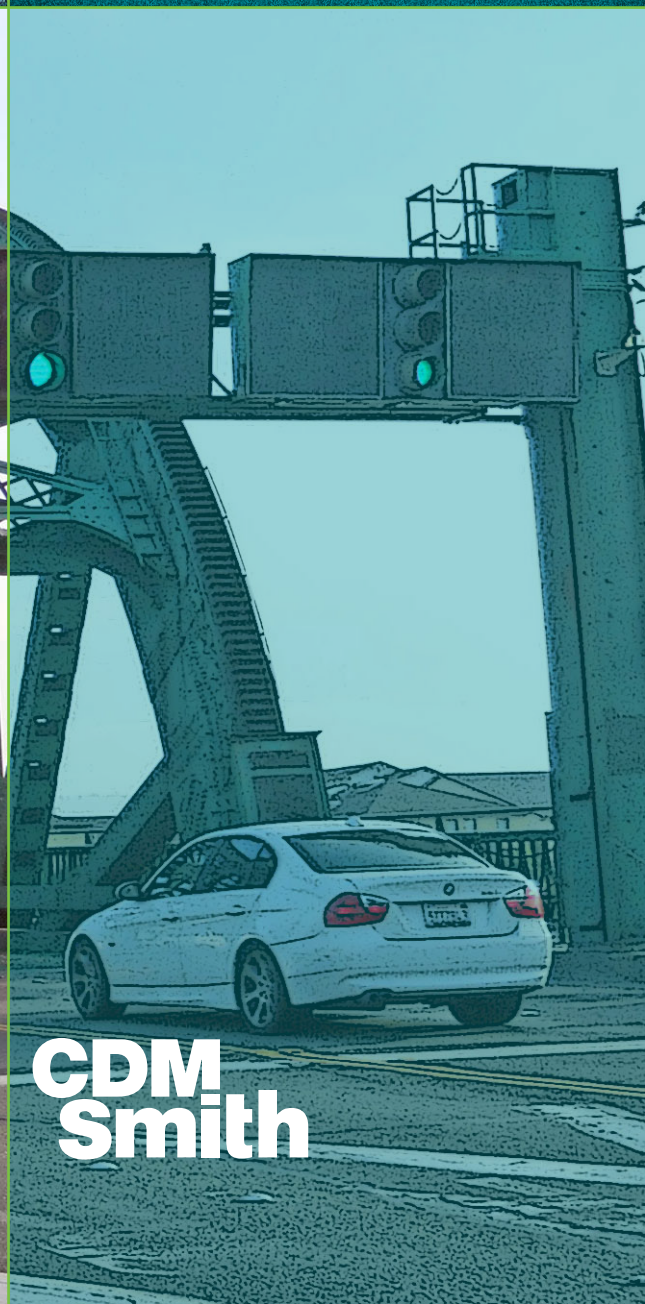
PROPOSAL

City of Alameda

Citywide Transit Plan and Transportation Demand Management Plan

October 22, 2015



CDM Smith

SECTION 1

Letter of Interest

220 Montgomery Street, Suite 1418
San Francisco, CA 94104
tel: 415 495-6201

October 22, 2015

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

Subject: Proposal for Citywide Transit and Transportation Demand Management Plans

Dear Ms. Payne:

Alameda is a vibrant community that enjoys a high quality of life, being conveniently located near other job, housing, and activity centers in the Bay Area, as is evident by the increasing desire to live and conduct business on the island. Traffic congestion, parking demand, and high demand for bus and ferry services are indicative of the success that Alameda enjoys. While the City has conducted multiple studies to address the transportation needs of today and future development, there is a need to establish a citywide strategy for identifying and prioritizing transportation improvements that will help the City achieve its mobility and quality of life goals. This proposal is in response to the City's desire to develop a comprehensive strategy for transit services and transportation demand management, and to identify near-term strategies for implementation that will alleviate traffic congestion.

CDM Smith offers a team of goal-oriented transportation experts that are available and ready to work with the City and key stakeholders on this important and strategic effort. Our project manager, Brian Soland, has recently led the Emeryville-Berkeley-Oakland Transportation Study and other similar projects that address citywide transportation issues and balance diverse stakeholder needs. Our local staff brings multimodal expertise in transit and ferry planning, transportation demand management, parking and traffic, and has authored industry papers on best practices in these subject areas. Our team includes MIG to lead the public outreach effort; Corey, Canapary & Galanis for the opinion survey; and Gray-Bowen-Scott and John Atkinson for augmented TMA/TDM expertise. We offer an experienced, well-balanced team that has put innovative approaches into practice and delivered results for decades.

