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**October 22, 2015**

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**Proposal submitted  
by**

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**City and  
Rural Transit  
Consultants**

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*In conjunction with*

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**VRPA  
Technologies Inc**

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**Proposal to City of Alameda for  
Citywide Transit Plan and  
Transportation Demand  
Management Plan**

# City and Rural Transit Consultants | VRPA Technologies, Inc. Proposal

*For preparing a*

## Alameda Citywide Transit Plan and Transportation Demand Management Plan

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## 1. Letter of Interest

October 22, 2015

Gail Payne  
Transportation Coordinator  
City of Alameda Community Development Department  
2263 Santa Clara Avenue  
Alameda, CA 94501



Dear Ms. Payne,

City and Rural Transit Consultants (CRTC) is delighted to submit the enclosed proposal for developing the Alameda Citywide Transit Plan and Transportation Development Plan. In conjunction with VRPA Technologies, Inc. (VRPA), we have assembled a multidisciplinary team of consultants, each with unique strengths to match your needs. Each has committed to the time needed to accomplish the tasks described in this proposal.

The combined experience of our nine team members would give the project these additional advantages:

- ✓ Development of the plans by high-level experts in the fields of transit and Transportation Demand Management (TDM) planning (three are AICP certificated, two hold PhDs)
- ✓ Professionals with long-established careers in transportation planning and engineering
- ✓ Knowledge of Alameda, including a former Alameda Public Works Department transportation engineer
- ✓ A focus on fresh, innovative thinking and new perspectives: we have no other clients in Alameda, and no cookie cutter to apply
- ✓ Route planning for transit to access 90%+ of residents, by a hands-on innovator who has done this for other communities.
- ✓ Transit sophistication, shown by the person whose innovative work on the Petaluma transit model has led to nearly a tripling of ridership over the past 7 years
- ✓ Sophisticated “clicker” polling technology to shape consensus in the community meetings
- ✓ World renowned sustainable transportation experts assisting with analysis and solutions

The total number of hours devoted to this project will be well over **2,000 hours of professional, high-level staffing**. Each consultant is senior staff within their organization, with experience and well-earned reputations; they are not junior staff assigned to the project. We also believe in hands-on assessment, and have budgeted **45 days of site visits** by these professionals. Coordination with local partners will be early and often, aided by technology (Skype, on-web meetings and e mails and simple phone calls).

The cost of these services will be no more than \$342,783, and this bid is good for the next 180 days. CRTC | VRPA will comply with all City requirements for insurance, and will deliver all required reports, agendas, draft and final Plan, within the required time frame.

We look forward to hearing from you regarding our proposal.



Greg Meeks  
*City and Rural Transit Consultants*



Richard Lee, PhD, AICP  
*VRPA Technologies, Inc.*

## 2. Understanding and Approach

**Project Understanding**--Reducing traffic impacts on Alameda's streets, particularly on the access points to and from the mainland, is a perennial yet still critical issue. The City has in place a number

of robust TDM policies that need to be collected from various plans, clearly arrayed and analyzed for gaps, and then enhanced into a coherent project strategy. The project objectives are to minimize single-occupant vehicle trips at the island crossings, as well as improve multimodal movement within the City. We will prepare two interrelated plans, the Transportation Demand Management Plan and the Citywide Transit Plan. The plans will be developed with full community participation, including a survey to identify barriers to alternative transportation use. Close coordination with City staff and transportation stakeholders will be necessary, as well as coordination with emerging City plans for bicycle and pedestrian modal improvements.



For the Transit Plan, we will recommend updates to the goals, policies and actions set forth in the 2001 Transit Plan. Most of the efforts will also help Alameda's

transportation partners (Alameda-Contra Costa Transit (AC Transit), Bay Area Rapid Transit (BART), and the Water Emergency Transportation Authority (WETA) understand the City's vision of better transit. The questions below will be addressed by the Transit Plan:

- ✓ How can specialized transit for development projects be coordinated and integrated with existing transit?
- ✓ How can development projects achieve "day one" cost-effective and efficient transit runs?
- ✓ What is the best way to ensure/expand transit availability to all residents while adding new riders per development TDM goals?
- ✓ How can intra-city transit be best assessed for need, feasibility and funding responsibility?
- ✓ What strategies will best promote seamless intermodal connectivity, and how could bike/car sharing impact this?
- ✓ Are there ways to improve access to key origins and destinations?
- ✓ What are the lessons that can be learned from active City transit operations such as Petaluma and Emeryville, and how do these fit with a more passive, transit-provider system?
- ✓ Considering the Caltrans/City risk assessment on the twin tubes, what transit-related improvements and strategies should be adopted?
- ✓ How best can the City of Alameda position itself to facilitate improved transit service over time, and what funding sources (government and other) can productively be pursued?

Assigned staff (DeRobertis and Lee) are leading and contributing to a pathbreaking Institute of Transportation Engineers (ITE) study on transit mitigation to alleviate development project impacts. The focus of the TDM plan will go beyond travel mode shifts in new development: It will also incentivize mode shift among existing residents and employees. We will analyze existing plans, make easily

understood displays of existing TDM requirements, identify gaps and make recommendations for improving implementation and monitoring. Some of the questions to be addressed in the TDM Plan are:

- ✓ Given existing and planned TDM efforts, what is the best overall organizational structure for TDM implementation?
- ✓ How can individual development TDM efforts such as site monitoring and employee education be integrated with processes that work better when centralized (bus passes, ridesharing/vanpools, citywide TDM monitoring)?
- ✓ What recommendations can be made for managing all dedicated TDM/transit funding resources without weakening individual developments ability to meet required trip reduction goals?

**Consultant Team Approach**—The CRTC | VRPA consultants will each specialize on either the TDM plan tasks or the Transit tasks, but will plan, innovate and review each deliverable, as most have strengths in both areas. A lead consultant for each plan will work closely with City staff on each task, assuring coordination and that the overall effort remains close to City needs and community support. Dr. Richard Lee, VRPA will be the TDM plan lead, and Mr. Greg Meeks, CRTC will be the Transit Plan lead. Mr. Meeks will also be the contract administer, assuring billing, reporting and insurance requirements are met. All formal correspondence will go to Greg Meeks at the CRTC office, shown below.

**Greg Meeks, Principal**  
**City and Rural Transit Consultants**  
**1612 Juniper Avenue**  
**Solvang CA 93463**  
**(805) 202-6323**

CRTC is committed to the community input process, as it creates buy-in and legitimacy to the final plan. Mr. Charles Anders is a community meeting facilitator, creating a truly sophisticated and powerful real-time visual display of community meeting participants' views, as chronicled by handheld "clicker" units and their responses to Mr. Ander's questions. He has agreed to cover the two community meetings. His final reports are a rich data trove, as his charts and graphics can be segregated by responder's demographics while retaining anonymity. VRPA also has a statewide reputation for community outreach related to transportation; they will lead the stakeholder/board input sessions.

The consultant team will address long-term plans (20 year horizon) as well as an immediate concern we see shared by City Council, residents and City Staff.

<b>Significant Concern:</b>	Traffic needs to be reduced at all island access points during peak hours, and this needs to happen as soon as possible.
<b>Solution:</b>	Concentrate a portion of the plan to ideas projected to provide immediate relief, including coordination of shuttles/vanpools, startup planning for a turn-key trolley (including funding), and individual marketing to best use existing alternatives.
<b>City Benefits:</b>	Near-term relief of critical choke points, allowing long range planning to manage traffic in the future.
<b>Why Choose CRTC   VRPA:</b>	Innovation of vision, depth of experience in TDM, shuttles, transit startup and private funding. We will bring a new set of experience-based perspectives and objectivity to the problem.

For example our team knows that effective shuttle coordination planning requires a different level of planning, working with individuals and groups of shuttle providers to negotiate partnerships that will be win-win arrangements for all involved. Consultant time is scheduled for this on-the-ground coordination. This added feature is proposed as it is a quick response action to reduce commute trips at the crossings. **No shuttle should travel half-empty when potential customers exist.**



We will also conduct deep examination of the untapped potential of vanpools. Employer-based vanpools are the common model, typically being formed in the employer's jurisdiction, which in this case is usually outside of Alameda. Shuttle coordination could be performed in conjunction with employers and agencies that facilitate vanpools, to explore the potential employer base market for a number of Alameda Shuttles. This will be particularly valuable if project survey respondents volunteer their employer's information and potential interest in a starting a vanpool.

Our Shuttle/Vanpool task expert, Mark Shaffer, will explore the creation of an Alameda Consolidated Transportation Services Agency, identifying funding, and provide an implementing budget for implementation of coordination services. This will build on decades of experience directing a similar agency in San Luis Obispo. Such coordination could provide significant commute trip mode shifts in a relatively short time frame.

The team will address each required task as described in the Scope of Work section, with full involvement of City staff. Our hands-on approach parallels that of City staff, and we will strive to make and maintain relationships with key stakeholders throughout the year and a half process. The schedule (see Schedule and Budget section) is front-loaded so that all products may be finalized early if the community review proceeds as planned.

Beyond the required tasks, two areas have been expanded to optional add-ons, in the interest of finding activities that can be implemented quickly to produce immediate shifts in trip reduction. These are summarized below.

**Turn-key Trolley Demonstration (Eighteen Months).** Within the scope of work, the transit analysis will be identifying routes that would be able to come within an easily-walked one-quarter mile from 90% of the residential buildings, connecting with AC transit bus stops. Also included will be a roof-top level assessment of potential sites for a Multimodal Center, which later may prove useful for centralizing information and services for local transit, vanpools, carpools, specialized transportation, walking, bicycling, and other active and shared ride modes of transport.



An add-on planning task would expand the planning to be adequate to identify funding and operational costs for establishing a turn-key trolley operation for eighteen months. This approach puts all responsibility for startup, equipment and marketing on a contractor, and typically would not involve diversion of Federal Transit Authority or State Transportation Development Act funding from existing transit. Instead, private funding would be investigated (foundation, corporate gifts, partnerships, lease-backs, sponsorship, fee for service or demonstration funds). Consultants Meeks, Herron and Shaffer have knowledge and experience with this and Greg Meeks won a California Tranny Award for Transportation Excellence for turn-key start-up of the Avila Beach Trolley. He was nominated for the award for his startup in Cambria, CA and assisted Manhattan Beach with their city-wide transit planning.

**Individualized Marketing.** The survey proposed would be a mail-back, and has questions on it that could provide an easy first step to an Individualized Marketing project. Individualized marketing turns mass marketing on its head, discarding the 80% of individuals who don't respond to a survey about modal change, to concentrate on the few who have identified both interest in and barriers to shifting modes. Frequently, barriers stem from lack of information tailored to the individual on specific aspects of transit, vanpools, bicycling, telecommute, carpools or other modal alternatives. This information is provided, and follow-up is done to see if it was sufficient. If not, additional levels of barrier removal are provided until the respondent reports success in shifting away from the automobile to other modes. One of the most successful techniques is using bus drivers to visit homes, discuss using transit and walking individuals to the nearest bus stop. For this project extension, we will develop specific tasks and total costs of completing the Individualized Marketing for the City of Alameda.

Applying this model, sometimes known as the Perth Model, has shown fairly consistent modal shifts of approximately 9 %, maintained in the longer term (4+ years). At least 25 cities have used these principles to help people shift away from driving alone.

### 3. Applicant Qualifications

City and Rural Transit Consultants and VRPA Technologies are jointly submitting this proposal. CRTC will act as administrator, while VRPA staff will be more active in coordination meetings because of proximity. Shown below are summaries of each applicant's qualifications.

#### City and Rural Transit Consultants



City and Rural Transit Consultants (CRTC) develops public transportation systems in small cities and rural areas of the Western United States. The organization began in 2003 and specializes in projects that require both innovative transit planning and hands-on transit operational experience.

CRTC's consulting expertise encompasses the following components of fixed-route and dial-a-ride systems:

- ✓ Needs assessment
- ✓ Short and Long Range Planning
- ✓ Routing
- ✓ Vehicle Purchasing
- ✓ Operations
- ✓ Staff Training
- ✓ Safety and ADA Compliance
- ✓ Audits
- ✓ Grant Writing
- ✓ Marketing, including web sites, signage, and brochures

CRTC provides everything a community needs – the knowledge, training, internal structure, forms, and funding resources – to plan and start a successful fixed-route or dial-a-ride public transit system, or renew the effectiveness of a troubled system. Our knowledge of both the planning and operational aspects of public transit systems provides a great advantage to our clients. Transportation planners typically only have expertise in the administrative side, leaving the community to further consult with an operator. We take you all the way from the desire to serve your community's transit needs to first-day operations to triennial audits.

CRTC has developed award-winning transportation systems in smaller communities of California. Our dedication and expertise have brought public transit to previously under-served areas, connecting residents to larger, countywide transportation services. This not only meets the needs of tourists and residents of these outlying areas, but also adds to the economic vitality of the community at large.

City and Rural Transit Consultants uniquely bring extensive experience in both the administrative and operational aspects of public transportation systems to every project.

## VRPA Technologies, Inc.



VRPA Technologies, Inc. uniquely combines engineering expertise and professionalism with creative thinking and innovative problem solving. The result is an extraordinary transportation engineering and planning firm that possesses the essential expertise as well as the ability to look across disciplinary boundaries for solutions others may overlook. This innovative approach is evident by the expanse of services available to VRPA Technologies diverse clientele, which includes both the public and private sectors: state governments, regional agencies, counties and cities, as well as private planning/engineering firms. Each client receives what VRPA Technologies is known for...on time, on target, on budget professional service.

