



Folsom City Council Staff Report

MEETING DATE:	7/14/2026
AGENDA SECTION:	Consent Calendar
ITEM TITLE:	Resolution No. 11663 – A Resolution Authorizing the City Manager to Execute an Agreement with ICF Incorporated, LLC for Consulting Services for the Advanced Clean Fleets Regulation Compliance and Transition Assessment Plan for \$104,980.32 from the Water Operating Fund (Fund 520), the Sewer Operating Fund (Fund 530), the Solid Waste Operating Fund (Fund 540), and the General Fund (Fund 010)
FROM:	Utilities Department

RECOMMENDATION / CITY COUNCIL ACTION

The Utilities Department recommends the City Council pass and adopt Resolution No. 11663 - A Resolution Authorizing the City Manager to Execute an Agreement with ICF Incorporated, LLC for Consulting Services for the Advanced Clean Fleets Regulation Compliance and Transition Assessment Plan for \$104,980.32 from the Water Operating Fund (Fund 520), the Sewer Operating Fund (Fund 530), the Solid Waste Operating Fund (Fund 540), and the General Fund (Fund 010).

BACKGROUND / ISSUE

The City of Folsom owns and maintains over 400 vehicles or equipment machines within its Fleet. Approximately 175 of these vehicles or equipment machines are recognized under the Advanced Clean Fleets (ACF) Regulation. The ACF Regulation (California Code of Regulations, Title 13, Sections 2013, 2013.1, 2013.2, 2013.3, 2013.4, and 2016) is the latest development in the California Air Resources Board (CARB) decades-long history of reducing emissions from mobile sources that are needed to protect the public health and welfare of Californians by simultaneously improving air quality and by mitigating the harms posed by greenhouse gases by helping advance the introduction of zero-emission technologies into California's truck and bus fleets. Achieving these and other milestones will contribute to meeting the goals in the Governor's Executive Order N-79-20 and result in cleaner, more healthful air for all Californians.

Achieving California's long-term air quality, climate, and public health goals will require medium- and heavy-duty vehicles to significantly reduce their emissions, by embracing commercially available zero-emission technologies where feasible, and by using near-zero-emission technologies powered by clean, low-carbon renewable fuels everywhere else. The ACF regulation is an important part of California's broader strategy to increase clean, affordable transportation options such as zero-emission technologies, innovative methods to improve freight activity, and transportation system efficiency in California.

The scope of work to be provided under this Request for Proposal will include the following:

- **Project Management:** Provide overall project management of the project, guide execution of the work, and ensure coordination between the City and the consultant.
- **Fleet Transition Assessment:** Review the City's existing fleet and infrastructure data and establish a baseline. This will include the collection of fleet logistics data and an analysis of available telematics data.
- **ACF Analysis:** Review and summarize current ACF regulations and flexibility options such as exemptions and extensions. Prepare a non-compliance impact analysis to identify the potential consequences if certain ACF requirements cannot be met.
- **Fleet Replacement Assessment:** Assess the City's fleet operations and develop recommendations for a tailored electric vehicle (EV) transition. This will include a total cost of ownership analysis and an environmental impact analysis.
- **Infrastructure Needs:** Assess the City's charging needs to support ZEV transition, develop a charging optimization plan, develop infrastructure recommendations for EV charging, and develop a phased rollout schedule and cost estimates for the charging infrastructure.
- **Grid Impact Analysis:** Assess the ability of each City facility to support the projected electrical load work with SMUD to identify any electrical grid impacts. This includes identifying the utility capacity both upstream and downstream of the SMUD meter.
- **Funding Support:** Identify any relevant funding opportunities across local, state, federal, or utility programs.
- **Report:** Deliver comprehensive draft and final reports, providing actionable insights for City staff, stakeholders, and the public. This will include a practical, phased roadmap for both conservative and accelerated ZEV transition scenarios.

This Resolution will authorize the City Manager to execute an agreement with ICF Incorporated, LLC for consulting services for the Advanced Clean Fleets Regulation Compliance and Transition Assessment Plan for \$104,980.32 from the Water Operating Fund (Fund 520), the Sewer Operating Fund (Fund 530), the Solid Waste Operating Fund (Fund 540), and the General Fund (Fund 010).

POLICY / RULE

Section 2.36.120 of the Folsom Municipal Code states, in part, that contracts for supplies, equipment, services, and construction with an estimated value of \$77,426 or greater shall be awarded by the City Council.

California Code of Regulations, Title 13, Chapter 1, Article 3.2, Section 2013. Except as provided in the exemptions specified in section 2013(c) and 2013(e), this article applies to any state or local government agency with jurisdiction in California that owns, leases, or operates one or more vehicles specified in section 2013(a)(2) in California as described in the vehicle scope specified in section 2013(a)(2) on or after January 1, 2024. Except as provided in the exemptions specified in section 2013(c), vehicles subject to this article are vehicles that have a gross vehicle weight rating (GVWR) greater than 8,500 lbs. that are operated in California.

ANALYSIS

On April 2, 2026, the City issued a Request for Proposal (RFP) to provide consulting services for the Advanced Clean Fleets Compliance and Transition Assessment Plan. The City publicly advertised on April 2, 2026 for the Request for Proposal through the Sacramento Bee. Additionally, the RFP was made available on www.virtual-bid.com, www.publicpurchase.com, and the City's website.

On May 14, 2026, Utilities department staff received proposals from ICF Incorporated, LLC, CST Fleet Services, and the Center for Transportation and the Environment. The proposals were reviewed and scored for project understanding, project team staffing, relevant qualifications, scope of work, project approach, and relevant experience. The technical evaluations were scored as shown in Table 1 based on a maximum technical score of 80.

Consultant	UT 1	UT 2	UT 3	Average
The Center for Transportation and the Environment	70	41	41.75	50.9
CST Fleet Services	66	30	28.5	41.5
ICF Incorporated, LLC	76	78	57.15	70.4

Table 1: Consultant Technical Scores without Costs

After reviewing each proposal for project understanding, project team staffing, relevant qualifications, scope of work, project approach, and relevant experience, the proposals were reviewed for project costs. The fee schedules for the scope of work outlined in the request for proposal from each consultant are shown in Table 2.

Consultant	Fee Amount
The Center for Transportation and the Environment	\$217,085
CST Fleet Services	\$91,479
ICF Incorporated, LLC	\$104,980.32

Table 2: Consultant Project Costs

ICF Incorporated, LLC was determined to provide the best value to the city based on the fee amount, past municipal project experience involving work of similar scope and their familiarity with the Advanced Clean Fleets Regulation. Additionally, ICF has worked with over 370 fleets to develop electrification studies, infrastructure assessments, and fleet transition plans. In the last five (5) years, ICF conducted over 35 fleet electrification and EV infrastructure planning projects within California. To further support their experience and knowledge, three (3) of the ICF team members assigned to this project previously worked at the California Air Resources Board.

Table 3 shows the overall total scores including project costs based on a maximum score of 100.

Consultant	Technical Score (Avg.)	Cost Score	Total Score
The Center for Transportation and the Environment	50.9	8.4	59.3
CST Fleet Services	41.5	20.0	61.5
ICF Incorporated, LLC	70.4	17.4	87.8

Table 3: Consultant Overall Scoring Including Project Costs

This resolution will authorize the City Manager to execute an agreement with ICF Incorporated, LLC for consulting services for the Advanced Clean Fleets Regulation Compliance and Transition Assessment Plan for \$104,980.32 from the Water Operating Fund (Fund 520), the Sewer Operating Fund (Fund 530), the Solid Waste Operating Fund (Fund 540), and the General Fund (Fund 010).

FINANCIAL IMPACT

If approved, the agreement with ICF Incorporated, Inc. would be in the amount of \$104,980.32 with \$12,597.64 funded from the Water Operating Fund (Fund 520), \$11,997.75 funded from the Sewer Operating Fund (Fund 530), \$45,591.45 funded from the Solid Waste Operating Fund (Fund 540), and \$31,194.15 funded from the General Fund (Fund 010).. Sufficient funds are budgeted and available in the Water Operating Fund (Fund 520), the Sewer Operating Fund (Fund 540), the Solid Waste Operating Fund (Fund 540), and in the General Fund (Fund 010) for this agreement.

ENVIRONMENTAL REVIEW

This project is a study and therefore is categorically exempt from environmental review under the California Environmental Quality Act as noted in Title 14 - California Code of Regulations, Chapter 3 - Guidelines for Implementation of the California Environmental Quality Act, Article 19 - Categorical Exemptions, Section 15301 – Existing Facilities.

ATTACHMENTS

1. Resolution No. 11663 - A Resolution Authorizing the City Manager to Execute an Agreement with ICF Incorporated, LLC for Consulting Services for the Advanced Clean Fleets Regulation Compliance and Transition Assessment Plan for \$104,980.32 from the Water Operating Fund (Fund 520), the Sewer Operating Fund (Fund 530), the Solid Waste Operating Fund (Fund 540), and the General Fund (Fund 010)
2. ICF Proposal Scope
3. ICF Proposal Fee

Submitted,

Marcus Yasutake, Director
UTILITIES DEPARTMENT

Attachment 1

RESOLUTION NO. 11663

A RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE AN AGREEMENT WITH ICF INCORPORATED, LLC FOR CONSULTING SERVICES FOR THE ADVANCED CLEAN FLEETS REGULATION COMPLIANCE AND TRANSITION ASSESSMENT PLAN FOR \$104,980.32 FROM THE WATER OPERATING FUND (FUND 520), THE SEWER OPERATING FUND (FUND 530), THE SOLID WASTE OPERATING FUND (FUND 540), AND THE GENERAL FUND (FUND 010)

WHEREAS, the City of Folsom owns and maintains over 400 vehicles or equipment machines within its Fleet; and

WHEREAS, approximately 175 of these vehicles or equipment machines are recognized under the Advanced Clean Fleets (ACF) Regulation; and

WHEREAS, on April 2, 2026, the City issued a Request for Proposal (RFP) to provide consulting services for the Advanced Clean Fleets Compliance and Transition Assessment Plan; and

WHEREAS, ICF Incorporated, LLC by reason of their past experience and abilities for performing these types of services are qualified to perform the required consulting services for the project; and

WHEREAS, sufficient funds are budgeted and available in the Water Operating Fund (Fund 520), the Sewer Operating Fund (Fund 530), the Solid Waste Operating Fund (Fund 540), and the General Fund (010) for this agreement; and

WHEREAS, the total contract not to exceed amount is \$104,980.32; and

WHEREAS, the agreement will be in a form acceptable to the City Attorney:

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Folsom authorizes the City Manager to execute and agreement with ICF Incorporated, LLC for consulting services for the Advanced Clean Fleets Regulation Compliance and Transition Assessment Plan for \$104,980.32 from the Water Operating Fund (Fund 520), the Sewer Operating Fund (Fund 530), the Solid Waste Operating Fund (Fund 540), and the General Fund (Fund 010) and Appropriation of Funds.

PASSED AND ADOPTED this 14th day of July 2026, by the following roll-call vote:

AYES: Councilmember(s):
NOES: Councilmember(s):
ABSENT: Councilmember(s):
ABSTAIN: Councilmember(s):

Justin Raithel, MAYOR

ATTEST:

Christa Freemantle, CITY CLERK

Attachment 2



May 14, 2026

Technical Proposal 2026-182751



CONSULTING SERVICES FOR THE ADVANCED CLEAN FLEETS REGULATION COMPLIANCE AND TRANSITION ASSESSMENT PLAN

Submitted to:

City of Folsom - Utilities
50 Natoma Street
Folsom, CA 95630

Marcus Yasutake

Utilities Director

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Submitted by:

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This document includes confidential data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of—or in conjunction with—the submission of these data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in these data if it is obtained from another source without restriction. The data subject to this restriction are contained in this volume and its appendices and attachments.



A. Transmittal Letter

Dear Mr. Yasutake,

ICF Incorporated, LLC (ICF) is pleased to submit our Time and Material proposal in response to the City of Folsom (the City) RFP titled “*Consulting Services for the Advanced Clean Fleets Regulation Compliance and Transition Assessment Plan*”. We confirm that we have reviewed and are aware of all addenda issued by the City related to this RFP. We believe our team is very well positioned to accomplish this project due to the following reasons:



We are a leader in fleet electrification assessment. ICF is a national leader in fleet electrification, with nearly a decade of experience supporting more than 370 fleets including 163 municipal fleets, and 151,000 vehicles. In California, our team is helping public agencies navigate Advanced Clean Fleets (ACF) requirements and move from planning to implementation. We deliver practical, location-specific strategies that align fleet replacement, charging infrastructure, utility coordination, cost analysis, funding, and compliance. Our California-based team has supported municipalities across the state, including Placer County, Auburn, Lincoln, Loomis, Rocklin, and MTC jurisdictions such as Oakland, Concord, Alameda, San Leandro, Dublin, El Cerrito, and Berkeley.



We have strong experience in designing tailored ZEV infrastructure plans. ICF brings deep expertise and advanced tools to support zero-emission infrastructure planning. Our proprietary tools, such as *PowerGuide CHARGE*, enable comprehensive infrastructure assessments from selecting charger types and power levels to analyzing utility and facility electrical upgrade needs and associated costs. We have successfully supported cities across California through every stage from planning to implementation.



We deliver site-ready roadmaps and end-to-end implementation, including managing Los Angeles County’s initiative to install 5,000 EV chargers by 2025, from assessments and scoping through permitting, inspections, and commissioning. Most recently, ICF also supported the City of Rocklin’s fleet transition by developing charging infrastructure recommendations and engineering designs for two priority sites, the Corporation Yard and Police Station, positioning the City to move from planning into implementation.



