-Horn will be able to deliver construction-ready documents faster, at lower risk, and with built-in independent oversight to protect the District's budget and schedule.

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 to bring the indemnity obligation in line with the limitations of CA Civil Code 2782.8 and terms recently negotiated.

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.

Insurance

Minimum Policy Limits Required

Professional Liability \$1,000,000 per occurrence claim

2. QUALIFICATIONS

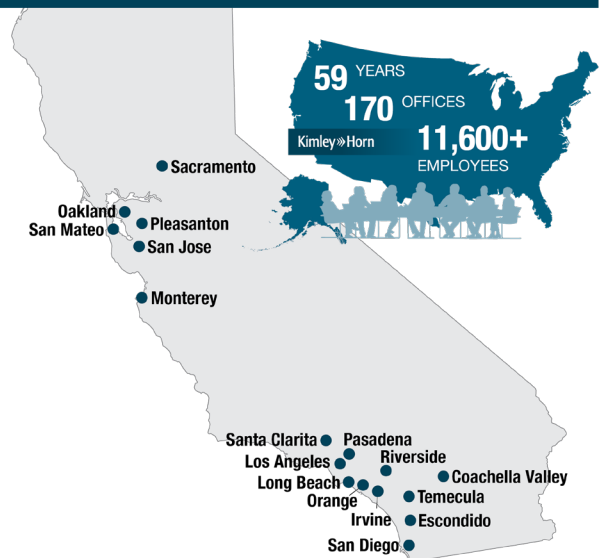
FIRM BACKGROUND

Founded in 1967, Kimley-Horn is a full-service engineering, planning, and environmental consulting firm with more than 11,600 employees in 170 offices nationwide, including 17 offices in California. Our Northern California presence provides direct and regional access to Crescent City, while our one-profit-center operating model allows us to assign the most qualified staff regardless of office location. Kimley-Horn is organized around local office practice leaders, technical and project support staff, regional leaders, production managers, and business, human resource, and marketing managers. This structure supports clear accountability, efficient coordination, and consistent delivery across all project types and geographies. Each of Kimley-Horn's office locations can be viewed here: <https://www.kimley-horn.com/locations/>

Kimley-Horn has served more than 30 port and harbor facilities on over 500 assignments involving seawalls, piers, docks, utilities, shoreline infrastructure, and related civil improvements. For the Citizens' Dock and Seawall Project, we offer the marine structural, coastal, civil, electrical, environmental, permitting, estimating, and construction expertise needed to advance the existing design through final, permit-ready documents.

Kimley-Horn is registered in SAM.gov and is eligible to perform federally funded work, with no history of debarment or suspension. Kimley-Horn is not certified as a Crescent City local business, small business, Disadvantaged Business Enterprise, Minority-owned Business Enterprise, or Woman-owned Business Enterprise.

Kimley-Horn California Office Locations



Kimley-Horn's 59-year history, 500+ port and maritime projects, led by a California-licensed Engineer of Record (EOR) and supported by a fully integrated multidisciplinary team with marine and coastal infrastructure qualifications, directly aligns with the District's requests for this contract.

MULTIDISCIPLINARY SERVICE

..... OFFERINGS/AREAS OF SPECIALIZATION

Kimley-Horn understands that the Citizens' Dock and Seawall Project requires more than marine structural design. The final documents must coordinate the waterside structures with utilities, drainage, access, environmental commitments, permit requirements, and harbor operations. Kimley-Horn provides these services through one coordinated team, including but not limited to the following:

- Marine structural engineering for seawalls, bulkheads, pile-supported piers, docks, and related waterfront structures
- Coastal and metocean analysis, including wave, water-level, seismic, and environmental loading
- Waterfront civil, utility, and site-access design
- Marine electrical systems, including NFPA 303 requirements
- Corrosion protection and durability design
- Environmental compliance and regulatory coordination
- Construction cost estimating, specifications, constructability, and bid support

CONSTRUCTION DESIGN SERVICES

for a New Seawall and Citizens' Dock, Pier 1

Marine Structures



Kimley-Horn designs concrete, steel, timber, and specialty waterfront structures for seismic, wave, vessel, operational, and environmental loading. Our experience includes pile-supported piers, seawalls, bulkheads, fender and mooring systems, corrosion protection, structural rehabilitation, and coordination with geotechnical, coastal, civil, electrical, and mechanical disciplines.



Lauren Atwell, EIT, will serve as Deputy Project/Design Manager and Marine Structures Lead, with deep experience in marine structural analysis, including piers, marinas, and bulkheads.



Desi Maldonado, PE, will serve as Design Phase Services Lead for Mooring and Berthing and will provide senior marine structural oversight on the project's most challenging technical issues.



Lee Hellstrom, PE, and **Jared Freeman, BC.PE** will serve as Marine Structures support, bringing constructability and construction-engineering experience to the development of the final documents. Lauren, Desi, Lee, and Jared, collectively bring decades of specialized experience in marine structural design, deep-water port engineering, and construction administration, directly aligning with this RFP's requirements for seawall and dock design, structural analysis, and permit-ready construction documents.

Civil, Utilities, and Stormwater



Our civil team provides grading, utility, pavement, access, and site-infrastructure design experience for public and marine facilities. These relevant services include water, sewer, electrical, and mechanical utility coordination; hydrologic and hydraulic (H&H) analysis; stormwater management; erosion control; and coordination with utility owners and public agencies. Three-dimensional coordination tools may be used where they add value by identifying conflicts among structural elements, utilities, and existing infrastructure before construction.



Sherry Ranta, PE, ENV SP, will serve as Civil/Utilities Lead and brings 20+ years of California civil engineering experience, including project design, production, and construction administration for complex facilities, supporting this RFP's civil and utilities scope, particularly site coordination, utility integration, and permit-ready construction document preparation.



Sam McWhorter, PE, will serve as Stormwater Systems/Management Lead and brings 28+ years of stormwater and civil engineering experience, including stormwater pumping stations, hydraulic modeling, and best management practices for municipal clients throughout California, thereby supporting this RFP's requirements for stormwater management and site drainage design.

Access, Circulation, and Pavement



Kimley-Horn also provides roadway, pavement, traffic, parking, and site-circulation expertise as needed to address landside access and operational interfaces. These supporting disciplines will be brought into the work where required by the final design rather than treated as separate or unnecessary design efforts.



Brandon Chen, PE, QSD/P, will serve as Roadway and Pavement Lead and offers 15 years of multidisciplinary infrastructure experience with local agencies, municipalities, and Caltrans, including roadway and pavement design, supporting the RFP's civil engineering requirements for landside access, pavement restoration, and site improvements.

Environmental and Permitting



Our environmental team supports California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) compliance, biological-resource evaluations, wetlands and jurisdictional assessments, mitigation coordination, and permitting under Sections 401 and 404 of the Clean Water Act. The team routinely coordinates with the US Army Corps of Engineers (USACE), California Department of Fish and Wildlife, Regional Water Quality Control Boards, California Coastal Commission, and other agencies involved in waterfront projects.

CONSTRUCTION DESIGN SERVICES

for a New Seawall and Citizens' Dock, Pier 1

Environmental and Permitting Phase Services will be led by **Michelle Wharton, PG, CHMM**, who brings 20+ years of environmental project management experience, including Clean Water Act compliance, contaminated soil and groundwater management during construction, and port-related environmental services, directly supporting this RFP's requirements for environmental protection measures, regulatory coordination, and construction-phase environmental compliance. For this assignment, Michelle and the team will focus on maintaining consistency between the final design, existing environmental documentation, pending and issued permits, eelgrass and habitat commitments, and applicable in-water work restrictions.



WHY OUR QUALIFICATIONS MATTER

Kimley-Horn combines direct knowledge of the Citizens' Dock and Seawall Project with the technical depth needed to deliver all construction design services.



Jerry Holcomb, PE, brings significant marine and coastal infrastructure design experience and will serve as Project/Design Manager and Engineer of Record, as a licensed professional engineer in the state of California. Jerry will lead the team, be responsible for the project's technical decisions, stamp the final design documents, and will remain the District's primary point-of-contact.



Robert Sloop, PE, will serve as Principal-in-Charge and will provide executive leadership, coordination with the District's leadership, quality oversight, and oversight of the resources needed to deliver the work.

Jamie Gwaltney, PE, will serve as QC/QA Manager and will provide direct oversight to all Kimley-Horn and subconsultant deliverables, managing quality and minimizing disruptions to the District.

Lauren Atwell, EIT, will serve as Deputy Project/Design Manager and Marine Structures Lead, directing day-to-day design coordination and marine structural production.

Michelle Wharton, PG, CHMM will serve as Environmental and Permitting Phase Services Lead, providing oversight of all regulatory permitting, resiliency and adaptation planning, mitigation coordination, and local AHJ permitting efforts.

Desi Maldonado, PE, will serve as the Design Phase Services Lead, providing additional technical judgment on structural systems, alternatives, and complex marine engineering issues.

Margaret Boshek, PE, will serve as Mitigation Consultant Lead under Environmental and Permitting Phase Services, responsible for leading all tasks related to habitat restoration implementation, environmental protection measures, permitting, and erosion and sediment control plans.

Casey Long, PE, will serve on the Project Integration team as part of this contract. He also serves as Project Close-Out Phase Services Lead through Kimley-Horn's separate Project Management contract and will provide project controls, scheduling, budgeting, coordination, and document management. Because those systems and processes are already established, the District will not be asked to fund a second management structure under the design contract.

Our team's full project organization chart, with supporting disciplines and separation between construction design, project management, formal quality control, and independent technical advice, is illustrated in **Section 4. Project Organization**.



Kimley-Horn's project leadership team, anchored by a California-licensed Engineer of Record with direct prior experience on the Citizens' Dock and Seawall Project, satisfies the RFP's requirements while delivering the added value of local knowledge, established relationships, and a clearly defined team structure that separates construction design, project management, quality control, and independent technical oversight.

SUBCONSULTANT FIRM BACKGROUND/INDEPENDENT TECHNICAL ADVISOR



Inwater Engineering is an owner-led small business, specializing in the design and delivery of waterfront structural engineering. Inwater Engineering has extensive experience in the evaluation, design, and construction oversight of bulkheads, piers, rehabilitation work, and marinas for a range of public, private, and federal clients. Inwater Engineering understands client cost and schedule constraints in project delivery. Their deep partnerships with marine contractors have made them a go-to choice for design-build projects, pushing their team to

put constructability and cost-effectiveness at the top of their design priorities for all types of projects. Key staff of Inwater Engineering and Kimley-Horn have established working relationships through past similar work and have collaborated on numerous projects, such as popular National Parks, private marinas, and major urban waterfronts.



Inwater Engineering's owner-led small business status and specialized focus on waterfront structural engineering, including bulkheads, piers, and marinas for public and federal clients, directly complements Kimley-Horn's team by satisfying the District's request for a consultant with demonstrated marine and coastal infrastructure design experience while adding an independent, specialized perspective to the project's most technically demanding structural decisions.



3. RELEVANT PROJECT EXPERIENCE

Per the RFP, the following pages present our recent and directly comparable project experience, in which our key team members completed similar seawall, bulkhead, pier, and dock design services, demonstrating Kimley-Horn's ability to deliver the requested services for this contract.

CRESCENT CITY HARBOR DISTRICT, CITIZENS' DOCK AND SEAWALL DESIGN, CRESCENT CITY, CA



Experience/Services/Relevance: Kimley-Horn team members served as Project Manager, Principal-in-Charge, and Engineer of Record on the structural design team for the preliminary alternatives analysis, engineering design, and construction documents for a new Seawall and new Citizens' Dock. The team advanced the seawall and Pier 1 design, coordinated the NEPA and Environmental Assessment (EA)/Finding of No Significant Impact (FONSI) and CEQA compliance, and supported Maritime Administration (MARAD) Port Infrastructure Development Program (PIDP) and California Coastal Conservancy grant requirements and construction permit applications.

This is the same project as the proposed project—our team already knows the design intent, permit conditions, and site constraints, positioning us to move directly into 60% and 100% final design with little to no learning curve.