VRPA Technologies, Inc. offers comprehensive consulting services throughout the State of California, other Western States, and the East Coast. Specialized fields of service include transportation planning/modeling, circulation and traffic engineering analysis, transportation demand and systems management, infrastructure financial planning, Intelligent Transportation Systems (ITS) planning and integration, as well as mass transportation, bicycle, non-motorized, and aviation planning and design. Furthermore, VRPA Technologies, Inc. has extensive experience in public outreach, land use modeling, regional housing needs assessment, environmental analysis, and air quality and noise planning and modeling. VRPA has been very successful with development of complicated and controversial transportation projects because we also handle the public outreach components for those same projects with well-seasoned staff from around the State. In a position to utilize this broad experience base is an energetic staff equipped with the necessary tools and "can do" attitude to ensure a successful outcome to every challenge undertaken.

The VRPA staff proposed for this project has accumulated over 75 years of professional planning and engineering experience. From this existing experience base, VRPA Technologies continuously seeks to further expand the experience level of the firm and its staff. VRPA Technologies, Inc. prides itself on a desire to tackle unique projects from an innovative angle. One such specialized experience is VRPA's unique capability to convey technical engineering and planning information to the general public and political stakeholders. VRPA Technologies conducts all public outreach activities in-house and often serves as a sub-consultant to other transportation firms for small and large projects. Project completed range from large regional transportation plans with large public outreach components and technical environmental assessment to traffic, transit, travel demand management and environmental impact assessment projects for local Cities and Counties where communication and outreach to the public and various stakeholders is critical to the success of the project.

VRPA Technologies, Inc. is always committed to providing continuous and direct consulting services to its clients and understands that the ability to respond to the immediate needs of its clients is often the key to a successful client/consultant relationship, resulting in viable projects of high quality.

Georgiana Vivian, President/Principal, founded VRPA Technologies, Inc. in 1988. Under Ms. Vivian's leadership, the firm has completed over 1,000 successful transportation planning/modeling, environmental, air quality planning, engineering and Intelligent Transportation Systems (ITS) projects. VRPA Technologies is a registered Disadvantaged Business Enterprise (DBE) under the California Unified Certification Program, certified as a Women Business Enterprise (WBE), qualifying as an Under Utilized

Disadvantaged Business Enterprise (UDBE), and is also a State of California Small Business/Microbusiness.

## Specific Project Experience and References

The following list of recent projects is submitted for review. A range of projects are presented, reflecting the diversity of relevant experience of assigned staff.

Agency: **Stanford University and Stantec**  
 Project: *Identifying Success Factors for Effective Employer-Based Transportation Demand Management (TDM) Programs in Different Urban Contexts*  
 Contact: Mr. Ramses Madou,  
                  Associate Director: Planning, Development and Customer Systems; Acting Associate Director: Operations Parking and Transportation Services  
                  Stanford University  
                  340 Bonair Siding  
                  Stanford, CA 94305  
                  [rmadou@stanford.edu](mailto:rmadou@stanford.edu) | p. [650-721-6994](tel:650-721-6994)  
 Completion: Summer 2016  
 Staff: Richard Lee, Michelle DeRobertis, both for Transportation Choices for Sustainable Communities.



Led by Dr. Richard Lee and Transportation Choices for Sustainable Communities, with assistance from Stanford University staff and supported by a grant from Stantec, this study is identifying factors and combinations of factors that have the most influence on the success of TDM programs implemented within a range of urban place types. It will develop guidance or tools for tailoring Transportation Demand Management programs to maximize the effects of these factors. This research will provide Transportation Management Associations (TMAs) and Transportation Coordinators (TCs), and professionals involved in developing TDM programs a recipe of "essential ingredients" for maximizing the effectiveness of TDM programs specific to urban place types that have widely different travel characteristics. The research is building on multi-dimensional cases studies of high-tech employers and business parks in the Bay Area, including Google, Intuit, LinkedIn, Hacienda Business Park, as well as TMA's in Palo Alto and Mountain View.

Agency: **City of Visalia/CDM Smith**  
 Project: *The City of Visalia Long Range Transit Plan (LRTP)*  
 Contact: Mr. Bhanu Kala, P.E., T.E., Project Manager  
                  CDM Smith  
                  201 Mission Street, Suite 1450  
                  San Francisco, CA 94105  
                  (415) 653-3313  
 Completion: February 2015  
 Staff: Georgiena Vivian, Richard Lee



The City of Visalia Long Range Transit Plan (LRTP) is a comprehensive and practical plan that will effectively guide implementation decisions in the coming years. The Plan defines a vision for transit, and identifies future markets, constraints and hurdles. The implementation framework for the Plan includes

funding, fleet and facility needs, transit stop guidelines, and supporting policies. VRPA Technologies (VRPA) assisted CDM Smith on the preparation of the Plan.

In order to understand the framework for transit in the City of Visalia, VRPA reviewed the City's General Plan, Tulare County Association of Governments Regional Plan, relevant area downtown plans, as well as other plans of key stakeholders. VRPA assisted with the assessment of transit markets by developing appropriate GIS mapping. The GIS maps developed display existing and future population and employment estimates as well as existing transit routes. VRPA also performed a GIS analysis to determine the portion of population and employment served by the existing transit routes. VRPA also participated with the established City Transit Advisory Committee, and met with key agency stakeholders.

Agency: **Kern Council of Governments (Kern COG) and Golden Empire Transit (GET)**  
Project: *Metropolitan Bakersfield Long Range Transit Plan*  
Contact: Bob Snoddy, Regional Planner  
Kern COG  
1401 19<sup>th</sup> Street, Suite 300  
Bakersfield, CA 93301  
(661) 861-2191  
Completion: 2011  
Staff: Georgiena Vivian, Richard Lee  
(then with Fehr & Peers)



VRPA was a subconsultant to Nelson Nygaard completing the public scoping tasks for the project. VRPA was responsible for implementing a strategic outreach campaign that reached out to the broader community not only to educate, but to listen as well. VRPA has identified relevant stakeholders and created a database to ensure continued contact with these stakeholders throughout the course of the project. VRPA identified appropriate outreach strategies for the Metropolitan Bakersfield region and assisted with coordination of steering committee and supporting stakeholders meetings. VRPA designed a project logo as well as project fact sheets. Richard Lee was responsible for all aspects of transit modeling and forecasting of future ridership.

Agency: **Kern Council of Governments (Kern COG)**  
Project: *HOV/BRT Study*  
Contact: Mr. Bill Delo, IBI Group  
18401 Von Karman Avenue, #110  
Irvine, CA 92612  
(949) 833-5588  
Completion: 2012  
Staff: Georgiena Vivian, Richard Lee (then with Fehr & Peers)



VRPA Technologies, Inc. (VRPA) was retained to assist with development of the Kern COG HOV/BRT Study. VRPA worked as a subconsultant to IBI Group and was responsible for analysis of traffic operational analysis for the BRT portion of the project. This included analysis of the benefits of transit signal priority and queue jump lanes for bus operations as well as the impacts of these facilities on auto traffic. VRPA used detailed methodologies developed in previous projects, modified for local conditions. The results of VRPA's efforts were used to assist Kern COG in selecting and prioritizing BRT routes for future implementation.

Agency: **Madera County Transportation Commission (MCTC)**  
 Project: *2001 Regional Transportation Plan (RTP) and Environmental Impact Report (EIR), the 2006 Measure Investment Plan EIR, 2011 RTP EIR and 2014 RTP, Sustainable Communities Strategy (SCS) and EIR*  
 Contact: Ms. Patricia Taylor, Executive Director  
 2001 Howard Road, Suite 201  
 Madera, CA 93637  
 (559) 675-0721  
 Completion: Various dates  
 Staff: Georgiana Vivian, Richard Lee, (2014 RTP SCS and EIR)



VRPA Technologies was retained to develop the 2001 Regional Transportation Plan (RTP) and prepared the associated Environmental Impact Report (EIR). In addition, VRPA was retained to prepare the 2006 Measure T Investment Plan EIR, the 2011 RTP EIR and the 2014 RTP Sustainable Communities Strategy (SCS) EIR. The documents were prepared in accordance with CEQA and federal transportation and air quality requirements. The EIRs focused on four Plan Alternatives including the No Project, Reduced VMT and Vehicle Trips, Balanced or Multimodal, and the Traditional or a Worst-case Alternatives. Each of these alternatives was assessed in terms of possible constraints on the environment and the ability of each alternative to meet State and federal Air Quality Conformity requirements.

VRPA Technologies also assisted MCTC staff with development of the Public Involvement Process and directly participated in presenting both RTP and EIR related information at public workshops at locations throughout the County. VRPA Technologies also attended and participated in RTP Steering Committee meetings to establish methodologies, procedures, and directives related to Plan and EIR preparation. The SCS element was new in the 2014 RTP, SCS and was developed in accordance with Senate Bill 375 requirements to achieve greenhouse gas emission reduction targets for cars and light trucks. In addition, VRPA Technologies also assisted MCTC staff with development of public hearing materials and presentation formats.

**Project Name:** **Downtown Dinuba Circulation and Parking Study**  
 Location: Dinuba, CA  
 Date begin/complete: 2007  
 Client Name: Tricia Whitfield, Public Works  
 City of Dinuba (559) 591-5900

Mr. Meeks, Mr. Jud and Mr. Herron worked with Cannon Associates, Dinuba City staff and residents to explore mobility issues in the downtown core of Dinuba, California. The City expressed needs for recommendations to renovate and revitalize Downtown Dinuba. It is therefore more than a simple transportation analysis because it purposely focuses on circulation, walking, parking and transit improvements that would enhance this revitalization.

<b>Project Name:</b>	<b>Panama City Beach, Florida Corridor Mobility Studies/Plans</b>
Location	Panama City Beach, Florida
Date begin/complete:	2007- ongoing
Client Name	Ben Foust, CRA Panama City Beach Manager
	City of Panama City (850) 236-4868

CRTC consultants Meeks, Herron and Jud developed a series of studies, examining feasibility of a beach-front dedicated trolley service, showing pedestrian/bicycle access, together with a service plan and multimodal center plan. A unique funding plan was identified that created revenue from development.

<b>Project Name:</b>	<b>South Broad Street Corridor Redevelopment Project</b>
Location	San Luis Obispo, California
Date begin/complete	2011
Client Name	Kim Murray, City of San Luis Obispo 919 Palm Street San Luis Obispo, CA 93401 (805) 781-7210

The South Broad Street Corridor Plan is a unique long-range planning project for a one-mile corridor and redevelopment area in the City of San Luis Obispo. The project is a community-based planning process that emphasizes public participation and creative visioning for a key City gateway and corridor. A vision plan was developed that addressed items such as neighborhood identity, transportation and service access improvement, safety and traffic calming techniques, and enhanced streetscape. The City of San Luis Obispo will use the recommendations, along with public input, in preparing a final area plan.

Strategic Initiatives conducted three community workshops to prioritize community values and evaluate alternative corridor design strategies as part of the project scoping process. Dan Herron handled logistics and facilitation of groups.

<b>Project Name:</b>	<b>Pedestrian Bicycle Path Between Cal Poly State University and Morro Bay</b>
Location	San Luis Obispo County, California
Date begin/complete	2009/13
Client Name	Ron DeCarli, Executive Director, San Luis Obispo Council of Governments (SLOCOG) 1114 Marsh Street San Luis Obispo CA, 93401 (805)781-4219

In the spring quarters of 2009 and 2010, students of CE 527 designed a pedestrian bike trail from Cal Poly to the Men's Colony to Camp San Luis, Cuesta College, and further to Morro Bay. Input came mostly from landowners and the Bicycle Coalition. SLOCOG provided an important base map. At the final presentation guided by E. Jud, groups posted maps and showed PowerPoints, which were judged by the enthusiastic public. In the meantime, this travel corridor was designated as part of the "Coastal Trail" and became eligible for federal money to go into further design and negotiations with landowners.

**Project Name:** Visalia Transit Five-Year Short Range Transit Plan  
**Location:** Visalia, California  
**Date begin/complete** 2013  
**Client Name** Visalia Transit



The City of Visalia, with the assistance of Majic Consulting Group, prepared a Short-Range Transit Plan (SRTP) for Visalia Transit (VT) to improve and enhance public transportation in its service area. The Plan involved a thorough assessment of system performance and agency financial data. Development of the Plan also provided a number of different forums for community input and involvement to gain insight on transportation needs. Belynda Johnson led the consulting team, assisted by consultant Joe Rye.

***Complete Sample Plans can be accessed at the following URLs:***

- ✓ <http://www.rtconsultants.org/> (Case studies)
- ✓ <http://www.vrpatechnologies.com/> (Summaries, with references)
- ✓ [http://www.strategicinit.com/Case\\_Study2.htm/](http://www.strategicinit.com/Case_Study2.htm/) (Case Study—California Transportation Plan 2025 Statewide Review)
- ✓ <http://www.visalia.city/civicax/filebank/blobdload.aspx?blobid=29356> (Visalia Transit Plan, Joe Rye as project team member for Majic Consulting Group)
- ✓ <http://www.judcons.com/> (Under Projects -- Dinuba, others)

## 4. Project Manager/Key Staff/Team Experience

**Greg Meeks, CRTC Principal.** Greg Meeks will handle contract administration and act as lead consultant for the Transit Plan. He has extensive transit operations, management and design experience, spanning 25 years as a Public Transit Contractor and consultant. He has provided complete transit design and setup services for cities with no existing service. Moreover he has worked closely with the staff assigned to this project on many similar studies, plans and implementation projects.