Our team combines deep local presence with unmatched policy expertise in California. With local project managers and technical experts, ICF provides direct, hands-on support through regular site visits and close collaboration with stakeholders. Our team includes former CARB staff who helped shape key regulations like ACF regulation, bringing invaluable insider expertise to help municipalities across California plan effectively for compliance.

ICF’s proposal remains valid for a period of 90 days from the date of submittal. ICF retains the right to review its submission and to extend its offer or to revise its proposal at the end of the 90-day period. We look forward to hearing from you regarding the status of our proposal. We are available to discuss contractual questions to Janine Egler, Sr. Contracts Administrator, at (703) 934-3269 janine.egler@icf.com. Technical questions should be directed to Dr. Fang Yan, at (916) 210-5906 or via email at fang.yan@icf.com.

Sincerely,

Janine Egler,

Senior Contracts Administrator

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B. Introduction

Firm Description



ICF Incorporated, L.L.C. doing business in the State of California as ICF Consulting, L.L.C. will be the legal entity for any contract awarded in response to this RFP with participation from its

corporate affiliate ICF Resources, LLC, hereinafter collectively referred to as “ICF”, are wholly-owned subsidiaries of parent ICF Consulting Group, Inc., with ICF Consulting Group, Inc., being under parent company ICF International (NASDAQ:ICFI).

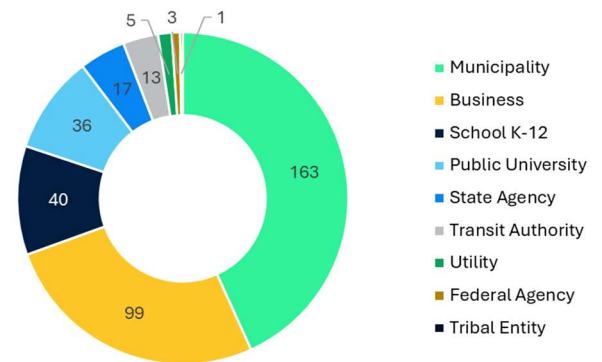
Established in 1969, ICF has become a leading global consulting firm, renowned for taking on the world’s most pressing social and environmental issues with a deep understanding of transportation, energy, and climate change. With a network of 55 offices, including five offices in California (San Diego, Irvine, and Los Angeles, Sacramento, and San Francisco), and around 8,500 employees, we provide unparalleled expertise and problem-solving capabilities, delivering innovative solutions to complex transportation policy, planning, and programming challenges.

ICF brings end-to-end expertise in electric vehicle (EV) technology, regulatory compliance, municipal fleet analysis, lifecycle cost modeling, infrastructure

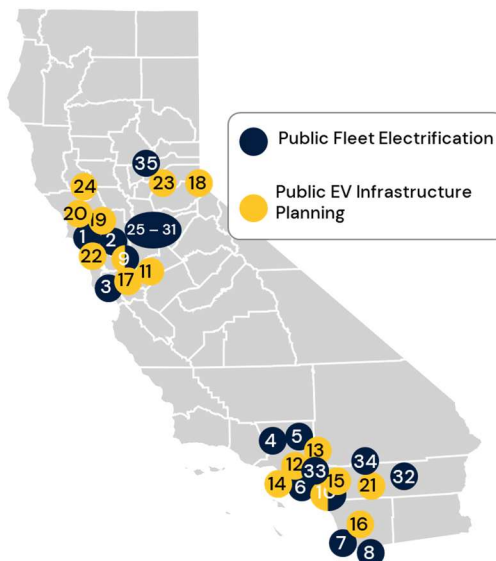
planning, utility coordination, and funding strategy. Our integrated approach will help the City assess Advanced Clean Fleets (ACF) requirements, evaluate viable EV replacement options, address grid and infrastructure needs, and develop a practical phased compliance roadmap. With strong California presence and national leadership in transportation electrification, ICF is well positioned to support a realistic, cost-effective transition for the City’s municipal fleet.

National Leadership in Fleet Electrification

We pride ourselves on being a national leader in fleet electrification. The chart below displays our diverse and extensive portfolio in this domain. ICF has completed fleet electrification studies for over **370** fleets with over **151,000 vehicles** nationwide.



In the past five years, our team has conducted over **35 projects** about fleet electrification (20+) and EV infrastructure planning (15+) **specific to California**.



- 1 Vallejo Flood and Wastewater District
- 2 City of Pittsburg
- 3 Midpeninsula Regional Open Space District
- 4 Los Angeles Unified School District
- 5 Los Angeles County
- 6 City of Santa Ana
- 7 City of San Diego
- 8 City of Chula Vista
- 9 City of Lodi
- 10 City of Laguna Beach
- 11 Stanislaus Council of Governments
- 12 Southern California Association of Governments

- 13 Los Angeles County Metro
- 14 The San Pedro Bay Ports
- 15 City of Moreno Valley
- 16 San Diego Association of Governments
- 17 Santa Clara County
- 18 Tahoe Regional Planning Agency
- 19 Solano Transportation Authority
- 20 Sonoma County Transportation Authority
- 21 Coachella Valley Association of Gov'ts
- 22 Bay Area AQMD
- 23 Placer County Transportation Planning Agency
- 24 Lake Area Planning Council

- 25 City of Oakland
- 26 City of Alameda
- 27 City of Concord
- 28 City of Dublin
- 29 City of Berkeley
- 30 City of El Cerrito
- 31 City of San Leandro
- 32 City of Banning
- 33 City of Pico Rivera
- 34 City of Redlands
- 35 City of Rocklin



We are currently supporting the Metropolitan Transportation Commission (MTC) with fleet electrification planning for [seven Bay Area municipalities](#), including Oakland, Concord, Alameda, San Leandro, Dublin, El Cerrito, and Berkeley. In the Sacramento region, we also led fleet transition planning for [four Placer County jurisdictions](#), Placer County and the cities of Lincoln, Auburn, and Loomis, as part of the countywide Zero Emission Vehicle Infrastructure Plan for the Placer County Transportation Planning Agency (PCTPA).

Local Expertise in Policies and Funding

Our team has a deep understanding and knowledge of the California ZEV market and policies. [Three of our team members joined ICF after years of working at the California Air Resources Board \(CARB\)](#), where they helped shape the state ZEV policies including the Advanced Clean Fleet (ACF) and Advanced Clean Cars II regulations. Our California-based team is actively supporting municipalities and public agencies across the state in meeting the requirements of the ACF regulation. This includes work with cities, counties, school districts, utilities, and special districts to ensure effective planning, compliance, and implementation.

We also bring proven funding application experiences. We use that insider policy knowledge, along with strong familiarity with California Energy Commission (CEC), CARB, utilities, and Air District funding programs to help the City identify high-priority, fundable charging locations. We have supported the cities of Laguna Beach and San Diego with their local utility programs, providing feasibility assessments, engineering designs, and direct utility coordination.

The Scope of Services in the City's solicitation is ambitious and will require strong capabilities in a variety of elements of fleet transition and EV infrastructure planning. ICF is unique in that we provide deep, proven expertise in innovative technology, ACF compliance, fleet operational analysis, the assessment of EV infrastructure needs and cost, and funding supports. The table below lists examples of the work performed or being performed by ICF in the past five years that best characterize the work quality and expertise that the City can expect ICF to apply to the tasks in the scope. More details on each of these projects can be available upon request.

Client, Project	Fleet Transition	Infrastructure Assessment	Utility Coordination	ACF Analysis	Funding Support
Placer County Transportation Planning Agency , Countywide ZEV Infrastructure Plan (Placer County, Lincoln, Auburn, Loomis)	✓	✓	✓	✓	✓
City of Rocklin , Master Phased Plan for Zero Emission Fleet Transition	✓	✓	✓	✓	✓
MTC , Fleet Electrification Plan (Oakland, Concord, Alameda, San Leandro, Dublin, El Cerrito, Berkeley)	✓	✓	✓	✓	✓
Vallejo Flood and Wastewater District , ACF Transition Assessment	✓	✓	✓	✓	✓
City of Pittsburg , Infrastructure Needs Assessment Related to Future Municipal Fleet Electrification	✓	✓	✓	✓	✓
Midpeninsula Regional Open Space District , Consultation to Improve Fleet Management	✓	✓	✓	✓	✓
City of Lodi , Fleet Electrification Plan	✓	✓	✓	✓	✓
City of Banning , ZEV Fleet & Infrastructure Transition Action Plan	✓	✓	✓	✓	✓
City of Redlands , Zero-Emissions Vehicle Fleet Review and Assessment	✓	✓	✓	✓	✓
City of Pico Rivera , ZEV Fleet and Infrastructure Assessment	✓	✓	✓	✓	✓
Los Angeles County , Zero Emission Vehicle Mobility Plan	✓	✓	✓	✓	✓
LAUSD , White Fleet Electrification Assessment	✓	✓	✓	✓	✓
City of Santa Ana , Fleet Electrification & EV Master Plan	✓	✓	✓	✓	✓
City of Laguna Beach , EV Fleet and Charging Station Assessment	✓	✓	✓	✓	✓
City of San Diego , Fleet Electrification Master Plan	✓	✓	✓	✓	✓
City of Chula Vista , Fleet Electrification Master Plan	✓	✓	✓	✓	✓



C. Scope of Work

This section presents our understanding of the project and shows the proposed work plan.

Overview and Summary

The City of Folsom has already taken important steps toward fleet electrification, including prior SMUD eFuel advisory work. This RFP builds on that progress with a more focused effort: *developing a practical Clean Energy Fleet Compliance and Transition Plan that supports compliance with CARB's ACF Regulation while maintaining reliable municipal services*. This effort is not simply a vehicle replacement exercise. It requires an integrated strategy that aligns fleet operations, facility readiness, electrical infrastructure capacity, and long-term capital planning.

Diverse Fleet Operations and Facility Conditions

The City's fleet is distributed across multiple departments and six key operating locations. Each location has different vehicle types, parking and garaging patterns, and electrical capacity. These site-specific differences will be important in developing a phased and realistic implementation plan.

ACF Compliance Applicability and Requirements

Another key challenge for this project will be distinguishing between vehicles that are subject to ACF compliance requirements and those that should be evaluated for broader electrification feasibility. Among a total of 484 vehicles and equipment in the City fleet, not all will need to meet ACF compliance requirements in the same way. Certain light-duty vehicles, off-road equipment, and specialized assets (e.g. emergency vehicles) may fall outside specific ACF provisions, but they remain important to evaluate as part of the City's long-term fleet modernization and infrastructure planning.

Real-World Duty-Cycle Challenges

While some light-duty and administrative vehicles may be strong near-term candidates for electrification, other vehicles will require more careful evaluation. Some specialized or heavy-duty





assets such as refuse trucks can be harder to electrify because of daily energy demand, limited dwell time and body configurations. For these vehicles, the plan should identify where electrification is feasible today, where additional market maturity is needed, and where exemptions, deferrals, or alternative compliance pathways may be appropriate.

Near-Term Vehicle Replacement Priorities

A meaningful portion of the City's fleet is older or approaching replacement age, which creates both urgency and opportunity. Over half of the fleet is 10 years or older, per Attachment B. The transition plan should help the City avoid replacing vehicles on a one-off basis without considering ACF applicability and infrastructure readiness. Instead, we will align replacement schedules with regulatory milestones and site readiness so that near-term purchases support both operational continuity and long-term compliance.

Utility Coordination and Infrastructure Readiness

The City will need a phased charging and energy strategy that reflects current and future fleet needs at each of the six operating locations. Early and effective coordination with SMUD will be essential to identify infrastructure requirements, utility-side upgrades, implementation timelines, and strategies to manage cost, schedule, and operational risk.

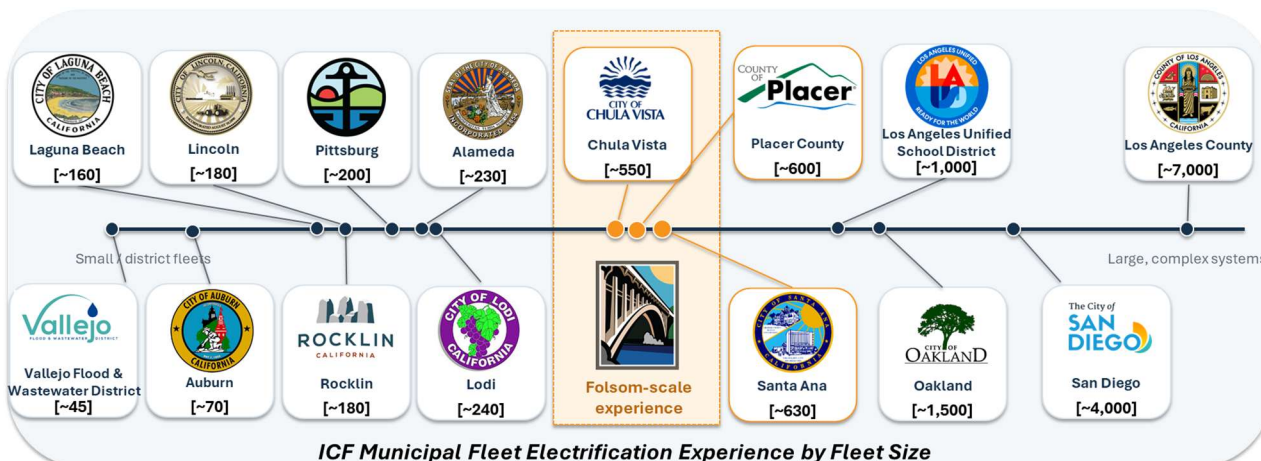
Evolving Regulatory and Market Conditions

The City must also navigate an evolving regulatory and market landscape. While California's long-term zero-emission direction remains clear, it continues to evolve. Recent developments related to CARB's

ACF waiver request have created uncertainty for certain fleet categories, while state and local government fleet provisions remain an important compliance driver for cities like Folsom. At the same time, technology availability, utility upgrade timelines, and funding programs continue to shift. For this reason, Folsom's transition plan must be both technically rigorous and flexible, with conservative and accelerated implementation pathways that allow the City to meet near-term compliance needs while adapting to future technology, market, and regulatory changes.