Client	Crescent City Harbor District — Mike Rademaker, Harbor Manager; mrademaker@ccharbor.com; 707.464.6174
Contract Value	\$550,000
Construction Value	~\$20,000,000
Key Staff/Roles	Jerry Holcomb, Project Manager/Engineer of Record; Robert Sloop, Principal-in-Charge
Dates	2023 – 2025

VENTURA PORT DISTRICT, COMMERCIAL FISH
PIER MODERNIZATION, VENTURA, CA



Experience/Services/Relevance: Kimley-Horn staff supported the final design and MARAD PIDP funding for a new, reconfigured Commercial Fish Pier at Ventura Harbor —the same PIDP grant type and Small Port designation as Crescent City, with the same core challenge of maintaining active commercial fishing operations during reconstruction. Improvements included new fixed piers for commercial fishing vessels and fish offloading, plus supporting equipment and utility infrastructure.

Ventura Port District is one of California’s largest commercial fishing harbors by weight of landings, which directly corresponds to the District’s Citizens’ Dock.

Client	Ventura Port District — Todd Mitchell, Deputy General Manager; ttmitchell@venturaharbor.com; 805.621.7169
Contract Value	\$250,000
Construction Value	\$20,000,000
Key Staff/Roles	Jerry Holcomb, Project Manager/Engineer of Record; Robert Sloop, Principal-in-Charge
Dates	2024 – 2025

COUNTY OF LOS ANGELES, MARINA DEL REY PUBLIC SAFETY DOCK, MARINA DEL REY, CA



Experience/Services/Relevance: As part of the design-build team, Kimley-Horn staff prepared all final design documents at the 30%, 60%, and 100% design milestones and served as Engineer of Record for replacement of essential dock facilities, three buildings, and waterside/landside utility upgrades (water, sewage, electrical, and fuel).

The team navigated a rigorous County permit review for compliance with current design guidelines and building codes—directly comparable to the milestone-based, permit-ready, Engineer of Record-stamped deliverables required for the proposed Citizens' Dock project.

Client	Bellingham Marine Industries — Eric Noegel, VP West Division; enoegel@bellingham-marine.com; 707.678.2385
Contract Value	\$600,000
Construction Value	\$12,000,000
Key Staff/Roles	Jerry Holcomb, Project Manager/Engineer of Record; Robert Sloop, Principal-in-Charge
Dates	2020 – 2025

PORT OF LOS ANGELES, WILMINGTON

WATERFRONT PROMENADE, LOS ANGELES, CA



Experience/Services/Relevance: Kimley-Horn staff provided structural, electrical, and site-security engineering, construction documents, and served as Engineer of Record for the waterside facilities, including a steel sheet-pile bulkhead wall subject to liquefaction, an overlook pier, and floating dock facilities, as well as landside electrical infrastructure.

This project's sheet-pile bulkhead and pile-supported pier design are directly comparable to the Citizens' Dock Seawall and Pier 1 structural systems for the proposed contract.

Client	Port of Los Angeles — Hugo Cisneros, Civil Engineer and Project Manager; HCisneros@portla.org; 310.732.3687
Contract Value	\$1,700,000
Construction Value	\$77,300,000
Key Staff/Roles	Jerry Holcomb, Project Manager/Engineer of Record; Robert Sloop, Principal-in-Charge
Dates	2016 – 2024

CITY OF LONG BEACH, ALAMITOS BAY MARINA RECONSTRUCTION, LONG BEACH, CA



Experience/Services/Relevance: Kimley-Horn staff led the design and engineering for reconstruction of all docks and piling across seven basins, bulkhead repairs, utilities, and dredging, providing complete plans, specifications, engineering estimates, and permits.

The team maintained marina operations through phased construction and completed the \$100M program under budget, demonstrating the constructability-driven, phased design approach we will bring to the proposed Citizens' Dock contract.

Client	City of Long Beach Parks, Recreation & Marine — Todd Leland, Manager, Marine Bureau; todd.leland@longbeach.gov; 562.570.3215
Contract Value	\$2,800,000
Construction Value	\$100,000,000
Key Staff/Roles	Jerry Holcomb, Project Manager/Engineer of Record; Robert Sloop, Principal-in-Charge
Dates	2010 – 2021

SEAPORT SAN DIEGO REDEVELOPMENT, 1 HIGHWAY 1 LLC, SAN DIEGO, CA



Experience/Services/Relevance: Kimley-Horn is the lead waterside design engineering firm for the Seaport San Diego Redevelopment, transforming 70 acres of downtown waterfront to include seven public and commercial fishing piers, a 200+ slip marina, living shorelines, and over-water promenades. Services include structural engineering, coastal site characterization, sea level rise vulnerability and wave-attenuation studies, condition assessment of existing marine structures, and construction documents—coordinated with the USACE, U.S. Coast Guard (USCG), California Coastal Commission, State Lands Commission, and the Regional Water Quality Control Board (RWQCB).

This project's commercial fishing piers, seawalls/living shorelines, and multi-agency coastal permitting are directly relevant to the proposed Citizens' Dock, making Kimley-Horn uniquely capable of and familiar with the requested services.

Client	1 HWY 1, LLC — Kathy Breedlove, Project Manager; kbreedlove@proteaproperties.com; 619.865.4190
Contract Value	\$1,300,000
Construction Value	\$500,000,000+ (program)
Key Staff/Roles	Jerry Holcomb, Project Manager; Robert Sloop, Principal-in-Charge/Design Lead
Dates	2016 – Ongoing

..... ADDITIONAL RELEVANT PROJECT EXPERIENCE**San Francisco International Airport (SFO), Marine Emergency Response Facilities, San Francisco, CA**

Kimley-Horn's staff provided design and construction oversight of the first marine emergency response facility of its kind at any US 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 the 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.

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.

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

This project included storm damage repairs to the patrol boat pier and vessel berthing facilities at Sector San Francisco on Yerba Buena Island—a Coast Guard-exclusive installation providing maritime traffic control for all vessel movements throughout San Francisco Bay. Our 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.

..... MARINE CONSTRUCTION CONTRACTOR EXPERIENCE



Kimley-Horn knows that constructability is strengthened by understanding how marine projects are actually built. Our team members have worked alongside many of the West Coast marine contractors that routinely construct seawalls, pile-supported piers, breakwaters, and other waterfront infrastructure throughout California. **This experience provides Kimley-Horn with practical insight into marine construction methods, equipment, sequencing, material procurement, temporary works, and the realities of today's construction market. Our experience includes coordination with various contractors, such as:**

- **The Dutra Group:** Northern California marine contractor with extensive experience in dredging, pile-supported structures, heavy marine civil construction, and waterfront infrastructure.
- **Manson Construction Company:** One of the West Coast's premier marine contractors, specializing in dredging, pile driving, marine foundations, and complex waterfront construction.
- **Power Engineering & Construction Company:** Northern California marine contractor with experience in pile-supported structures, bulkheads, waterfront utilities, and heavy marine construction.
- **Connolly-Pacific Company:** California heavy civil and marine contractor recognized for breakwaters, shoreline protection, revetments, and marine structural construction.
- **Curtin Maritime:** Marine construction contractor specializing in heavy-lift operations, marine demolition, dredging support, and specialty floating construction equipment.
- **R.E. Staite Engineering, Inc.:** California marine contractor with extensive experience in pile driving, dredging, waterfront structures, and public agency marine construction.
- **Jilk Heavy Construction, Inc.:** Heavy civil and marine contractor experienced in pile driving, docks, shoreline improvements, and waterfront infrastructure.

This experience is one of the reasons why Kimley-Horn proposes conducting a **Marine Construction Industry Review Workshop** during final design. By obtaining practical input from experienced marine contractors before the design is finalized, the District benefits from a project that is easier to bid, more practical to construct, and better aligned with current market conditions, while maintaining a fully open and competitive procurement process. More information regarding our approach can be found in **Section 5. Project Approach**.



4. PROJECT ORGANIZATION

A TEAM ORGANIZED TO DELIVER THE BEST ENGINEERING SERVICES

Proposed Team Structure

We understand that the District is not simply selecting an engineering consultant but is selecting the team that will be responsible for completing one of the District's most important capital projects while protecting the interests of the District, the commercial fishing fleet, and the public investment that has already been made. For this reason, Kimley-Horn has intentionally organized our team around clear accountability, independent technical advice, and practical waterfront experience to successfully support the District with this construction design project.

Kimley-Horn's team combines clear accountability, independent technical advice, and deep waterfront expertise, including an Engineer of Record who previously led this exact project, and a formally retained independent technical advisor, to deliver permit-ready documents for one of the District's most significant projects.

Jerry Holcomb, PE, will serve as Project/Design Manager and Engineer of Record, responsible for the overall technical direction of the project, multidisciplinary coordination, engineering decisions, and delivery of the final construction documents.

Having previously led the design of the Citizens' Dock and Seawall Project, Jerry brings an unmatched understanding of the project's history, permitting, stakeholder commitments, funding constraints, and operational requirements, allowing the Kimley-Horn team to immediately focus on improving and completing the design rather than learning the project.

Robert Sloop, PE, will serve as Principal-in-Charge and provide executive leadership throughout the project, responsible for assisting with overall project direction, executive quality oversight, coordination with District leadership, and maintaining the available resources necessary to deliver the project. His role will be to keep the project aligned with the District's goals while allowing the Kimley-Horn engineering team to remain focused on delivering the best possible design.

Quality Control/Quality Assurance (QC/QA) will be led and overseen by **Jamie Gwaltney, PE**, as our formal QC/QA Manager, responsible for maintaining Kimley-Horn's quality across all deliverables.

Supporting Jerry, Robert, and Jamie is **Lauren Atwell, EIT**, as Deputy Project/Design Manager and Marine Structures Lead. Lauren has worked alongside Jerry on numerous complex waterfront projects and will provide additional leadership for day-to-day design production, technical coordination, and marine structural engineering. This will allow engineering decisions to remain with the Engineer of Record while maintaining the production capacity necessary to efficiently deliver the project.

The marine structural team is further strengthened by **Lee Hellstrom, PE**, and **Jared Freeman, BC.PE**, among others, and will be overseen by **Desi Maldonado, PE**, as Design Phase Services Lead and Mooring and Berthing Lead. Desi brings nationally recognized expertise in deep-water ports, seawalls, bulkheads, cruise terminals, and complex marine structures, providing specialized technical support for challenging engineering issues and alternative evaluations. Lauren, Lee, and Jared complement the design team with extensive experience in waterfront construction, design-build delivery, structural inspections, and constructability, helping ensure that the completed design is practical, efficient to build, and responsive to field conditions.

Casey Long, PE, will provide project integration support under this design contract and project controls/close-out support through the District's separate Project Management contract, allowing the engineering team to remain focused on technical delivery while maintaining disciplined management of the overall project.

Independent Technical Advice



In addition to Kimley-Horn's formal QC/QA process, we have retained Inwater Engineering to provide independent technical advice on major engineering decisions at key milestones. **James LaFaso, PE**, one of the country's most respected marine structural engineers, will serve as Independent Technical Advisor to the project. James and his firm are not part of the design production team and have no responsibility for preparing the design documents. Their sole responsibility is to independently provide input on the project's major engineering decisions, structural concepts, constructability, and overall design approach at key project milestones before the design advances. This independent advisor brings an experienced outside perspective to the project, providing the District with an additional level of confidence while maintaining complete separation from the day-to-day design effort. Rather than simply checking calculations, the Independent Technical Advisor focuses on the engineering decisions that most directly influence project performance, constructability, durability, and long-term value. Together, this added team member combines continuity, technical depth, practical construction experience, disciplined project management, and truly independent engineering advice.

This Independent Technical Advisor will allow the District to benefit from a team that already understands the project while providing confidence that every major engineering decision has been independently evaluated before reaching the District.