**Richard Lee, PhD, AICP.** With over 30 years' experience in transportation and urban planning, Dr. Lee would be lead consultant for the TDM plan. His background includes a PhD in City and Regional Planning, with master's degrees in City Planning and Civil Engineering. He is currently Director of Sustainability and Innovation for VRPA, and serves as a board member for Transportation Choices for Sustainable Communities. The majority of his recent work focuses on TDM and how transportation and land use factors affect the efficacy of transit and other alternative modes

**Georgienna Vivian,** President of VRPA, has over 40 years of transportation planning, traffic engineering, public outreach, housing and land use planning, and environmental planning experience, Ms. Vivian has an unmatched knowledge of the transportation, planning and political environment in the California. Ms. Vivian's capabilities in meeting client needs and finishing projects on budget and schedule is demonstrated through successful completion of nearly 1,000 transportation, environmental and outreach projects since 1976.

**Michelle DeRobertis, P.E.** A former Associate Civil Engineer with the City of Alameda Public Works Department, Ms. DeRobertis has 30+ years' experience in traffic engineering, transportation planning and sustainable transportation modes specializing in bicycle and pedestrian mobility. She also founded and chairs the ITE Committee on Transit and Traffic Impact Studies. She is currently a principal at Transportation Choices for Sustainable Communities.

**Cornelius Nuworsoo, PhD.** Dr. Nuworsoo has 22 years of experience both in urban and regional planning and in transportation engineering. His areas of interest, experience and knowledge include development of transportation master plans, development of strategic transportation policy and financing plans, traffic operations and modeling. Dr. Nuworsoo is currently an instructor in courses that deal with analytic methods in transportation and land use planning at the California Polytechnic State University.

**Eugene Jud, Fellow ITE.** An internationally known consultant in sustainable transportation, Eugene Jud has over 50 years of experience in transportation, city planning and sustainability in Europe and USA; licensed civil engineer in all European Countries. In 1966 he founded Planungsbuero Jud AG in Zurich, now a leader in European cutting edge developments of TDM and public outreach such as Alameda needs. From 1994 until recently, he served as a faculty member at Cal Poly, San Luis Obispo CA, teaching transportation, focusing on bicycle and pedestrian mobility and transportation management.

**Dan Herron, CRTC Senior Planner.** Mr. Herron has over 24 years of experience in transit planning, as an MPO Senior Planner, Caltrans Community Planner and Transit Coordinator for a Caltrans district, and as a transit planning consultant. He taught for 10 years in the California transit certificate program operated by University of the Pacific, and has extensive plan writing experience. He is known for promoting innovative funding sources for transit.

**Belynda Johnson, Majic Consulting Group.** Belynda has more than 30 years of operational and planning experience in transit and transportation-related industries. She and her group have completed many transit plans, performance audits, financial evaluations, service assessments, and planning studies in both private and public sectors. Her previous positions include operational management experience within a regional public transportation agency. She holds a Master's Degree from the University of Southern California in System Management.

**Joe Rye, Transit and Transportation Division Manager, Petaluma Transit.** Joe Rye has fifteen years' experience in transit planning and transit management, and his innovative work on the Petaluma transit model has led to nearly a tripling of ridership over the past 7 years. He is a graduate of Mineta Transportation Institute and holds degrees in land use planning (BS) and Public Administration (MA).

**Charles Anders.** As President of *Strategic Initiatives* Mr. Anders has over twenty-five years' experience resolving complex issues in government and the private sector, helping design and facilitate projects using interactive polling technology (clicker technology). He is experienced in working with multi-sophisticated groups.

**Mark Shaffer.** Mr. Shaffer is the Executive Director of Ride-On Transportation, a model Consolidated Transportation Services Agency (CTSA) in San Luis Obispo. He has managed and planned transportation systems since 1989, and has extensive experience with shuttles, van pools and demand response transit.

## 5. Scope of Work

### Task 1: Initiate Project

After selection, the CRTC | VRPA Consultant Team will work with the City of Alameda to initiate the planning effort and to gain a thorough understanding of the key issues for the Citywide Transit and TDM Plans. The Kickoff meeting will combine contract finalization and schedule agreements with fact-finding and a sharing of local sensitivities that might affect the plans. All consultants in the team will be invited and the plan lead consultant for each plan, as well as their backup, will attend. A phone connection will be provided for any parties unable to participate in person. Plan collection will follow, guided by the list of planning documents included in the RFP.

#### Deliverables (Project Initiation):

- A. **Project Initiation:** Within two days of the kickoff meeting, the Consultant Team will provide a list of questions from the document review and additional data requests of City Staff.
- B. **Work Scope/Schedule:** The Consultant Team will provide a finalized schedule, budget by task and work scope. At this time, any of the augmentations suggested by CRTC | VRPA and agreed to by the City will be included in final cost.

**Completion Date (Project Initiation): March 15, 2016**

### Task 2: Analyze Existing Conditions

The Consultant Team will prepare a written description of the existing conditions, opportunities and constraints in the City of Alameda, in two draft chapters for the respective plans. A strong emphasis will be maintained on island access/egress, Alameda Landing, Alameda Point and Northern Waterfront areas and transportation performance during commute hours. The April City presentation will be the framework, and any significant gaps in transportation goals, policies or monitoring will be identified. The listing of areas to be addressed as a minimum will include:

- ✓ The Status And Applicability Of Relevant Transportation-Related Goals, Policies, Objectives, Plans
- ✓ System Performance And User Experience
- ✓ Mode Integration
- ✓ Gap Analysis
- ✓ Performance Projections And Predictions
- ✓ Areas Of Concern
- ✓ Risk Analysis, Webster And Posey Tubes
- ✓ Funding – Current And Existing Projections
- ✓ Government Structure For Transportation Management—Current City and Examples from Elsewhere
- ✓ Supply And Demand Issues and Talking Points

Mark Shaffer will assess current shuttles, vanpool, specialized transportation, and rideshare services and performance. He will specifically examine any coordination efforts that exist, communication between service providers or actual agreements on filling vacant seats with other riders. Use of existing

resources without seeking new ones will prove to be a speedy and cost effective way to reduce commuter traffic.

### **Cameo 1 – Van Pool Magic**

*Mitigation of traffic was called for during a major construction project on US 101 over the Cuesta Grade in San Luis Obispo County. One of the many mitigation measures funded was for starting new employer-based van pools, subsidizing both the van and daily riders. Mark Shaffer's Ride-On Transportation had the contract for an initial 14 vans, with payment based on an estimated 60% occupancy. Several months into the contract, Mr. Shaffer reported the employers and employees responded so enthusiastically that all 14 vans were running, occupancy was close to 100% of capacity, and the contributions of the unanticipated riders meant he could expand to contract to 20 vans with no change in the funding needed.*

*By the end of the 2 ½ year construction project, Mr. Shaffer was running 27 commuter vans on the Grade, all nearly full. It proved to be the most cost-effective mitigation measure of the project. When the subsidies stopped, more than half of the vans continued to run, paying for 100% of their costs. Ride-On Transportation continued managing a vanpool program, and currently has more than 30 vans, unsubsidized by government funds.*

The format of the existing conditions chapters/presentation materials will highlight easily understood talking points, based upon performance data and industry best practices.

#### **Community Engagement (Existing Conditions):**

**Stakeholder Outreach - Round #1:** The Consultant Team/City staff will schedule and meet with the key stakeholders such as local transportation-related groups, schools, business associations and outside transit agencies for at least three meetings. The City staff will consult with the team to determine who the groups are, and new groups may need inclusion in later plan phases. The purpose is to review the draft existing conditions text and PowerPoint slides as well as a draft questions and approach of the public opinion survey. The participants also will be asked to comment on draft objectives and evaluation criteria of the Citywide Transit and TDM Plans, in preparation for tasks detailed below.

#### **Deliverables (Existing Conditions):**

- A. **Memo:** The Consultant Team will develop a draft and revised draft memo on the existing conditions. The final draft will be formatted as chapters in the two inter-related planning documents and as PowerPoint slides with a heavy focus on the use of maps and graphics to communicate key issues.
- B. **Stakeholder Outreach – Round #1:** The Consultant Team will provide the agenda, meeting materials and notes for at least three meetings.

**Completion Date (Existing Conditions):** April 15, 2016

## Task 3: Prepare Objectives and Evaluation Criteria

Building on previous work, the Consultant Team will prepare objectives and evaluation criteria for the Citywide Transit and TDM Plans and present them in a memorandum. One of the main purposes of the work outlined in this task is to help the Consultant Team and the City evaluate trade-offs of potential transit or TDM strategies. Thus, this task will develop an Outcome-based evaluation criteria will be used to help identify investment priorities. The criteria will include information on potential greenhouse gas emission reductions needed to comply with the Local Action Plan for Climate Protection requirements. Performance measures will be derived from:

- ✓ BART, AC Transit, Alameda County Transportation Commission and the Metropolitan Transportation Commission
- ✓ State Department of Transportation performance criteria
- ✓ Best Practices from Transit/TDM efforts elsewhere, and
- ✓ Innovative suggestions from Consultant Team members, City and public

### Community Engagement (Objectives and Evaluation Criteria):

**Public Opinion Survey:** The Consultant Team will measure public opinion on transportation in Alameda based on the information collected in Tasks 1 through 3. The main purpose of the survey is to ask Alameda residents and employees what would motivate them to use transit, carpool, bicycle or walk instead of driving their automobiles for their commutes. Special focus will be given to off-island commutes during peak times. The opinion research will be designed to explore the following issues:

- ✓ Usage of, and opinions on the local transportation network;
- ✓ Barriers to their use of alternative transportation modes;
- ✓ Current travel behaviors, especially during commute times;
- ✓ Transportation improvement priorities, especially for island access/egress;
- ✓ City role or involvement in transit;
- ✓ Response to potential projects and programs that enhance multimodal mobility.

A set of quantitative questions will be used to gather statistically significant data on the above topics. A mail survey will be used for cost-efficiency and accurate data reasons. The City of Alameda will be asked to include the instrument in water bills, ensuring a large coverage that includes employer respondents. Questions on commuting to work will allow further analysis of surveys completed by those who regularly commute outside of Alameda. The selection of questions will be done with full City Staff and stakeholder input, and will allow for the Individual Marketing follow up described as a plan augmentation elsewhere.

**Web Survey – Topic #1 (Objectives and Evaluation Criteria):** A project webpage will be prepared, with content prepared by the Consultant Team in conjunction with City Staff and IT professionals. The City would attach this to their existing site, announce its availability, and highlight opportunities to complete the web survey (implemented using proven Peak Democracy software). Content of web survey may evolve over the course of the project, and would include a ranking of key issues and strategies. The Consultant Team will design the web survey text and graphics in a straightforward manner to ensure that the survey is user friendly.

**Community Workshop #1:** The Consultant Team/City staff will conduct a community workshop to discuss existing conditions including key opportunities and potential objectives and evaluation criteria for the Citywide Transit and TDM Plans. Team member Charles Anders will use a powerful technique to poll, in real time, the audience on questions relevant to the plans. He then projects the polled data in clear bar charts, pie charts or other appropriate display options. This fuels the discussions, as Mr. Anders probes to find out how people explain the data. A series of initial questions allows Mr. Anders to identify various demographics or descriptors (bus rider, city official, etc.) with the number of their handheld “clicker”, allowing for multiple comparisons and impactful visuals that dig much deeper into issues than other group techniques can offer. His report of the meeting will contain the visuals and the insight produced by the group.

**Transportation Commission/Planning Board Meetings - Round #1:** These meetings will introduce the Citywide Transit and TDM Plans consultant work scope to the Transportation Commission and Planning Board. The Consultant Team will present existing conditions and the draft objectives and evaluation criteria, as generated and shaped by community input to date.

**City Council Meeting #1:** The purpose of this meeting is to introduce existing conditions and the draft objectives and evaluation criteria based on community input to date.

**Deliverables (Objectives and Evaluation Criteria):**

- A. **Public Opinion Survey:** The Consultant Team will provide a draft and final public opinion questionnaire, approach and survey results text description with PowerPoint slides.
- B. **Web Survey - Topic #1 (Objectives and Evaluation Criteria):** The Consultant team will draft the text and will compile the results of the web survey.
- C. **Memo:** Revised draft and final goals and objectives memo.
- D. **Community Workshop #1:** The Consultant Team will provide the flyer, advertisement, PowerPoint slides, sign-in sheets, handout materials/boards, healthy refreshments, comment cards and a compilation of comments, and will attend/present at the workshop, as needed. City staff will secure the meeting location, will develop and update a contact list for the Citywide Transit and TDM Plans, and will create and distribute the press release/community advisory and letter notifications, when appropriate.
- E. **Transportation Commission/Planning Board Meetings - Round #1:** In consultation with City staff, the Consultant Team will prepare the staff reports and the presentations, and will present at the meeting, as needed.
- F. **City Council Meeting #1:** In consultation with City staff, the Consultant Team will prepare the staff report and the overall presentation. The Transit Lead Consultant and the TDM Lead Consultant will present at the meeting, as needed, with graphics and remember able statistics maximized.