Addressing these needs requires a practical, implementation-focused approach. *The plan must bring together fleet analytics, regulatory review, infrastructure planning, utility coordination, and funding strategy.* Together, these elements will create a cohesive roadmap for compliance and implementation. The analysis must also be easy to use. It should present technical findings into clear and defensible recommendations that can support both internal decision-making and external regulatory processes.

ICF is well positioned to support the City of Folsom. We bring end-to-end fleet electrification expertise. Our team has supported public fleets across California and nationally. Leveraging proprietary tools and real-world implementation experience, we conduct vehicle-level assessments, optimize charging infrastructure, and evaluate electrical capacity. These insights are translated into phased, investment-ready plans that align infrastructure deployment with vehicle procurement.





Project Approach

For this project, the ICF team will leverage our extensive experience and expertise along with our proven analytical tools, including ICF's **PowerGuide Analytics** and **CHARGE** models, to craft a customized fleet transition strategy and robust EV infrastructure plan tailored for City fleets. With over a decade of experience collaborating with municipalities nationwide and in California, we have developed these tools to reflect our comprehensive understanding of the unique challenges and requirements associated with transitioning municipal fleets to EVs.

As part of this project, ICF will help the City develop a practical fleet electrification transition plan with a clear vehicle replacement schedule to support ACF compliance.

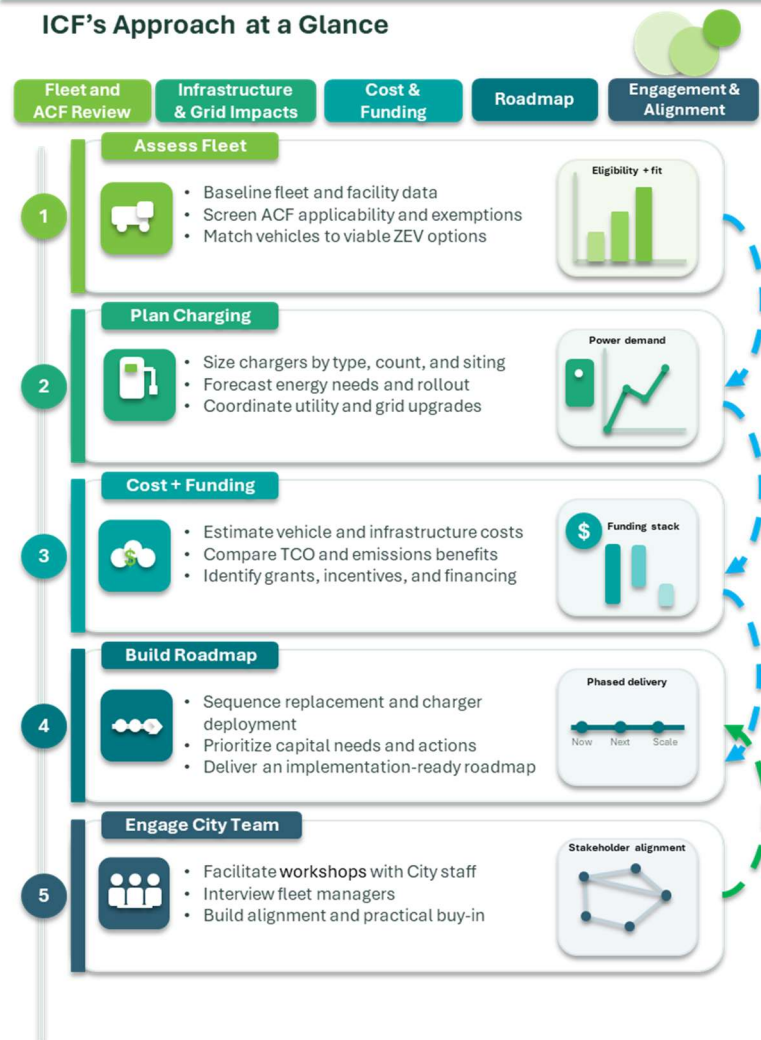
- We will begin by reviewing the City's fleet inventory and assessing how the ACF regulation applies to the City's vehicles and operations.
- At the vehicle level, we will evaluate each asset's specifications, replacement timing, operational needs, and evaluate whether it is required for ACF compliance, whether potential exemption is possible, what are viable ZEV replacement options, and how is potential impacts of non-compliance.
- This analysis will help identify the best near-term electrification candidates, as well as vehicles that may require a longer transition timeline due to operational, or market constraints.

The plan will then address the charging and energy infrastructure needed to support the transition. ICF will assess the optimal number, type, and location of charging stations; future energy needs for medium- and heavy-duty vehicles per ACF, as well light-duty vehicles, and feasible off-road equipment per EO N-79-20. We will also recommend the timing and cost of required electrical upgrades. We will coordinate with SMUD to understand available capacity,

potential grid constraints, and utility-side upgrade requirements.

ICF's approach will focus on identifying cost-effective and implementable solutions, supported by funding and financing strategies for both vehicle procurement and charging infrastructure. The final plan will include a clear implementation timeline and comprehensive total cost of ownership estimates covering vehicle replacement, operations and maintenance, energy use, chargers, and infrastructure upgrades.

ICF's Approach at a Glance



The following sections present our recommended approach, aligned with the RFP's Scope of Work. We have regrouped the eighteen (18) RFP tasks into five (5) key areas to provide a clearer and more integrated project structure. The detailed task mapping is provided in Exhibit 5.



Task 1: Project Management



This task will initiate the project with the formation of a Project Delivery Team (PDT) composed of ICF staff and key City stakeholders to guide execution and ensure coordination.

Project Kickoff: hold a structured kickoff meeting to review project goals, scope, budget, timeline, and key performance indicators.

Project Management Plan: develop a detailed project management plan (PMP) to outline tasks, schedules, staffing assignments and oversight strategies.

Progress Meetings: Maintain close coordination with the City through regular monthly or biweekly check-in calls. In-person meetings can also be conducted upon the City's request.

Stakeholder Engagement: Coordinate and facilitate workshops with City staff to present key findings at major project milestones, support cross departmental alignment, and build buy-in from fleet managers and other stakeholders.

Task 1 Deliverables

- Meeting agenda, notes, and slide decks
- PMP and Invoices

Task 2: Fleet Transition Assessment

Task 2.1. Existing Fleet

ICF will first review the City's existing fleet and infrastructure data and establish a baseline. We will collaborate with City staff to gather and assess data on the existing vehicle fleet from all City departments. To do so, our team will submit a data request form to the City staff to collect information including:

- **Vehicle specs:** type (e.g. box, utility), gross vehicle weight rating (GVWR), make/model, model year
- **Operation:** replacement schedule, daily mileage, dwelling locations and hours

For medium and heavy-duty fleets, ICF captures key operational requirements, including GVWR, payload

and towing, body configuration (box, stake bed, tractor, bucket), auxiliary loads, and specialty applications, to tailor ZEV recommendations. Later, we will use these criteria to query our proprietary EV model library and identify models that meet the fleet's exact specifications.

Additionally, ICF will collect fleet logistics data, including facility locations where vehicles are parked, and analyze available telematics data (e.g. Geotab) if available to inform ZEV replacement and infrastructure planning. In parallel, ICF will conduct up to four (4) interviews with the fleet manager and department superintendents to gather operational insights, identify electrification barriers, and better understand future fleet needs. ICF will also collect and review data on existing charging infrastructure across City facilities if any.

Task 2.2. ACF Analysis

ACF Regulation Review: ICF will review and summarize the current ACF regulations and flexibility options such as exemptions and extensions. ICF will summarize ACF applicability, timeline, reporting requirements, and exemption options, such as ZEV purchase exemption, backup vehicle exemption, declared emergency response and emergency vehicle exemption, daily usage exemption, and mutual aid assistance exemption.

Exemption Analysis: We recognize that transitioning medium- and heavy-duty vehicles and specialized units, such as refuse trucks, utility trucks, and vactors, can be challenging due to vehicle availability, upfitting requirements, duty-cycle constraints, delivery timelines, and charging infrastructure needs. As part of the exemption analysis, ICF will evaluate the City's fleet on a vehicle-by-vehicle basis to identify assets that may be exempt under ACF and assess any other exemptions or compliance flexibility for which the City may qualify.

This analysis will consider each vehicle's current ICE operations, operational requirements, available ZEV and near-ZEV replacement options, infrastructure readiness, vehicle delivery timelines, and expected



technology development. Based on this evaluation, ICF will develop clear recommendations and prepare the necessary documentation for up to five (5) CARB exemption requests on behalf of the City.

Non-compliance Impact Analysis: We will also prepare a non-compliance impact analysis to help the City understand the potential consequences if certain ACF requirements cannot be met. This analysis will clearly summarize regulatory, financial, operational, and implementation risks, allowing the City to make informed decisions and proactively plan mitigation strategies.

Task 2.3. Fleet Replacement Assessment

Fleet Replacement Assessment: Leveraging information collected above, ICF will use its in-house *PowerGuide Analytics* innovative tool to assess the City's fleet operations and develop tailored EV transition recommendations. This proven model, refined through work with over 370 clients, including more than two dozens in California, incorporates a robust, regularly updated database of over 600 EV models across all vehicle classes.

As illustrated in Exhibit 1, the *PowerGuide analytics* tool operates at the individual vehicle level, evaluating each vehicle's type, duty cycle, and daily mileage. It cross-references this data with a comprehensive EV library and for each vehicle, the tool identifies electric replacements that are

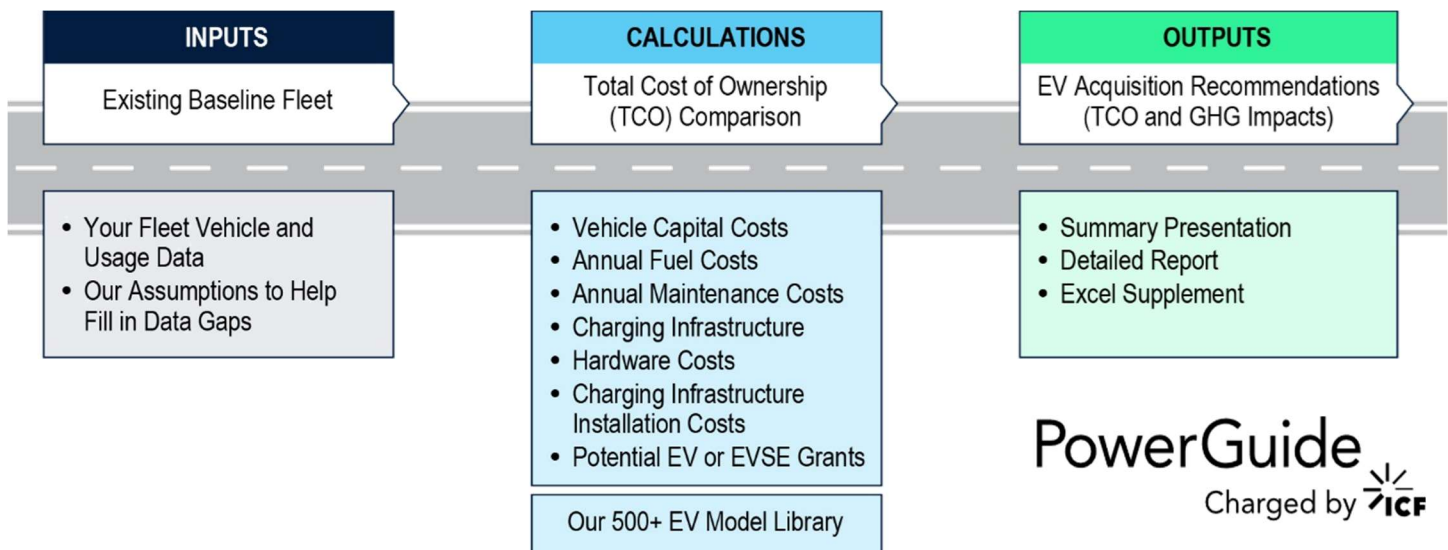
operationally suitable and available at the time of replacement. For example, if the city operates a refuse truck, *PowerGuide* will identify electric refuse trucks capable of meeting the same daily range and operational needs. This process applies across all vehicle types, including passenger cars, and medium- and heavy-duty vehicles.

The tool then presents multiple EV options that meet the operational profile and calculates the total cost of ownership (TCO) for each factoring in both capital and operational costs. From these, it selects the option with the lowest TCO. *PowerGuide* can also incorporate city-specific preferences, such as prioritizing major OEMs like Ford or GM, ensuring that recommendations align with both operational requirements and procurement priorities.

Total Cost of Ownership (TCO) Analysis: ICF's *PowerGuide Analytics* tool also provides us with the capability to estimate the total cost of owning and operating each replacement vehicle, including upfront and lifecycle costs as well as the capital and installation cost of EV charging infrastructure., as shown in Exhibit 2. ICF will estimate TCO on a vehicle-by-vehicle basis and will consolidate these vehicle-level estimates into fleet-level transition cost estimates.

Environmental Impacts: In addition to the TCO, the ICF team will conduct a lifecycle assessment

Exhibit 1. ICF's PowerGuide Analytics Fleet Transition Modeling Process





accounting for emissions from electricity as well as liquid fuel production and distribution. ICF's *PowerGuide* can evaluate the GHG emissions reduction potential from the City's electric fleet. An example of GHG analysis for a fleet ICF has worked with in the past is shown in Exhibit 3 below.

