

---

**From:** David Schwegel <ds@rkengineer.com>  
**Sent:** Tuesday, September 01, 2020 7:29 AM  
**To:** BOSComments  
**Subject:** General Traffic Engineering Comments for BOS on September 1, 2020  
**Attachments:** 04 Bob-isms.pdf

**CAUTION!!! - EXTERNAL EMAIL - THINK BEFORE YOU CLICK**

Dear Fresno County Clerk:

Here are my written comments for today's BOS Meeting.

My address is 2763 Pico Ave, Clovis, CA 93611.

Agenda Item: General

I will be down there to provide oral comments during the public comment session at the end of the BOS Meeting.

Greetings Fresno County Board of Supervisors:

I'm David Schwegel with RK Engineers.

With around 2,900 clients, we are a Full-Service Transportation Engineering Firm offering Transportation Planning, Design, and Environmental Consulting Services including Air Quality Studies, Traffic Signal Designs, and Traffic Impact Study Guidelines for the New VMT Metric. Keep us in mind as needs arise in these areas. The attached fundamentals provide some insight on our culture. Perhaps you'll find some that resonate with some of your guiding principles like the "Art of Possible Thinking".

Thank you for giving me the opportunity to serve as the County Traffic Engineer between October 30 and August 28.

Congratulations to Mohammad Alimi for 18 years with the County.

My former employer APEX Civil Engineering has the honor of getting Ashlan/Palm over the finish line as part of a collaborative effort with County staff. They have outstanding drafting capabilities and valuable insights on drainage and other innovations in Civil Design to minimize the susceptibility of the P-31 Curb Ramps to flooding.

I appreciate County Staff carefully considering two geometric alternatives for this intersection, one with and one without a dedicated eastbound right turn lane. While it was not an easy decision, I'm pleased that they selected the option that minimizes pedestrian crossing lengths, maximizes pervious area, and allows for more symmetry thereby allowing the placement of pedestrian heads in the center of the crosswalks. The City as aspirations for a level of bicycle-friendliness rivaling Davis. While the Road Diet as proposed on Palm has merit, consider swapping the parking and bike lanes, so that the bike lanes are protected by a row of parked cars, similar to what's in place in Midtown Sacramento. Consider a 4-11-10-11-4 cross section on Ashlan west of Palm to accommodate the full build-out of the City's Active Transportation Plan. Finally, try to get it built before Powers-Ginsburg Elementary School welcomes students back.

While the proposal of the County providing initial improvements at Fowler/Olive followed by the City's upgrade to a full P-69 intersection has some merit, another option is rallying the troops at the City, County, and State on an expedited

one-step effort to not only address the severe operational efficiencies now, but to serve as a legacy for future generations with construction completion rivaling that of Ashlan/Palm.

This region has extraordinary economic potential. As we transform our playground into a tourist destination rivaling that of Vancouver BC, we may see a willingness on the part of Silicon Valley tech firms to invest in Valley to Valley High-Speed Rail similar to what's taking place between Seattle and Vancouver BC.

Thank you.

## **David Schwegel, PE, TE**

Senior Associate Engineer

RK Engineering Group, Inc.



transportation planning / traffic engineering & design

environmental engineering / parking demand

4000 Westerly Place, Suite 280

Newport Beach, CA 92660

tel. 949.474.0809

fax 949.474.0902

[www.rkengineer.com](http://www.rkengineer.com)

[www.facebook.com/trafficfixer](https://www.facebook.com/trafficfixer)