**Completion Date (Objectives and Evaluation Criteria):** May 15, 2016

## Task 4: Analyze Strategies

In this task, the Consultant Team will analyze strategies for public consideration. The Lead Consultants will use the team members most familiar with their topic, Transit or TDM, but all consultants will have the opportunity to brainstorm innovative solutions and review/critique each Plan. The Consultant Team will analyze the feasibility of potential TDM and transit options that arose in Tasks 1 through 3 and will present the options in a memo, together with projected performance indicators. Using the evaluation framework in Task 3, the Consultant Team will prioritize projects and programs. The Consultant Team will develop a summary sheet as a matrix or other graphic that identifies needs, objectives addressed, potential costs, implementation process and timeframe, agency or departmental roles and responsibilities, potential city roles and involvement, required policy or regulatory changes and benefits expected. The Consultant Team also will prepare a matrix that compares the strategies. Public review and stakeholder comments will help refine the strategies for inclusion into the draft Citywide Transit and TDM Plan chapters.

### **Community Engagement (Strategies Analysis):**

**Stakeholder Outreach – Round #2:** The Consultant Team/City staff will schedule and meet with key stakeholders previously identified to review the draft strategies memo for the Citywide Transit and TDM Plans.

**Web Survey – Topic #2 (Potential Strategies):** The web-based survey will be advertised asking community members to provide input on potential transportation strategies, including transportation services, improvements, and programs. Trade-offs will be objectively portrayed to remind respondents that high levels of service and low costs to City residents may not be practical. The Consultant Team will design the web-based survey text and graphics in a straightforward manner to ensure that the survey is user friendly. Several tests of the survey instrument will be done by team members so that it is optimized prior to upload. The web survey will use the Peak Democracy software.

**Community Workshop #2:** Mr. Anders will work with City Staff and the Consultant Team staff to conduct a community workshop to discuss potential strategies for the Citywide Transit and TDM Plans. Again, hand-held polling “clickers” will be used to stimulate discussion and cluster resulting comments.

**Transportation Commission/Planning Board/City Council Meetings – Round #2:** A second round of these meetings will be used to discuss the strategies to help direct the Consultant Team/City staff on how to proceed. The Lead Consultants for each plan will be the principal presenters.

### **Deliverables (Strategies Analysis):**

- A. **Memo:** The Consultant Team will develop a draft strategies memo refining it to a final draft in the form of chapters in the planning documents.
- B. **Stakeholder Outreach – Round #2:** The Consultant Team will provide the agenda, meeting materials and notes for up to three meetings of the groups previously identified.
- C. **Web Survey – Topic #2 (Potential Strategies):** The Consultant team will draft the text and will compile the results of the web survey. The results will be posted on the web to keep interested residents informed, as well as being included in the draft plans.

D. **Community Workshop #2:** The Consultant Team will provide the flyer, advertisement, PowerPoint slides, sign-in sheets, handout materials/boards, healthy refreshments, comment cards and a compilation of comments, and will attend/present at the workshop, as needed. City staff will secure the meeting location, will update the contact list for the Citywide Transit and TDM Plans, and will create and distribute the press release/community advisory and letter notifications, when appropriate. A report detailing the findings will be made available to the media and posted on the website as well as being included in the draft plans.

E. **Transportation Commission/Planning Board/City Council Meetings – Round #2:** In consultation with City staff, the Consultant Team will prepare the staff reports and the overall presentations for these meetings. The Consultant Team's Lead Consultants for the two plans will present at the meetings, as needed.

**Completion Date (Strategies Analysis):** August 15, 2016

## Task 5: Prepare Draft Plan

The information from prior Deliverables will be incorporated by the Consultant Team into Administrative Draft Plans for City staff and stakeholder review. To the extent possible, the Consultant Team will create a “user friendly,” easy to understand document that is organized around graphics, tables and charts. Talking points about the existing and proposed transportation network, both supply and demand, so as to help key stakeholders and decision makers better understand the need for transportation infrastructure and operational improvements. The Citywide Transit and TDM Plans will contain an implementation and phased financing approach that evaluates the potential for funding the preferred strategies. Organizational options and costs will be estimated, using peer systems elsewhere. The Consultant Team will work closely to develop innovative funding approaches, using all of their combined experience with workable funding mechanisms elsewhere.

Michelle DeRobertis will be actively engaged in formulating the draft plans, working closely with other team members and City Staff. She knows Alameda well--while working at the City of Alameda, Michelle DeRobertis served as a civil and traffic engineer, addressing all modes of transportation including automobiles, bus, parking, bicycles and pedestrians. Tasks included responding to citizen requests and concerns regarding a variety of traffic issues, including pedestrian crossings of uncontrolled crosswalks, speeding, change in parking time limits, and lack of visibility when crossing major streets. She wrote the successful *Safe Routes to School* grant application for Fernside Blvd as well as staff reports on a variety of transportation topics responding to citizen, Commission and City Council requests. Issues addressed ranged from enforcement responsibilities for boats speeding in the Oakland estuary to policy recommendations on installing four-way stop signs on a major street. She inaugurated the City's traffic calming program, working closely with the Alameda Fire Department (AFD). She led public workshops on potential traffic calming measures for specific neighborhoods and developed a traffic calming conceptual design that was approved by 72 percent of the affected neighborhood.

The draft plan will include an assessment of the feasibility of bike sharing (DeRobertis and Lee) and car sharing (Mr. Shaffer). It will also review the California Department of Transportation risk assessment of the Webster/Posey Tube performance in severe seismic conditions. Suggestions for TDM/Transit responses to closure will be developed for discussion. Long-term traffic improvements will also be listed, including an examination of BART inclusion, ways to increase capacity on existing access routes, ferries and bridges.

The Public Review Draft will be released after City Staff review, and the Consultant Team and City staff will prepare a presentation and web-based materials to engage the community, especially on the preferred strategies in the Public Review Draft.

#### **Community Engagement (Draft Plan):**

**Stakeholder Outreach – Round #3:** A third round of stakeholder meeting will be held to review the Public Review Draft Citywide Transit and TDM Plans.

**Transportation Commission/Planning Board/City Council Meetings – Round #3:** The purpose of these meetings is to discuss the Draft Transit and TDM Plans. The City Council review will be used as an opportunity to get media attention for the ongoing process.

#### **Deliverables (Draft Plan):**

- A. **Administrative Draft:** The Consultant Team will provide an Administrative Draft for administrative review (ten hard copies and an electronic copy).
- B. **Public Review Draft:** The Consultant Team will provide a Public Review Draft (20 hard copies and an electronic copy) for the Transportation Commission and Planning Board meetings. The Consultant Team will be responsible for the management of an ongoing list of staff and public comments and associated changes to the Public Review Draft. Copies of the draft plans will be distributed to key community information centers (City Hall, library, College of Alameda, etc.)
- C. **Stakeholder Outreach – Round #3:** The Consultant Team will provide agenda, meeting materials and notes for up to three meetings.
- D. **Transportation Commission/Planning Board/City Council Meetings – Round #3:** In consultation with City staff, the Consultant Team will prepare the staff reports and the overall presentations. The Consultant Team will present at the meetings, as needed.

**Completion Date (Draft Plan): December 15, 2016**

## **Task 6. Prepare Final Plan**

For the final plans, the Consultant Team will incorporate the comments from the public review process into a Final Draft of the Citywide Transit and TDM Plans (Final Draft) for administrative review. Based on the City staff comments of the administrative draft, the Final Draft will be produced for Transportation Commission and Planning Board approval. The Final Draft then will be presented to the City Council for final adoption, and will include a summary of Transportation Commission, Planning Board and community comments and revisions/consultant consideration as an addendum. The Consultant Team will update key graphics for the City Council meeting. Based on the cumulative input and comments received at the Transportation Commission, Planning Board and City Council meetings, the Consultant Team will prepare adopted Final Citywide Transit and TDM Plans.

#### **Community Engagement (Plan):**

**Transportation Commission/Planning Board Meetings – Round #4:** The purpose of these meetings is to recommend approval of the Final Draft Citywide Transit and TDM Plan, for City Council assurance that these boards were involved throughout.

***City Council Meeting #4:*** The purpose of this meeting is to approve the Final Citywide Transit and TDM Plans.

***Deliverables (Plan):*** Three versions of the Final Citywide Transit and TDM Plans:

- A. ***Administrative Draft:*** The Consultant Team will develop a Final Draft Citywide Transit and TDM Plans for administrative review (electronic copy only).
- B. ***Public Review Draft:*** The Consultant Team will develop a Final Draft Citywide Transit and TDM Plans for public review (20 hard copies for the Transportation Commission and Planning Board meetings and 20 hard copies for the City Council meeting). The Consultant Team will compile the comments and associated changes from the Transportation Commission, Planning Board and City Council meetings.
- C. ***Transportation Commission/Planning Board Meetings – Round #4:*** In consultation with City staff, the Consultant Team will prepare the staff reports and the overall presentations. The Consultant Team will present at the meetings, as needed.
- D. ***City Council Meeting #4:*** In consultation with City staff, the Consultant Team will prepare the staff report and the overall presentation. The Consultant Team will present at the meeting, as needed.
- E. ***Final:*** The Consultant Team will develop an adopted Final Citywide Transit and TDM Plans (20 hard copies) incorporating text and graphic changes from the Transportation Commission, Planning Board and City Council meetings.

***Completion Date (Plan):*** July 15, 2017

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The Scope of Work above is proposed by City and Rural Transit Consultants | VRPA Technologies in response to the tasks outlined by the City of Alameda in their September 6<sup>th</sup> RFP. We feel it would be in the City's interest, however, to look at two Augmentations that would facilitate **trip reduction over a relatively short time frame**. These were summarized in the Approach section, with more details provided below. Any of these, or all of these, could be refined and added to the final contract, adding quick results for little extra expense.

**Augmentation 1 – Turn-Key Trolley Plan.** An add-on planning task would expand the planning to be adequate to identify funding and operational costs for establishing a turn-key trolley operation for eighteen months. This approach puts all responsibility for start-up, equipment and marketing on a contractor, and typically would not involve diversion of Federal Transit Authority or State Transportation Development Act funding from existing transit. Instead, private funding would be investigated (foundation, corporate gifts, partnerships, lease-backs, sponsorship, fee for service or demonstration funds).

**Deliverable:** Turn-key Trolley Plan, defining routes, headways, costs and innovative funding alternatives.

**Total Extra Cost:** \$20,000

**Cameo 2 – Trolley for Avila Beach**

*The Avila Beach community received repeated turndowns when requesting public transportation connecting to the local South County Area Transit (SCAT) service. To meet the ongoing need, the community organized support, obtained grant funding, and hired RTC, which established the Avila Beach Trolley. The service quickly logged over 100 riders a day – in a community of only 700 residents.*

*When initial funding ended, the San Luis Obispo Council of Governments found the successful service met their criteria for unmet public transit needs and agreed to provide 90% funding for the continuation of the service. The Avila Beach Community Foundation guarantees the 10% of funding required by the State, but has not had to make further contributions as RTC arranged for advertising and donations to cover 10% the community's share of operating costs.*

**Augmentation 2 -- Individualized Marketing.** The survey proposed would be mail-back, and has questions on it that could provide an easy first step to an Individualized Marketing project. In order to make people change their personal travel behavior people need to be aware of decent alternatives to car travel. One might think that all necessary information about these alternatives – walking, cycling and public transport – is readily available. But all empirical surveys show that this information does not reach the respective target group. If the concept of customer orientation is taken at all seriously, information has to be brought to the customer instead of expecting him/ her to catch it from the provider.

Recognizing this lack of information and motivation caused an opposition to the use of public transport, a German group called Socialdata developed the concept of Individualized Marketing (IndiMark®), a dialogue-based technique for promoting the use of public transport, cycling and walking as alternatives to car travel. It is a program based on a targeted, personalized, customized marketing approach that empowers people to change their travel behavior.

Using these “soft policies” to make people think about their travel behavior has proven to be highly successful in achieving shifts in mode from the car; shifts that are proving to be sustained in the longer term.

If the City chooses, the Consultant Team could plan and cost an Individualized marketing project, building on the survey, defining steps to be taken with projected benefits. A costing plan would identify the funding most appropriate to implementation.