Exhibit 2. Examples of TCO Analysis

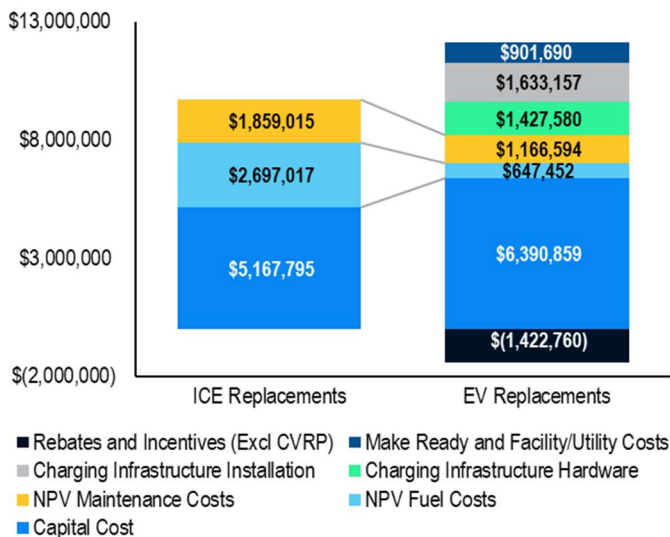
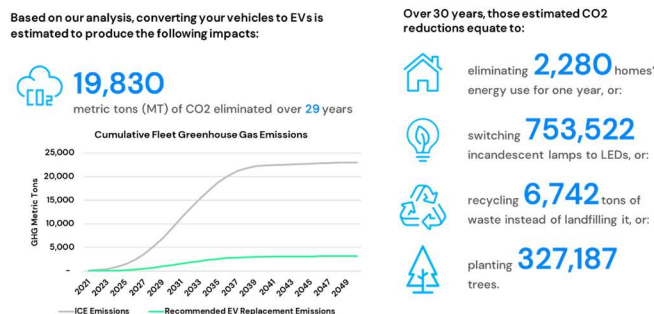


Exhibit 3. Example of Environmental Impact Analysis



Task 2. Deliverables

- A memo summarizing existing fleet assessment and ACF analysis
- A fleet transition memo, along with an excel file including replacement and ACF regulation requirements
- Up to five (5) ACF exemption applications

Task 3: Infrastructure Needs and Electrical Demand

Task 3.1. Charging Infrastructure Needs

EV Charging Infrastructure Assessment: Using the results of Task 2, ICF will assess the City's charging

infrastructure needs using its *PowerGuide CHARGE* tool, identifying the number, type, location, and power levels of electric vehicle supply equipment (EVSE) required to support the ZEV transition. The *PowerGuide CHARGE* model begins by evaluating each facility and the specific vehicles assigned to it, using the proposed EV makes and models identified in the prior task. It analyzes the operational patterns of each vehicle and estimates the daily energy demand in kilowatt-hours. It then assesses how much time each vehicle has available to charge overnight and, using this information, calculates the minimum power level required to fully charge the vehicle within that window. This helps determine the appropriate charger power level and port type for each vehicle in a one-to-one charging scenario.

PowerGuide Charge

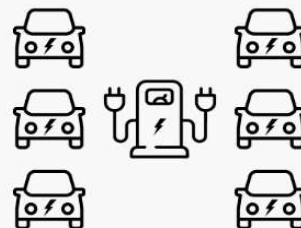
Powered by ICF

1:1 Vehicle to Plug (V2P) Scenario



In this scenario, each vehicle is paired with a dedicated charging plug, ensuring that every vehicle has its designated charging port.

Optimized V2P Ratio Scenario



- Optimized V2P ratio
- Multiple vehicles share a port

This scenario aims to optimize the number of vehicles capable of sharing a charging port. This is accomplished by adjusting the vehicle-to-plug ratio to ensure efficient use of infrastructure while still meeting each vehicle's duty cycle.

However, many municipalities prefer to share chargers across multiple vehicles to reduce costs



and maximize infrastructure efficiency. Recognizing that many vehicles do not require nightly charging, the *PowerGuide CHARGE* model incorporates a proprietary optimization algorithm that identifies opportunities for staggered charging and charger sharing allowing agencies to right-size their infrastructure investments while still meeting operational needs.

Charging Infrastructure Optimization: ICF's *PowerGuide CHARGE* tool incorporates advanced optimization algorithms to refine charger deployment by identifying the highest feasible vehicle-to-plug (V2P) ratios for each vehicle group. This approach enables the City to minimize the number of chargers needed while maintaining reliable fleet operations, reducing both capital and ongoing operational costs. The tool also evaluates the potential for smart and scheduled charging, allowing for more efficient use of infrastructure and space, which is especially valuable at constrained sites.

Charging Infrastructure Recommendations: Using the *PowerGuide CHARGE*, ICF will develop a phased charging infrastructure implementation scenario, detailing:

- The projected number of chargers needed at each site to support the EV replacements over time
- The recommended locations of EV charging infrastructure
- The recommended type (e.g., Level 1, Level 2, DCFC) and power level (in kW) of chargers
- The overall energy demand and power need associated with charging infrastructure at each site to meet ACF and EO N-79-20 needs.

Charging Infrastructure Rollout Schedule & Cost: ICF will develop a phased rollout schedule and cost estimates for charging infrastructure deployment, ensuring sufficient charging capacity is available to meet the City's EV adoption timeline. The plan will define milestones, account for differences in lead times between vehicle procurement and infrastructure development, and incorporate

futureproofing strategies by identifying upfront investments in utility upgrades and site preparation to accommodate long-term expansion. Cost estimates will include capital costs (EVSE hardware, installation, and make-ready upgrades) and operating costs. Location-specific cost estimates will be developed for each implementation phase to support financial planning and funding coordination.

Task 3.2. Grid Impact Analysis

Once charging needs are identified, ICF will assess the ability of each City facility to support the projected additional electrical load. This includes evaluating both site-level and utility distribution system capacity.

Utility Coordination: ICF will work closely with the City to develop a targeted Request for Information (RFI) for SMUD to obtain the utility data needed to assess grid impacts. For each City site, ICF will request available information on existing service capacity, transformer capacity, peak load, available capacity, feeder or circuit constraints, planned utility upgrades, and the location and capacity of nearby substations, where available. If certain utility data cannot be provided, ICF will apply industry best practices and engineering judgment to develop reliable planning-level estimates to support infrastructure planning and implementation phasing.

Broad Expertise Collaborating with Utilities

ICF brings extensive experience coordinating with utilities nationwide to evaluate grid capacity and charging infrastructure readiness. We collect and assess key utility data to identify infrastructure constraints, confirm feasible charging locations, and support practical deployment planning. On recent projects with Placer County and MTC, ICF coordinated with utilities such as PG&E, Roseville Electric, and Alameda Municipal Power to assess grid impacts and infrastructure needs for electrification.

Utility-level impact: ICF will coordinate with SMUD, to review existing utility data, such as service size, current peak demand, and available capacity on both sides of the meter. This analysis will identify where sufficient capacity exists to support new EV load and

where potential service upgrades or distribution improvements may be needed.

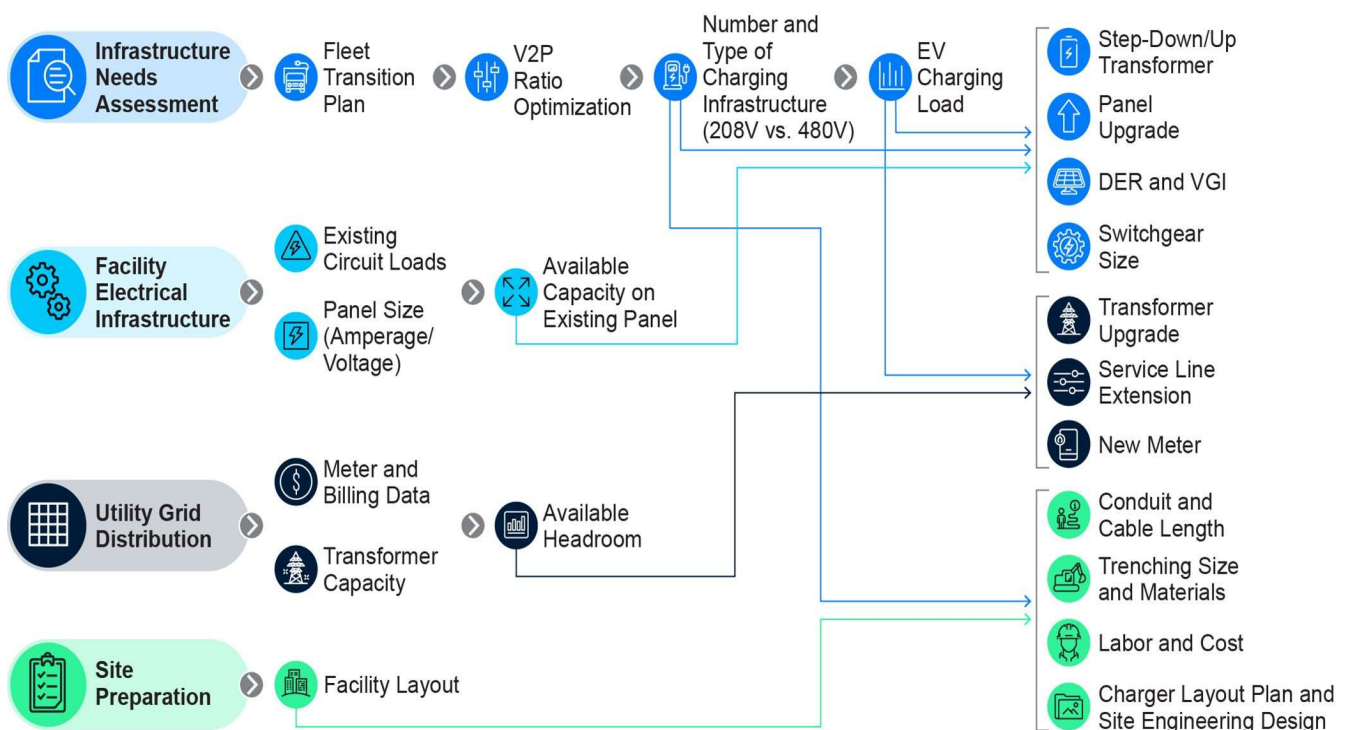
Facility-level impact: ICF will also conduct site visits and assess the existing electrical infrastructure at each of the City facilities for its ability to support the proposed EV charging infrastructure. This evaluation will determine if the current infrastructure is adequate or if upgrades, such as panel, step-up/down transformers and repair shops, are necessary. Should an upgrade be deemed

necessary, ICF will document this requirement and proceed to evaluate the associated costs, ensuring a comprehensive understanding of the investment required. A simplified illustration of our methodology is shown in Exhibit 4.

Task 3. Deliverables:

- An infrastructure needs and electrical demand memo
- Site visit notes and photos

Exhibit 4. ICF's Process for Utility-and Facility- Level Infrastructure Needs and Impact Analysis



Task 4: Funding Sources

To support the financial feasibility of both the fleet transition and infrastructure deployment, ICF will identify relevant funding opportunities across local, state, federal, and utility programs. Our team maintains and contributes to the [Alternative Fuels Data Center \(AFDC\) Laws & Incentives database](#), which includes nearly 1,000 entries and provides a strong foundation for identifying ZEV-related funding opportunities in California. The ICF team will compile a summary file with upcoming funding opportunities and pertinent application details. This file will present the funding opportunities in an organized format, such as a table or spreadsheet, categorized

by type (e.g., federal or state incentives) and target area (e.g., vehicle procurement or infrastructure deployment). It will detail associated application deadlines, specific requirements, and any other essential information to aid City in their application process.

Task 4 Deliverable

- A list of funding opportunities.

Task 5: Master Plan

ICF will bring together the results into a clear Master Plan for ACF Transition and Compliance. The Master Plan will provide a practical, phased roadmap for both conservative and accelerated ZEV transition



scenarios, helping the City compare options based on compliance requirements and operational feasibility. It will identify vehicle-by-vehicle replacement recommendations, potential exemption pathways, infrastructure deployment needs, key milestones, risks, and near-term actions.

ICF will submit the draft Master Plan for City review, incorporate City feedback, and prepare the final report. Draft and final versions will be provided in hard copy and in Microsoft Word and PDF formats, along with an Excel file summarizing vehicle-level replacement recommendations and transition timing.

In addition to the written report, ICF will prepare a visually engaging slide deck that summarizes the key elements of the plan, which the City may use to present to City Council and Utility Commission.

Task 5. Deliverables

- A draft and final Master Plan reports.
- Slide decks to be presented at meetings

Optional Task: Preliminary Engineering Design (6 sites)

To streamline the procurement of the ZEV infrastructure, the ICF team can develop preliminary designs for fleet sites. The engineering designs produced will support either public bid solicitations for contractor installation services or grant applications.

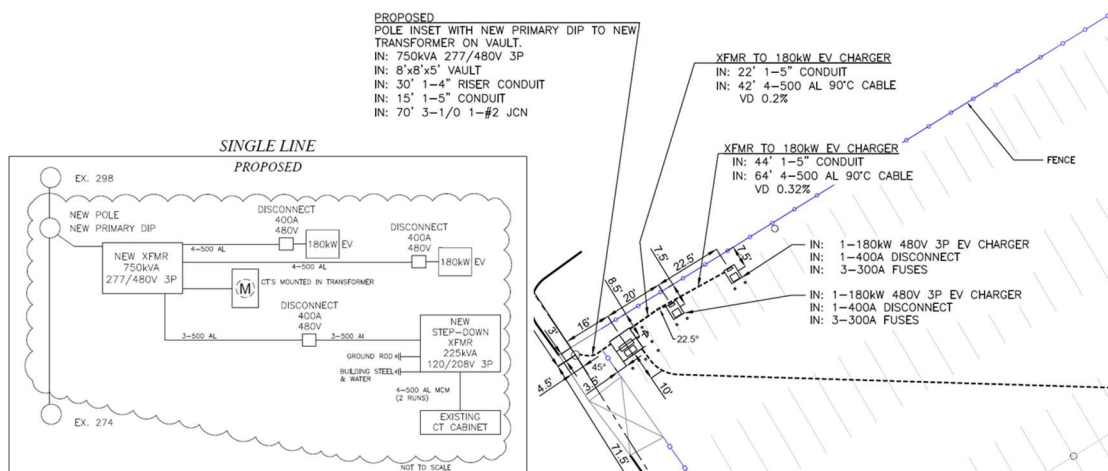
Data Collection: Before starting the design, the ICF team will review available site information from site visits and City-provided data (e.g., utility meter numbers, electricity usage), along with the final infrastructure plan and previously identified electrical system upgrades from Task 3.