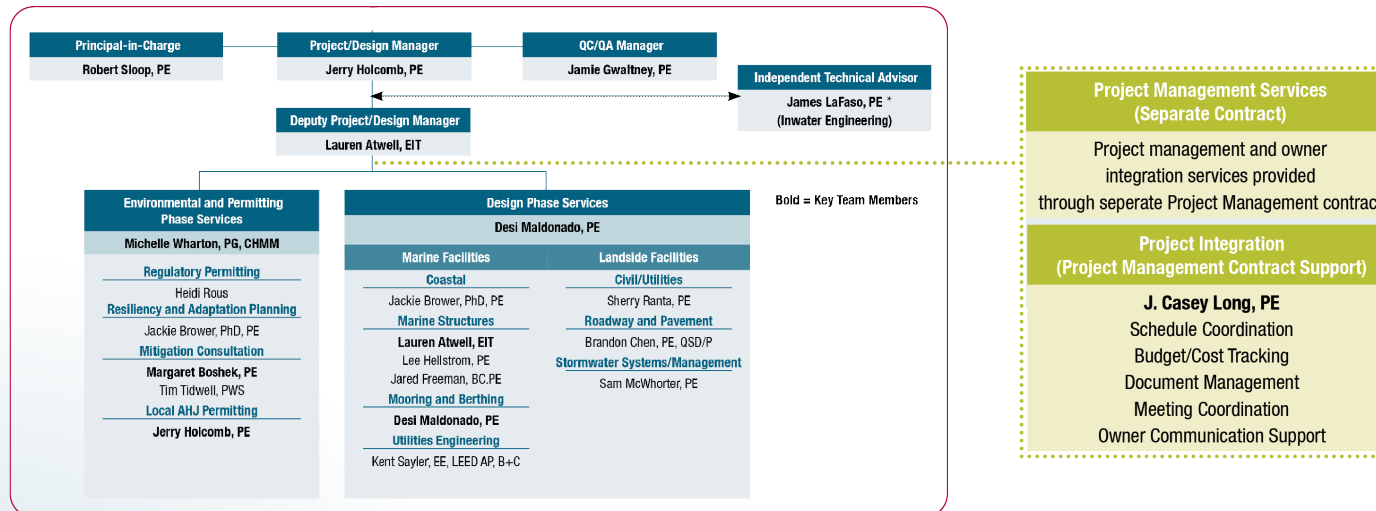


PROPOSAL TO PROVIDE CONSTRUCTION DESIGN SERVICES for a New Seawall and Citizens' Dock, Pier 1

Organizational Chart

The Kimley-Horn team proposes **Jerry Holcomb, PE**, to remain the primary point-of-contact for both Project Management and Construction Design Services contracts. **Casey Long, PE**, will serve as the Project Integration Lead for the Project Management Services, and in combination with Independent Technical Advise services from **Inwater Engineering**, who will provide a separate team member to track the project for accountability purposes. The organizational chart below further illustrates the team who will provide strong support to the District throughout the Construction Design Services contract, with a clear distinction between the proposed staff and the staff who are already contracted to support the District on the Project Management Services contract.

Crescent City Harbor District



*Provides independent technical advice of major engineering decisions, structural concepts, constructability, and overall design approach at key milestones.



Through this structure, the District will work with **one experienced leader, Jerry Holcomb, PE**, while benefiting from the depth of an integrated team and the dedicated project management resources already in place under the Project Management contract.

- Design Services (This Contract)
- Project Management Services (Separate Contract)
- ◀.....▶ Independent Technical Advice

One Point of Contact

Jerry Holcomb, PE is the District's single point of contact for all matters related to this project

Clear Roles. Clear Contracts.

- Design and engineering services are provided under this contract.
- Project management and integration services are provided under the separate Project Management contract

Accountability

- Clear accountability
- Seamless coordination
- Shared commitment to delivering a successful project for the District

CONSTRUCTION DESIGN SERVICES

for a New Seawall and Citizens' Dock, Pier 1

Project Team Summary Resumes

**Jerry Holcomb, PE***Project/Design Manager*

Jerry 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 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, marina, private mixed-use development sector, military installation, and public waterfront projects with international, national, and private firms and public sector organizations.

EDUCATION

- » Bachelor of Science, Civil/ Structural Engineering, California State Polytechnic University, Pomona

CREDENTIALS

- » Professional Engineer in California #80027 and Florida
- » Transportation Worker Identification Credential (TWIC) Certification

Relevant Experience

- **Crescent City Harbor Department, Citizens Dock and Seawall Rehabilitation, Crescent City, CA** – Project Manager
- **Charles E. Meyer Desalination Plant, Offshore Intake Platform Repairs, Santa Barbara, CA** – Project Manager*
- **City of Long Beach, Alamitos Bay Marina, Long Beach, CA** – Project Manager*
- **County of Los Angeles, Marina Del Rey Safety Dock Replacement, Marina Del Rey, CA** – Project Manager*
- **Newport Dunes Marina, LLC, Dry Stack Marina Development, Newport Beach, CA** – Project Manager*
- **Ventura Port District, Commercial Fish Pier Modernization, Ventura, CA** – Project Manager*
- **Port of Los Angeles, Wilmington Waterfront Promenade, Los Angeles, CA** – Project Manager*

**Prior to joining Kimley-Horn*

**Robert Sloop, PE***Principal-in-Charge*

With nearly 30 years of diverse engineering experience across a wide range of US and international projects, Robert brings deep technical expertise in urban waterfronts, environmental, and coastal planning,

design, engineering, regulatory compliance, and construction for places where people meet the water. Robert applies these talents to enhance the resiliency of waterfront projects through innovative and practical solutions, always considering future variability and the time value of investment dollars. Respected for his creativity and vision within the planning and architectural community, he is a recognized expert in waterfront design and resiliency. In addition, he possesses extensive experience with regulatory compliance and permitting for high-profile, complex projects nationwide and internationally. Robert has co-authored thought leadership on coastal resiliency and port diversification strategies, taught clean and resilient marinas courses, and participated in panels as a waterfront and resiliency expert.

EDUCATION

- » 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

CREDENTIALS

- » Professional Engineer in California #72878

Relevant Experience

- **Gafcon, Seaport San Diego Waterfront Development Design, San Diego, CA** – Principal-in-Charge and Design Lead*
- **California Maritime Academy, Waterfront Master Plan, Shoreline Protection, Pier and Marina Design, Vallejo, CA** – Project Manager and Lead Design Engineer*
- **Port of Los Angeles, Cabrillo Way Marina Redevelopment, Los Angeles, CA** – Project Engineer*
- **City of Garland, Harbor Point Promenade and Trail Improvement Project, Garland, TX** – Project Engineer*
- **Newport Dunes Marina, LLC, Dry Stack Marina Development, Newport Beach, CA** – Project Director*

**Prior to joining Kimley-Horn*

CONSTRUCTION DESIGN SERVICES

for a New Seawall and Citizens' Dock, Pier 1**Jamie Gwaltney, PE***QC/QA Manager*

Jamie has 25 years of civil engineering project management and design experience with a track record of success in large-scale design 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 private and public-sector projects through 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.

EDUCATION

» Bachelor of Science, Civil Engineering,
North Carolina State University

CREDENTIALS

» Professional Engineer in North Carolina
#030256 and Georgia

Relevant Experience

- **Virginia Port Authority, Virginia International Gateway (VIG) Barge Berth Evaluation/Design, Portsmouth, VA** – Senior Civil Engineer
- **Georgia Ports Authority, Savannah Harbor Modification Project (SHMP) Savannah, GA** – Engineering Discipline Lead
- **County of Chatham, Chatham Multimodal Community Improvement Project (CMCIP), Chatham County, GA** – Project Manager
- **Port of Virginia, VIG Berth Feasibility Study, Norfolk, VA** – Senior Civil Engineer
- **Georgia Ports Authority, Engineering and Planning On-Call, Savannah, GA** – Project Manager
- **TOTE Maritime, Terminal Pavement Evaluation and Improvements, Jacksonville, FL** – Project Manager
- **PortMiami, Transportation Master Plan, Miami, FL** – Cargo Planning Advisor

**Lauren Atwell, EIT***Deputy Project Manager, Marine Structures Lead*

Lauren is a structural associate with extensive experience in performing structural analysis for a wide variety of marine projects, with a focus on piers, marinas, and bulkheads. Her experience includes performing

design checks for reinforced concrete, structural steel, and timber design. Lauren is knowledgeable about various design codes and manuals including: ASCE 7, ASCE 50, ACI 318, CBC, AISC 341, AISC 360, and NDS. Lauren has also acted as a project manager and assistant project manager for several projects with experience in developing and managing project budgets, schedules, and client communication.

EDUCATION

- » Master of Science, Civil Engineering,
California Polytechnic State University
San Luis Obispo
- » Bachelor of Science, Civil Engineering,
California Polytechnic State University
San Luis Obispo

CREDENTIALS

» Engineer-in-Training in California

Relevant Experience

- **City of Santa Monica, Santa Monica Pier Condition Assessment and Capital Plan, Santa Monica, CA** – Project Manager/Structural Lead*
- **City of San Diego, Sunset Cliffs Seawall Improvement, San Diego, CA** – Assistant Project Manager and Structural Lead*
- **City of Santa Barbara, Design Services for Desalinization Pump, Santa Barbara, CA** – Project Manager and Structural Lead*
- **Seaport San Diego, Marina Master Plan and Environmental Impact Report Support, San Diego, CA** – Structural Associate*
- **Catalina Landing, Marina Expansion Conceptual Engineering Design Services, Catalina Landing, CA** – Structural Associate*

*Prior to joining Kimley-Horn

CONSTRUCTION DESIGN SERVICES

for a New Seawall and Citizens' Dock, Pier 1**Michelle Wharton, PG, CHMM***Environmental and Permitting Phase Services Lead*

Michelle has more than 20 years of experience in project management and environmental support. She is thoroughly familiar with the standard procedures associated with soil and groundwater sampling. She also conducts Phases I and II Environmental Site Assessments (ESAs), assists

with environmental compliance programs for mega projects, site characterization reports, corridor assessments for linear roadway/utility projects, tank closures, contaminated soil and groundwater management during construction, and permit compliance and programmatic support. She has served as project manager for multiple projects for Virginia Port Authority, including Environmental and Engineering Services, VIG Berth Dredge Environmental Impact Report (EIR), Richmond Marine Terminal (RMT) Phase I ESA, Decarbonization Plan, Port Pond Oysterbed Reef Design and Construction Oversight, Norfolk International Terminal Rail Avenue Ponds, Norfolk International Terminals North Soil and Groundwater Sampling, and Dray Truck Hydrogen Feasibility Study.

EDUCATION

- » Bachelor of Science, Environmental Science, Old Dominion University

CREDENTIALS

- » Professional Geologist in Virginia #2801001937 and North Carolina #2888
- » Certified Hazardous Material Manager #15988

Relevant Experience

- **Virginia Port Authority, Environmental and Engineering Services, Norfolk, VA** – Project Manager
- **Virginia Port Authority, VIG Berth Dredge EIR, Portsmouth, VA** – Project Manager
- **Virginia Port Authority, RMT Phase I ESA, Richmond, VA** – Project Manager
- **Virginia Passenger Rail Authority (VPRA), Transforming Rail in Virginia, Alexandria, VA** – Geologist
- **Laskin Road Gateway Assessment, Virginia Beach, VA** – Geologist

**Desi Maldonado, PE***Design Phase Services Lead, Mooring and Berthing*

Desi has 20 years of experience in civil, structural, ports, and coastal engineering with primary focus on marine structures. He has diverse experience in dredging, upland civil, permitting, planning, design, analysis, and structural and facility assessments. His background

includes project management, on-site construction administration and inspection, master planning and site plan design, structural design and analysis, cost estimating, and preparation of construction documents. Desi also is skilled in preparing port and structural analysis, drawings and detailing, berth and port planning, interdisciplinary coordination, and on-site construction inspections. He has extensive design experience in deep-water ports and is an industry leader in ports planning and design for elements related to cruise mooring, berthing, and operations.