**Deliverable:** Individualized Marketing Plan, with costs and potential funding sources identified.

**Total Extra Cost:** \$15,000

## 6. Schedule and Budget

City and Rural Transit Consultants Bid Worksheet		Alameda Transit Plan and TDM Plan																					
		Estimated		Total Hours	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017	Jul 2017
<b>Task 1--Initiate Project</b>																							
1 Collect and review existing plans	76																						Feb '16
2 Hold kick-off meeting	30																						Jan '16
3 Prepare Existing Conditions report	70																						Mar '16
4 Submit questions re plans for further clarification	62																						Mar '16
5 Finalize schedule, budget and work scope	26																						Mar '16
<b>Task 2--Analyze Existing Conditions</b>	0																						
1 Prepare Existing Conditions report	100																						Mar'16
2 Meet with stakeholders for review/input (x3)	90																						Apr'16
3 Develop memo & graphics, draft plan chapters	60																						Apr'16
<b>Task 3--Prepare Objectives and Evaluation Criteria</b>																							
1 Prepare memo evaluating strategy tradeoffs/criteria	136																						May'16
2 Prepare, administer and analyze public opinion survey	188																						May'16
3 Establish a plan Web site and on-line survey	38																						Apr'16
4 Hold community workshop for review and comment	105																						May'16
5 Meet with Transportation Commission/Planning Board	30																						May'16
6 Present progress to City Council	24																						May'16
<b>Task 4--Analyze Strategies</b>																							
1 Assess feasibility of various options, transit and TDM	196																						Jul'16
2 Gain stakeholder input at meetings (x3)	58																						Jul'16
3 Request internet input and assess feedback	54																						Jul'16
4 Hold community workshop for review and comment	110																						Aug'16
5 Meet with Transportation Commission/Planning Board	27																						Aug'16
<b>Task 5--Prepare Draft Plan</b>																							
1 Create draft plans with presentation materials	236																						Nov'16
3 Meet with Transportation Commission/Planning Board	27																						Nov'16
4 Refine Administrative Draft to Public Review Draft	44																						Dec'16
5 Gain stakeholder input at meetings (x3)	66																						Dec'16
6 Meet with Transportation Commission/Planning Board	41																						Dec'16
<b>Task 6--Prepare Final Plan</b>	0																						
1 Incorporate all comments into final Admin Draft	33																						Feb'16
2 Prepare a Public Review draft and disseminate it	106																						Mar'16
3 Meet with Transportation Commission/Planning Board	33																						Apr'16
4 Present plans to City Council for final approval	36																						May'16
5 Revise as needed and issue final plans	62																						Jul'16
	TOTAL HOURS	2164																					

## City and Rural Transit Consultants

## Bid Worksheet

	Estimated Total Hours	Richard Lee - VRPA- TDM Plan Lead	Meeks Transit Plan Lead	Vivian	DeRobertis	Nuworsoo	Jud	Herron	Rye	Anders	Shaffer	Johnson	Planned Completion	
<b>Task 1--Initiate Project</b>														
1 Collect and review existing plans	76	32	4		12	2	2	10	2	2	10		Feb '16	
2 Hold kick-off meeting	30	12	12	1	2						3		Feb '16	
3 Research Existing Conditions report	70	24	4	1	8	2	1	16	2		10	2	Mar '16	
4 Submit questions re plans for further clarification	62	48	2		2	2	2	2	2		2		Mar '16	
5 Finalize schedule, budget and work scope	26	8	7		0	5	2		2		2		Mar '16	
<b>Task 2--Analyze Existing Conditions</b>														
1 Prepare Existing Conditions report	100	16	6		28	2	2	38	2		6		Mar '16	
2 Meet with stakeholders for review/input (x3)	90	16	16	4	24			10	10		10		Apr '16	
3 Develop memo & graphics, draft plan chapters	60	8	4		8	20	2	13	2		3		Apr '16	
<b>Task 3--Prepare Objectives and Evaluation Criteria</b>														
1 Prepare memo evaluating strategy tradeoffs/criteria	136	48	16		24	16	4	16	4		8		Apr '16	
2 Prepare, administer and analyze public opinion survey	188	64	6	4	20	10	4	50	20	2	8		Apr '16	
3 Establish a plan Web site and on-line survey	38	12	2	4	2	2	2	2	10		2		Apr '16	
4 Hold community workshop for review and comment	105	12	6	8	12	8	2	10	2	39	6		May '16	
5 Meet with Transportation Commission/Planning Board	30	8	8		4			2			8		May '16	
6 Present progress to City Council	24	10	10								4		May '16	
<b>Task 4--Analyze Strategies</b>														
1 Assess feasibility of various options, transit and TDM	196	40	20		16	60	8	10	20		18	4	Jun '16	
2 Gain stakeholder input at meetings (x3)	58	20	16	4	0	10					8		Jun '16	
3 Request internet input and assess feedback	54	20	2	4	8			8	10		2		Jul '16	
4 Hold community workshop for review and comment	110	16	10	4	8	10		16		36	10		Aug '16	
5 Meet with Transportation Commission/Planning Board	27	10	8		4			1			4		Aug '16	
<b>Task 5--Prepare Draft Plan</b>														
1 Create draft plans with presentation materials	236	56	32	4	24	30	6	48	12	2	12	10	Nov '16	
3 Meet with Transportation Commission/Planning Board	27	6	10		6			1			4		Nov '16	
4 Refine Administrative Draft to Public Review Draft	44	8	6		8	2	2	10	2		4	2	Nov '16	
5 Gain stakeholder input at meetings (x3)	66	12	16	4	4	16			10		4		Dec '16	
6 Meet with Transportation Commission/Planning Board	41	8	8		4	9			8		4		Dec '16	
<b>Task 6--Prepare Final Plan</b>														
1 Incorporate all comments into final Admin Draft	33	16	2		4			4	2		5		Feb '16	
2 Prepare a Public Review draft and disseminate it	106	40	4	4	8	10	2	16	12	2	2	6	Mar '16	
3 Meet with Transportation Commission/Planning Board	33	12	8		8			1			4		Apr '16	
4 Present plans to City Council for final approval	36	12	8		0	8					8		May '16	
5 Revise as needed and issue final plans	62	40	2		8			8			4		Jul '16	
<b>TOTAL HOURS</b>			2164	634	255	46	256	224	41	292	134	83	175	24
<i>per hour cost</i>			\$ 130	\$ 157	\$ 160	\$ 254	\$ 100	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125
Total Personnel Cost			\$ 296,456	\$ 99,735	\$ 40,800	\$ 11,696	\$ 25,600	\$ 28,000	\$ 5,125	\$ 36,500	\$ 16,750	\$ 10,375	\$ 21,875	\$ 3,000

**BUDGET**

<b>Total Personnel Cost</b>	296,456
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Daily expenses, travel and per diem	8,146
Administrative overhead @ 9%	26,681
Surveys	11,500
<b>TOTAL CONTRACT COST</b>	<u>\$ 342,783</u>

**Travel**

Fourteen trips (Greg or Dan) -- 288 miles x 2 x 14 =	8064 mi. x .50/mi =	4,032
Two trips (Joe) -- 47 miles x 2 x 2=	188 mi. x .50/mi =	94
Other trips	800 mi. x .50/mi =	400
Rooms: 20 nights total x \$100		2,000
Meals: 45 days per diem @ \$36/day	45 days x \$36 =	<u>1,620</u>
		8,146

**Surveys (mail and website)**

Website Development/survey	1,500
Surveys for mailing	<u>10,000</u>
	11,500

# ATTACHMENT A -- RESUMES

## Greg Meeks



Mr. Meeks founded Rural Transit Consultants in 2003 as the consulting arm of his transportation contracting business, Santa Ynez Valley Transportation Services (SYVTS). As the principal of SYVTS, Mr. Meeks earned the California Transportation Foundation's 2004 Tranny Award for his work on the Avila Beach Trolley Project.

Santa Ynez Valley Transportation Services has specialized in the startup and development of rural public transportation systems that included fixed routes and dial-a-rides. Mr. Meeks' role at SYVTS included:

- Single-handedly researching community transportation needs.
- Developing routes and signage.
- Developing marketing and advertising plans.
- Collaborating with city and county officials to develop master plans.
- Adhering to strict ADA regulations and compliance standards.

Mr. Meeks' many accomplishments include improving a troubled transportation system in Solvang, California, increasing ridership from 400 to 2000 riders monthly within 5 years. Over the same period, box fares increased from 4% to 10%.

Prior to his ten years as a private transportation consultant and contractor, Mr. Meeks was VP of Operations with Santa Barbara Transportation. The company experienced rapid growth during Mr. Meeks' tenure there, and was recognized by Inc. Magazine as one of the three fastest growing, full-service transportation companies in the U.S. Responsible for expanding and strengthening transportation programs in the city of Santa Barbara, Mr. Meeks established a charter division that increased revenues by 600% in 18 months; managed human resource for 120 employees; managed the budgets of multiple operating divisions; purchased and coordinated maintenance of a 60-vehicle fleet; and developed marketing and advertising strategy.

Mr. Meeks remains committed to helping communities provide efficient, safe, and cost-effective public transportation to rural communities and communities with 50,000 or fewer residents.

### Awards and Honors

- 2004 Tranny Award for the Avila Beach Trolley Project.
- Received recognition for the delivery of outstanding services in Cambria.



## Richard W. Lee, PhD, AICP

Director of Innovation & Sustainability, VRPA Project Manager

### Professional Summary

Dr. Lee has over 30 years of experience as a transportation consultant and academic. His consulting experience includes management of Regional Transportation Plans, transit projects (including rail) and smart growth transportation studies, as well as a wide variety of traffic impact analysis, travel demand management, and transportation policy studies.

The majority of his recent work focuses on analysis of the transportation effects of land use factors, including their efficacy in promoting transit and other alternative modes. Richard works extensively with local, regional and state agencies as well as private developers to analyze the effects of infrastructure and land development projects and to develop feasible alternatives that address issues of circulation and community needs. Richard has taught transportation planning and led major transportation research projects at several universities, including Massey University in New Zealand, Cal Poly San Luis Obispo, UC-Berkeley, UC-Davis and San José State University. Throughout his career has managed or contributed to a wide variety of San Joaquin Valley transportation and land use projects, including Travel Demand Management Plans, General Plans, Specific Plans, Regional Transportation Plans, and Public Transportation plans.

### Selected Project Experience

- **San Joaquin Council of Governments Regional Transit Systems Plan (2009 and 2015):** Richard led a consulting team that included VRPA and Nelson\Nygaard that created a long-range strategic plan aimed at organizing and prioritizing transit infrastructure projects and services in San Joaquin County, with an emphasis on interurban and interregional transit. The plan established procedures for coordinated provision of transit infrastructure and operations among the County's eight jurisdictions and seven transit providers. The Plan helps implement the Measure K Strategic Plan Transit Element, as well as the Regional Transportation Plan, Congestion Management Plan, and Measure K Smart Growth Incentive Program. The plan was developed based on current plans and key staff interviews, as well as modeling of potential future transit demand. In 2015 he led VRPA's efforts on a team updating the RTSP.
- **SANDAG Smart Growth Trip Generation and Parking Study:** For the San Diego Association of Governments (SANDAG), Richard led a Fehr & Peers study to establish trip and parking generation rates for smart growth development throughout in the SANDAG region. The findings and tools were adopted for use in the San Diego region by the SANDAG board in 2010.
- **Metropolitan Bakersfield Long-range Transit Development Plan:** Richard completed a comprehensive analysis of existing and future transit conditions in the City of Bakersfield and its metropolitan area; revised the Kern COG travel forecasting model; and developed ridership forecasts and compared alternative modal plans. This project included VRPA for extensive public outreach.
- **Parking Studies:** Conducted studies of parking utilization and conceptual facility design and operation. Studies included shared parking analysis, development of unique parking demand rates, analysis of large site/multi-lot parking distribution, and analysis of operational alternatives such as attendant parking and satellite lot/shuttle bus usage. Developed "smart parking" policies for the City of Walnut Creek, adopted in 2014.

### Selected Publications and Presentations

- “Parking Demand” and “Parking Technology”, articles in M. Garrett and G. Golson (eds.), *Encyclopedia of Transportation*. SAGE, 2014.
- “Smart Parking Tools, Technology and Techniques”; Presentation to the 11th Annual New Partners for Smart Growth Conference, San Diego, CA, February 2012
- *Residential On-Site Carsharing and Off-Street Parking Policy in the San Francisco Bay Area*, with Charles Rivasplata, et al. Mineta Transportation Institute 2012.
- “Smart Growth Parking Requirements Review”, with R. Rees and M. Watten, ITE Journal, Vol. 80, no. 12, pp. 36-40. December 2010.
- *Connecting Transportation Decision Making with Responsible Land Use: State and Regional Policies, Programs, and Incentives*, with Gary Binger et al. Mineta Transportation Institute, 2008.
- *The Effect of Housing Near Transit Stations on Vehicle Trip Rates and Transit Trip Generation* (lead author, with Robert Cervero), California Department of Housing and Community Development Resource Paper, 2007.

### Professional Qualifications

#### Education

- University of California, Berkeley, 1990-1995, PhD, City and Regional Planning
- University of California, Berkeley, 1982-84, Master of City Planning; 84, Master of Science in Civil Engineering
- Carleton College, Northfield, MN 1974-1978, Bachelor of Arts in History (Honors)

#### Professional Affiliations

- American Institute of Certified Planners, 1988-present
- Institute of Transportation Engineers (ITE), member, 1985- present



## Georgiena M. Vivian

### President

#### Professional Summary

**Georgiena Vivian**, President founded VRPA Technologies in 1988. Prior to founding VRPA, Ms. Vivian was employed by Fresno Council of Governments (Fresno COG) between 1978 and 1988. While with Fresno COG, Ms. Vivian was responsible for regional planning programs and studies. With over 41 years of experience in transportation planning and financing, congestions management, traffic engineering, transportation demand management and transportation systems management (TDM/TSM) activities, sustainable communities planning, environmental planning, air quality, climate change, noise analysis and extensive public outreach. Ms. Vivian's experience also includes the preparation of regional and local transportation plans including Congestion Management Programs, County Blueprint Programs, local and regional land use and transportation Smart Growth studies, and associated outreach programs. In addition, Ms. Vivian has prepared numerous engineering, planning and outreach programs for regional planning projects.

