

PROJECT MANAGEMENT SERVICES

Seawall and Citizens' Dock Pier 1 Project

Interview Presentation | June 8, 2026

Prepared for:
Crescent City Harbor District (CCHD)

Prepared by:
Kimley-Horn and Associates, Inc.

Kimley»»Horn



Why Kimley-Horn

Five reasons our team is uniquely positioned for CCHD



500+

Port & Maritime
Projects Completed



90%+

Work from
Repeat Clients



50 yrs+

Waterfront PM
Experience (Rob + Jerry)



We Have Been Here Before

Jerry and Rob served as engineer-of-record on this project's conceptual design and stakeholder engagement phases — *no ramp-up needed*



Direct MARAD PIDP Grant Experience with Commercial Fishing Facilities

Same grant type, same Small Port designation as Ventura Commercial Fish Pier



Right-Size and Support Approach

Understanding full-time on-site staff is not required and building a scope around the critical milestones and project goals



Single Point of Contact to the Harbormaster/CEO

Jerry Holcomb — sole accountability for scope, schedule, budget, and grant compliance



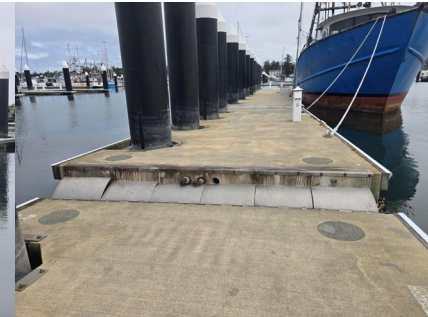
North Coast Local with National Expertise

Jerry Holcomb = Smith River, CA native; intimately familiar with the community
Citizens' Dock serves

Jerry and Rob = Waterfront construction experience across the US and internationally



Here for the Good Days and the Bad Days



Here for the Good Days and the Bad Days

Main Goals for Success

Five reasons our team understands what success looks like for CCHD



Minimize Design Change Risk

Review design documents and ability to address risks with material supply chain, construction phasing, and suggest techniques to reduce impacts to cost and schedule



Reduce Risk in Permitting

Understand permitting constraints and coordinate with designers and permit staff to suggest techniques to reduce impacts to cost and schedule. EXAMPLE = Bubble Curtain



Select a Qualified Contractor

Hold an Industry Day to gain suggestions on efficiency and evaluation of marine-specific contractors to select a qualified and experienced firm



Minimize Construction Change Order Risk and Meet Project Budget

Review proposed work plan and provide suggestions to minimize change order claim exposure. \$18M Contract = 5% CO at \$1M



Commercial Fishing Operations Continuity

Review proposed phasing with the goal of maintaining commercial operations throughout construction. Downtime = Loss in Essential Lifeline of Harbor



Relevant Experience | Citizens' Dock and Seawall Rehabilitation

Crescent City Harbor District • Crescent City, CA • 2023–2025

★ WE ALREADY KNOW THIS PROJECT



Engineer-of-Record continuity: Jerry and Rob managed design through 30% milestone, NEPA/CEQA compliance, and permitting strategy

No ramp-up required: Familiarity with permit history, MARAD grant conditions, phasing restrictions, and site constraints from Day 1

Tsunami response: Rob led the 2025 Tsunami Damage Assessment, developed a recovery roadmap, and came up with the interim attenuator solution.



Questions & Discussion



Project Manager References

Four clients who can speak directly to Jerry's project management performance

Crescent City Harbor District

Mike Rademaker, Harbor Manager

mrademaker@ccharbor.com | 707.464.6174

Ventura Port District

Todd Mitchell, Deputy General Manager

tmitchell@venturaharbor.com | 805.621.7169

City of Long Beach — Parks, Recreation and Marine

Todd Leland, Marine Bureau Manager

todd.leland@longbeach.gov | 562.570.3215

Bellingham Marine Industries, Inc.

Eric Noegel, VP West Division

enoegel@bellingham-marine.com | 707.678.2385

★ **CCHD is already on this list** — our existing relationship with the Harbor means a seamless transition from design into construction oversight, with no learning curve and no new relationship to build.