The enclosed proposal is valid for a period of 120 days. If you have any questions regarding our proposal, please feel free to contact me at (415) 653-3317, HurrellWE@cdmsmith.com, or at 220 Montgomery Street, Suite 1418, San Francisco, CA 94104.

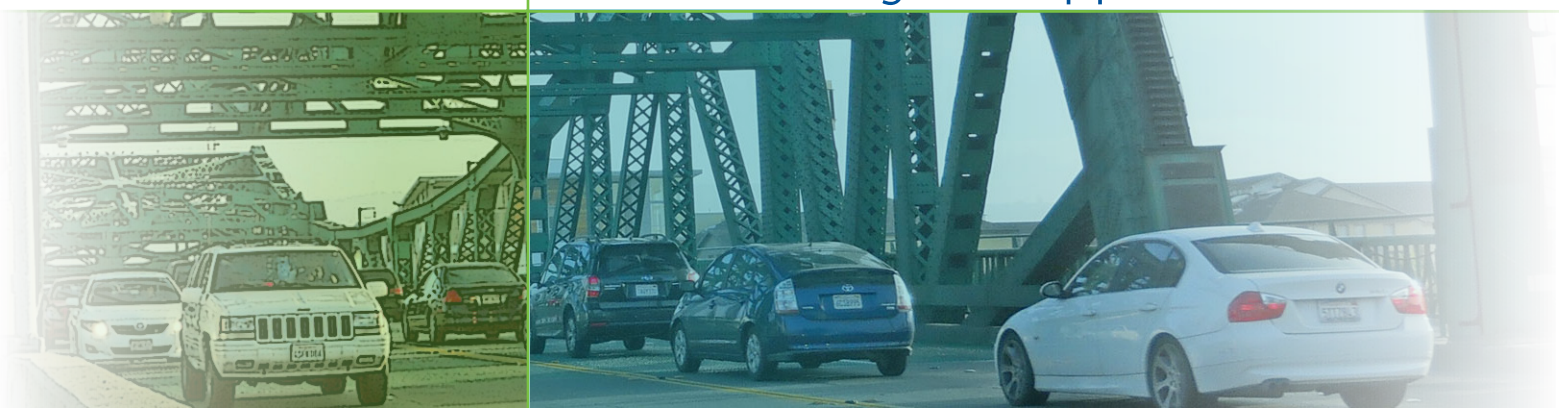
We look forward to working with you.

Sincerely,

William Hurrell, P.E.
Vice President
CDM Smith Inc.

SECTION 2

Understanding and Approach



SECTION 2

Understanding and Approach

Project Understanding

The City of Alameda attracts many residents for its small-town feel, good schools, lively business districts, walkable neighborhoods, and proximity to other Bay Area activity centers. High property values reflect the strong demand for housing and the City has experienced strong growth in its business districts, employment centers, and planned developments. Although Alameda residents have multiple transit options for commuting to work, the bottlenecks created by the limited crossings cause traffic congestion and limit access to the island. Commuters, students, or shoppers coming to Alameda have transit options as well, but are more likely to arrive by automobile. While new developments are required to provide transportation demand management alternatives, existing residents and employees are not necessarily aware of or incentivized to use these options.

The City is striving to maintain quality of life and good access for commute and intra-island trips, and has conducted multiple studies to address congestion and manage transportation demand. Based on the information that has been previously collected through Census data or surveys, we bring a strong background and understanding of Alameda residents' and workers' commute patterns. Transportation-related policies in the City's General Plan Transportation Element provide a framework for what is expected from the transportation system to support Alameda's high quality of life. Recommendations for encouraging the use of alternative modes have been developed in the TSM/TDM Study and Regional Transit Access Study. TDM plans outline how these programs will function, and the Bicycle Master Plan and Pedestrian Plan identify streets to be prioritized and improved to make them friendly for users. Furthermore, Complete Streets planning is underway for Central Avenue to accommodate all users of this roadway. The map below identifies some of the issues that pose challenges to promoting use of alternative transportation modes, which will be addressed.