As-Built Drawings: The ICF team will work with the City to get access to as-built drawings of the sites, detailing parking layouts and relevant facilities. Using these as-builts, we will illustrate the specific placement of charging stations, and the integration of associated infrastructure, such as electrical conduits, transformer locations, and electrical panels.

The objective of these drawings is to present a comprehensive and clear view of how the charging stations will seamlessly fit into the existing environment. This includes careful consideration of spatial arrangements, access routes, and addressing any potential physical obstructions or logistical challenges. These drawings are not only crucial for visualizing the final setup but also serve as critical tools for planning and implementation, ensuring the charging infrastructure is deployed effectively and efficiently while aligning with the overall aesthetic and functional requirements of the site.

Optional Task Deliverable

- Preliminary engineering drawings



An example of Preliminary Engineering Design



Project Schedule

We propose a 9-month period of performance, from July 1, 2026 to March 31, 2027 to finish the required technical scope including Tasks 1 to 5. The ICF team has successfully completed fleet transition and charging infrastructure plans within similar timelines. We are prepared to adjust the schedule as needed to meet the City's needs. If contract execution is delayed, we recommend extending the end date to allow sufficient time for project completion.

The table below shows the proposed project schedule monthly. It includes critical client review periods and major milestones (⊗, orange box). The ICF team will also work with the City to make the necessary schedule updates and submit a project schedule in the form of a Gantt Chart shown in weekly increments at the kickoff meeting.

Project Team

ICF will manage the project with a clear, local, and accountable team structure. Our approach is grounded in PMI project management practices and ISO 9001:2015 quality principles, but applied in a practical way to support responsive communication, on-time delivery, and high-quality work products.

Key elements of our management approach include:

Local project leadership. ICF will assign a project manager based in El Dorado Hills to serve as the

City's day-to-day point of contact. This provides the City with a locally accessible lead who understands the Sacramento region and can support meetings, coordination, and issue resolution efficiently.

Local technical expertise. The project manager will be supported by subject matter experts from ICF's Sacramento, San Francisco, and Los Angeles offices. These staff bring expertise in fleet electrification, ACF compliance, infrastructure planning, utility coordination, cost analysis, and funding strategy.

Lead and support staffing. Each major work area will have a designated task lead and backup staff member. This structure supports continuity, balances workload, and reduces schedule risk.

Integrated team coordination. The project manager will coordinate across ICF staff and the City to align assumptions, track decisions, manage data needs, and integrate findings into the Master Plan.

Schedule, budget, and quality control. ICF will track progress against the approved scope, schedule, and budget. We will identify risks and data gaps early and conduct internal QA/QC reviews before submitting deliverables to the City.

An organization chart with key staff's qualifications, roles, and allocation of the work is shown in Section D.

Month	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27
Task 1: Project Management	⊗								
Task 2.1: Existing Fleet		⊗							
Task 2.2: ACF Analysis				⊗					
Task 2.3: Fleet Replacement Assessment				⊗					
Task 3.1: Charging Infrastructure Needs							⊗		
Task 3.2: Grid Impact Analysis							⊗		
Task 4: Funding Sources							⊗		
Task 5: Master Plan									⊗



Project Hours

This section shows how ICF's proposed tasks align with the Scope of Work outlined in Section X of the RFP. It also provides the proposed hours by team member and task.

Exhibit 5. ICF Proposed Tasks to RFP Scope of Work Mapping, and Hours by Team Member and Task

ICF Proposed Tasks		Task number in the RFP	Sam Pournazeri	Fang Yan	Stephanie Kong	Theodora Konstantinou	Duncan Crowley	Hong Yang	Carolina Arriaga Gonzalez	Max Kaffel	Ernie Robertson	Total
Task 1. Project Management		18. Project management and meetings	4	24	0	0	10	0	0	0	0	38
Task 2. Fleet Transition Assessment	Task 2.1. Existing Fleet	1. Information and data collection	0	4	0	24	0	32	0	0	0	60
		3. Analyze fleet composition by weight class										
	Task 2.2. ACF Analysis	2. Review current ACF regulations	4	8	8	40	0	32	0	0	0	92
		10. Exemption Analysis										
		11. Non-compliance impacts										
	Task 2.3. Fleet Replacement Assessment	4. ACF lifecycle analysis	2	8	0	16	0	36	0	0	0	62
5. Identify viable ZEV replacement vehicles to comply with ACF												
Task 3. Infrastructure Needs and Electrical Demand	Task 3.1. Charging Infrastructure Needs	6. Assess current and future energy use	4	8	0	0	32	0	0	40	8	92
		7. Infrastructure analysis										
		9. Provide cost estimates										
	Task 3.2. Grid Impact Analysis	8. Impacts to local power grid	0	6	0	0	30	0	0	36	8	80
Task 4. Funding Sources		13. Identify funding sources	0	4	8	0	0	0	32	0	0	44
Task 5. Master Plan		12. Provide master plan for ACF transition and compliance	4	16	0	16	8	40	0	0	0	84
		14. Develop presentation for the Utility Commission and City Council										
		15. Draft report										
		16. Final report										
		17. Supporting documentation to provide to the City										
Optional Task: Preliminary Engineering Design (6 sites)			0	12	0	0	0	0	0	0	192	204



D. Consultant Staffing

Organization Chart

ICF has assembled a California based team with the expertise and experience necessary to fulfill the ambitious scope of this project. **Exhibit 6** shows the proposed team organization.

Exhibit 6 Proposed Project Team



Key Staff Qualifications and Experiences

This section presents brief summaries of the qualifications and experiences of key staff, as listed in **Exhibit 7**. Resumes for all staff are included Section F.

Exhibit 7 Key Staff Related Qualifications & Past Relevant Experiences



Sam Pournazeri, PhD, PE | Project Director

Sam Pournazeri, is a Vice President of Transportation and Energy at ICF, with over 15 years of experience supporting transportation decarbonization strategies. He is a nationally recognized leader in EV readiness planning and fleet electrification. Prior to ICF, he led the Mobile Source Strategy at CARB, shaping long-term clean transportation policy.

Sam is based in **Walnut Creek, CA**. For this project, he will serve as the project director, providing strategic oversight and guidance.

- **MTC**, Fleet Electrification Plan
- **City of Lodi**, Fleet Electrification Plan
- **City of Laguna Beach**, EV Fleet and Charging Station Assessment
- **City of Pittsburg**, Infrastructure Needs Assessment Related to Future Municipal Fleet Electrification
- **Midpeninsula Regional Open Space District**, Consultation to Improve Fleet Management
- **City of Raleigh (NC)**, Fleet Electrification Implementation Rollout Strategy



Fang Yan, PhD, PE | Project Manager

Fang Yan is a director of transportation and energy at ICF with over 15 years of experience in emission modeling, public policy, and clean fuel and vehicle technologies. As A former CARB program lead, Fang led Innovative Clean Transit regulation and brings

- **Placer County Transportation Planning Agency**, Countywide ZEV Infrastructure Plan
- **City of Rocklin**, Master Phased Plan for Zero Emission Fleet Transition
- **City of Redlands**, Zero-Emissions Vehicle Fleet Review and Assessment



deep regulatory insight and technical expertise in ZEV strategy, infrastructure readiness, and cost-benefit modeling.

Fang is based in **El Dorado Hills, CA**. For this project, Fang will serve as the project manager, the primary point of contact, working directly with the City.

- **City of Alameda**, Fleet Electrification Plan
- **City of San Diego**, Fleet Electrification Master Plan
- **City of Chula Vista**, Fleet Electrification Master Plan
- **Prince William County Public School (VA)**, White Fleet Transition Plan



Duncan Crowley, MS, EIT | Infrastructure SME

Duncan Crowley is a lead transportation and energy consultant at ICF, specializing in fleet electrification and infrastructure assessment. He has led and supported projects focusing on charging infrastructure siting, grid capacity analysis, and CARB ACF compliance.

Duncan is based in **Oakland, CA**. For this project, Duncan will serve as infrastructure SME to lead Task 3.

- **City of Oakland**, Fleet Electrification Plan
- **City of Banning**, ZEV Fleet & Infrastructure Transition Action Plan
- **Los Angeles County**, Shared and ZEV Mobility Plan
- **Lake County** ZEV Infrastructure Plan
- **City of Moreno Valley**, EV Charging Infrastructure Plan



Stephanie Kong, PhD | Funding SME

Stephanie Kong is a director of transportation electrification at ICF, specializing in zero-emission policy and funding, fleet modeling, and infrastructure assessments. Her expertise bridges technical analysis, policy and incentive design, and stakeholder engagement to support public-sector fleet electrification and large-scale EV infrastructure strategies. Prior to ICF, she worked at CARB and led ACF development

Stephanie is based in **Los Angeles, CA**. For this project, she will serve as a funding SME to lead Task 4.

- **Los Angeles Unified School District**, White Fleet Electrification Assessment
- **Los Angeles County**, Shared and ZEV Mobility Plan
- **City of Banning**, Fleet Electrification Plan
- **Vallejo Flood and Wastewater District**, ACF Transition Assessment
- **City of Santa Ana**, Fleet Electrification & EV Master Plan
- **Washington Commerce (WA)** Utility Side Charging Infrastructure Assessment



Theodora Konstantinou, PhD | Fleet Transition SME

Theodora Konstantinou is a lead transportation and energy consultant at ICF, specializing in fleet electrification and decarbonization, focusing on EV technology, fleet transition, and CARB ACF compliance.

Theodora is based in **Los Angeles, CA**. For this project, she will serve as fleet transition SME to lead Task 2.

- **City of Alameda**, Fleet Electrification Plan
- **City of Pico Rivera**, ZEV Fleet and Infrastructure Assessment
- **City of Lodi**, Fleet Electrification Plan
- **Vallejo Flood and Wastewater District**, ACF Transition Assessment
- **City of Santa Ana**, Fleet Electrification & EV Master Plan



Ernie Robertson | Electrical Engineer

Ernie Robertson is an electrical engineering design specialist with over five years of experience in grid distribution design. He is highly skilled in interpreting electrical distribution data and applying advanced software tools to develop precise site

- **Placer County Transportation Planning Agency**, Countywide ZEV Infrastructure Plan
- **City of Rocklin**, Master Phased Plan for Zero Emission Fleet Transition
- **City of San Diego**, Fleet Electrification Master Plan



plans and equipment layouts. His portfolio includes EV charging site engineering designs for projects in California.

For this project, he will lead the preliminary engineering design under the optional task

- **City of Chula Vista**, Fleet Electrification Master Plan



Hong Yang | Support

Hong Yang is a senior clean transportation specialist with expertise in zero-emission transportation, electrification planning, and decarbonization. She has supported projects for municipalities and public school districts including cities of Lodi, Rocklin, Placer County, Auburn, Lincoln, and Alameda. She is the technical lead supporting fleet electrification for the city of Alameda and working on ZE Infrastructure Plan for drayage trucks at the Port of Long Beach.

Hong is based in **Sacramento, CA**. For this project, she will support Task 2 and 5. .

- **City of Alameda**, Fleet Electrification Plan
- **City of Rocklin**, Master Phased Plan for Zero Emission Fleet Transition
- **Placer County Transportation Planning Agency**, Countywide ZEV Infrastructure Plan
- **Prince William County Public School (VA)**, White Fleet Transition Plan
- **Port of Long Beach and Los Angeles**, Feasibility Assessments for the Clean Air Action Plan: Class 8 Trucks



Max Kaffel | Support

Max Kaffel is a senior transportation specialist with over six years of experience advancing sustainable transportation solutions. At ICF, Max has led and supported more than a dozen electrification projects across California and beyond, Max has served as both technical and field lead, managing site visits, developing charging infrastructure plans, and providing actionable, cost-effective recommendations.

Max is based in **Los Angeles, CA**. For this project, he will support Task 3.

- **City of Chula Vista**, Fleet Electrification Master Plan
- **City of Oakland**, Fleet Electrification Plan
- **Los Angeles County**, Shared and ZEV Mobility Plan
- **City of Lodi**, Fleet Electrification Plan
- **City of Laguna Beach**, EV Fleet and Charging Station Assessment
- **City of Rocklin**, Master Phased Plan for Zero Emission Fleet Transition



Carolina Arriaga | Support

Carolina Arriaga is a senior transportation specialist and has a quantitative background in transportation electrification, energy conservation, and solar energy. She holds a master's degree in Information and Data Science from UC Berkeley. At ICF, she supported the Washington Department of Commerce by estimating hourly EV charging loads for 2035 infrastructure planning.

Max is based in **Vallejo, CA**. For this project, he will support Task 4.