EDUCATION

- » Master of Science, Structural Engineering, Florida State University
- » Bachelor of Science, Civil Engineering, Florida State University

CREDENTIALS

- » Professional Engineer in California #91984, Florida, Texas, Maryland, and Georgia
- » National Council of Examiners for Engineering and Surveying Records Certificate #51873

Relevant Experience

- **PortMiami, North Cruise Berths 1 through 6 North Bulkhead Design Criteria, Miami, FL** – Owner's Representative Services
- **Canaveral Port Authority, Cruise Terminal 10 Waterside Improvements, Cape Canaveral, FL** – Marine Engineer (Mooring Analysis)
- **Port of Long Beach, Wharf H Marine Upgrades and Dredging Permitting and Design for Carnival Long Beach Cruise Terminal, Long Beach, CA** – Engineer-of-record (Pier and Mooring Upgrades)*
- **Texas A&M, Galveston Ship Dock Improvements for National Security Multi-mission Vessel Ship Berth, Galveston, TX** – Engineer-of-Record (Bulkhead, Pier, Fenders, and Mooring Elements)*
- **PortMiami, North Cruise Berths 1 through 6 North Bulkhead Design Criteria, Miami, FL** – Design Criteria Professional (Bulkhead and Mooring Elements)*
- **Naval Facilities Engineering Command (NAVFAC), Blount Island Area 2 and 3 Shoreline Stabilization Project, Jacksonville, FL** – Engineer-of-record (Shoreline Protection)*

*Prior to joining Kimley-Horn

CONSTRUCTION DESIGN SERVICES

for a New Seawall and Citizens' Dock, Pier 1**J. Casey Long, PE***Project Integration Lead*

Casey is a senior structural and civil engineer with 30 years of waterfront, seaport, marina, industrial, commercial, military, and public works experience. His background includes bulkheads, seawalls, wharves, docks, marinas, fishing piers, dredging, marine utilities, container yards, cruise terminals, passenger access systems, cargo yard planning, and marine facility inspections. Casey provides senior project integration support for complex waterfront assignments where multiple disciplines, agency requirements, design milestones, and operation-sensitive construction sequencing must be coordinated into a clear and complete design package. His experience with seawall and bulkhead replacements, pier and wharf work, dredging coordination, commercial marine facilities, cargo yard planning, cruise passenger access systems, and active-port phasing is directly applicable to the work on the Citizens' Dock Pier 1 construction design services. In this role, Casey can coordinate technical assumptions, review design basis documents and milestone packages, help resolve discipline interfaces, support constructability reviews, and assist the California-licensed EOR and project manager in delivering a permit-ready and contractor-biddable package.

EDUCATION

- » Master of Science, Structural Engineering, University of Florida
- » Bachelor of Science, Civil Engineering, University of Florida

CREDENTIALS

- » Professional Engineer in Florida #56083 and North Carolina #2888

Relevant Experience

- **Port of Palm Beach, PIDP Rail and Main Gate Improvements, Riviera Beach, FL** – Program Manager
- **McCallister Towing, Bulkhead and Wharf Replacement, Norfolk, VA** – Marine Structural Engineer
- **West Indian Company, Cruise Berth Dredging Design, St. Thomas, USVI** – Program Manager
- **Rybovich, 450-ton and 850-ton Travel Lift Piers and Bulkhead, Riviera Beach, FL** – Project Manager and Marine Structural Engineer
- **Tropical Shipping Terminal Planning, USVI and Port of Palm Beach, FL** – Lead Planner
- **West Indian Company, Pier Study and Long Bay Landing Environmental Permitting, St. Thomas, USVI** – Project Manager and Lead Planner

**Margaret Boshek, PE***Mitigation Consultation*

Margaret is a coastal engineer with 23 years of experience planning, permitting, and implementing resilient waterfront infrastructure and shoreline projects for public and private clients. Her experience includes seawalls, shoreline stabilization, marine structures, habitat restoration, navigation, and nature-based solutions, with a strong focus on integrating engineering requirements with environmental and regulatory constraints. She has led multidisciplinary teams, coordinated with permitting agencies and environmental specialists, evaluated constructability and implementation risks, and developed alternatives that balance infrastructure protection with habitat and shoreline performance. As a mitigation consultant, Margaret brings practical coastal engineering insight to the development of compensatory mitigation strategies that are technically feasible, permit-ready, constructible, and compatible with adjacent marine infrastructure.

EDUCATION

- » Master of Science, Coastal Marine Engineering Management, Norwegian University of Science and Technology
- » Bachelor of Science, Ocean Engineering, Florida Institute of Technology

CREDENTIALS

- » Professional Engineer in Wisconsin #43656-6

Relevant Experience

- **Carteret County, Carrot Island Living Shoreline, Carteret County, NC** – Project Manager
- **BRP Development Group, Bayfront Shoreline Development, Jersey City, NJ** – Coastal Engineer
- **Town of Nags Head, Harveys Sound Access Living Shoreline, Nags Head, NC** – Project Manager/Technical Lead
- **Port of Bellingham, Georgia Pacific Log Pond Shoreline Restoration, Bellingham, WA** – Coastal Engineer
- **Town of Emerald Isle, Alternate Boat Channel Alignment Study, Emerald Isle, NC** – Project Manager
- **Town of Nags Head, Post-Hurricane Dorian Beach Restoration, Town of Nags Head, NC** – Project Engineer
- **National Park Service, Shoreline and Bluff Stabilization, Hopewell, VA** – Project Manager/Lead Coastal Engineer
- **Allegiant Travel, Sunseeker Resorts, Punta Gorda, FL** – Coastal Engineer

CONSTRUCTION DESIGN SERVICES

for a New Seawall and Citizens' Dock, Pier 1**Heidi Rous, CPP***Regulatory Permitting*

Heidi is a Certified Permitting Professional with over 30 years of experience in risk management, environmental planning, and climate vulnerability assessments for transportation, aviation, and marine clients. She is proficient in modeling tools and relevant guidance, policies, and regulations related to emission inventories, adaptive planning, and NEPA and CEQA compliance. Her expertise in managing regional climate adaptation frameworks and assessing exposure to climate change impacts makes her a strong contributor to this project.

Relevant Experience

- **City of Oakley, Climate Vulnerability Assessment, CA** – Project Manager
- **City of Oak Harbor, Resiliency Sub-Element to the Comprehensive Plan, WA** – Technical Lead
- **Skagit County, Climate Element and GHG Reduction Plan, WA** – Technical Lead
- **Skagit County, Local Hazard Mitigation Plan, WA** – Project Manager
- **Southern California Association of Governments (SCAG), Regional Climate Adaptation Framework, Various Cities, CA** – Project Manager*

*Prior to joining Kimley-Horn

EDUCATION

- » Bachelor of Science, Physics, California State Polytechnic University, Pomona

CREDENTIALS

- » Certified Permitting Professional (CPP), South Coast Air Quality Management District #B6027
- » Green Professional Training (GPRO) Certified, Urban Green Council
- » Air and Waste Management Association, Member

**Jackie Brower, Ph.D, PE***Resiliency and Adaptation Planning; Coastal*

Jackie is an accomplished coastal and waterfront engineer and research scientist with more than 15 years of experience delivering innovative solutions in shoreline protection, beach nourishment, coastal engineering and resiliency, flood protection, and coastal permitting for federal, state, and local clients. She specializes in the planning, design, and implementation of waterfront structures, shoreline protection, and gray-green marine infrastructure, and is recognized for her expertise in Engineering With Nature principles. Her extensive background in historic seawall rehabilitation, NEPA compliance, and multi-agency permitting makes her directly relevant to the proposed project.

Relevant Experience

- **National Park Service, Raise and Rehabilitation of the Castillo de San Marcos Seawalls, St. Augustine, FL** – Project Manager and Coastal Engineer
- **National Park Service, Coastal Protection and Shoreline Resiliency, Everglades, FL** – Project Manager and Coastal Engineer
- **National Park Service, NAMA Seawalls and Shoreline Rehabilitation, Washington, DC** – Coastal Engineer
- **Miami-Dade County, Miami Back Bay Coastal Storm Risk Management Feasibility Study, Miami, FL** – Resiliency Specialist
- **National Park Service, Loggerhead Dock Replacement at Dry Tortugas, Loggerhead Key, FL** – Project Engineer

EDUCATION

- » Doctor of Philosophy, Coastal and Oceanographic Engineering, University of Florida
- » Master of Engineering, Water Resources Engineering, University of Florida
- » Bachelor of Science, Civil Engineering, University of Florida
- » USAF Air National Guard Officer Commission, Academy of Military Sciences

CREDENTIALS

- » Professional Engineer in California #89126 and FL

CONSTRUCTION DESIGN SERVICES

for a New Seawall and Citizens' Dock, Pier 1**Tim Tidwell, PWS***Mitigation Consultation*

Tim is a Professional Wetland Scientist with over 12 years of experience in biological studies, wetlands, and streambed permitting for public and private sector clients. He routinely coordinates with the California Coastal Commission for projects within the Coastal Zone and leads field

delineations of jurisdictional waters and wetlands. His coastal permitting expertise makes him well suited to support mitigation for this pursuit.

Relevant Experience

- **Santa Clara Valley Water District, South San Francisco Bay Shoreline Project, Alviso, CA** – Environmental Planner
- **City of Seal Beach, Seal Beach Local Coastal Program, Seal Beach, CA** – Coastal Permitting Specialist
- **Harbor Island Community Association, Harbor Island Bridge Retrofit Project, Newport Beach, CA** – Regulatory Specialist/Task Lead
- **South Coast Water District, Doheny Ocean Desalination Project, Dana Point, CA** – Regulatory Permitting Specialist
- **Orange County Sanitation District, Bay Bridge Pump Station and Force Mains Replacement Project, Newport Beach, CA** – Regulatory Specialist
- **Via Esperanza, Storm Damage Repair Project, Monterey, CA** – Project Manager/Regulatory Permitting Specialist

EDUCATION

- » Master of Science, Geographic Information Systems, California State University, San Diego
- » Bachelor of Arts, Geographic Information Science, California State University, San Diego

CREDENTIALS

- » Professional Wetland Scientist (PWS) #3464, Society of Wetland Scientists Professional Certification Program
- » CRAM for Riverine Wetlands Certified Practitioner, California
- » Federal Aviation Administration Part 107 Small Unmanned Aircraft System (sUAS) Pilot, License #4589201

**Jared Freeman, BC.PE***Marine Structures*

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.

Relevant Experience

- **Maryland Port Administration, Dundalk Marine Terminal Berths 11-13 Reconstruction, Baltimore, MD** – Project Engineer*
- **Westminster Canterbury, Seawall Assessment and Repairs, Virginia Beach, VA** – Structural Engineer
- **Norfolk International Airport (ORF), Shoreline Stabilization, Norfolk, VA** – Structural Engineer
- **McAllister Towing, Marine Operations Center Improvements, Norfolk, VA** – Structural Engineer
- **Cambridge Marine Terminal, Replacement of Timber Bulkhead, Cambridge, MD** – Project Manager

*Prior to joining Kimley-Horn

EDUCATION

- » Master of Civil Engineering, Johns Hopkins University
- » Bachelor of Civil Engineering, University of Maryland at College Park

CREDENTIALS

- » Board Certified Port Engineer, #00091, ASCE
- » Professional Engineer in California #88648, Florida, Pennsylvania, Washington D.C., Virginia, Maryland, New York, and Massachusetts

CONSTRUCTION DESIGN SERVICES

for a New Seawall and Citizens' Dock, Pier 1**Lee Hellstrom, PE***Marine Structures*

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.