Issues and Opportunities

- **a** Limited access on/off the island – high traffic (forecast to be at capacity by 2030), not attractive option for bicyclists
- **b** Main Street Ferry Terminal – parking full by 8:00 a.m.
- **c** Webster/Posey Tube – 55,000 vehicle trips/day (2009) to Downtown Oakland / Jack London Square dangerous/ unpleasant for bicyclists and pedestrians
- **d** Marina Village / Webster Street – major employment area with large inventory of free parking; Estuary Crossing Shuttle – Lake Merritt BART to Marina Village and College of Alameda
- **e** Webster Street Business District – slow-medium traffic and medium-high parking demand
- **f** Alameda Landing – high inventory of free parking; shuttle to downtown Oakland BART
- **g** Fruitvale BART access via car or bus (via Fruitvale and High Street Bridges)– parking at BART full by 8:30 a.m.
- **h** Park Street Central Business District – major employment area; attracts intra-island and external trips, slow traffic and high parking demand
- **i** South Shore Shopping Center – major employment area; high attracter of intra-island trips, high quantity of parking and low density encourages vehicle trips
- **j** Harbor Bay Business Park – major employment area; shuttle from Harbor Bay Ferry and to Coliseum BART
- **k** Harbor Bay Ferry Terminal – serves Bay Farm Island, hard to access for other neighborhoods

There have been challenges to implementing recommendations from the various plans, as the community has not agreed on all of the approaches or has been skeptical of their effectiveness in reducing traffic congestion. In addition, transit providers have competing interests and do not share a unified approach to serving the people of Alameda. There is an opportunity to utilize transportation funds provided from new developments which will support transportation improvements, however, a comprehensive plan is needed to guide which improvements should be done and when.

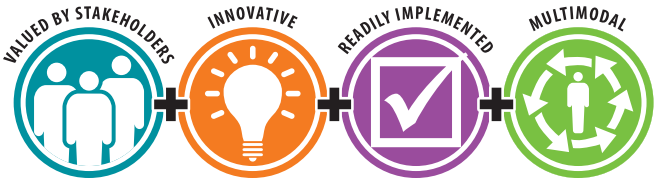
The purpose of this project is to take a comprehensive look at all of the policies and recommendations related to transit and TDM that have been developed to date, fill in data gaps, develop additional strategies where needed, and provide a roadmap to implementation. The City also wants a comprehensive approach to prioritize citywide transportation improvements and to effectively utilize revenue from new developments to address transportation needs.

Approach

CDM Smith will develop comprehensive Transit and TDM Plans through an inclusive process that involves community stakeholders, the business community, and transportation agencies. We will apply an implementation-focused approach that uses innovation and best practices to support the City's overarching goals of increasing residents' use of efficient commuting options and enhancing multimodal intra-city mobility.

The basis of our approach is grounded in the following four principles that we will carry through each task of this project:

1. Work closely with stakeholders early in the study to develop strategies that can be advanced to implementation;
2. Develop innovative approaches to tackle complex transportation problems;
3. Find opportunities to implement strategies and achieve results in the near-term; and
4. Provide unparalleled multimodal expertise to develop comprehensive transit and TDM solutions.



Each of these principles are described in more detail in the following pages.

1. Work with stakeholders to develop strategies that can be advanced to implementation.

We will work with City staff and key stakeholders at the beginning of the study to review past recommendations from selected plans and studies, and to identify barriers to implementing recommendations. The feedback from this process will be used later in the project to develop a near-term implementation plan in conjunction with coordinated plans for transit and TDM improvements.

We will use technical and community stakeholder meetings as an opportunity to find common ground for establishing performance metrics and ultimate solutions. Close coordination with AC Transit and WETA will be required to find win-win solutions that result in better service for transit customers. The West Alameda and Alameda Point Transportation Management Associations (TMAs) will play an active role in managing transportation demand to and from business parks and new development. Finding ways to streamline and coordinate their efforts is essential to successfully implement some of the strategies and reduce single occupancy vehicle (SOV) trips.

Community stakeholders, including small businesses, schools, and colleges, will be important in the project. Alameda residents will be engaged through surveys and community meetings to gather information about their transportation decisions when planning local trips. Our outreach team, MIG and Corey, Canapary & Galanis will develop effective strategies for obtaining meaningful input from these stakeholders.