Anticipated Questions and Responses

Fee, cost controls, site visits, and board reporting

Q: Is 6% an industry standard for project management costs? If you are above that, please explain why.

- Assuming an \$18M construction cost, our proposed fee is below the 6% threshold.
- We right-sized our budget using the RFP scope and anticipated construction duration — not a formula. Costs vary based on level of on-site presence the Harbor requires.
- Board meeting attendance can be scaled to significant milestones only, further reducing cost if preferred.
- **We don't need the entire fee right away – we can proceed with finalizing the design and permitting and start the contractor selection with the existing funding (~\$350,000)**

Q: Is there a way to reduce the number of on-site field work days?

- **Absolutely. The number of site visits was assumed as monthly as mentioned in the RFP. Frequency of site visits is up to the Harbor Department's preference.** Typically, we are needed more at the beginning and end of the project. There will be times in the middle when the contractor is simply driving piles, etc that don't require as much day-to-day observation.
- Harbor staff may supplement site visits by providing photos of site progress to reduce the number of visits while maintaining documentation continuity. We can train staff for what to look for along the way.
- We can also look at camera options for recording the construction and allowing us to watch remotely.

Q: Can you provide updates during the project to the public at Harbor Board meetings?

- **Yes, the scope of work included a monthly progress update to the Harbor Board during normal board meeting agendas.**
- We can also reduce attendance to only significant milestones to optimize cost and time commitment for both parties.

Anticipated Questions and Responses

Harbor staff utilization, in-water construction, and contract monitoring

Q: Can we use existing Harbor staff to help with monitoring to reduce costs?

- **If this is just observation, there are options for reducing scope — train a local representative, use staff to send photos, or add time-lapse cameras.**
- Many meetings can be discussed on an as-needed basis. For example, monthly board meetings may not require attendance every month if project updates are minimal.
- Both inspection efforts are typically performed by third-party inspectors hired by the Contractor. We can utilize Harbor staff where possible to optimize fee.

Q: Do we know how much in-water work there will be?

- We will work with the Engineer-of-Record and Contractor to use land-based construction methods where more economical and feasible. For example, the Seawall work can likely be accomplished with a land-based crane.
- **Our understanding is that the construction will require a significant amount of in-water work, most importantly to complete construction within the allowable in-water work window specified in the regulatory permits.**
- We recommend an “Industry Day” to bring contractor partners into discussions early — providing recommendations for cost savings and reduction in in-water work where feasible, while meeting required construction windows.

Thank You!

We appreciate the opportunity to serve the Crescent City Harbor District and look forward to earning your confidence.

JERRY HOLCOMB, PE | Project Manager

jerry.holcomb@kimley-horn.com

562.363.5051

1300 Clay Street, Suite 900 | Oakland, CA 94612

www.kimley-horn.com



Relevant Experience | Ventura Commercial Fish Pier Modernization

Ventura Port District • Ventura, CA • 2024–2025 • \$20M Construction

★ SAME GRANT TYPE — MARAD PIDP SMALL PORT



Same Grant Program

MARAD PIDP Small Project at a Small Port — identical grant type, compliance framework, and federal reporting requirements

Active Fishing Ops

Maintained commercial fishing operations throughout construction; phased access and logistics planning

Federal Compliance

Buy America/Build America, Davis-Bacon certified payroll, SAM.gov verification, DBE reporting

Relevant Experience | Alamitos Bay Marina Reconstruction

City of Long Beach • Long Beach, CA • 2010–2021 • \$100M Construction

★ ACTIVE OPERATIONS MAINTAINED DURING FULL RECONSTRUCTION



\$100M

Complete dock and piling replacement, 7 basins

1,967

Existing slips phased through active construction

\$2.8M

PM/CM contract value — delivered under budget

Phased construction approach kept marina operational — directly analogous to maintaining commercial fishing operations at Citizens' Dock
Lessons learned from early phases incorporated into later phases, improving schedule performance