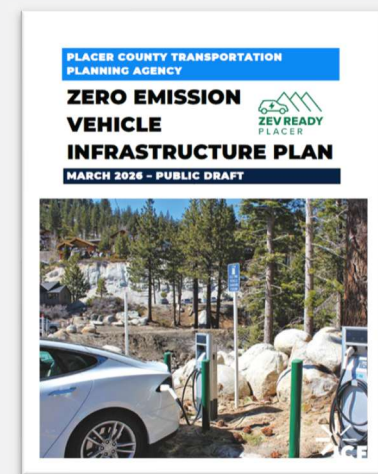
- **City of San Leandro**, Fleet Electrification Plan
- **City of Santa Ana**, Fleet Electrification & EV Master Plan
- **Los Angeles Unified School District**, White Fleet Electrification Assessment
- **Los Angeles County**, Shared and ZEV Mobility Plan
- **City of Banning**, Fleet Electrification Plan
- **Washington Commerce (WA)** Utility Side Charging Infrastructure Assessment



E. Consultant Qualifications and References

Customer Name: Placer County Transportation Planning Agency (PCTPA)	Contact Individual: David Melko, Principal Transportation Planner
Address: 2260 Douglas Blvd, Suite 130, Roseville, CA 95661	Phone Number: 530.823.4090
Contract Amount: \$1 million	Email: dmelko@pctp.net
Project Name: Countywide Zero-Emission Vehicle Infrastructure Plan	Year: 02/2025 – 06/2026

Key ICF Staff: Sam Pournazeri, Fang Yan, Theodora Konstantinou, Hong Yang, Max Kaffel



Project Description: ICF is leading the development of a Countywide Zero-Emission Vehicle Infrastructure Plan to accelerate the region’s transition to clean transportation. The plan addresses the growing need for public and fleet charging infrastructure, ensuring equitable access across rural and disadvantaged communities. It provides a data-driven, implementation-focused roadmap that integrates technical analysis, utility coordination, stakeholder engagement, and funding strategy. ICF’s team assesses existing infrastructure, forecasts future demand using advanced modeling tools, and evaluates grid capacity to guide siting for light-, medium-, and heavy-duty charging as well as hydrogen fueling. A robust public engagement process ensures local input shapes infrastructure priorities and investments.

Customer Name: Metropolitan Transportation Commission (MTC)	Contact Individual: James Choe, Climate Program Manager
Address: 375 Beale Street, Suite 800, San Francisco, CA 94105	Phone Number: 415.778.6664
Project Name: Local Public Fleet Electrification Planning Technical Assistance	Email: jchoe@bayareametro.gov
Contract Amount: \$800,134	Year: 2025 – Present

Key ICF Staff: Sam Pournazeri, Fang Yan, Duncan Crowley, Theodora Konstantinou, Ramon Molina Garcia, Hong Yang

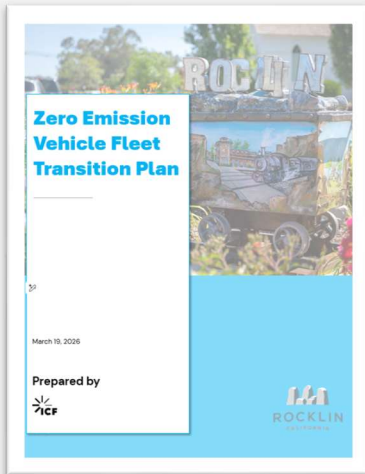
Project Description: ICF was selected to assist MTC with local public fleet electrification planning and providing technical assistance, including working with seven local public agencies (Oakland, Concord, Alameda, San Leandro, Dublin, El Cerrito, Berkeley), to assess their vehicle fleets and develop fleet transition and infrastructure development plans. Detailed technical assistance includes the following:

- Developing fleet engagement plans and assessed existing conditions, including policies, fleet inventory, and charging infrastructure.
- Evaluated vehicle replacement options and developed fleet transition, procurement, cost, and replacement schedule.
- Analyzed fleet energy demand and infrastructure needs, including conceptual charging site designs.
- Prepared implementation planning elements, including options and maintenance, utility coordination, emissions benefit analysis, reporting, and funding, as well as other implementation tools or resources (e.g., technician training materials, RFP templates, and procurement best practices).



Customer Name: City of Rocklin	Contact Individual: Matt McClure, Public Works Manager
Address: 4081 Alvis Ct, Rocklin, CA 95677	Phone Number: 916. 625.5277
Contract Amount: \$100,000	Email: matt.mcclure@rocklin.ca.us
Project Name: Zero Emission Vehicle Fleet Transition Plan	Year: 06/2025 – 03/2026

Key ICF Staff: Fang Yan, Theodora Konstantinou, Hong Yang, Max Kaffel



Project Description: ICF helped the City of Rocklin develop a practical Zero Emission Vehicle Fleet Transition Plan to support ACF compliance and long-term fleet electrification. The work included a detailed fleet review, vehicle-by-vehicle EV replacement recommendations, ACF applicability and exemption considerations, emissions benefits, charging infrastructure needs, PG&E coordination, make-ready infrastructure planning, total cost of ownership analysis, and funding strategy. The plan evaluated both full-fleet and ACF-only transition scenarios. It identified EV replacements for 137 of 147 active vehicles and recommended phased charging infrastructure across City facilities. ICF also developed preliminary engineering drawings for two main sites: Corporation Yard and Police Station. The final plan gave Rocklin a clear roadmap for vehicle procurement, infrastructure deployment, funding, workforce readiness, and implementation.

Customer Name: City of Lodi	Contact Individual: Melissa Price, Assistant Director
Address: 1331 S. Ham Lane, Lodi, CA 95242	Phone Number: 209.333.6811
Contract Amount: \$85,000	Email: mprice@lodi.gov
Project Name: Fleet Electrification Master Plan	Year: 09/2022 – 03/2024

Key ICF staff: Sam Pournazeri, Theodora Konstantinou, Duncan Crowley



Project Description: ICF assisted the City of Lodi in developing a phased master plan to transition its municipal fleet of more than 240 vehicles to zero-emission options in response to CARB's ACF regulation. The project included a detailed fleet assessment, vehicle-level ZEV replacement recommendations, ACF compliance review, charging infrastructure planning, facility electrical capacity assessment, transition cost estimates, and funding and financing options. ICF also identified key implementation barriers, including vehicle technology availability, infrastructure readiness, utility capacity, cost, and operational constraints, and provided practical strategies to support a realistic and phased fleet transition.

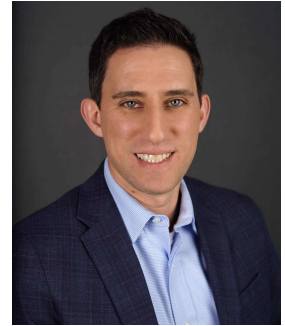


F. Team Resumes

Sam Pournazeri, PhD, PE

Vice President, Transportation and Energy

Sam Pournazeri is the Vice President of Clean Transportation and Energy at ICF, recognized nationally as an expert with over 15 years of experience in advanced transportation technologies, data analytics, emissions and energy modeling, and the development of sustainable transportation strategies. At ICF, Sam is currently assisting a dozen state and local governments with their transportation decarbonization and fleet electrification needs. In California, Sam's expertise and leadership have been particularly impactful in the area of municipal fleet electrification. Before his current role at ICF, Sam made significant contributions at CARB, playing a key role in shaping the Mobile Source Strategy, a detailed plan outlining the state's future freight and passenger transportation policies for the next three decades.



Education

PhD, Mechanical Engineering, University of California Riverside, 2012

MS, Mechanical Engineering, University of California Riverside, 2009

BSc, Mechanical Engineering, Sharif University of Technology, 2008

Certifications and Registrations

California Certified Professional Mechanical Engineer (PE), License No. M36830

PROJECT EXPERIENCE

Local Public Fleet Electrification Planning – Metropolitan Transportation Commission (MTC), 1/2025 – Present

Project Manager. Sam leads fleet electrification planning technical assistance for multiple Bay Area public agencies under MTC's Transportation Electrification Bench. He oversees fleet inventory assessments, vehicle replacement modeling, charging infrastructure demand projections, and capital planning. Sam coordinates stakeholder engagement with municipal departments to develop actionable fleet transition roadmaps aligned with CARB's ACF regulation and regional climate goals.

ZEV Infrastructure Planning and Pilot Project Development – Placer County Transportation Planning Agency (PCTPA), 2024 – Present.

Project Manager. Sam leads development of a countywide zero-emission vehicle (ZEV) infrastructure strategy for Placer County, including identification and prioritization of up to five pilot project concepts. He oversees infrastructure demand modeling, site feasibility assessments, equity-focused deployment analysis, and funding strategy development. Sam coordinates with local jurisdictions, utilities, and air districts to align corridor charging, medium- and heavy-duty infrastructure, hydrogen refueling, and multifamily charging strategies with regional transportation and air quality goals.

Fleet Electrification Implementation – City of Laguna Beach, 1/2024 – 7/2025

Project Manager. Sam led the development of the City's Fleet Electrification and EV Charging Implementation Plan. He oversaw vehicle replacement modeling, charging infrastructure analysis, and site-specific electrical upgrade assessments. Sam coordinated closely with City staff and Southern California Edison to support CRT funding applications and developed a phased deployment strategy to transition 181 vehicles and install 71 dual-port chargers by 2039.

Citywide Fleet Electrification - City of Lodi, 08/2022–05/2023

Project Manager. Sam led this project to help the City meet the ACF compliance requirements in the most cost-effective manner possible. Sam evaluated the City's fleet and provide recommendations to transition from ICEs to EVs; developed recommended charging infrastructure implementation strategies; estimated the costs to transition to EVs and developed the charging infrastructure; discussed the barriers to fleet transition and describe strategies to overcome them; and developed a plan to leverage incentive funding and evaluate options for financing and innovative business models.

EMPLOYMENT HISTORY

- ICF. Vice President of Clean Transportation & Energy. San Francisco. 11/2021–Present.
- California Air Resources Board. Branch Chief. Sacramento. 02/2012–10/2021.



Fang Yan, PhD, PE

Director, Clean Transportation and Energy

Fang is a Director of Clean Transportation and Energy who brings in over 15 years of experience in emission modeling, public policies, and clean fuel and vehicle technologies to support clients in navigating the technical, economic, and regulatory challenges in decarbonization. Before her current role, she oversaw ICF's Lifecycle Assessment (LCA) for low carbon fuels transactions under various state and federal programs. She focuses on zero-emission vehicles related regulatory and strategy assessment, and transportation modeling. Prior to joining ICF, she led CARB's Innovative Clean Transit Regulation development bringing experience in battery electric and fuel cell electric vehicle technologies. She also managed Mobile Source Strategy and layout of the land of California's future transportation system to zero-emission technologies. She worked closely and collaborated with CEC and CPUC to forecast infrastructure needs to accommodate California's fleet transition to meet air quality and climate goals.



Education

PhD, Environmental Engineering,
University of Illinois at Urbana and Champaign,
2012

MS, Environmental Engineering,
University of Illinois at Urbana and Champaign,
2008

BA, Environmental Engineering,
Tsinghua University,
China, 2006

Certifications

Professional Engineer in
Chemical Engineering in
California

PROJECT EXPERIENCE

Master Phased Plan for Zero Emission Fleet Transition – City of Rocklin, 07/2025-Present

Project Manager. Fang is currently leading the development of an ACF-compliant fleet transition plan. She designs charging scenarios and conducts facility load-capacity analyses, coordinates with the utility to define electrical upgrade needs. She also helps to develop a phased rollout plan of charging infrastructure and directs preliminary engineering for two priority sites, including site layouts and single-line diagrams.

Placer Countywide Zero-Emission Infrastructure Plan - Placer County Transportation Planning Agency (PCTPA), 02/2025 – Present

Deputy Project Manager. Fang leads technical analysis to identify existing charging infrastructure gaps and forecast future needs across light-duty, transit, school bus, and medium/heavy-duty fleets, analyzes grid capacity assessments and identifying potential electrical upgrade needs to support ZEV deployment, and coordinates GIS-based siting analysis to prioritize high-impact, equitable locations for public and fleet charging infrastructure. In addition, she assisted with strategy development for permitting streamlining, funding alignment, and phased implementation planning, including identification of pilot project opportunities.

EV Fleet Feasibility Study – Prince William County Public Schools (PWCS), 11/2024- 04/2025

Project Manager. Fang worked with PWCS to first perform fleet transition planning to develop a vehicle replacement schedule, identify pilot EV replacements, and detail necessary charging requirements. She led the design and evaluation of charging infrastructure scenarios, followed by an assessment of load capacity and needed electrical upgrades. Building on these insights, Fang helped estimate infrastructure costs and create a roll-out schedule. She also synthesized findings into a comprehensive 10-year phased Master Plan.

Master Phased Plan for Zero Emission Fleet Transition – City of San Diego, 06/2024 – 06/2025

Project Manager. Fang helped the City of San Diego to develop a zero-emission fleet transition plan for both light and heavy-duty vehicles operating in the City. Fang provided technical lead in several aspects: (1) evaluation of the City's Geotab data to assess fleet operation and replacement needs, (2) scenario analysis of charging infrastructure needs and electrical load capacity, and (3) cost estimates of ZEV and infrastructure rollout. Fang also helped with the coordinates with the City and local utility to review the existing capacity and identify potential upgrade needs.

EMPLOYMENT HISTORY

- ICF. Director of Clean Transportation and Energy. Sacramento, CA. 2022 – present.
- California Air Resources Board. Manager. Sacramento, CA. 2016 –2022.
- Argonne National Laboratory. Environmental Engineer. Argonne, IL. 2011 –2015



Duncan Crowley, MS, EIT

Lead Transportation Consultant

Duncan Crowley is a Lead Transportation Consultant with the Clean Transportation team at ICF, where he leverages a diverse set of systems engineering skills developed working with Toyota, NASA's Jet Propulsion Laboratory, and at Birdi Systems. Duncan has experience with modeling, policy analysis and research across multiple transportation disciplines with strong expertise in urban freight, freight electrification, ports, electric vehicles and transportation equity. Currently, at ICF, Duncan focuses mainly on projects related to decarbonization of the transportation sector, especially those related to the adoption of ZEV. Prior to working at ICF, Duncan developed his skills as an engineering professional as a consultant and project engineer working for public clients at Birdi Systems.