EDUCATION

- » Master of Engineering, Structural Engineering, University of Florida
- » Bachelor of Science, Civil Engineering, University of Florida

CREDENTIALS

- » Professional Engineer in Florida #87846, Puerto Rico, Texas, and Georgia
- » Florida Recognized Structural Engineer

Relevant Experience

- **Haskell, Southbank Riverwalk Extension, Jacksonville, FL** – Project Manager and Design Lead
- **Jacksonville Port Authority, Civil and Waterfront General Engineering Services, Jacksonville, FL** – Project Manager
- **Confidential Client, Destination Island Resort Marine Facilities, Caribbean Island** – Deputy Project Manager and Structural Design Lead
- **Canaveral Port Authority, CT8 and CT10 Waterside Modifications, Cape Canaveral, FL** – Project Manager and Design Lead
- **City of Rockledge, Rockledge Sea Wall, Rockledge, FL** – Project Manager and Design Lead
- **United States Coast Guard Base, Fast Response Cutter Piers and Docks, San Juan, PR** – Structural Engineer
- **Canaveral Port Authority, North Cargo Berth 4, Cape Canaveral, FL** – Structural Engineer
- **Port of Galveston, Piers 10 and 12 Repairs, Galveston, TX** – Structural Design Lead

**Kent Saylor, PE, LEED AP, BD+C***Utilities Engineering*

Kent is a licensed electrical engineer and power system consultant with more than 20 years of experience designing electrical systems and improvements for various waterfront facilities at the Ports of Los Angeles, Long Beach, Hueneme, San Diego, San Francisco, Seattle,

and Tacoma. His experience serving the Port of Long Beach includes dozens of projects on Piers A, B, C, E, F, G, and J, as well as conducting electrical infrastructure and resiliency assessments. He also served as electrical engineer of record for the Middle Harbor Terminal at the Port of Long Beach, which was the first automated container terminal in North America.

EDUCATION

- » Master of Science, Electrical Engineering, Auburn University
- » Bachelor of Electrical Engineering, Auburn University

CREDENTIALS

- » Leadership in Energy and Environmental Design (LEED) Accredited Professional, Building Design + Construction #10020931
- » Professional Electrical Engineer in California #18409

Relevant Experience

- **Marathon Amorco, Wharf Replacement, Martinez, CA** – Electrical Engineer
- **Port of Long Beach, G242 12.47kV Dredge Power Substation, Long Beach, CA** – Electrical Engineer
- **Port of Long Beach, G234 South Slip Fill and Wharf, Long Beach, CA** – Electrical Engineer
- **Port of Long Beach, G236 Shore to Ship Power, Long Beach, CA** – Electrical Engineer*
- **Port of Long Beach, E22, E24, E26 Shore to Ship Power, Long Beach, CA** – Electrical Engineer*
- **Port of Long Beach, Pier F Shore to Ship Power, Long Beach, CA** – Electrical Engineer*
- **Mitsubishi Cement, Shore to Ship Power, Long Beach, CA** – Electrical Engineer*

*Prior to joining Kimley-Horn

CONSTRUCTION DESIGN SERVICES

for a New Seawall and Citizens' Dock, Pier 1**Sherry Ranta, PE, ENV SP***Civil/Utilities*

Sherry is a civil engineering project manager with more than two decades of experience delivering complex infrastructure improvements throughout California. She specializes in large port, waterfront, public works, transportation, and transit projects that require coordination among multiple agencies, stakeholders, and technical disciplines. Sherry

leads project planning, design, permitting, and construction-phase services, while providing strategic direction and quality oversight for multidisciplinary teams. Her extensive background in architecture and construction management complements her technical expertise, allowing her to effectively combine planning, design, and construction considerations on large, complex infrastructure programs

EDUCATION

- » Master of Science, Civil Engineering, University of California, Los Angeles
- » Bachelor of Science, Architecture, Azad University of Art and Architecture, Tehran, Iran

CREDENTIALS

- » Professional Engineer in California #77729
- » Envision Sustainability Professional

Relevant Experience

- **Port of Long Beach, Pier G Shore to Ship Power Retrofit, Long Beach, CA** – Assistant Construction Manager
- **Port of Long Beach, Pier J Shore to Ship Power Retrofit, Long Beach, CA** – Assistant Construction Manager
- **Confidential Port of Los Angeles Backland Improvements Project, San Pedro, CA** – Project Manager
- **Port of Hueneme, C3 Zero Emission Electric Reefer Plugs, Port Hueneme, CA** – Preliminary Design Lead
- **City of Los Angeles, Pre-Qualified On-Call Bridge/Civil Engineering and Other Design and Support Services Contract, Los Angeles, CA** – Site Design
- **Cedars-Sinai, Lincoln Boulevard Undergrounding of SCE Overhead Transmission and Distribution Lines, Marina del Rey, CA** – Project Manager

**Brandon Chen, PE, QSD/P***Roadway and Pavement*

Brandon has 15 years of project management, design, and construction experience across multidisciplinary infrastructure projects for local agencies, municipalities, and Caltrans. He brings proven success in managing client and stakeholder expectations, overseeing multiple

project teams, managing risks, and addressing complex challenges to complete projects on time and under budget. His port and waterfront infrastructure experience positions him to contribute civil engineering support to this project.

Relevant Experience

- **Port of Long Beach, Heavy Haul Route, Anaheim Way from Pier B Street to Farragut Avenue, Long Beach, CA** – QC/QA Manager
- **Port of Long Beach, Harbor Scenic Drive Peer Review, Long Beach, CA** – Peer Reviewer
- **City of Long Beach, Studebaker Road Complete Street Project, Long Beach, CA** – Deputy Project Manager*
- **City of Long Beach, SR-22/Studebaker Road Interchange Project, PA/ED and PS&E, Long Beach, CA** – Deputy Project Manager*
- **City of Santa Ana, Warner Avenue Street Improvements and Widening Project, Santa Ana, CA** – Project Manager

*Prior to joining Kimley-Horn

EDUCATION

- » Bachelor of Science, Civil Engineering, California State Polytechnic University, Pomona

CREDENTIALS

- » Professional Engineer in California #91037
- » Qualified Stormwater Pollution Prevention Plan Developer/Practitioner (QSD/P) #24596
- » Occupational Safety and Health Administration (OSHA) 30-Hour Construction Safety Certified
- » American Public Works Association (APWA), Southern California Chapter, Membership Committee Co-Chair and Greenbook Committee Active Member

CONSTRUCTION DESIGN SERVICES

for a New Seawall and Citizens' Dock, Pier 1**Sam McWhorter, PE***Stormwater Systems/Management*

Sam has more than 28 years of experience on a variety of complex civil, stormwater, wastewater, and water engineering projects. His water and wastewater experience includes designing and managing projects that include large- and small-diameter pipeline replacements, water booster pump stations, sewer lift stations, stormwater pumping stations,

treatment plants, metering facilities, tanks, trenchless installation, pipeline rehabilitation, planning studies, and hydraulic modeling for various municipalities throughout Southern California.

EDUCATION

- » Master of Science, Civil Engineering, San Diego State University
- » Bachelor of Science, Civil Engineering, San Diego State University

CREDENTIALS

- » Professional Engineer in California #61788
- » ASCE, Member

Relevant Experience

- **Port of Oakland, Pump Stations 4 and 6 Replacement, Oakland, CA** – Project Engineer
- **City of Oakland, Stormwater Pump Station, Oakland, CA** – Project Engineer
- **Los Angeles World Airports (LAWA), LAX Storm Drain Siphon and Pump Stations** – Project Engineer
- **Port of San Diego, 10th Ave Marine Terminal Drainage, San Diego, CA** – Project Engineer
- **Unified Port District of San Diego, Marina Way Realignment, San Diego, CA** – QC Reviewer
- **SANDAG, Intermodal Rail Freight Yard Improvements, San Ysidro, CA** – Project Manager
- **City of San Diego, NSU Stormwater Pump Station and Force Main, San Diego, CA** – Project Manager
- **City of Chula Vista, G Street Sewage Lift Station Rehabilitation, Chula Vista, CA** – Project Manager

**James Lafaso, PE***Independent Technical Advisor*

James is a marine structural engineer with extensive experience in the design of coastal, port, waterfront, and maritime facilities.

His experience includes bulkhead replacements, pier design and

evaluation, condition assessments and rehabilitation, structural and bridge design, engineering analyses, independent review and technical advisory, and construction administration services. James has worked on projects with the National Park Service, USACE, USCG, as well as multiple public port authorities.

EDUCATION

- » Bachelor of Science, Civil Engineering, The George Washington University

CREDENTIALS

- » Professional Engineer in Florida #92411
- » Precast/Prestressed Concrete Institute, Member
- » Committee on Ports and Marine Structures

Relevant Experience

- **Castillo de San Marcos National Monument, Construction Administration Support/Independent Technical Advisory, St. Augustine, FL** – Senior Engineer/Independent Technical Advisor
- **Royal Caribbean, CoCo Cay West End Logistics Terminal, Bahamas** – Senior Engineer/Independent Technical Advisor
- **Port Tampa, Bay Berth 301, Tampa, FL** – Senior Engineer/Independent Technical Advisor
- **Port of Morehead City, Berths 4 and 5 Improvements, Morehead City, NC** – Senior Engineer/Independent Technical Advisor
- **Port Tampa, Berth 214 Upland Development, Tampa, FL** – Senior Engineer/Independent Technical Advisor
- **Hugh Leatherman Terminal, Wharf Extension, North Charleston, SC** – Senior Engineer/Independent Technical Advisor
- **San Jacinto Waste Pits, Containment Wall Independent Technical Review, Houston, TX** – Senior Engineer/Independent Technical Advisor

5. PROJECT APPROACH

..... HOW WE WILL GET THIS PROJECT TO CONSTRUCTION

The District has already invested significant time, funding, and effort in advancing the Citizens' Dock and Seawall Project. The project has advanced through completed environmental studies, pursued permits, stakeholder-informed decisions, and a substantial body of existing engineering work.

However, our responsibility is not to start over. We understand that our responsibility is to evaluate the work completed to date, improve it where necessary, complete the engineering, and deliver a project the District can confidently bid and construct.

This approach will guide every recommendation we make throughout this project. **Rather than treating each task as a separate engineering exercise, we have organized our approach around four practical principles that will be applied throughout the design process, as listed below:**

OUR APPROACH

✓ Start with What Already Works

Leverage previous engineering while remaining willing to improve it

✓ Design to the Available Budget

Treat cost as a design parameter from day one

✓ Design for Construction

Build a project contractors want to bid

✓ Independent Technical Advice

Strengthen major engineering decisions with experienced outside perspective



Start with What Already Works

The District has already made a significant investment in engineering, permitting, environmental review, and stakeholder coordination, providing a strong foundation for moving the project forward. Our familiarity with the project allows Kimley-Horn to spend our time improving the design rather than rediscovering it. Where previous work continues to create value, we will build upon it. Where better solutions exist, we will recommend them.

Design for the Available Budget

Budget is not something to check after the design is complete. It is one of the project's primary design constraints. Kimley-Horn will continually evaluate major engineering decisions against available funding, so that the project evolves toward a realistic construction budget rather than requiring significant redesign late in the process.

Design for Construction

A successful project is measured by more than complete drawings. It must also be practical to build. Constructability, contractor input, material availability, sequencing, and District operations will be considered by Kimley-Horn throughout design—not after the documents are finished. Our goal is to deliver a project that bids competitively and can be constructed efficiently.

Independent Technical Advice

Quality engineering benefits from experience and independent advice. To strengthen the decision-making process, Kimley-Horn has retained **James LaFaso, PE** of Inwater Engineering, as an Independent Technical Advisor. James provides an experienced outside perspective on major engineering decisions and constructability at key milestones throughout design, helping ensure the project benefits from both continuity and fresh engineering judgment. These principles establish the framework for our approach to every task identified in the District's RFP. The following sections describe how they are applied throughout final design, permitting, bidding, and construction support.

The following approach applies these four principles to each task identified in the District's RFP.

..... UNDERSTANDING AND EXTENTS OF THE WORK

This scope provides **60% and 100% construction-ready design documents for two structures:** (1) a new **Seawall** protecting Citizens' Dock Road, and (2) a new **Citizens' Dock, Pier 1**—a 13,760 SF concrete-decked, pile-supported dock engineered to withstand a 50-year tsunami event, with electrical, potable water, and mechanical infrastructure and new/refurbished hoists. The 60% package defines structural systems, geometry, materials, and primary loads so CCHD and the agencies can confirm design intent; the 100% package is the complete, EOR-stamped, permit-ready, contractor-biddable set. Our prior role means we begin already aligned with the 30% design intent and the completed NEPA/CEQA determinations. The figures below (listed in the RFP, Exhibit 2) define the extents of the work—demolition of the existing Citizens' Dock and construction of Pier 2 are not part of this scope.