#### Project Experience

- **Caltrans Statewide Public Engagement Contract:** From 2011 to 2014, provided statewide outreach and communications services to enhance public outreach by facilitating public engagement for transportation planning activities; conducted various outreach activities such as workshops, stakeholder interviews; focus groups, Tribal Listening Sessions for transportation planning and engineering projects. Assisted with early stakeholder engagement, graphics and maps, display boards and visualization materials; developed PowerPoint presentations, session polling and discussion questions, and meeting summary reports.
- **California High-Speed Rail Authority Segment 6 Public Outreach Program:** Assisted with the implementation of the public outreach and education program related to California High-Speed Trains in the Central San Joaquin Valley; responsible for the development of the Scoping Workshop for the High-Speed Train Environmental Impact Report/Statement (EIR/EIS) conducted in March 2009; Assisted with outreach activities leading to the development and certification of the EIR/EIS.
- **Fresno Old Fig Garden Transportation and Land Use Study:** Defined appropriate transitions from the established residential neighborhoods to adjacent City and State transportation corridors; developed transportation and outreach components including traffic calming, safe routes to school, bike and walking trail planning, and traffic issues associated with Christmas Tree Lane; completed existing and future year traffic analysis, Christmas Tree Lane attendee survey; stakeholder interviews; and initial outreach workshop.
- **Hanford Downtown East Precise Plan:** Assisted in the facilitation of a design charrette to present land use, bike and pedestrian facilities, traffic calming, and transit standard alternatives and accompanying streetscape design concepts; prepared traffic impact analysis supporting the preparation of the Hanford Precise Plan and the environmental impact report for the Plan; traffic impact analysis prepared to meet the requirements of the City of Hanford as well as the California Environmental Quality Act.
- **San Joaquin Valley Blueprint Outreach Program:** Multi-county, multi-agency effort with the ultimate goal of incorporating the counties' recommendations into the Valleywide Blueprint Plan with the intention of preserving

and improving the quality of life of the San Joaquin Valley to 2050; engaged communities in a vision process which was then incorporated into the Valleywide vision;

- **Southern California Association of Governments 2001 Regional Transportation Plan Technical Advisory Committee Assistance:** assisted with the coordination, development and update of the 2001 Southern California Regional Transportation Plan Update; participated in regional and subregional meetings to determine data needs and public policy issues to be addressed and analyzed; responsible for Technical Advisory Committee meeting coordination, development, and presentation of technical documents.
- **San Joaquin Valley Growth Response Study, Phase III:** Implemented toolbox planning strategies in demonstration projects; integrated land use, transportation, environmental, and market conditions; identified potential benefits of Smart Growth concepts in terms of costs, reduced trips, increased transit usage, reduced air emissions, and increased walkability; completed an extensive outreach effort involving a

## Professional Qualifications

### Education

- California State University, Fresno 1976-1978, Master's Program – Urban and Regional Planning
- California State University, Fresno 1972-1976 (Fall), Bachelor of Arts – Special Major, Urban and Regional Planning

### Professional Affiliations

- Institute of Transportation Engineers (ITE), Member, 1992-2011; ITE Council on ITS, 1992-2000, ITE Council of Transportation Planning, 1993-2015
- Chairperson, SJVUAPCD TCM Development Committee, 1989-1992
- Co-manager of the San Joaquin Valley Transportation Control Measure (TCM) Implementation, Monitoring, and Enforcement Program, 1992-1994, Member of the TCM Working Group, 1993-1994, both representing TCAG/TPA
- Chairperson, Statewide MINUTP Traffic Model Users' Group, 1988-1999
- Chairperson/Member - Southwest Region Transportation Model Users' Group (SRTMUG), 1990-2012
- Member – Women In Transportation – 1998-2005
- Co-Chairperson ESRI ARC/INFO GIS Transportation Committee (Pacific Rim), 1993-1996



## Michelle M. DeRobertis, P.E.

Principal

### Education

M.S., and B.S. Civil Engineering,  
University of California, Berkeley

### Professional Experience

1998-Present: Instructor, UC  
Berkeley, Institute of  
Transportation Studies

Jan. 2012 to Present: Managing  
Principal, Transportation  
Choices for Sustainable  
Communities

May 2013 to present:  
Independent Contractor

2005 to April 2013: Santa Clara  
Valley Transportation Authority,  
Senior Transportation Planner/  
Bicycle Program Manager

2004 to 2005: Consultant

2002 to 2004: City of Alameda,  
Associate Civil Engineer

1992 to 2002: Wilbur Smith  
Associates, Principal Engineer

### Registrations

Professional Engineer: California  
Civil Engineering: #040633  
Traffic Engineering: #1198

### Publications

*Cycle Track Literature Review*  
Accident Analysis and Prevention 2013, with Beth Thomas.  
*Changing the Paradigm of  
Traffic Impact Studies: How  
Typical Traffic Studies Inhibit  
Sustainable Transportation.* ITE  
Journal, May 2014, Eells, Kott & Lee.

*Fundamentals of Traffic Engineering, 16th Edition- 2007,*  
Author Chp. 21: Bicycle Facilities

*Buses and Bicycles: Design  
Options For Sharing The Road,*  
ITE Journal, May 2001

Michelle DeRobertis is a Transportation Engineer with more than 30 years of experience specializing in nonmotorized modes and traffic calming with expertise in multimodal policy and design, traffic safety, innovative bicycle and pedestrian design, bicycle / trail planning, and development of bicycle technical guidelines. She has taught working professionals through the Tech Transfer program of the Institute of Transportation Studies at UC Berkeley for 15 years. She serves on National and State technical advisory committees related to sustainable transportation issues. Relevant professional expertise includes:

### SUSTAINABLE TRANSPORTATION METRICS

Formed and chairs Institute of Transportation Engineers committee to prepare a State of the Practice report on how transit is addressed in traffic impact studies. Major tasks include: a comprehensive literature review of both academic and professional papers; and a survey of existing practices for how and whether traffic impacts on transit is considered, and whether improvements to transit are allowed as mitigation for traffic impacts.

Strengthened VTA's Traffic Impact Study guidelines to ensure that bicyclist and pedestrian modes were adequately considered both in terms of access to the project site and for adverse impacts of automobile project traffic on bicyclists and pedestrians.

### MULTIMODAL TRANSPORTATION POLICY

Served on the Bay Area Congestion Management Agencies working group with Caltrans Division of Design to address needed changes to the Caltrans 2012 Highway Design Manual to better incorporate Complete Streets concepts.

Reviewed Santa Clara County agencies' Circulation Elements for compliance with the Complete Streets Act of 2008 (AB 1358). Provided direct assistance to several agencies on policies for their Circulation Elements and Bicycle Plans.

### PROFESSIONAL EDUCATION AND PRESENTATIONS

For the past 15 years, has taught numerous courses through UC Berkeley's Technology Transfer Program, which is the main training venue for working transportation engineers and planners, as well as UC Davis, including Webinar, Bicycle Transportation: Design and Policy; Design, Implementation and Operation of Bicycle Facilities, Bicycle Planning and Design, UC Davis Extension

Made numerous presentations on Sustainable Transportation at national and international conferences including ITE International, District and Local meetings, Pro-Walk /Pro-Bike Conferences, TRB Urban Symposiums, and guest lectures, including:

- TRB Cycle Tracks Literature Review with Beth Thomas, poster, TRB, Jan. 2012
- Can Median Bike Paths Work in the United States? with Michelle Mowery, ITE
- District 6 Annual Meeting, 2010; Poster presentation at ProWalk-ProBike, 2010
- Freeway Interchanges- How to be Bike-Friendly? ProWalk ProBike, 2006
- Neo-Traditional Design: Mobility for All Ages, TRB Urban Symposium, Dallas, 1999 and Minnesota State Bicycle Conference, 2000.



## Dan Herron, Transportation Planner

Dan Herron has 27 years of transportation planning and financial management experience: 14 with a regional transportation planning agency and 12 with the California State Department of Transportation. Prior to his transportation work, Mr. Herron spent 14 years with program administration for non-profit human services agencies. Much of this was with multicultural, multilingual communities working on poverty issues. Community planning was a special focus during this time, working closely with community groups, technical staff and public agencies. His grant writing began during this phase of his career, has extended nearly 40 years, and has resulted in many millions of dollars of successful grant applications.

Mr. Herron's background includes extensive writing experience—needs assessments, transportation concept reports, system management plans and grants for federal, state, and local foundation funding. His administrative experience spans grant management, team supervision, budgeting, financial reporting, and compliance.

In 1999, Mr. Herron's work a Tranny Award for transportation excellence for the San Luis Obispo Council of Governments' Welfare Reform Mobility Study in San Luis Obispo County. The study was one of only five funded by the Federal Transit Authority nationwide and has been used nationally as a model project.

Mr. Herron has taught transit management sessions at CalACT conferences and grants writing at community colleges. He is an instructor with the University of the Pacific Transit/Para transit Management Certificate Program, teaching a daylong course entitled, "A Transit Manager's Guide to Regulation and Funding" for the past 10 years. He has also taught transit certificate classes in Oregon and Washington.

With the Department of Transportation, Mr. Herron has served as Grants Coordinator for 5 years, providing technical assistance and management support to roughly 5 grantees annually for the District 5 office. Most of these were Environmental Planning Grants or Community Based Transportation Planning grants.

### Honors and Achievements (partial list)

- California Tranny Award for Excellence, Welfare Reform Mobility Study, 1999
- Innovative Transportation Studies, all funded through partnered grants involving Caltrans:
  - North County Telecommute Study
  - Transit Operations Data System Development
  - Freeway Bus Stop Study
  - Multimodal Center Study
  - Midcoast Commute Shed Jobs Access Project (Welfare Reform Transportation)

**EUGENE H. JUD, FELLOW ITE**

October 2015

Jud Consultants, POB 1145, San Luis Obispo, CA 93406, (805) 549-8185

[www.judcons.com](http://www.judcons.com) [jud4eugene@gmail.com](mailto:jud4eugene@gmail.com)

California Polytechnic State University, San Luis Obispo, CA 93407

(805) 756-1729 <http://ceenve3.calpoly.edu/jud> [ejud@calpoly.edu](mailto:ejud@calpoly.edu)**Distinguishing Qualifications**

- Amongst civil engineers reputation as most focused, experienced and accomplished TDM and transit expert with consulting and academic background and worldwide connections. Was awarded “Outstanding Transportation Educator 2014” by ITE Western District.
- 54 years of experience in transportation, city planning, and sustainability in Europe and USA; licensed civil engineer in all European countries (FEANI # 114892); registered engineer in Switzerland (REG # 15954); lifetime Fellow Institute of Transportation Engineers (ITE); member of American Planning Association (APA), Associate Local Government Commission (LGC), Swiss Association of Transportation Engineers (SVA), and Swiss Association of Engineers and Architects (SIA)
- Owner Jud Consultants, California; Partner Firm: Planungsbüro Jud, Zurich, Switzerland, founded in 1966 by Jud, now a leader in European sustainable mobility, especially car free living ([www.jud-ag.ch](http://www.jud-ag.ch))

**Education**

M.S. University of Zurich, Switzerland (Environmental Sciences and Planning), 1991

M.S. Swiss Federal Institute of Technology, Zurich, Switzerland (Civil, Transportation), 1961

**Professional Experience**

- Expert in planning and design for pedestrians, cyclists, public transit, transportation demand management (TDM), traffic calming, and smart parking based on public input.
- Consultant for the Presidio Trust in San Francisco, the City of Aspen, CO, Panama City Beach, FL, and for several towns and organizations in the counties of Ventura, Tulare and San Luis Obispo, CA, including Cal Poly State University’s Campus Transportation Planning Unit.
- Research for the California Department of Transportation. Research for the Mineta Transportation Institute in San Jose, CA. Among others, published *Integration of Bicycling and Walking Facilities into the Infrastructure of Urban Communities* as a co-author of Cornelius Nuworsoo, Ph.D., February 2012. Can be downloaded from MTI, Publications. 26,000 people clicked on this report in February 2012, a record according to the institute.
- Worked and lectured in Switzerland, Poland, USA and Mexico. Speaker about sustainable mobility at the prestigious STARS Conference 2011 in Switzerland with 100 high-level CEO’s from industry, banking, politics, and academia from 30 different countries (see video [www.the-stars.ch/456.html](http://www.the-stars.ch/456.html) and [www.the-stars.ch/press-comments-2011.html](http://www.the-stars.ch/press-comments-2011.html)).
- Former employee of United Nations Development Program and Habitat. Created the first National Master Plan of Transportation for the United Arab Emirates and the Master Plan of Transportation for Nicosia, Cyprus.
- Over 100 reports in the fields of data collection and analysis for environmental and transportation studies, sustainable transportation planning, modeling, master plans and design studies. Extensive information about consulting is under [www.judcons.com](http://www.judcons.com).

## Teaching at Cal Poly State University

Since 1994 taught 68 courses to over 1,600 students in the schools of Engineering and Architecture and Environmental Design. Most important were the courses in the department of Civil and Environmental Engineering: CE 527 “Sustainable Mobility”, which covered TDM, transit, neighborhood planning and public facilitation with labs. Details under <http://ceenve3.calpoly.edu/jud>.