Where we have done this before:

- PM Brian Soland and team worked closely with stakeholders in all three cities to develop solutions that were supported by key parties involved in implementing recommended strategies. For the Emeryville-Berkeley-Oakland Transit Study, CDM Smith and MIG worked together to engage the various stakeholders in the planning process. The team also created a technical advisory committee comprised of BART, AC Transit, Amtrak Capitol Corridor, Emeryville TMA, ACTC, and MTC. The committee met bi-monthly throughout the

planning process, providing technical review and bringing the key stakeholders to the table to keep the process moving and ensuring real and effective change. Additionally, a thorough public engagement effort was made to workshop ideas and ask the public questions about how they get around. The questionnaire solicited more than 800 responses, which were used to analyze travel behavior and the potential effectiveness of transportation strategies.

- Subconsultants John Atkinson and Roni Hattrup bring extensive experience operating TMAs and implementing TDM programs; they also have experience working with businesses and city stakeholders to ensure effective operations of their systems. Mr. Atkinson operates the Alameda Landing TMA and works extensively with stakeholders to bring commuting options that are effective for the places and people they serve. Ms. Hattrup coordinates both the Emery-go Round and the MVgo (Mountain View) TMAs where she works with stakeholders like Google and LinkedIn to carry out the City's TDM programs.

VALUED BY STAKEHOLDERS

EXAMPLE:

CDM Smith worked alongside MIG in the communities of West Oakland, Emeryville, and West Berkeley, conducting six community workshops and multiple stakeholder meetings.

2. Use innovative approaches to tackle complex transportation problems

We will combine our strong local knowledge of Alameda, through team members Justin Fox and John Atkinson, with best industry practices and innovative solutions provided by our core technical team. Innovative ideas come from a solid understanding of the ultimate objectives, while also thinking creatively within the existing constraints. In addition to our technical team, we have formed an internal panel of project advisors, including Peter Martin, Roni Hattrup and Justin Fox to review our approach and recommendations utilizing their experience with planning and implementing projects and programs in the U.S and abroad.

Where we have done this before:

- For the Mountain View Shoreline Transportation Study Bill Hurrell led the CDM Smith team who worked with the City and businesses in the North Bayshore area, including Google and LinkedIn, to improve alternative transportation usage. We looked at outcome-based solutions, working toward greater efficiency in moving people between the Mountain View Transit Station and the jobs in the North Bayshore. Our solutions included a range of improvements from improved bicycle connections and bicycle sharing to direct access ramps from Highway-101 for transit and shuttles. The solutions were dynamic and surgical, pinpointing the key issues in the project area and finding solutions to better move people through these areas whether in carpools, shuttles, walking or bicycling.
- Peter Martin is on the forefront of identifying and studying innovative approaches and best practices for improving transit and TDM use. He has written several recent ITE and TRB articles and has worked on implementing improvements in the United States, Europe, Asia, and South America.

INNOVATIVE

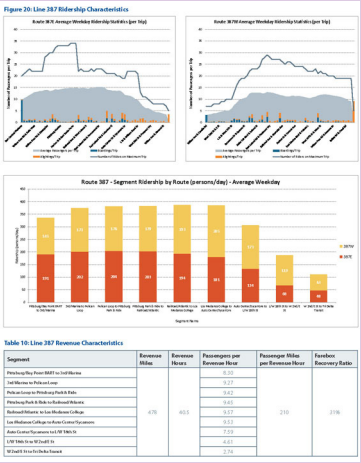
EXAMPLE:

The Mountain View Shoreline Transportation Study included a set of innovative transportation solutions, including bicycle and shuttle improvements.

READILY IMPLEMENTED

EXAMPLE:

The CDM Smith technical team for the Tri Delta Transit Redesign project analyzed transit routes to identify efficiency and reliability-focused improvements.



3. Find opportunities to implement strategies and achieve results in the near-term

The central and most important task in this project will be developing and analyzing transit and TDM strategies. Our focus will be on strategies that are readily implemented, supported by stakeholders, and based on innovative best practices. Having clearly established goals, performance metrics, and desired outcomes is critical to this approach. The team will use data-driven methodology to determine the costs and benefits of proposed improvements.