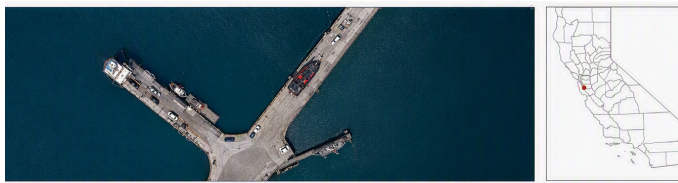


Figure 2. Project location (Ollason Dock, seaward end parking lot and proximal South Orcutt City Harbor Habitat Restoration Project).

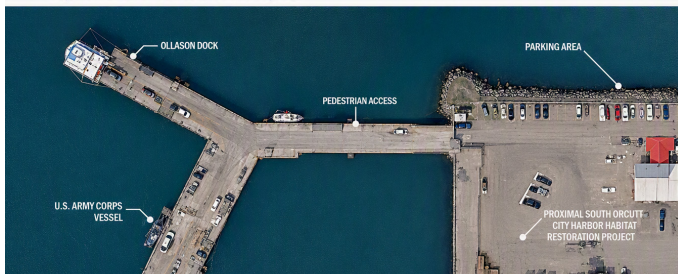


Figure 1. Current project area (RFP Exhibit 2)

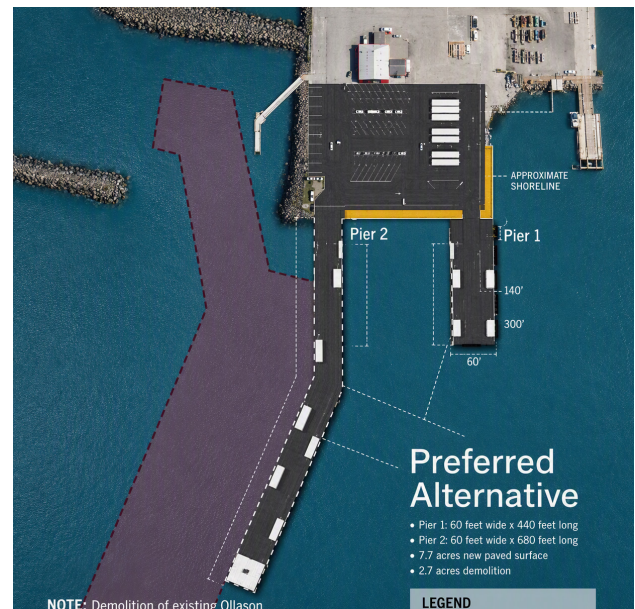


Figure 2. Design rendering:
Seawall and Pier 1 only (RFP Exhibit 2)

Eelgrass Habitat Area — Design Boundary and Exclusion

The South Crescent City Harbor Habitat Restoration Project is a separate mitigation effort and is not part of the seawall and Pier 1 structural design scope. Our team will coordinate the design and permit documents so that the construction package remains consistent with applicable mitigation commitments and does not create conflicts with the separate habitat-restoration work. **No eelgrass mitigation plans are part of this design.** Eelgrass and biological surveys, habitat-restoration design, and mitigation/monitoring plans are excluded from this scope. The restoration effort follows its own timeline and permitting, separate from the Seawall and Pier 1 structures, and design support for those elements can be added by written amendment as an additional service.

Figure 3. Approximate location of the South Crescent City Harbor Habitat Restoration (eelgrass) area (approximate, for scope illustration; north arrow shown)



..... NAVIGATING REGULATORY PERMITTING AGENCIES

Navigating Regulatory Permitting Agencies

The RFP notes that NEPA (Finding of No Significant Impact) and CEQA (Mitigated Negative Declaration) have been completed and that construction permitting is already underway. Kimley-Horn's role is to complete the final design in a manner that remains consistent with the approved environmental documents, issued and pending permit conditions, and applicable regulatory requirements. We understand that any ongoing regulatory coordination will be separated from this design services scope and led by another consultant. Kimley-Horn will provide the drawings, technical exhibits, calculations, and engineering support needed to assist the District in responding to agency comments and completing the permitting process.

Kimley-Horn has supported the permitting of waterfront projects throughout California and understands the coordination required among federal, state, and local resource agencies. Our objective is to maintain permit consistency throughout final design while avoiding unnecessary revisions that could delay construction. We will coordinate with the regulatory permit consultant to attempt to achieve this.

Figure 4 below illustrates the Regulatory Permitting Framework for the Citizens' Dock and Seawall Project. NEPA and CEQA are complete, and the District remains as the permit applicant and lead agency for permitting coordination, while Kimley-Horn provides engineering support and prepares the technical information required to support permit completion.

U.S. Army Corps of Engineers

(San Francisco District): Section 10 and Section 404 authorizations for work in navigable waters and discharge of fill. Kimley-Horn will prepare engineering plans, exhibits, and support technical information consistent with permit conditions and respond to engineering-related agency comments.

California Coastal Commission

(North Coast District): Coastal Development Permit: Kimley-Horn will prepare final design documents consistent with Coastal Development Permit requirements and support the District in addressing engineering-related comments during permit completion.

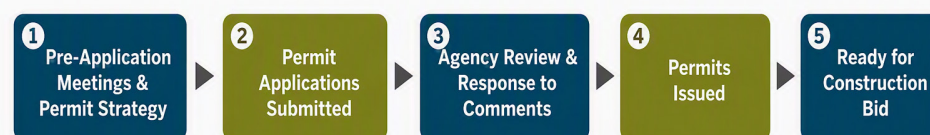
North Coast Regional Water Quality Control Board: Section 401 Water Quality Certification: The final design and specifications will incorporate applicable water quality, erosion control, turbidity management, and construction BMP requirements.

California Department of Fish and Wildlife, NOAA National Marine Fisheries Service, and U.S. Coast Guard:

Kimley-Horn will prepare the final design consistent with applicable biological commitments, in-water work windows, Essential Fish Habitat and eelgrass mitigation requirements, and Private Aids to Navigation (PATON) coordination, as applicable.

Regulatory Permitting Pathway — Crescent City Harbor

NEPA (FONSI) and CEQA (MND) are complete — CCHD leads remaining agency coordination with Kimley-Horn support.



Key Permits & Consulting Agencies

- | | |
|---|--|
| <ul style="list-style-type: none"> ● U.S. Army Corps of Engineers — San Francisco District
Section 10 / Section 401 (Rivers & Harbors / Clean Water Act) ● North Coast RWQCB — Region 1
Section 401 Water Quality Certification ● NOAA National Marine Fisheries Service
Essential Fish Habitat & Eelgrass (EFH) consultation | <ul style="list-style-type: none"> ● California Coastal Commission — North Coast District
Coastal Development Permit (CDP) ● CA Dept. of Fish & Wildlife (CDFW)
Streambed / protected-species coordination ● U.S. Coast Guard
Private Aids to Navigation (PATON) |
|---|--|

Figure 4. Regulatory permitting pathway for the Citizens' Dock and Seawall: NEPA/CEQA complete; CCHD leads remaining agency coordination with Kimley-Horn design support

Marine Construction Industry Review Workshop

A successful marine project is measured by more than quality engineering; it also needs to be practical to build.

Kimley-Horn has worked alongside many of the West Coast marine contractors that routinely construct seawalls, pile-supported piers, and other waterfront infrastructure. This experience provides our team with valuable insight into marine construction methods, equipment, sequencing, material procurement, and the realities of today's construction market.

To capture that perspective before the design is finalized, Kimley-Horn will conduct an **Industry Review Workshop** following completion of the 60% design.

Qualified marine contractors will be invited to review the developing design and provide confidential feedback on constructability, sequencing, equipment access, temporary works, in-water work windows, material availability, and potential bidding challenges. Individual comments will then be documented by Kimley-Horn, evaluated by the design team, and incorporated where they improve the project without changing the District's objectives.

The purpose of the Industry Review Workshop is not to redesign the project or influence the procurement process. Its purpose is to strengthen the final design by identifying opportunities to simplify construction, reduce unnecessary risk, improve bid documents, and encourage strong contractor participation before the project is advertised.

Kimley-Horn will summarize the workshop findings and present recommendations to the District before advancing to the 100% design milestone. Final design decisions will remain the responsibility of the District and the Engineer of Record.

Preserving an Open and Competitive Procurement

The Industry Review Workshop is strictly an information-gathering exercise. It is not a contractor selection or prequalification process.

Specifications will remain performance-based and will not identify preferred contractors or proprietary systems. By obtaining contractor input during design while maintaining an open public procurement, the District benefits from practical construction insight without limiting future competition.



Kimley-Horn's established relationships with California's key regulatory agencies, combined with a structured Industry Review Workshop that gathers contractor input before the design is finalized directly support the RFP's permitting and constructability requirements by keeping the final documents consistent with approved environmental commitments, reducing the risk of costly permit revisions, and producing bid documents that attract strong, competitive contractor participation.

PROJECT MANAGEMENT APPROACH

Maintaining Independent Engineering Judgment

Kimley-Horn is currently serving as the prime consultant for the District's Project Management Services for the Citizens' Dock and Seawall Project. This continuity allows us to leverage project controls, scheduling, document management, and institutional knowledge that are already in place, eliminating unnecessary duplication of effort as the project advances into final design. At the same time, we recognize that engineering decisions must remain objective, independently evaluated, and always made in the best interest of the District. To accomplish this, we have intentionally organized the proposed project with clear separation between project management, engineering, formal quality assurance, and independent technical advice.

- **Engineering Responsibility:** Jerry Holcomb, PE, will serve as Project/Design Manager and Engineer of Record and is solely responsible for the technical content of the design documents and all engineering decisions associated with the project.

Kimley-Horn's deliberate separation of engineering responsibility, project management, formal QC/QA, and independent technical advice will give the District the efficiency of an integrated team without sacrificing the objectivity and accountability that a federally funded, consequential capital project demands.

CONSTRUCTION DESIGN SERVICES

for a New Seawall and Citizens' Dock, Pier 1

As Engineer of Record and Project Manager on the Project Management Contract, Jerry will serve a single point-of-contact and will provide continuity across both contracts, carrying the same design intent, permit conditions, grant requirements, and site knowledge from engineering decisions directly into program controls, eliminating the delays and miscommunication that arise when projects are managed by separate teams. He will not perform owners representative review/approval of his own design, which will be overseen by additional key staff (**Casey Long, PE**; **Jamie Gwaltney, PE**; and **James LaFaso, PE**, as mentioned below).

- **Project management: Casey Long, PE** (Project Integration), will continue providing project controls, scheduling, budgeting, coordination, document management, and project close-out phase services through Kimley-Horn's separate Project Management contract. These responsibilities will support the proposed team's project delivery but do not direct engineering decisions.

- **Formal Quality Assurance/Quality Control:** Formal QC/QA reviews required by the RFP will be performed by **Jamie Gwaltney, PE**, as well as by qualified Kimley-Horn personnel who are independent of the design production team.
- **Independent Technical Advice: James LaFaso, PE** of Inwater Engineering will serve as the project's Independent Technical Advisor. Independent of both the design team and project management, James will provide experienced outside perspective on major engineering decisions, structural concepts, constructability, alternatives, and bid readiness at key milestones throughout design.

This structure will allow the District to benefit from the efficiencies of the established Project Management team while maintaining clear accountability for engineering decisions and strengthening the project through independent technical advice. **As the prime consultant on the Project Management contract, design decisions will keep the project Buy America-compliant and on the MARAD schedule, protecting the District's funding.**

Quality Control/Quality Assurance (QC/QA)

A formal QC/QA review will be completed by **Jamie Gwaltney, PE** (QC/QA Manager) at each major design milestone, including the 60% and 100% submittals, and by a qualified senior engineer who is independent of the design production team, consistent with the requirements of the District.