Education

MS, Transportation
Technology & Policy,
University of California
Davis, 2023

BS, Engineering, Harvey
Mudd College, 2018

Certifications and Registrations

Engineer in Training (EIT)
Lic#: EIT 178466

PROJECT EXPERIENCE

Oakland Fleet Transition Plan, MTC, 08/2025 – present

Project Manager. Duncan is leading a team to develop a fleet transition plan for the City of Oakland in California. This includes individualized replacement recommendations for their 1,400+ vehicles, a replacement timeline and a lifecycle cost analysis to compare the costs of the electric replacements to an ICE equivalent. Using this, the team will propose a charging infrastructure plan to meet the needs of their electrified fleet, paired with site level drawings for the 3 largest fleet depots.

ZEV Mobility Plan, Los Angeles County, 05/2024 – 06/2025

ISD Fleet Lead. Duncan led the evaluation of LA County's largest fleet of over 4000 vehicles to electric to meet the requirements set out in California's ACF rule and meet the county's targets. He led data gathering efforts in collaboration with the Internal Services Division and all the fleets it oversees to understand vehicle characteristics, parking locations and operations. Using ICF's Powerguide model, he has identified vehicle recommendations and a timeline for replacing each vehicle in the fleet in a manner which complies with the ZEV milestone option. He has also produced an estimate of the total cost of ownership of each vehicle and how it compares with the ICE alternative.

White Fleet Electrification, Los Angeles Unified School District, 01/2024 – 06/2024

Technical Lead. Duncan met with stakeholders across the school district to collect data on their fleets and to understand the unique operations of each fleet. He then used ICF's Powerguide tool to come up with replacement vehicle recommendations for each vehicle in the fleet as well as a vehicle replacement timeline. He also estimated the total cost of ownership associated with the new EVs in comparison with gas or diesel alternatives. In addition, he worked with the district to amend recommended vehicles to work with vendors and manufacturers preferred by them.

Utility-Side Charging Infrastructure Assessment, Washington Commerce, 04/2024 – 08/2024

Technical Lead. Duncan developed a methodology and analysis pipeline to quantify EV charging load across all Census Block groups in Washington state for medium and heavy-duty vehicles. He also developed different load scenarios in collaboration with Washington utilities to ensure the quantification matches existing utility planning practices.

EV Charging Infrastructure Master Plan, City of Moreno Valley, 08/2023 – 03/2024

Siting Lead. Duncan worked with the city to develop a novel model for quantifying the utility of each parcel within for public EV charging. This model considered the amount of automotive travel to each location, the parking time at each site, the site's access to transit, proximity to existing EV chargers, proximity to apartments and location within a disadvantaged community. He used this scoring used to identify 30 candidate sites for EV charging and visited each site for site assessment.

EMPLOYMENT HISTORY

- ICF. Senior Transportation Specialist. Sacramento. 7/2023– Present.
- Birdi Systems Inc. Systems Engineer. Pasadena. 08/2018–6/2021.



Stephanie Kong, PhD

Director, Transportation and Energy

Stephanie Kong is a Director of transportation and energy at ICF and has 9 years of experience in air pollution measurement, vehicle activity and emissions modeling, greenhouse gas (GHG) and criteria pollutant emissions analysis, and clean transportation policies. Stephanie received her PhD from California Institute of Technology, where she focused on air quality modeling using complex statistical and data analytical tools. During her time at the CARB, she led the development of California's transportation emission modeling tools and was the technical lead behind CARB's medium- and heavy-duty zero-emission fleet regulations. Upon joining ICF, Stephanie has been leading multiple projects to help state and local governments to develop ZEV strategies and ZEV infrastructure deployment planning.



Education

PhD, Chemical Engineering, California Institute of Technology, 2020

MS, Chemical Engineering, California Institute of Technology, 2018

BS, Chemistry, Harvey Mudd College, 2015

Certifications and Trainings

Certificate of Practice in University Teaching, California Institute of Technology, 2020

Certificate of Project Management, Caltech Center for Technology and Management Education, 2020

PROJECT EXPERIENCE

Shared and ZEV Mobility Plan—Los Angeles County, 2024–2025

Project Manager. Stephanie led development of a countywide plan for the County of Los Angeles to reduce GHG emissions from municipal transportation activities, covering both fleet and employee commute. She oversaw the County's strategy to transition vehicles to ZEVs, established a funding mechanism to support the transition, and evaluated the feasibility of County employee ridesharing programs.

Washington Utility-Side Charging Infrastructure Assessment—Washington State Department of Commerce, 2024–2025

Project Manager. Stephanie led this project to estimate projected electric-utility infrastructure costs, down to the point of service, needed to power all EV charging in Washington State as modeled by the Transportation Electrification Strategy through 2035. The project helped determine potential financial impacts on ratepayers, EV service providers (EVSPs), and their customers, and supported utility participation and EVSE-related grid-upgrade planning across the state.

ACF Transition Assessment—Vallejo Flood and Wastewater District, 2024–2024

Project Manager. Stephanie oversaw the development of a comprehensive ZEV Transition Plan for the Vallejo Flood and Wastewater District. She ensured compliance with CARB's ZEV mandates and the ACF rule, recommended vehicle and equipment replacements for sewer and vacuum operations, and oversaw site designs to accommodate all EV charging infrastructure at the District's facilities.

California's Advanced Clean Fleets Regulation—CARB, 2020–2023

Technical Lead. The ACF Regulation is part of a comprehensive strategy that CARB has proposed to accelerate the adoption of ZEVs in the medium- and heavy-duty truck sector. Stephanie oversaw the development of emission benefits analysis and technology mix projection for this regulation. She worked closely with stakeholders from different regulated sectors and performed research and analysis to quantify the overall emissions, health, and economic benefits of the proposed regulation.

EMPLOYMENT HISTORY

- ICF. Director of Transportation and Energy. 2023–Present.
- CARB. Air Pollution Specialist. 2020–2023.



Theodora Konstantinou, PhD

Lead Consultant, Transportation and Energy

Theodora Konstantinou is a lead transportation and energy consultant at ICF with more than seven years of experience in transportation electrification and decarbonization. Her work at ICF focuses on developing ZEV roadmaps and charging infrastructure plans at the state and local levels. Prior to joining ICF, Theodora gained experience at the EV Research Center of the Institute of Transportation Studies at the University of California, Davis, where she led and oversaw research projects related to the used vehicle market and its implications for EVs, equity concerns regarding the impact of incentives on EV adoption, and EV adoption in rural areas.



Education

PhD, Civil Engineering,
Purdue University, 2022

MS, Civil Engineering,
Purdue University, 2018

BS, Rural & Surveying
Engineering, National
Technical University of
Athens, 2016

Technical Skillset:

Microsoft Office, ArcGIS,
NLOGIT, Python

PROJECT EXPERIENCE

City of Alameda Fleet Electrification Plan, City of Alameda, 08/2025-Present

Project Manager. Theodora is leading the development of a Fleet Electrification Plan for the City of Alameda under the Metropolitan Transportation Commission (MTC)'s Public Fleet Electrification Planning Technical Assistance Program. She led the assessment of the City's fleet and facilities, identification of ZEV replacement options in alignment with the ACF regulation, analysis of operational feasibility, evaluation of charging infrastructure needs, assessment of electrical capacity at municipal sites, coordination with Alameda Municipal Power, development of site-specific cost estimates and funding strategies, and the preparation of implementation guides, tools and resources for the transition to EVs.

City of Santa Ana Fleet Electrification & EV Master Plan, City of Santa Ana, 08/2024-Present

Project Manager. Theodora is leading the development of a Fleet Electrification & EV Master Plan for the City of Santa Ana, aligned with the ACF regulation. The project includes assessing the city's current fleet and infrastructure, identifying electric vehicle replacement options, evaluating site-specific fleet charging needs, assessing grid capacity, coordinating with utilities for potential upgrades, developing strategies for cost-effective infrastructure deployment and crafting city-specific policies and workforce training programs to support the transition to EVs.

Placer Countywide Zero-Emission Infrastructure Plan, Placer County Transportation Planning Agency (PCTPA), 02/2025-Present

Technical Lead. Theodora leads the GIS-based siting analysis for EV charging and hydrogen infrastructure for light-, medium-, and heavy-duty vehicles in Placer County. She also supports the development of ZEV land use planning tools and permitting guidance, and leads stakeholder interviews. Additionally, Theodora assists as needed with project management and deliverable reviews for the overall project.

Advanced Clean Energy Fleet (ACF) Transition Assessment, Vallejo Flood and Wastewater District, 04/2024-04/2025

Deputy Project Manager. Theodora assisted in developing a comprehensive Zero-Emission Vehicle (ZEV) Transition Plan for the Vallejo Flood and Wastewater District. She contributed to assessing the District's current fleet and infrastructure, ensuring alignment with CARB's ZEV mandates and the ACF rule. This involved helping to determine electric vehicle replacement recommendations as well as the optimal number, type, and placement of refueling stations, and analyzing the costs and timeline for deployment. Theodora also supported the evaluation of site and grid upgrades needed to meet the increased power demand for ZEVs.

EMPLOYMENT HISTORY

- ICF. Lead Transportation and Energy Consultant. Los Angeles, CA. 10/2023-Present.
- University of California, Davis-Electric Vehicle (EV) Research Center. Researcher. Davis, CA. 09/2023-09/2024.



Ernie Robertson

Electrical Engineering Designer

Ernie Robertson is a distribution planning professional, with experience in electric vehicle (EV) site design and engineering. Working on the utility side, he has more than 5 years of experience designing EV infrastructure to interconnect with the utility grid and designing reinforcements to the utility grid to support EV infrastructure. Known for his deep understanding of electrical distribution data acquired through his early immersion in geographic information systems, Ernie showcases adeptness in several software program such as AutoCAD 3D, Esri ArcGIS, CYME, Windmill, SAP S4/HANA, SPIDAcac, MySQL, VBA, Python, C#, and Power Automate. His design portfolio ranges from charge-ready, commercial sites and track development to multifamily residential and utility-side impact studies. Ernie excels in creating high-level site plans and equipment layouts, conceptual single-line wiring schematics, and relevant technical specification section outlines essential for the installation, testing, and commissioning of EV charging systems. His skills and dedication make him an invaluable asset to any team seeking innovative solutions and efficient workflow in the electrical design landscape.

PROJECT EXPERIENCE

Distribution Planning—Pennsylvania Power and Light (PPL), 04/2023–Present

Planner. Ernie reviews method of supply requests for new load interconnection. The process involves analyzing the new additions in the CYME models of PPL’s distribution system, developing potential reinforcements to correct voltage and equipment issues, and compiling the results into a response letter. These studies include load flow, short circuit, voltage drop, and overload analysis.

Hosting Capacity CYME Development—PPL, 10/2022–05/2023

Lead Developer. Ernie worked as the lead CYME developer to analyze and process PPL CYME studies for hosting capacity government reporting. He worked collaboratively with project managers and engineers to create and evaluate methodologies for data processing. Ernie developed methods to ensure data accuracy, track data processing, and forecast processing time and requirements.

New Development Distribution Planning—Southern California Edison (SCE), MM/2020–MM/2022

Planner. Ernie worked for SCE as a new development distribution planner, where he performed connection studies on the existing grid and designed electrical distribution systems and reinforcements for new load requests. He has experience completing track development (6.9 kV, 12 kV, looped radials) and EV, charge-ready, cell, commercial site, and multifamily residential design. Ernie also participated in DAT first response emergency operations, where he assessed damage to the grid and created the associated repair work orders.

Lead Facilities Designer. Ernie creates designs for new EV charging facilities based on existing system configuration and new facilities requirements. For each design, he coordinates with the local utility and site owners to perform the analysis required to create site plans and equipment layouts. Ernie performs engineering analysis to determine conductor and conduit sizing, required protection, and system design.



Highlights of Qualifications

EV electrical design
Grid interconnection studies

Education

Bachelors, Geospatial and Environmental Analysis,
Virginia Polytechnic Institute and State University, 2011



Hong Yang, PhD

Senior Clean Transportation Specialist

Hong Yang, PhD, brings more than 8 years of experience in transportation decarbonization, road transportation electrification, charging infrastructure, renewable energy policy, and alternative fuel and vehicle technologies. Before her current role, she was the project manager at the Renewable Energy Policy Network for the 21st Century (REN21) from 2021 to 2024, leading the production of the *Global Futures Report: Renewables for Sustainable Transport—Bridging Perspectives*. She oversaw the day-to-day activities of the whole team, from administrative work to research analysis and outreach activities. Before that, she worked at the World Bank Group on several transportation and clean energy projects, including her contribution to an energy open data platform (energydata.info) and several flagship reports.

PROJECT EXPERIENCE

City of Alameda Fleet Electrification Plan, City of Alameda, 08/2025-Present

Technical Lead. As the technical lead in this effort, Hong conducts the assessment of the City's fleet and facilities, identifies ZEV replacement options in alignment with the ACF regulation, analyzes of operational feasibility, evaluates charging infrastructure needs, assess electrical capacity at municipal sites, and develop site-specific cost estimates and funding strategies.

Placer County Transportation Planning Agency Countywide Zero Emission Vehicle Infrastructure Plan-Placer County Transportation Authority (PCTPA), 2025-Present

Task Lead. Hong is leading fleet electrification planning for various jurisdictions in Placer County, as part of the Countywide ZEV infrastructure plan. Hong evaluates vehicle duty cycles, identifies electrification candidates, and develops a phased ZEV replacement strategy aligned with regulatory deadlines and operational needs.