## Some Projects in SLO County with Relevance to Alameda Planning

- **Traffic Calming on Santa Ysabel Avenue, Los Osos, CA** (<http://www.judcons.com/> → projects). Citizen-initiated study to slow down traffic on this collector road. Main concerns were pedestrians walking along the streets without sidewalks available and pedestrians crossing the high speed street, especially walking to the Baywood Elementary School. E. Jud was hired by the county to do public surveys, two public workshops, and preliminary engineering plans including median islands and elevated zebra crossings. Total cost: \$1,000,000. Start: 1999. End: Fall 2013.  
Reference: Citizen's Leader Keith Weimer, 14<sup>th</sup> Street, Los Osos, CA 93402. Home: (805) 528-2027.
- **South Higuera Street in San Luis Obispo as a “Complete Street”**. Based on input from the first public meeting in the neighboring Creekside Mobile Home Community students of CE 527 planned enhancements on South Higuera Street, first for pedestrians, then bicyclists, then public transit, and then cars. A “road diet” and medians were proposed in the area where neighbors cross over to the shopping center. Neighborhood planning and zoning were included from Granada Drive to Los Osos Valley Road. At the final public exhibit in the Creekside community center representatives of City Council and Community Development were present. E. Jud was the facilitator. Start: March 2012. End: June 2012.  
Reference: Leader of the most important neighborhood, Barry Kaufmann, Creekside Space 95, P.O. Box 383, San Luis Obispo CA, 93406. (805) 543-1384.
- **Pedestrian Bicycle Path Between Cal Poly State University and Morro Bay** (<http://ceenve3.calpoly.edu/jud> → Results of Main Courses – CE 527 Spring 10). In the spring quarters of 2009 and 2010, students of CE 527 designed a pedestrian bike trail from Cal Poly to the Men's Colony to Camp San Luis, Cuesta College, and further to Morro Bay. Input came mostly from landowners, the Bicycle Coalition with 800 members and public agencies. SLOCOG provided an important base map. At the final presentation guided by E. Jud, groups posted maps and showed PowerPoints, which were judged by an enthusiastic public. In 2014, this project was finally put into the County Masterplan by the Board of Supervisors as the “Coastal Trail”. It became eligible for federal money as a “Millennial Trail” to go into further design and detailed negotiations with landowners.  
Reference: Head of SLOCOG Ron DeCarli, 1114 Marsh Street, San Luis Obispo CA, 93401. (805)781-4219.
- **Safe Routes to Hawthorne Elementary School in San Luis Obispo** (<http://ha.slcusd.org> → Parent Links → Safe Routes). Eugene Jud helped the principal to start a “Safe Routes to School” program and gave very helpful advice on handling traffic around the property and in the neighborhood. The Hawthorne program is now well established.  
Reference: Principal Kirt Collins, Hawthorne Elementary School 2125 Story Street, San Luis Obispo CA, 93401. (805) 596-4070.

Note: All the above projects are well documented in electronic and hard copy form.

## BELYNDA JOHNSON

*Project Manager*

### QUALIFICATIONS SUMMARY

With more than 30 years of operational and project management experience in transit and transportation-related industries, Belynda Johnson is President and Managing Director of Majic Consulting Group. She has both supervisory and hands-on practice in performance audits, financial evaluations, service assessments, and planning studies in both private and public sectors. Her previous positions include both line and project management experience in the public transportation industry, including operational management within a regional public transportation agency. She holds a Master's Degree from the University of Southern California in System Management with an emphasis on project management and planning.



Belynda has over 30 years' experience as a project manager in transit and transportation-related industries.

### RELEVANT EXPERIENCE

#### *SERVICE PLANNING*

- Project Manager for the San Benito County Short and Long Range Plan developed through extensive public outreach, scenario planning, and needs analysis to enable the San Benito Local Transit Authority to structure its transit system to provide improved service to meet demand while reducing operational expenses.
- Project Manager City of Visalia's Short-Range Transit Plan, including a five-year growth strategy and service redesign to accommodate its new designation as an urbanized area of over 200,000 as well as its growing population and to move the service from a hub-and-spoke system to a grid system.
- Project Manager for Tuolumne County Transit Development Plan Update, including feasibility of public transportation to Yosemite National Park and visitor trolley.
- Project Manager for the San Luis Obispo Short Range Transit Plan, including community and onboard surveys, transit demand analysis and alternative service plans, which included extensive stakeholder interviews and needs assessments.
- Developed second phase feasibility study and operational plan, including budgets for coordinated maintenance facility in San Luis Obispo.
- Project Manager for the Functional and Organizational Review of Fairbanks Metropolitan Area Transportation System.
- Project Manager of the San Luis Obispo Fare Improvement Study to develop more equitable fare and transfer policies among multiple providers.

#### *TRANSIT OPERATIONAL AND MANAGEMENT REVIEWS*

- Project Manager for a Performance Audit of Greater Lynn Senior Services, which provides ADA paratransit services for Metropolitan Bay Transportation Authority (MBTA) in Boston, MA and the northern suburbs of Boston.

- Project Manager for a Performance Audit of Waukesha County (WI) Transit that included a review of the management and staffing structure, evaluation of performance, and analysis of vehicle requirements.
- Managed a Performance Audit of the maintenance function for Santa Clarita Transit, including records review, analysis, and final report.
- Project Manager for a Performance Audit of Yuma County Area Transit (YCAT), which included a review of contract adherence, contract management, maintenance, and general management of the service.
- Project Manager for Management Performance Review of Oahu Transit System, which assessed the efficiency and effectiveness of OTS management and maintenance performance for the City and County of Honolulu.
- Project Manager for over 50 Transportation Development Act Triennial Reviews throughout California.

#### *TRANSIT NEEDS AND DEMAND ANALYSIS*

- Managed needs assessment, developed demand projections, and evaluated route and schedule structure for the Imperial County Transit's Short Range Transit Plan.
- Managed a comprehensive Ride Check and Onboard Rider Survey of all services (commuter, local deviated fixed-route, and demand response) to determine customer preconceptions of El Dorado County Transit and which improvements would have the greatest impact on improving satisfaction and increasing ridership.
- Planned, oversaw, and analyzed an On-Board Rider Survey, Ride Check and Community Telephone Survey for Tuolumne County Transit System as part of analysis for their Transit Development Plan Update.
- Planned, oversaw, and analyzed a Community Telephone Survey for Fairbanks Metropolitan Transit System to determine community perceptions and use of the transit system and to evaluate the effectiveness of Congestion Management and Air Quality (CMAQ) initiatives.
- Planned, oversaw, and analyzed a Community Telephone Survey and Onboard Rider Survey for Placer County Transportation Planning Commission which encompassed a five transit providers to determine community perceptions regarding transit.
- Planned, executed, and analyzed stakeholder interviews and intercept survey of transit riders in San Luis Obispo for the Region Wide Fare Improvement Study to streamline transfers between systems.

#### *CONSENSUS BUILDING*

- Coordinated and facilitated region-wide fare policies for San Luis Obispo County transit operators.
- Advanced recommendations to bring about a new Joint Powers Agreement for Tuolumne Cities and County Area Planning Council.
- Developed a region-wide marketing plan for Placer County Transportation Planning Agency coordinating and developing consensus with five different transit operators.
- Assisted in developing a consensus among Metrolink's six member agencies.

#### **EDUCATION**

- Masters of Science, Systems Management, University of Southern California, Los Angeles, CA.
- Bachelor of Science, Mathematics, University of Great Falls, Great Falls, MT.

**Joseph Rye**  
**2304 Lakeview Drive**  
**Santa Rosa, CA 95405**  
**(707) 235-3078 cell**  
**email "tmtconsulting@gmail.com"**

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### **Objective**

To further public transportation as a viable option for mobility through effective and innovative service delivery and management methods. To refresh my general transportation planning and project management skills with new experiences.

### **Skills**

<ul style="list-style-type: none"> <li>* Operations Contract Administration</li> <li>* Transit Maintenance Contract Admin</li> <li>* Route Planning/Design/Adjustment</li> <li>* Staff to City Councils, Committees</li> <li>* Multiple Grants Management</li> <li>* Transit Advertising \$\$ Contract Admin</li> <li>* Transit Marketing Contract Administration</li> <li>* Capital Project Develop &amp; Manage</li> <li>* Bus Stop Janitorial/Repair Contract Admin</li> <li>* Transit Procurement/Piggybacking</li> <li>* Customer Service/Public Contact/Events</li> <li>* Presentation Skills/Meeting Facilitation</li> <li>* MTC &amp; Federal Transit Funding Process</li> </ul>	<ul style="list-style-type: none"> <li>* Bus Stop Placement/Design</li> <li>* Writing Short Range Transit Plans</li> <li>* Transit Market Research Projects</li> <li>* Transit Facility Design Oversight</li> <li>* National Transit Database Reporting</li> <li>* Grant/RFP/RFQ Writing</li> <li>* AVL/CAD System Support/data setup</li> <li>* Operations Management/Analysis</li> <li>* Vehicle Procurement &amp; Spec Develop</li> <li>* Transit Operations: Runcutting/Interlining</li> <li>* TDA Triennial Performance Audits</li> <li>* Schedule/Poster Design (Adobe Suite)</li> <li>* GIS and CAD Design (Autocad, ArcGIS)</li> </ul>
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### **Education**

*San Jose State University, Mineta Transport Institute*

San Jose, California

Master of Public Administration San Jose, California; Relevant coursework included:

- Governance & Institutions Highlight Courses
- Economics & Public Finance Transport Policy & Regulation
- Organizational Management & Change Transport Funding & Finance
- Public Policy Process & Democracy Transport Marketing
- Policy Analysis Transport Org Leadership
- Leadership & Ethics Emergency Management
- Administrative Law Thesis/Capstone: Privatization
- Human Resource Management: Modern Issues

*Metro State College of Denver Red Rocks Community College*

Denver, Colorado and Lakewood, Colorado

B.S. Land Use Planning Associate of Arts Degree; Relevant coursework included:

- Global Environmental Challenges Speech Communications
- Urban Geography English Composition
- Cities of the World College Algebra
- Land Use Planning World Regional Geography

- Urban Transportation Planning U.S. History 1865-Present

*University of Colorado at Denver*  
Denver, Colorado

### **Work History**

City of Petaluma 11 English Street, Petaluma, CA 94504

June 2009-Present Beginning Salary \$100k/yr Current Salary \$117k/yr Staff: 3

*Transit and Transportation Division Manager.* Director of Petaluma Transit and Petaluma Paratransit, and City representative on all regional transit matters. Duties include: including all transit planning, marketing, capital improvement program, budgeting, community relations, multiple contract management for operations/maintenance, bus stop janitorial, marketing, and advertising. Interface with MTC and SCTA (MPO/CMA), and regional transit providers. Staff liaison to City Transit Advisory Committee, and City Council. Engineering overhaul of fixed route system & fleet leading to 150% ridership growth 2009-2015. Implemented scheduling software on Paratransit fleet. Implemented AVL/CAD & Wi-Fi on fixed route fleet. 2.5 FTE (myself & 2 p/t staff). Position reports to Director of Public Works & Utilities. Budget: \$2M

LAVTA/Wheels Livermore Amador Valley Transit Authority, Livermore, CA

July 2006 – June 2009 Salary \$100K/yr Staff: 3.5 FTE

*Deputy Executive Director.* Responsibilities include backup support for Executive Director, Board of Directors, and committees, Project Management of the LAVTA BRT/Rapid Project, direct oversight of the Planning and Transit IT department, Bus Stop Location, Design, and Amenities program. Provide support to Marketing, Capital and Grants, and contract operations staff. Reports to Executive Director. Departmental Operating Budget: \$350k Agency Operating Budget: \$11M

City of Santa Maria (SMAT & Breeze) 110 S. Pine St #101, Santa Maria, CA

July 2001-July 2006 Starting Salary \$55K/yr Final Salary \$88k/yr Staff: 2.75FTE

*Transit Services Manager.* Duties focus on management of both the Santa Maria Area Transit (SMAT) and BREEZE bus systems: including all transit planning, capital improvement program, budgeting, unmet transit needs, community relations, multiple contract management for operations, maintenance, bus stop janitorial, marketing, advertising. Interface with SBCAG (MPO/TMA), Santa Barbara County, and area transit providers. Created and staff first ever SMAT riders advisory committee (SMATRAC) consisting of users, city staff, contractor staff, and local advocates. SMAT is a fully-privatized provider of 10 fixed routes (1,000,000 annual boardings) and ADA paratransit (25,000 annual rides) using 2 FTE (myself & Transit Coordinator), 2 p/t staff, and 5 primary contracts. Position reports to Public Works Director. Budget: \$3M

### **Consulting Experience:**

Western Contra Costa Transit Authority (WestCAT): On-Board Surveys, Planning Study

Majic Consulting Group: Short Range Transit Plans, Triennial Performance Audits

Solano County Transit (Soltrans): Staff Extension, Procurement, Planning, Scheduling

### **Professional Associations**

#### **CalACT California Transit Association**

Member since 2001 Member since 2001

Board Member 2002-10, 2015-present Training Committee (past)

Legislative Committee Vice-Chair (past)

#### **American Public Transit Association; Canadian Urban Transit Association**

**Cornelius Kofi Nuworsoo, Ph.D., AICP**

California Polytechnic State University, San Luis Obispo

Email: [cnuwors@calpoly.edu](mailto:cnuwors@calpoly.edu); P: (805) 756-2573; F: (805) 756-1340**EDUCATION****Ph.D.** Transportation Engineering; University of California, Berkeley (May, 2004)**MCP** Master of City Planning; University of California, Berkeley (May, 2002)**MS** Transportation Studies; Morgan State University, Baltimore, MD (1986)**BS (Honors)** University of Science and Technology, Ghana (1981)**EMPLOYMENT****Professor, California Polytechnic State University**, San Luis Obispo, 2005 – Present**Researcher (Post-Doctoral), University of California Transportation Center**, Berkeley, 2004 – 2005**Principal Transportation Engineer & Planner, De Lapide & Associates, Inc.**, Baltimore, Maryland,