The QC/QA review will verify that applicable codes and design criteria have been correctly applied; structural loads and load combinations are complete and appropriate; calculations are technically and mathematically accurate; drawings, specifications, and calculations are coordinated; review comments have been appropriately addressed; and the final documents are complete, coordinated, and ready for issuance.

A project-specific QC/QA checklist will be completed and documented at each major design milestone and will be available to the District upon request.

Separate from the formal QC/QA process, **James LaFaso, PE** (Independent Technical Advisor), will provide his experienced outside perspective on major engineering decisions, constructability, structural concepts, and bid readiness at key milestones throughout design. His advisory role complements—but does not replace—Kimley-Horn's formal QC/QA process.



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 District staff.
- **Conduct Independent Reviews** by qualified staff who have no active role in construction task production and whose experience exceeds the work being reviewed.

..... SCOPE OF WORK/WORK PROGRAM

PHASE 1 – 60% DESIGN

At 60%, structural systems, geometry, materials, and primary loads are defined and confirmed. For the **Seawall**, we will establish wall geometry and typology (e.g., sheet-pile, soldier-pile, cantilever/counterfort concrete, or hybrid) using the reviewed geotechnical parameters; perform global stability (sliding, overturning, bearing, deep-seated) and pseudo-static seismic (Mononobe-Okabe) analyses; compute hydrostatic, hydrodynamic, and wave pressures; and size primary elements, tie-backs/anchors, cap/wale, and toe/scour protection. For **Pier 1**, we will develop the framing and pile layout; select pile type; compute gravity, berthing/mooring (PIANC), current, wind, wave, hoist, and seismic loads; and perform preliminary axial/lateral pile capacity (p-y / LPILE) and member sizing.

Task 1 – Data Collection and Review

The Kimley-Horn team will review the existing 30% design, survey, geotechnical information, utility records, environmental documents, permit applications, grant requirements, and agency comments. We will then conduct a focused site visit and prepare a data-gap and design-decision matrix identifying the information needed to advance the work.

TASK 1.1 – PERFORM DATA COLLECTION AND REVIEW

- The Kimley-Horn team will gather and review available data from the District's archives for the existing facilities. This relevant data may include plans and specifications of previously built nearby features, previous site surveys (topographic and bathymetric to help understand water depths), previous design criteria and permit requirements, and, if available, previous geotechnical soils reports to confirm what existing data is available and if additional studies are required.
- The Kimley-Horn team will review available electrical system and wet utility system data. It is assumed that record drawings are available for existing electrical shore power and potable water systems. Additional data requested may include electrical bill records, transformer record documents, available water flow rates, and available utility surveys.
- In addition, Kimley-Horn will provide requests for and/or summarize additional data that may be needed to support the future final design phase of the project. The purpose of this effort is to identify any data gaps and additional information that may be required for final design. A summary matrix of any missing data or information needed for future final design will be summarized in a matrix to identify any gaps. Any additional data collection will be conducted as additional services.
- Kimley-Horn will conduct a Design Confirmation Workshop:
 - **We assume one (1) in-person workshop for a half day (4 hours) in length with three (3) staff attending.**

Design Confirmation Workshop Purpose:

- Confirm the design basis
- Identify elements to preserve
- Identify decisions that must be reconsidered
- Confirm budget
- Confirm permit constraints
- Confirm owner priorities
- Establish decision dates

TASK 1.2 – PERFORM SITE VISIT

The Kimley-Horn team will perform one site visit to observe existing site constraints and confirm available data identified during the data collection phase. It is not the intention of the site visit to provide a full condition assessment; however, damages observed to the existing facilities, especially those proposed to be reused, will be noted and recommendations for improvement alternatives summarized in field notes and submitted to the District for consideration. Efforts will focus on collecting data needed to develop design criteria for the proposed marina improvement system.

- **We assume one (1) in-person site visit for a half-day (4 hours) in length with three (3) staff attending to observe site constraints and review preliminary design alternatives.**

Task 2 – Engineering Design and Calculations

The calculation package will accompany the construction documents as part of the design package and will include the following:

- Basis of Design criteria, referencing relevant codes, and a synthesis of engineering criteria for the site.
 - » Metocean (wind, wave, water level elevation) design parameters will be prepared by the Kimley-Horn team based on information available through public records, other nearby previous projects, or directly from the District. The scope does not include studies for determining site-specific Metocean design parameters nor advanced modeling for determination of loading parameters.
 - » Summarize currently adopted editions of governing design codes and references including: ACI 318-19/ACI 350 (marine concrete), AISC 360-16 (LRFD), AASHTO / NDS 2018 (timber/composite piles), ASCE 7-22 (loads, seismic, and wave/hydrodynamic), USACE EM 1110-2-1100, ASCE 41 / USACE EM 1110-1-1905 (geotechnical basis), NACE SP0176 and AASHTO HB-17 (corrosion), and NCS v6 (drawing standards). Our EOR will document all governing references in the design calculations and prepare a Design Basis Memorandum for each structure establishing site-specific tidal datums (MHHW/MLLW), design wave height and period, seismic parameters, corrosion exposure zones, and a minimum 50-year sea level rise / tsunami planning horizon.
- The Kimley-Horn team will prepare structural calculations for pier system, sheet pile seawall system, and support hoist and equipment support framing, adhering to current design codes (CBC 2025), and coordinate with the District to define operational parameters. Depending on structural support system determined for final design, this may require coordinating soil loading on existing piles with a geotechnical engineer. Geotechnical evaluation of pile foundations or soil conditions is excluded from the proposal but is required for final design and assumed to be contracted separately by the District. Furthermore, the scope of design is limited to the new pile systems and design of the existing piles is excluded from the proposal.
- The Kimley-Horn team will prepare designs for utility elements including electrical and mechanical/plumbing in conformance with current building code (CBC 2025) including the most recent Title 24 Energy and CalGreen requirements. Designs for utility systems on the landside will be provided up to the main service feeds.
 - » Electrical distribution lines are assumed to originate from the existing electrical panels on the landside. Our scope of work does not include expansion of the existing main service feeds located within these panels, nor upstream, and these panels are assumed not to require code compliance (CBC 2025) an upgrade for the pier facilities.
 - » Proposed wet utility distribution lines include potable water only and are assumed to be tied into existing landside utilities. Our scope of work does not include expansion of existing main service feeds, and it is assumed that there is no need for landside improvements to bring the system up to building code compliance (CBC 2025).

Task 3 – Plans and Technical Specifications

This task includes preparation of plans, specifications, and estimates (PS&E) for the project improvements. PS&E documents will be prepared with the purpose of issuing the construction documents for advertising for competitive bid by construction contractors.

- The Kimley-Horn team will prepare plans to include layouts, demolition plans, and structural and utility sheets for the proposed improvements. Technical specifications will also be provided to accompany the District's front-end standard specifications.
- The drawing package will include the following plan sheets:

Seawall — 60% Sheets (~16)	Citizens' Dock, Pier 1 — 60% Sheets (~28)
Cover Sheet & General Notes (2)	Cover Sheet & General Notes (2)
Demolition & Removal Plan (2)	Demolition Plan & Details (2)
Seawall Overall Plan, Alignment, and Notes (2)	Pier Overall Plan and Notes (2)
Seawall Structural Plan (2)	Pier Layout & Framing Plan (1)
Seawall Longitudinal Profile (1)	Pile Layout & Pile Schedule (1)
Seawall Typical Sections (2)	Pier Longitudinal & Transverse Sections (4)
Seawall Details — Cap, Tie-back/Anchor, Joints (3)	Structural Details & Pile-to-Cap Connections (4)
Scour / Toe Protection & Drainage Details (1)	Fender, Mooring & Hoist Support Details (2)
Anode Corrosion Protection Details (1)	Electrical Notes, Plan, Single-Line & Details (5)
	Potable / Fire Water & Mechanical Notes, Plan & Details (4)
	Anode Corrosion Protection Plan & Details (1)

- The Kimley-Horn team will prepare technical specifications (CSI 3-part) and a bid-items list; the District will provide front-end/boilerplate documents. It is assumed that all front-end boilerplate General Provisions and Standard Agreements will be provided by the District as required; the only new documents created will be technical specifications for the improvements and bid item list.

Task 4 – Estimate of Probable Construction Cost

- The Kimley-Horn team will complete initial reconciliation against available construction funding (based on 30% design)
- The Kimley-Horn team will prepare a 60% opinion of probable construction cost at AACE Class C (order-of-magnitude) for one improvement scenario.

Task 5 – Project Management, Meetings, and Industry Day

- The Kimley-Horn team will provide project management and up to two (2) teleconference progress meetings with the District, maintaining the comment-response matrix.
- **Industry Day:** Following the 60% submittal, Kimley-Horn will facilitate one (1) Industry Day workshop, prepare a 60% concept package, host a half-day session (on-site or hybrid) with qualified marine contractors/fabricators, conduct confidential one-on-one sessions, and consolidate anonymized constructability, means-and-methods, sequencing, and lead-time input into a memorandum to inform the 100% design (4-week duration; see **Section 7. Timeline** for details).

CONSTRUCTION DESIGN SERVICES

*for a New Seawall and Citizens' Dock, Pier 1***Phase 1 Deliverables:**

- Data-gap matrix and site-visit field notes and Design Confirmation Memorandum
- 60% drawings (≈44 sheets), CSI outline specifications, and bid-items list
- Preliminary structural calculations and Design Basis Memoranda (Seawall and Pier 1)
- 60% opinion of probable construction cost (AACE Class C)
- Industry Day summary memorandum (anonymized)
- Comment-response matrix

PHASE 2 – 100% CONSTRUCTION-READY DESIGN

At 100%, all 60% review comments (including those from the independent third-party advisor) and the District-directed changes are incorporated; calculations are finalized to support the EOR stamp; and the complete Issued-for-Construction set is produced. For the Seawall, this includes finalized global stability with factors of safety, seismic demand-capacity ratios, connection design, corrosion design, and quantity takeoffs. For Pier 1, this includes final pile capacity with site-specific p-y curves, pile schedule and driving resistance, deck-framing and connection design, ADA compliance, electrical design per NFPA 303, fendering/mooring hardware, and navigational lighting. **All final structural drawings and calculations are signed and stamped by the Engineer of Record.** Full 3-part CSI specifications, a permit-ready package suitable for direct agency submittal, and a Class B (budget) cost estimate complete the deliverables.

Task 1 – Final Engineering Design and Calculations

- The Kimley-Horn team will finalize all structural, electrical, and mechanical calculations for the seawall and Pier 1; **all final drawings and calculations will be signed and stamped by the Engineer of Record.**

Task 2 – Final Plans and Specifications (IFC)

- The Kimley-Horn team will advance the ~44-sheet set to 100% IFC completeness and finalize full 3-part CSI specifications and bid-items list, prepare reduced-scale (11×17) permit exhibits and a project-description narrative.

Task 3 – Estimate of Probable Construction Cost

- The Kimley-Horn team will prepare the 100% opinion of probable construction cost at AACE Class B (budget).

Task 4 – Building Permit and Agency Design Coordination

- The Kimley-Horn team will submit construction documents to Del Norte County for local building-permit review and address comments (two rounds assumed) and attend up to one (1) coordination meeting. We will provide permit-ready exhibits and technical information to support CCHD-led regulatory (USACE/CCC/RWQCB/CDFW/NMFS/USCG) coordination; regulatory permit applications are led by the District, and all permit/review fees are paid by CCHD.

Task 5 – Project Management and Meetings

- The Kimley-Horn team will provide project management and up to two (2) teleconference progress meetings with the District through 100% and permit-ready issuance.

Phase 2 Deliverables:

- 100% IFC drawing set (~44 sheets), signed and stamped by the EOR
- Final stamped structural/electrical/mechanical calculations
- Full 3-part CSI specifications and bid-items list; 11×17 permit exhibits
- 100% opinion of probable construction cost (AACE Class B)
- Del Norte County building-permit submittal and response to comments
- Permit-ready, contractor-biddable package

..... KEY EXCLUSIONS AND ASSUMPTIONS

The scope and fee assume the following key exclusions and assumptions. If these assumptions and exclusions change, the scope and fee may need to be adjusted.