Relevant Experience | Marina Del Rey & Wilmington Waterfront

Multi-Agency Waterfront Construction Administration



Marina Del Rey Safety Dock

LA County / Bellingham Marine • 2020–2025

- Design-build PM and construction administration
- Multi-agency coordination: USCG, LA County Fire, Sheriff
- Strict regulatory permitting and quality oversight
- Active facility operations maintained throughout



Wilmington Waterfront Promenade

Port of Los Angeles • 2016–2024 • \$77M Construction

- Engineer-of-Record for waterside and utility infrastructure
- Submittal review, RFIs, contractor coordination
- Complex multi-disciplinary stakeholder management
- Construction close-out procedures as EOR

Project Organization & Key Personnel

Dedicated team — same professionals from pre-construction through grant closeout



Jerry Holcomb, PE

*Project Manager
Owner's Representative*

- Single point of contact to Harbormaster/CEO
- Smith River, CA native — local North Coast roots
- 20 years waterfront PM experience



Rob Sloop, PE

*Principal-in-Charge
Bid Phase Lead*

- Prior EOR for Citizens' Dock design and permitting
- Led 2025 Tsunami Damage Assessment
- 30 years coastal and waterfront engineering



Joe Nunneley, PE, SE

*Deputy PM
Field Oversight*

- Regular site presence and construction observation
- Structural engineer — marine structure expertise
- Registered in CA, AZ, OR, WA, NV, TX, CO



Casey Long, PE

*Project Controls
Schedule / Cost / Change*

- 30+ years waterfront structural experience
- Integrated schedule and critical path management
- Change order review and cost-to-complete forecasts



Brandi Childress

*Stakeholder and
Tenant Coordination*

- Strategic communications and community outreach
- Former VTA Public Affairs Chief of Staff
- \$12.7B BART Silicon Valley Phase II engagement lead

Project Approach

Four-task delivery framework — aligned directly with RFP Scope of Services

Task 1

Pre-Construction Planning

- Kickoff and site visit
- Design review (60/90/100%)
- Permit compliance matrix
- Risk register
- Tenant Impact Plan

Task 2

Bid Phase Services

- Bidder pre-qualification
- Pre-bid meeting and site walk
- RFI coordination and addenda
- Bid tabulation and evaluation
- Pre-NTP reconciliation checklist

Task 3

Construction Phase Services

- Weekly status reports to CEO
- Monthly site visits and field reports
- Submittal and RFI management
- Buy America tracking
- Budget/change order control

Task 4

Project Closeout

- Punchlist walkthrough
- O&M manuals compilation
- As-built drawing coordination
- MARAD grant closeout support
- Lessons learned workshop

Project Delivery Priorities

What CCHD will receive from Kimley-Horn — every week, every phase



Transparent Weekly Reporting

Written status reports to the Harbormaster/CEO every week — progress, schedule, budget, outstanding issues, and upcoming decisions



Proactive Issue and Risk Identification

Contractor performance concerns, schedule risks, permit conditions, and unforeseen field conditions raised before they impact delivery



Commercial Fishing Operations Continuity

Harbor Tenant Construction Impact Plan delivered before mobilization — advance notification, access protocols, hoist outage scheduling



MARAD PIDP Grant and Permit Compliance

Buy America tracking, Davis-Bacon payroll, SAM.gov verification, progress reports, and complete audit-ready grant closeout documentation



Schedule and Budget Visibility

Integrated schedule with critical path, monthly cost-to-complete forecasts, change order evaluation, and earned value monitoring