## **"Bobisms": The Fundamentals of RK Engineering Group, Inc.**

1. **Do What's Best for the Client.** In all situations, do what's best for the customer. There is no greater way to build client loyalty than to steadfastly do what's right for others every single day.
2. **Honor Commitments.** There is no better way to earn trust than to be true to your word. Do what you say you are going to do. This includes being on time for phone calls, appointments, meetings and project due dates. Allow extra time for surprises and delays, and don't let them be excuses.
3. **Do the Right Thing, Always.** Demonstrate an unwavering commitment to doing the right thing in every action you take and in every decision you make, even when no one's looking. Always tell the truth. If you make a mistake, own up to it, apologize and make it right. If there is a choice to getting it done quickly or getting it done right, opt for the later, but be sure to inform the client of any delay and explain the reason for it.
4. **Be a Fanatic About Response Time.** People expect us to respond to their questions and comments quickly. This includes a confirmation by simply acknowledging that we got the question and we're on it. Whether it's in person, on the phone or by email. Keep those involved continuously with updates on the status of outstanding issues. Rapid response is one of the easiest and best ways to establish loyal clients.
5. **Pay Attention to the Details.** From the spelling of a client's name to the calculation of our data to the RK logo on our letterhead...details matter. Be a fanatic about accuracy and precision. Double-check your work and have teammates review your work. Get the details right. Two sets of eyes looking at something are always better than one. "Measure twice and cut once".
6. **Check the Ego at the Door.** It's not about you. Don't let your ego or personal agenda get in the way of doing what's best for the team. Worrying about who gets credit is counterproductive. Make sure every decision supports RK goals and objectives. Keep a professional demeanor when discussing issues with our clients, public agencies and others.
7. **Practice Blameless Problem-Solving.** Apply your intelligence, creativity, spirit and enthusiasm to developing solutions, rather than pointing fingers and dwelling on problems. Identify lessons learned and implement those lessons to improve our process so we don't make the same mistake again. Learn from every experience.
8. **Find a Way.** Take personal responsibility for making things happen – somehow someway. Approach every situation with looking at how we can do it rather than explaining why it can't be done. Think outside the box, be resourceful and show initiative. Some of the best solutions are those that break new ground and may not follow previous ways of doing things.
9. **Always Ask Why.** Don't accept anything at "face value" if it doesn't make sense to you. Be curious and question everything you don't understand. There is no better question than why? Never stop asking it.

10. **Share Knowledge and Be a Mentor.** With respect for confidentiality, share information freely with your team members. Learn to ask yourself, "Who else can benefit from this?" Information is one of our greatest assets. Find it, share it and use it.
11. **Be Process-Oriented.** A successful organization adheres to highly effective and repeatable processes. Prioritize your work each day to get the highest priorities completed that day. Look to create a process for every aspect of your work and turn those processes into habits to achieve consistent results. Always think things through carefully.
12. **Get the Facts.** Don't guess. There is always more to the story than it first appears. Gather all of the facts prior to jumping to conclusions or making judgements. Be curious about what other information might give you a more complete picture. If you don't know the answer right away, say you will look into it to it and will get right back with the appropriate answer.
13. **Keep Things Fun.** Remember that the world has bigger problems than the daily challenges that make up our work. Stuff happens. Keep perspective. Don't take things personally or take yourself too seriously. Laugh often.
14. **Celebrate Success and Recognize the Victories.** Catching people doing things right is more effective than catching them doing things wrong. Regularly extend meaningful acknowledgment and appreciation in all directions throughout our company.
15. **Look Ahead and Anticipate.** Solve problems before they happen by anticipating future needs and addressing them in advance. Preventing issues is always more effective than fixing them.
16. **Deliver Results.** While effort is appreciated, we reward and celebrate results. Our job is to define the alternatives and create recommendations that are practical, cost effective and work for the environment. Set high goals, use measurements to track your progress, and hold yourself accountable for achieving those results.
17. **Go the Extra Mile.** Be willing to do whatever it takes to accomplish the job...plus a little more. Take the next step solve problems. Even if it is not in your job description. It's the extra mile that separates the average person from a superstar. Be a superstar!
18. **Be Obsessive About Organization.** If you can't manage multiple issues, tasks, and promises, you won't be a superstar. Maintain a clean and orderly work area. Use an effective task management system to prioritize and track outstanding issues. Plan your work, work your plan.
19. **Assume Positive Intent with a Professional Demeanor.** Work from the assumption that people are honest, fair and that the intent behind their actions is positive. Set aside your own judgements and preconceived notions. Give others the benefit of the doubt.
20. **Follow-Up on Everything.** Record a follow-up date for every action and client. Take responsibility to see that it gets completed. Remember, persistence matters. We get paid to complete things, not to simply put them in motion.
21. **Speak Straight.** Speak honestly in a way that moves the action forward. Make clear and direct requests. Say what you mean and engage others with questions and ideas. Be open to sharing potential issues and be prepared to provide solutions with those who are directly involved. Remember, you are the Expert in your subject matter. The public and your clients will look up to you in your area of expertise.