- **No geotechnical services:** Kimley-Horn will review and incorporate the District's existing geotechnical reports and will not perform borings, CPTs, or laboratory testing. If additional geotechnical work is required, the District will retain a geotechnical engineer to provide a signed and stamped report and design coordination.
- **No survey or on-site utility identification:** Design relies on existing topographic/bathymetric survey and utility records provided by the District. No new surveys or subsurface utility locating/potholing will be performed by Kimley-Horn.
- **No eelgrass/biological work or mitigation design:** Biological surveys, wetlands delineation, and eelgrass mitigation/monitoring design are excluded. The South Crescent City Harbor Habitat Restoration Project is a separate effort.
- **Environmental review complete; permitting led by the District:** NEPA (FONSI) and CEQA (MND) are complete. The District will lead regulatory permit applications and coordination with USACE, CCC, RWQCB, CDFW, NMFS, and USCG; Kimley-Horn provides permit-ready drawings and technical support. All permit and review fees are paid by the District.
- **Design limited to new structures:** Design is limited to the new seawall and Pier 1 systems. Responsibility for existing/legacy pile elements remains with the original Engineer of Record for those elements.
- **Utilities:** Pier utilities are limited to marine electrical (per NFPA 303) and potable water, taken to the existing landside service. Expansion of existing main service feeds, low-voltage/communications, fire water, sewage pump-out, and fuel systems are excluded.
- **Excluded design elements:** Landside grading, pavement, stormwater drainage, and site improvements more than 5–10 feet landward of the seawall; landscaping, parking lot, and building sitework beyond the seawall toe / pier edge; stormwater, water-quality, and erosion-control reports; all dredging, including dredging for navigation depth; and hazardous-materials abatement and disposal are excluded from the design.
- **Review cycles and data:** One round of District/agency review comments per phase is included (the Del Norte County building permit assumes two rounds); additional cycles are additional services. The District provides all existing reports, drawings, utility records, geotechnical data, and survey within 10 days of Notice to Proceed (NTP).
- **Design hand-off:** All previously prepared 30% design documents will be provided at project initiation, including but not limited to electronic CAD drawing files, cost-estimate spreadsheets, technical specification outlines, basis-of-design and calculation files, and previously prepared technical studies.
- **RFP intent/studies:** The Engineer of Record will review the studies and analyses referenced in the RFP against the design approach; items not required to complete the seawall and Pier 1 design are excluded. Additional studies, if determined necessary, will be negotiated as additional services.

CONSTRUCTION DESIGN SERVICES

for a New Seawall and Citizens' Dock, Pier 1

- **Bid and construction services:** Engineering services during bidding and construction, and as-built preparation are excluded from this design fee and are available as additional services and/or under the separate Project Management contract.
- **Independent technical advice:** The independent third-party technical advice at the 60% and 100% milestones is provided and funded under Kimley-Horn's awarded Project Management contract and is not included in this design fee.

..... ADDITIONAL SERVICES

Any services not specifically provided in the above scope will be billed as additional services and performed at Kimley-Horn's then-current hourly rates. Additional services can be provided by Kimley-Horn, including but not limited to the following:

- Engineering support during bidding
- Engineering support during construction
- Environmental documentation and regulatory permitting
- Value engineering (VE) workshop facilitation
- Construction-phase services: shop-drawing review, RFI response, field observations, special-inspection oversight
- As-built drawing preparation and record-document management
- Structural health monitoring system design
- Physical hydraulic model coordination and testing oversight
- Expert witness or litigation support services
- Peer review of contractor-proposed design modifications or value-engineering proposals
- Post-construction inspection and condition-assessment report
- Preparation of Operations & Maintenance (O&M) manual for completed structures
- Seismic vulnerability assessment of existing adjacent structures
- Additional permit-agency response rounds beyond those included above

6. Fees

Our proposed fee to perform each element of the scope is presented on the following page on a **not-to-exceed, time-and-materials basis**, organized by phase and task consistent with Exhibit 1, so that the District may add or remove elements from the final award. Labor categories and rates shown are for estimating purposes; the total is the not-to-exceed ceiling, and Kimley-Horn invoices monthly based on the percentage of services performed. Project controls and coordination provided under Kimley-Horn's separate Project Management contract are not duplicated in this design fee. Formal QC/QA reviews required by the RFP are included in this fee. Separately, Kimley-Horn will provide independent technical advice through James LaFaso, PE, under our existing Project Management contract. By leveraging resources already established for the District, you will receive the benefit of experienced outside technical advice without funding a separate advisory effort under the design contract. Please contact **Jerry Holcomb, PE** (Project/Design Manager) with any questions or requests for additional information at 562.363.5051 or jerry.holcomb@kimley-horn.com during the evaluation process.

PROPOSAL TO PROVIDE

CONSTRUCTION DESIGN SERVICES

for a New Seawall and Citizens' Dock, Pier 1

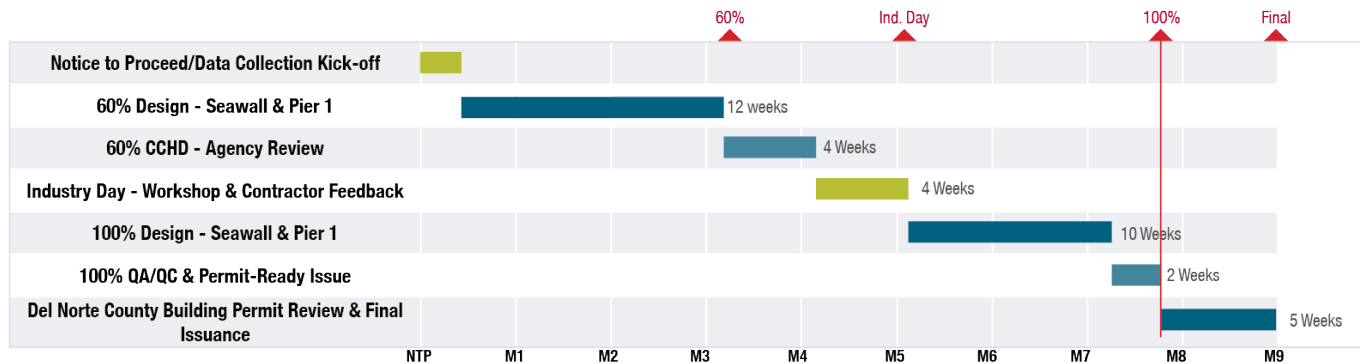
Crescent City Harbor District
Construction Design Services

		Kimley-Horn and Associates, Inc.														
Name		Jerry Holcomb	Jamie Gwaltney	Rob Sloop	Principal / Subject Matter Expert	Sr. Professional III	Sr. Professional II	Sr. Professional I	Professional	Analyst II	Analyst I	Support Staff	TOTAL HOURS	TOTAL COST		
Category/Title		Project Manager	QC/QA Manager	Principal-in-Charge												
196.75%	Overhead%															
195.87%	Overhead% w/o FCCM															
10%	Fee%	Direct Rate														
	Billing Rate															
Phase 1	60% Design Submittal	181	48	66		91	202		420		220	16	1,244	\$ 335,585.33		
Task 1	Data Collection & Review	15		16		15	16		40				102	\$ 31,625.06		
Task 2	Engineering Design and Calculations	40	20	10		20	50		100				240	\$ 70,737.13		
Task 3	Plans and Technical Specifications	60	20	20		40	100		200		220		660	\$ 163,947.79		
Task 4	Estimates of Probable Construction Costs	16	4	4		16	16		60				116	\$ 33,475.91		
Task 5	Project Management and Meetings	50	4	16			20		20			16	126	\$ 35,799.43		
Phase 2	100% Construction Ready Design	128	36	38		71	174		352		190	8	997	\$ 265,283.85		
Task 1	Engineering Design and Calculations	20	16	8		15	40		80				179	\$ 52,770.06		
Task 2	Plans and Technical Specifications	40	12	12		40	80		150		190		524	\$ 128,902.27		
Task 3	Estimates of Probable Construction Costs	8	4	4		8	8		32				64	\$ 18,774.56		
Task 4	Permit Agency Design Coordination	20		4		8	30		80				142	\$ 39,153.59		
Task 5	Project Management and Meetings	40	4	10			16		10			8	88	\$ 25,683.37		
	TOTAL HOURS	309	84	104		162	376		772		410	24	2,241			
	Subtotal Labor:	\$87,910.68	\$30,762.09	\$43,374.10		\$65,713.18	\$122,175.09		\$181,441.54		\$66,136.44	\$3,356.05		\$ 600,869.18		
	Other Direct Costs													\$ 14,250.00		
	Travel (Airfare, Hotel, Rental Car)													\$10,250.00		
	Meals & Incidentals													\$4,000.00		
	TOTAL COST:													\$ 615,119.18		

7. TIMELINE

Kimley-Horn will deliver the design in approximately **nine (9) months** from NTP, coordinated with the concurrent Project Management contract and the MARAD PIDP schedule. Because our team already knows the 30% design, permit conditions, and grant scope, we can begin final design immediately with no ramp-up. The schedule below shows each task duration and includes a dedicated Industry Day following the 60% design to gather contractor feedback before the 100% documents are finalized.

Approximately 9 months from Notice to Proceed (durations in weeks; adjustable to the CCHD/MARAD PIDP schedule)



Project schedule — approximately 9 months from NTP, with Industry Day following the 60% submittal.

In partnership with the District, Kimley-Horn can: (1) authorize early geotech borings/permits at NTP to protect critical path; (2) run 60% agency/permit coordination concurrently with 60%→100% production; (3) keep the 4-week Industry Review concurrent with the 60% District review, not additive; (4) early-release long-lead/Buy America material specification packages tied to the MARAD PIDP milestones we already track under the Project Management contract; (5) District decision-date commitments from the Design Confirmation Workshop; concurrent Del Norte County building-permit review.

The nine-month schedule above is achievable with no ramp-up, because our team already knows the 30% design, permit conditions, and grant scope. Rather than treating nine months as fixed, Kimley-Horn will work with the District at project initiation to identify opportunities to compress the critical path where it makes sense, without adding risk to quality, permitting, or the District's federal funding. Because Kimley-Horn also leads the District's Project Management Services contract, we already track the MARAD Port Infrastructure Development Program (PIDP) milestones and grant-compliance requirements, which allows us to align design production, procurement readiness, and permitting so that time is protected rather than lost. **The following levers (applied collaboratively and only where the District concurs), can each shorten the overall duration:**

- **Run permit-agency coordination concurrently with design production:** Kimley-Horn will provide the drawings, exhibits, and technical responses needed to support the District's ongoing permit coordination in parallel with 60%-to-100% development, so agency review time overlaps design time instead of following it.
- **Keep the Industry Review Workshop concurrent with the 60% District review:** The four-week industry-input effort is scheduled to run alongside the District's 60% review window rather than as an additional, sequential step—capturing constructability feedback without extending the critical path.
- **Release long-lead and Buy America material packages early:** Identify long-lead items and prepare domestic-preference (Buy America/Build America) material specifications early (coordinated with the compliance systems already established under our Project Management contract) positions the District to protect both the construction schedule and its grant eligibility.
- **Confirm District decision dates at the Design Confirmation Workshop:** Establishing agreed decision milestones upfront keeps engineering moving and prevents review stalls, allowing the design to advance continuously between the 60% and 100% submittals.
- **Coordinate Del Norte County building-permit review concurrently:** Initiating and running the local building-permit review in parallel with final design (rather than after 100%) reduces end-of-schedule float and supports a faster path to a bid-ready package.
- **Align milestones to the MARAD PIDP period of performance:** As the District's Project Manager, Kimley-Horn will continuously reconcile the design schedule against the grant's period-of-performance and reporting dates, so acceleration opportunities are pursued in a way that strengthens—never jeopardizes—the District's funding position.



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