Zero-emission Vehicle Master Plan—LA County, 2024–2025

Research Support. Hong conducted research to help LA county monitor regional infrastructure development progress and estimate the number of chargers deployed by 2024 in comparison to the 2019 sustainability plan goals.

Fleet Electrification Master Plan—Prince William County Public School, 2024–2025

Research and Modeling Support. Hong conducted research, data analysis, fleet assessment modeling, and report writing for the Prince William County Public School's master fleet transition plan.

2024 Feasibility Assessments for the Clean Air Action Plan: Class 8 Trucks—Port of Long Beach and Los Angeles, CA, 2024–2025

Senior Air Quality Scientist. Hong conducted desk research to assess the commercial availability and technical availability of zero-emission Class 8 trucks. She supports interviews and surveys to understand the operational feasibility of zero-emission drayage trucks, providing other support as required for the feasibility report.

White Fleet Electrification Assessment—Los Angeles Unified School District (LAUSD), 2024–2024

Research Support. Hong conducted desk research to identify suitable funding opportunities and financing mechanisms for LAUSD's white fleet electrification.

Charging and Fueling Infrastructure (CFI) Grant application, Two Clients, 2024

Subject Matter Expert. Hong supported siting assessments for two clients' applications to the CFI grant, including identifying trip characteristics in selected sites, providing reasonings for the suggested number of chargers and their charging powers, and estimating charging infrastructure cost associated with the suggested type and number of chargers.

EMPLOYMENT HISTORY

- ICF. Senior Clean Transportation Specialist. 2024–Present.
- REN21. Project Manager and Analyst. 2021–2024.
- World Bank Group. Transportation Research and Energy Data Analyst. 2017–2021.



Education

PhD, Energy Systems,
University of California,
Davis (UC Davis), 2024

MPP, Public Policy,
Georgetown University,
2018

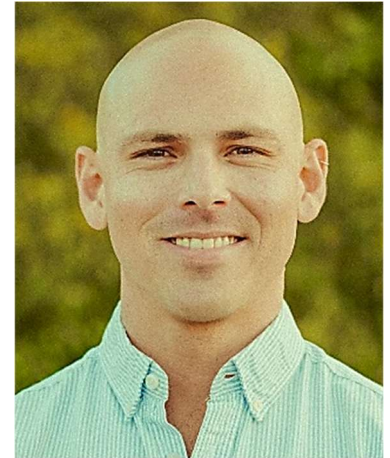
BS, Economics, Peking
University, China, 2016



Max Kaffel

Senior Transportation Specialist

Max Kaffel brings over 6 years of expertise in transportation electrification, greenhouse gas inventory, renewable energy solutions, and transportation strategy. As a Senior Transportation Specialist, Max has demonstrated his core strengths in evaluating transportation electrification potential, aiding in the development of vehicle deployment schedules, and conducting cost analysis for infrastructure implementation. He has successfully led the electrification assessments for various clients, including comprehensive fleet analyses for the City of Laguna Beach and the Midpeninsula Regional Open Space District. His role as a technical and field lead in a project for the National Park Service highlights his ability to conduct detailed site assessments and provide actionable recommendations for sustainable vehicle technologies. Max's ability to lead complex projects, coupled with his technical proficiency and strategic planning skills, makes him a pivotal asset in advancing sustainable transportation initiatives.



Education

BS, Environmental Science,
University of California
Berkeley, 2018

PROJECT EXPERIENCE

City of Chula Vista, Fleet Electrification & Vehicle Charging Master Plan, 01/2025-Present

Project Manager. Max leads the development of a strategic master plan to guide the City's transition to a zero-emission fleet. The project includes EV replacement schedules, multiple charging infrastructure scenarios, and cost analyses addressing both vehicle total cost of ownership and facility-level make-ready requirements. Max oversees all phases, from fleet and site assessments to policy development, ensuring recommendations align with operational needs, regulatory requirements, and the City's sustainability goals.

City of Laguna Beach, Electric Vehicle Implementation Plan, 05/2024-Present

Deputy Project Manager. As DPM, Max supports the project management of an extensive implementation plan aimed at the successful electrification of the City's fleet. This project encompasses not only EV replacement recommendations and charging infrastructure planning but also includes conducting site visits to inform conceptual drawings of priority charging locations. The team makes facility- and grid-level infrastructure upgrade recommendations based on these visits. Max is also leading the infrastructure assessment for the City, ensuring that all necessary upgrades are identified and planned for effectively. His role is critical in coordinating various aspects of the project, from detailed assessments to strategic planning, to ensure a seamless transition to an electrified fleet.

National Parks Service, Washington Support Office (WASO), Electric Vehicle Supply Equipment Assessments, 09/2023-11/2024

Technical Lead. As part of an effort to understand the feasibility of transitioning national park vehicle fleets to alternative vehicles, ICF was tasked with conducting 30 site visits at priority national parks. Max was the technical and field lead for 4 national parks, including Death Valley, Joshua Tree, Lake Mead, and Sequoia and Kings Canyon. In this role, Max oversaw all technical aspects of the site visits, conducted detailed assessments of current vehicle fleets, evaluated the suitability of alternative vehicle technologies, and identified necessary infrastructure upgrades. He coordinated with park staff to gather data on vehicle usage patterns, fuel consumption, and maintenance needs, and conducted on-site inspections to assess facility readiness. Max also developed comprehensive reports for each park, providing actionable recommendations, cost-benefit analyses, implementation timelines, and strategies for minimizing operational disruption. His expertise ensured that the recommendations were tailored to each park's specific needs, contributing significantly to the successful implementation of sustainable vehicle technologies across the national park system.

EMPLOYMENT HISTORY

- ICF Incorporated, L.L.C. Senior Transportation Specialist. March 2019 – Present.
- City of Oakland & Climate Corps AmeriCorps. Energy and Sustainability Fellow. September – February 2019.
- The Natural Resources Defense Council. Energy and Transportation Intern. September 2017 – September 2018.



Carolina Arriaga, MIDS, PPM

Transportation Electrification Consultant

Carolina Arriaga is a transportation electrification consultant at ICF, a leader in data science and energy modeling. She has 2 years of experience in transportation electrification, with expertise in siting analysis, infrastructure load estimation, and application development. She has a background in engineering physics, is certified by UBC Sauder School of Business in professional project management (PPM), and currently leads the fleet assessment for the City of Santa Ana.



Education

Master of Information and Data Science (MIDS),
University of California,
Berkeley, 2022

BSc, Engineering Physics,
Renewable Energy,
Monterrey Institute of
Technology and Higher
Education (Mexico), 2011

PROJECT EXPERIENCE

Fleet Assessment- City of Santa Ana, CA, 2024

Senior Clean Transportation Specialist. Her work included an in depth analysis of the City's fleet and requirements to meet the ACF regulation for over 600 on-road vehicles. The deliverable included a vehicle recommendation assessment, TCO analysis, and retirement schedule.

Jet Fuel Demand Model for CA, AZ, and NV-CARB, CA, 2024

Senior Clean Transportation Specialist. Carolina upgraded the current jet fuel demand calculation model applicable for California and added features that allowed a more granular calculation at a region level (NorCal and SoCal).

Lower Emissions in Logistics Workshop-Molson Coors, CA, 2024

Senior Clean Transportation Specialist. Carolina supported the team by creating a visual deck with examples from the industry by transportation category. In each category, a different emission reduction strategy was presented to help Molson Coors assess their emission reduction potential and structure a short to long term plan.

Siting Analysis—City of Lodi, CA, 2024

Senior Clean Transportation Specialist. Carolina analyzed City of Lodi trips at block group level and estimated dwelling times for each. This work helped define the infrastructure needs in public areas based on transportation demand.

Off-Model Calculators—MTC Plan Bay Area, CA, 2024–Present

Transportation Electrification Consultant. Carolina has automated the Off-Model Calculator process using Python and added new calculation features like logging runs. She has eliminated manual work previously needed to extract the calculator outputs.

Utility-Side Charging Infrastructure Assessment—Washington State Department of Commerce, CA, 2024

Transportation Electrification Consultant. Carolina estimated the hourly load scenarios per charging type level for each census block groups location. The project aimed to assess the infrastructure requirements for the 2035 EV adoption scenario.

EMPLOYMENT HISTORY

- ICF. Transportation Electrification Consultant. 2024–Present.
- Progressive Emergence. Independent Researcher. 2019–2023.
- The ICCT. Data Science, Zero-Emission Vehicles. 2022.
- Whirlpool Corporation. Senior Integration Engineer, Cooling. 2014–2018.
- Kolben Tech. Engineering Manager, Solar and Energy Efficiency. 2013–2014.
- GBAE. Renewable Energy and Green Technology Manager. 2011–2012.



G. Consultant Rate Schedule

Details are provided in the cost proposal document.

Attachment 3



May 14, 2026

Cost Proposal 2026-182751



CONSULTING SERVICES FOR THE ADVANCED CLEAN FLEETS REGULATION COMPLIANCE AND TRANSITION ASSESSMENT PLAN

Submitted to:

City of Folsom - Utilities
50 Natoma Street
Folsom, CA 95630

Marcus Yasutake

Utilities Director
myasutake@folsom.ca.us
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Submitted by:

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980 9th St Suite 1200
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This document includes confidential data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of—or in conjunction with—the submission of these data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in these data if it is obtained from another source without restriction. The data subject to this restriction are contained in this volume and its appendices and attachments.



Consultant Rate Schedule

ICF Incorporated, LLC (ICF) has prepared this proposal on a Time & Material (T&M) not to exceed budget of \$104,980.32 of the required tasks. The cost of the optional task with preliminary engineering design for six (6) sites is \$35,943.84. Our cost estimate is based on a detailed analysis of the tasks to be performed, the required activities under each task, and the total number of deliverables (including both draft and final versions) necessary to achieve the client's objectives. This pricing reflects what we believe is appropriate to successfully complete the study and deliver all required work products. Additionally, our allocation of hours by labor category reflects a cost-effective staffing approach tailored to the scope of work. ICF reserves the flexibility to reallocate hours between labor categories as necessary to ensure the most efficient completion of the project while staying within the proposed budget ceiling.

The anticipated period of performance for this project is approximately 9 months. Upon award, ICF will collaborate with the client to develop a final project schedule that aligns with mutual goals and priorities. Exhibit 1 and

Exhibit 2 provide detailed budget information, including labor hours and corresponding rates, organized by labor category and task.

Exhibit 1. Budget Summary By Task

Tasks	Hours	Budget
Task 1: Project Management	38	\$10,867.50
Task 2.1 Existing Fleet	60	\$10,338.64
Task 2.2: ACF Analysis	92	\$17,896.40
Task 2.3 Fleet Replacement Assessment	62	\$11,422.08
Task 3.1: Charging Infrastructure Needs	92	\$16,391.60
Task 3.2: Grid Impact Analysis	80	\$13,508.50
Task 4; Funding Sources	44	\$7,936.00
Task 5: Master Plan	84	\$16,619.60
Total of Required Tasks	552	\$104,980.32
Optional Task: Preliminary Engineering Design (6 sites)	204	\$35,943.84
Total + Optional Task	756	\$140,924.16

Exhibit 2. Hourly Rates by Labor Category

Labor Category	Period of Performance (7/01/26 - 3/31/27)
Project Manager	\$328.60
Senior Consultant II	\$249.54
Senior Consultant I	\$183.29



Consultant II	\$166.67
Consultant I	\$144.54

Travel and Other Direct Costs (ODCs)

ICF's disclosed accounting practice is to recover contract-specific other direct costs (ODCs) and travel costs as direct charges to the applicable contract. ICF does not anticipate ODCs or travel costs for this scope due to our local presence. Any ODCs or travel costs will be incurred only with prior client approval. Approved ODCs and travel costs will be invoiced at actual cost plus applicable general and administrative (G&A) expense.

Payment Terms/Proposed Invoicing

Payment terms are net 30 days from date of invoice. ICF will invoice monthly for actual hours worked. Any Travel and ODCs will be invoiced at actual costs incurred plus applicable G&A.

Assumptions and Clarifications

ICF's proposal is predicated on the following additional assumptions and clarifications. These items are intended to help the client understand how ICF's solution, timing, resources, roles, and responsibilities formed the parameters of our estimates. Although these assumptions and clarifications frame our proposal response, it is ICF's practice to partner with our customers to promptly resolve issues in a manner beneficial to both parties. We welcome the opportunity to work with the client to address any questions or concerns that may arise before, during, or after the delivery of our proposed services.

- ICF assumes this proposal shall be incorporated by reference into the contract resultant from this proposal response.
- All project deliverables will be provided in an electronic format, Microsoft Office Suite or PDF, unless agreed upon by the ICF and the client's project managers.
- ICF assumes one round of review for each deliverable, with the client compiling and providing all comments in a single round. ICF will address these comments and share a revised version, which will be considered final if all comments are satisfactorily addressed.
- The client is responsible for assigning a single point of contact who will consolidate and reconcile all the comments, revisions, and feedback on all deliverables, resolve any conflicts on the deliverables, and transmit the feedback in writing to ICF.
- The client will have two weeks to provide feedback on each deliverable, and ICF will require two weeks to incorporate the comments. If no comments are received within the two-week period, ICF will assume the client has no additional feedback and will consider the deliverable as final.
- If a delivery date falls on a non-working day, the delivery date will be the following business day. All days are presumed to be "business days" unless otherwise specified.
- ICF assumes the ability to negotiate mutually agreeable contract terms upon award.



- ICF Incorporated, L.L.C., will be the legal entity for any contract awarded with participation from its corporate affiliate, ICF Resources, LLC, collectively referred to as “ICF”, are wholly-owned subsidiaries of parent ICF Consulting Group, Inc., with ICF Consulting Group, Inc., being under parent company ICF International (NASDAQ:ICFI).

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and minimize paper use.*



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