22. **Be Prepared.** Do those extra tasks that get you ahead of potential obstacles, pitfalls or objections before they become issues. Gather data and spend time to understand the issue from multiple perspectives. Always do a field review and anticipate questions in advance and have your answers ready if asked. Remember to wear your belt and suspenders.
23. **Create a Tone of Friendliness and Warmth.** Every conversation, phone call, e-mail, letter and even voicemail, sets a tone and creates a feeling. Pay attention to every interaction and be sure you are setting a tone of friendliness, warmth and helpfulness.
24. **Get Clear Expectations.** Create clarity and avoid misunderstandings by discussing expectations upfront. Establish mutually understood objectives and deadlines for all projects, issues and commitments. Where appropriate, ask others to confirm by asking others to repeat back their understanding to ensure total clarity.
25. **Listen Generously.** Listening is more than simply "not speaking." Be present and engaged. Quiet the noise in your head and let go of the need to agree or disagree. Create space for team members to express themselves without judgement. Listen with care and empathy. Above all, listen to understand.
26. **Create a Positive Working Environment.** A successful and high performance environment is a place where individuals thrive and utilize their talents to their greatest potential. Leave your personal issues and drama at home. Respect others and come to work armed with a positive attitude and a willingness to be part of a team.

Local State of Emergency in the County of Fresno invoked on March 15th 2020 expired on May 14th, 2020.

Language "I, as Interim Health Officer for the County of Fresno, encourage voluntary compliance with this Health Officer's Order, However violation of this order is subject to fine, imprisonments or both" is no longer acceptable and lost its legal power over 100 days ago.

During 170 days of "the state of emergency" about 4200 people died in the Fresno County from all causes and about 260 of them with covid diagnosis attached - 6 % of total deaths. Covid mortality rate in Fresno is about 0.025% - below that of seasonal flu which is 0.03 %.

Morbidity from seasonal flu is often 10% of population or 100000 people not 20000 "cases". According to post mortem evaluations 15% patients die from covid infection, 85% die with covid infection for numerous other reasons.

I am not here to discuss scientific base for covid related orders but there is really weak evidence that they actually work.

The mantra of epidemiology is to protect sick and vulnerable and let the rest to take care of necessities of daily life.

This was set upside down by powers that be for covid epidemic.

What do we want to accomplish by imposed restrictions ?

To prevent all sickness ? - Proved impossible.

To prevent aa deaths ? - Proved impossible as well.

What is the full cost of those restrictions?

Do we consider - suicides from despair ?

- death from drug overdoses and alcoholism ?
- Death from depression ?
- Domestic abuse and abuse of children ?
- Loss of wages and employment ?
- Loss of education?
- Unpaid mortgages and other obligations?
- Loss of small businesses?
- Loss of social interaction among humans?
- Loss of spiritual guidance ?

- Disrupted families ?
- Disrupted communities ?

## MEMBERS

Gentlemen of the Board.

You are having a historic opportunity to do the right thing for the residents of the County.

Covid epidemic is burning itself out - lots of "cases" is exactly the proof that people develop so-called "herd immunity".

We are unable to stop this natural process by continuation of restrictions which did not work so well in the past 170 days.

I suggest a declaration that the epidemic ended ( if not today, than as soon as possible) but endemic disease is still present.

I suggest to leave current recommendations in place but to stop enforcing orders.

In other words, to return personal freedom of choice to the citizens of the County to work slowly through people's hearts and minds.

This was done in a small country - Slovenia ( two million inhabitants ).

And what happened ? Nothing worth mentioning.

They re - started a normal life.

ANDREW KROLIKIEWICZ, MD