Schedule and Delivery Strategy

Pre-Construction NTP anticipated June 2026 through Grant Closeout mid-2028

TASK 1

Pre-Construction
Planning and Design

6 MONTHS

Jun–Nov 2026

TASK 2

Bid Phase
Services

3 MONTHS

Nov 2026–Feb 2027

TASK 3

Construction Phase
Services

18–20 MONTHS

Feb 2027–Jun 2028

TASK 4

Project
Closeout

~2 MONTHS

Jun–Aug 2028

KEY MILESTONES



Jun 2026

NTP Issued



Nov 2026

Final Design Complete /
Permits Issued



Dec 2026

Contractor Pre-
Qualification



Feb 2027

Construction NTP



Jun 2028

Substantial Completion



Aug 2028

Project Closeout

Fee

Ability to Break-out Phase 1 Design Coordination

CRESCENT CITY HARBOR DISTRICT Project Management Services

		Kimley-Horn and Associates, Inc.								TOTAL HOURS	TOTAL COST
197.39% Overhead%	Name	Jerry Holcomb	Robert Sloop	Jamie Gwaltney	Sr. Professional II	Sr. Professional I	Professional	Analyst II	Support Staff		
196.29% Overhead% w/o FCCM	Category/Title	Project Manager	Principal-in-Charge	QA/QC							
10% Fee%	Direct Rate	\$88.35	\$128.73	\$111.72	\$107.50	\$90.36	\$75.14	\$58.02	\$42.94		
	Billing Rate	\$288.61	\$428.07	\$365.26	\$361.65	\$285.40	\$245.71	\$180.75	\$140.22		
Task 1	Pre-Construction Planning and Design Coordination	428	68	10		238		95	6	845	\$ 245,130.25
1.1	Data Collection & Review	32	20			12		6	2	72	\$ 22,629.89
1.2	Harbor District Coordination	72	6	2		48		22		150	\$ 42,416.41
1.3	Design Coordination	150	12	4		99		24	2	291	\$ 83,938.60
1.4	Permitting & Regulatory Review and Coordination	42	6	2		21		9		80	\$ 23,303.95
1.5	Risk Management Review	36	8	2		18		14		78	\$ 22,474.70
1.6	Public Outreach and Stakeholder Engagement	96	16			40		20	2	174	\$ 50,366.71
Task 2	Bid Phase Services	214	18	2		113		40	3	390	\$ 111,537.44
2.1	Bidder Pre-Qualification	48	2	1		24		4	1	80	\$ 23,066.34
2.2	Bid Meetings and Coordination	52	4	1		34		8	1	100	\$ 28,777.88
2.3	Bid RFI Coordination	24	2			12		8		46	\$ 12,839.76
2.4	Bid Evaluation	44	6			20		10		80	\$ 23,045.34
2.5	Conformed Contract Document Review	46	4			23		10	1	84	\$ 23,808.13
Task 3	Construction Phase Services	530	16	8	30	241	40	1,166	18	2,049	\$ 478,148.13
3.1	Meetings and Project Management	94	8			22		156	8	288	\$ 67,750.98
3.2	Document Controls	76		4		38	40	190	4	352	\$ 81,090.21
3.3	Construction Activity Oversight	180	4			90		440		714	\$ 163,773.11
3.4	Environmental Compliance Coordination	80				40		180		300	\$ 69,087.97
3.5	Budget, Cost Management, & Grant Compliance Coordination	70	2	4		35		140	4	255	\$ 59,996.35
3.6	Stakeholder Coordination	30	2		30	16		60	2	140	\$ 36,449.50
Task 4	Project Close-out Phase Services	110	16	4		22		140	3	295	\$ 73,464.56
4.1	Punchlist and Final Site Walk	62	8			14		64		148	\$ 37,561.30
4.2	Project Close-out Documentation	48	8	4		8		76	3	147	\$ 35,903.26
	TOTAL HOURS	1,282	118	24	30	614	40	1,441	30	3,579	
	Subtotal Labor:	\$370,384.51	\$49,674.64	\$8,768.30	\$10,546.36	\$181,433.54	\$9,828.28	\$273,431.94	\$4,212.81		\$ 908,280.38
	Other Direct Costs										\$ 89,124.21
	Escalation										\$ 13,624.21
	SMARTS Site Fee										\$ 5,000.00
	Travel (Airfare, Hotel, Rental Car)										\$ 61,500.00
	Meals & Incidentals										\$ 9,000.00
	TOTAL BASE COST:										\$ 997,404.58

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