1999-2004

**Research Assistant, Institute of Transportation Studies**, University of California, Berkeley 1999 – 2003,**Senior Transportation Planner, Whitman Requardt & Associates, LLP**; Baltimore, Maryland, 1996 -1999**Senior Planner, Baltimore Metropolitan Council**, Baltimore, Maryland, 1992-1996**Transportation Planner, A/E Group Consulting Engineers**, Owings Mills, Maryland, 1988 – 1992**RELATED PROJECT EXPERIENCE****Public Transportation including Public Transit Planning**

- Institutional Assessment and Performance of Urban Passenger Transport Units (UPTU) in Ghana.** In summer of 2013, Dr. Nuworsoo was Public Transport Consultant on a team with PricewaterhouseCoopers (Ghana) Limited (PwC) to evaluate the institutional setup and performance of public transport delivery in Accra and Kumasi, the two largest metropolitan areas in the country. The project is part of an initiative funded by the World Bank, French Agency for Development and the Environmental Defense Fund to upgrade urban mobility in the country. The team conducted interviews and workshops with SWOT Analyses and provided recommendations advising the Ministry of Local Government on: the continued relevance of the UPTUs in the context of urban transport reforms; their sustainability going forward; and their acceptance by and assimilation into the structure of the local governments.
- Development of Bus Rapid Transportation Plan for Major Corridors in Accra Metropolitan Area.** This study was conducted at the University of California Berkeley in 2000. A bus rapid plan was determined as most appropriate for Accra and was overlaid along several **corridors** across its metropolitan street network. Policy objectives, legislative mandates and institutional arrangements for its implementation were defined for the plan. A formal presentation of the plan was made to policy makers at the Ministry of Transport in Ghana during the summer of 2003. The World Bank, French Agency for Development, and the Environmental Defense Fund use the vision of this plan as the basis for funding transportation improvements in the nation.
- Harford County Transit Improvement Plan for the Maryland Transit Administration.** This project was conducted in 2002 in consortium with DMJM+Harris. Participated in the development of a short to medium term plan for transit service improvements in this area located in the northeastern section of the Baltimore metropolitan area. It involved forecasts of future travel volumes by public transit along various existing and proposed lines under alternative improvement scenarios.
- Northeast Bus Facility Location Feasibility Study for the Maryland Transit Administration.** This project was conducted for the Maryland Transit Administration in 1998. The project involved the development of a procedure and its application in selecting the preferred sites from among a group of candidate locations in the Baltimore metropolitan area. Using data on existing operations, a model was constructed to estimate non-revenue operations costs due to deadhead and relief travels from alternative sites. The model was applied to determine the lowest cost sites among the group of candidate locations. Service routes were optimally allocated with the model among existing and proposed locations. Other parts of this project involved assessments of environmental conditions and land use compatibility of candidate sites with the existing built environment and conceptual layouts of the new bus facility.
- The Equity Impacts of the Proposed California High Speed Rail (HSR) on Groups in the HSR Corridor.** The study was conducted in 2013/2014 using the original dataset of the National Household Transportation Survey (NHTS), which depicts trip times, trip origins and destinations (in longitude and latitude), and travel modes across the State of

California. The equity analysis of California HSR produced mixed findings. It is likely to have benign equity impacts in terms of spatial distribution of stations on ethnic groups and on various age groups within the population. It is likely to favor the majority ethnic group over minority ethnic groups in terms of income and trip purpose.

6. **The market for reverse-commute public transport services in the State of California.** The study was conducted in 2001/2002. Dr. Nuworsoo participated in this statewide study that defined the existing reverse-commute marketplace in California. The project identified and evaluated existing public transportation services in terms of their success and responsiveness in serving reverse-commute and job-access demands. It also examined unmet mobility needs; and it proposed policy initiatives and strategies that held promise for significantly improving reverse-commute services throughout the state. The study covered several **corridors** in four major metropolitan areas of California (San Francisco Bay Area, Los Angeles, San Diego and Sacramento) and the Central Valley.
7. **Measuring the Accessibility of Low-Income Central-City Residents to Suburban Job Opportunities: A Case Study of Major Travel Corridors in the San Francisco Bay Area.** This Professional Report was prepared for the California Department of Transportation in May 2002. It involved GIS mapping with **TRANSCAD** of the residential locations of low-income households and the locations of low-wage jobs in the Bay area. It used data from the metropolitan transportation planning agency on zonal travel times to calculate isochrones of travel times by both auto and transit from residences to jobs in various travel analysis zones.
8. **Analysis of potential impacts of the 2012 Summer Olympic proposal on Transportation in the San Francisco Bay Area.** This study was conducted in 2001 for the Bay Area Sports Organizing Committee (BASOC). It involved operational assessments of various "build" scenarios of the network of ground transportation that would serve the two-dozen proposed venues located throughout the Bay Area. The medium of analysis was the **TP+** software. The study determined that completing gaps in the existing network of HOV lanes and restricting them to vans and buses during the games would provide a fluid yet least expensive means of moving both athletes and spectators through the network.
9. **Evaluated the potential to link commercial airports in southern California with either a high speed magnetic levitation rail system or other technology,** Leonard Transportation Center Report, June, 2008-09
10. **Benefit-Cost Evaluation of Smart Transit Features,** PATH Report, 2007
11. **Development of Capital and Operating Cost Models for Rail and Bus Transportation.** Dr. Nuworsoo conducted this project at the Baltimore Metropolitan Council in 1993 in the development of the public transport element of the regional long-range transportation plan. It involved conceptualization of the process and development of unit costs for appropriate cost and expenditure categories from previous data; construction of a spreadsheet model for estimating capital costs as well as operating and maintenance costs for various transit modes (heavy rail, light rail, commuter rail and bus). Targeted scenarios of transit operations were modeled to determine capital needs for at-grade and elevated infrastructure, stations and furniture, and vehicles. Annual operating expenditures to result from target levels of service were then assessed. Results entered into the adopted Long-Range Transportation Plan for the Baltimore region.
12. **Central Light Rail Patronage Study.** The Baltimore Metropolitan Council and the Maryland Mass Transit Administration conducted this project jointly in 1993/94. Dr. Nuworsoo's role involved development of the work plan; survey design, survey pre-testing and administration; data tabulation and summary with database programming; and illustration of results with spreadsheet summaries. The project report was prepared to outline origin and destination patterns as well as socioeconomic profiles of Baltimore's Central Light Rail patrons. Results revealed that patrons were not only the transit-dependent, but also middle-class workers who had alternative modes of transportation available to them.

#### Travel Demand Management & Safety

13. **U.S. 40 Corridor Study, New Castle County -- Delaware Department of Transportation.** This project was conducted for the Delaware Department of Transportation in 1999/2000. The study involved travel forecasting with **TRANPLAN** for future conditions. Select-link and sub-area analyses were conducted to determine future peak hour turning volumes at 25 intersections along this 10-mile long corridor. Tasks included capacity analyses to determine future roadway improvement needs.
14. **Arterial Corridor Studies for the Office of Traffic and Safety, Maryland State Highway Administration (SHA).** This project was conducted for the State Highway Administration of the Maryland Department of Transportation in 1998. It involved field inspections of traffic operations and geometrics; travel time runs and spot speed studies; analyses of accident records, patterns and distribution of collisions; evaluation of signal settings including cycles, phasing, splits and change intervals; determination of causes of safety concerns; evaluation of signal progression and impediments to smooth traffic operations; determination of potential solutions.

15. **Boston Street Corridor Study** -- *Baltimore City Department of Transportation*. This project was conducted for the Baltimore City Department of Transportation first in 1988/89 and again later in 1998. This project involved the preparation of a design year traffic analysis for a three-mile arterial corridor in East Baltimore.

**SELECTED TECHNICAL PUBLICATIONS**

1. Nine sample articles are available on request

**PROFESSIONAL AFFILIATIONS**

1. Certified Member #014250 – American Institute of Certified Planners
2. Member – Institute of Transportation Engineers (ITE)
3. Member – Transportation Planners Council of ITE
4. Member – Traffic Engineering Council of ITE
5. Member – American Planning Association

## Charles Anders, President/Founder Strategic Initiatives



**Charles Anders**, President of **Strategic Initiatives** has over twenty-five years' experience resolving complex issues in government and the private sector. Following are examples of recent strategic projects that Mr. Anders helped design and facilitate using interactive polling technology:

- ✓ Facilitated a series of public meetings to obtain public input for the draft California Transportation Plan 2025 and the California Interregional Blueprint program.
- ✓ Facilitated a statewide public meeting of diverse interest groups using interactive polling technology to evaluate alternative strategies to revise the emissions reduction credit program in the State of California.
- ✓ Facilitated a series of public meetings to discuss aesthetic priorities for the Route 99 Corridor Master Plan.
- ✓ Facilitated a workshop to evaluate design alternatives for the I-94 Corridor in San Diego.
- ✓ Facilitated a series of public meetings for the San Diego Association of Governments to identify and prioritize critical values in the preparation of the Regional Comprehensive Plan.
- ✓ Facilitated partnering meetings to obtain agreement on strategies to integrate research with ongoing clean-up activities at the U.S. Department of Energy's Idaho Nuclear Engineering and Environmental Laboratory.
- ✓ Facilitated a 17-member citizen advisory group to achieve consensus on the best location for a wastewater treatment facility in Glendale, Arizona.
- ✓ Assisted a 35-member gubernatorial advisory committee to agree on the most important environmental issues facing the State of Arizona.
- ✓ Facilitated a stakeholder meeting to develop a policy framework for the Bureau of Reclamation for use of a special water supply in the northwest United States

Mr. Anders experience also includes:

### Principal Technical Manager, Concurrent Technologies Corporation

Under contract with the U.S. Department of Energy, participated in the development and demonstration of a collaborative internet web site to guide and manage restoration of environmental contamination at US Department of Energy and Department of Defense facilities. Emphasis was placed on stakeholder interaction and participation throughout all project activities.

### Senior Engineer/Principal, Dames & Moore, Inc.

- ✓ Management of statewide contracts to provide site investigation and remediation services to state agencies, cities, and other public jurisdictions.
- ✓ Facility permitting and environmental compliance services.

**Director, Arizona State Environmental Health Services Division**

- ✓ Administered statewide air quality, water quality, hazardous waste, and solid waste regulatory programs.
- ✓ Administered 300-employee organization with \$30 million budget.
- ✓ Participated in numerous negotiations with public and private parties, including international border environmental treaty negotiations.

**Assistant Director, Arizona Department of Transportation**

- ✓ Directed the Transportation Planning Division and managed the development of highway, transit and aviation strategic plans, including the \$1 billion capital improvement program.
- ✓ Served as Departmental liaison with congressional staff, state agencies, local governments, other states and industry associations on policy and legislative issues

**Professional Awards**

American Association of State Highway and Transportation Officials Presidents Award of Merit for efforts in preparation of national transportation legislation.

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## MARK T. SHAFFER

874 Center Street  
San Luis Obispo, CA, 93403  
Phone: 805.235.5887



### CAREER OBJECTIVE

Developing a coordinated transportation network serving social service agencies, people with disabilities, and the general public which can be replicated in other communities to reduce costs with improving service.

### EDUCATION

B.A. Psychology	University of North Carolina, Chapel Hill	June 1977
M.S. Counseling MFCC Program	California State University, San Luis Obispo	120 units completed

### EMPLOYMENT EXPERIENCE

1992-Present  
Ride-On Transportation  
San Luis Obispo, CA

#### Director

Duties include negotiating with social service agencies to become members of Ride-On. Established budgets and monitored fiscal activity of a million dollar annual budget. Supervised all levels of the operation of Ride-On. Authored policies and procedures manual, drivers' manual, safety program, and maintenance procedures. Established Ride-On benefit programs, worker's compensation program and insurance policies. Supervised Ride-On's marketing and community outreach efforts. Established the Transportation Management Association to serve the transportation needs of the general public. Established computerized dispatching and accounting systems to improve Ride-On's services. Participated on Citizen Transportation Advisory Committee (CTAC) and Regional Transportation Advisory Committee (RTAC) to give input on local transportation issues.

1985-Present  
United Cerebral Palsy Association (UCPA)  
San Luis Obispo, CA

### **Director**

Duties include the establishment of an UCPA office in San Luis Obispo and development of services for adults and children with developmental disabilities. Developed and implemented the Community Interaction Program (CIP), a demand response transportation service in the evenings and weekends for riders with disabilities. Other services developed included CIP Tours, Leisure Club outings, summer camp, respite care, Respitality, family support, and advocacy. Established and monitored budget of \$200,000 annual expenses. Supervised UCPA fundraising efforts.

1980-1992  
San Luis Coastal Unified School District  
San Luis Obispo, CA

### **Teacher**

Established curriculum, lesson plans and supervised classes for adults with developmental disabilities at Casa De Vida and Achievement House. Facilitated self-advocacy groups to teach adults with disabilities to take actions to improve their lives. Classes focused on independent living skills, accessing the community, vocational skills, social skills, personal hygiene, and improving motor skills.

## **ASSOCIATIONS**

Access for All  
California Association of Coordinated Transportation (CALACT)  
Central Coast Clean Cities Coalition  
San Luis Obispo Chamber of Commerce  
Citizens' Transportation Advisory Committee

## **REFERENCES**

Available upon request