Identifying near-term strategies will involve: (1) assessment of previous recommendations and how to overcome barriers to implementation; (2) identifying the market segments that are most likely to switch to alternative modes; and (3) modifying existing services and programs to attract more users. For example, reexamining the existing shuttle and transit services may reveal that there are adjustments to current services that can greatly improve the travel time or frequency of these modes.
To reduce the SOV mode share of commuters to Alameda, we have proposed an optional task of surveying the largest employers in Alameda to gain a better understanding of whether they are signed up for guaranteed rides home or participating in other programs. It may be that broadening awareness of existing TDM programs can significantly shift work trips to alternative modes. The CDM Smith team will work to identify these near-term opportunities to make immediate and noticeable changes for Alameda.

Where we have done this before:

- For Tri Delta Transit and the Emeryville-Berkeley-Oakland Transit Study, the CDM Smith team made a set of recommendations to improve transit efficiency through low-cost, near-term measures such as routing, stop placement, interlining, and scheduling changes.
- For the Stevens Creek BRT project, CDM Smith has identified multiple efficiency and reliability improvements that will be implemented in the next two years before the full BRT project can be constructed. Improvements include stop consolidation, transit signal priority, queue-jump lanes and bus stop improvements.

As part of the project we will work with transit providers to identify potential improvements to existing services.

4. Provide unparalleled multimodal expertise to develop a comprehensive citywide transit and TDM strategy

The CDM Smith Team has extensive experience in multimodal planning, including for transit, ferries, bicycles and pedestrians, transportation demand management, complete streets, and parking management. Brian Soland, Bill Hurrell, Camille Tsao, John Atkinson, Terri O'Connor, and Fabian Gallardo form our core technical team, and have a wide range of experience planning for and implementing transportation projects and programs. Some strategies which will be considered are carpooling/ridesharing incentives; speeding up existing transit routes with transit priority measures; parking management; and improved bicycle parking near transit. We have worked on multiple Complete Streets projects that must accommodate multiple modes, in some cases rapid bus, bus rapid transit, or streetcar alternatives.

Parking management is one of our team's strengths. We understand that parking availability is one of the reasons why people readily drive to their jobs and other destinations in Alameda. Our team will consider parking management as an important component of an effective TDM strategy to achieve trip reduction objectives.

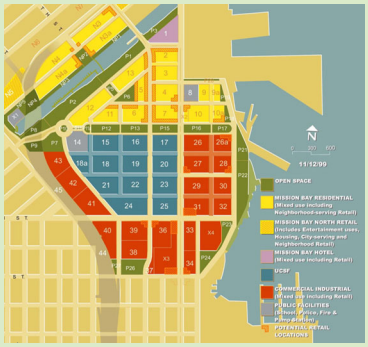
Where we have done this before:

- For the Mission Bay Transportation Plan, CDM Smith collaborated with a multidisciplinary team to plan and design a new street system, transit improvements, a new light rail line, and pedestrian and bicycle improvements. The team also prepared a Transportation System Management Plan, which developed a program to efficiently manage the travel demands produced by the Mission Bay development and led to the creation of the TMA.
- The City of San Mateo serves as an example of how parking management is utilized by a city to meet TDM goals. As part of the Parking Management Plan, Terri O'Connor and the CDM Smith team worked with the City of San Mateo to link TDM goals and objectives to the parking management program and guiding principles. This included development/refinement of mode-split goals as well as specific objectives with tangible results. Long term strategies include reinvestment of parking revenue into the TDM program for system improvements, marketing incentives, and wayfinding and information systems.

MULTIMODAL

EXAMPLE:

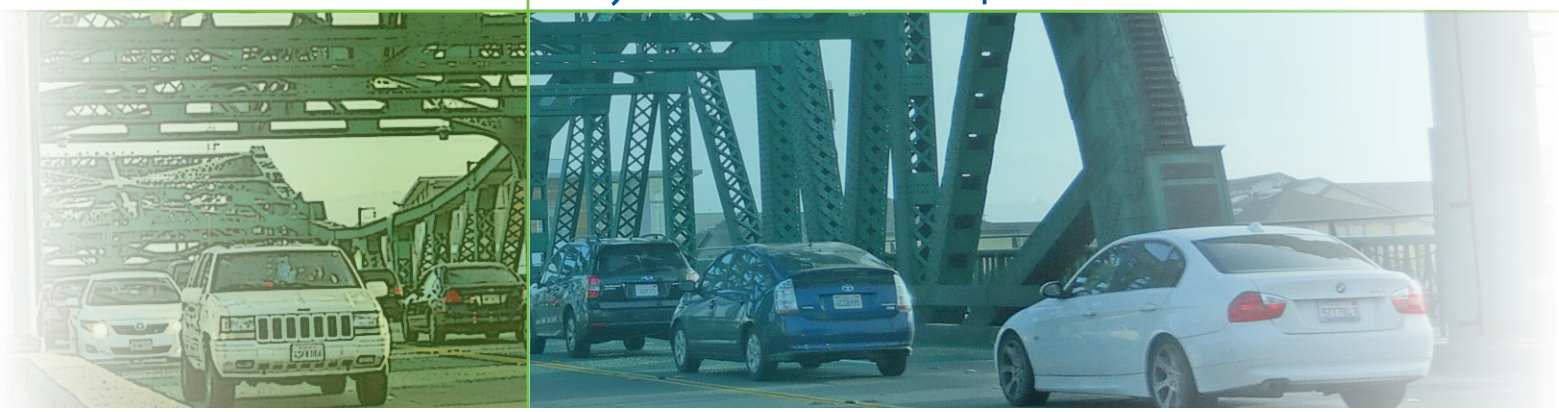
CDM Smith developed and analyzed TDM strategies for the Mission Bay development in San Francisco, including truly multimodal implementation measures for bicycles, pedestrians, transit, and parking.



Bicycle parking fills up quickly at the ferry terminal and bus routes, where parking and bus access is limited. Providing a range of transportation options to ferry terminals is key.

SECTION 3

Project Manager/ Key Staff/Team Experience



SECTION 3

Project Manager/Key Staff/Team Experience

The City of Alameda has a complex transportation environment with great potential for increasing the use of alternative modes for daily trips. The demand for transportation services is high and the focus of this project will be to manage demand and attract people out of their cars through effective policy and by making alternative modes more competitive and user-friendly.

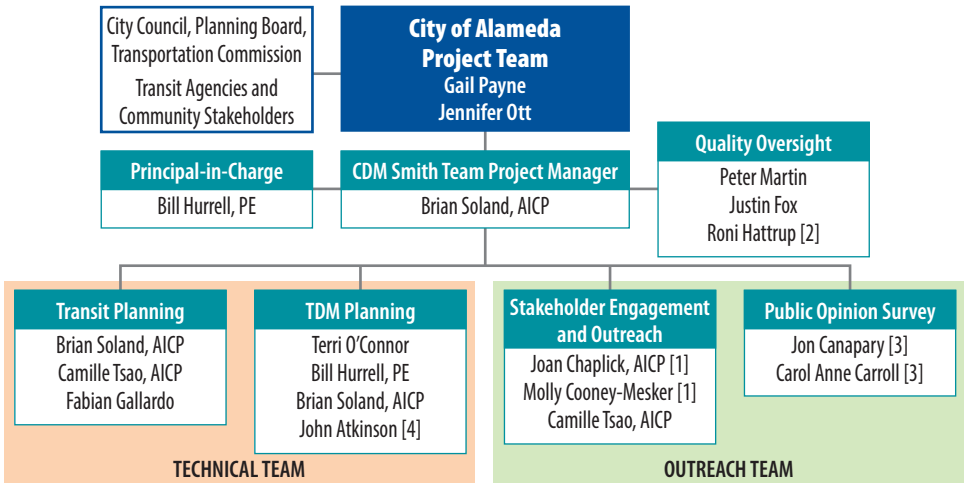
To develop an effective and implementable citywide transit and TDM strategy for the City**, Brian Soland**, our project manager, will apply his recent experience developing comprehensive solutions, working with multiple stakeholders, and managing teams for transit studies and transportation demand management efforts in the Bay Area. Brian has assembled a team of professionals who bring a breadth of multimodal planning experience and proven success working with stakeholders to broaden awareness and implement feasible solutions. As shown in the organization chart, Brian will serve as the project manager and the City's main point of contact. Bill Hurrell will serve as the principal-in-charge, responsible for committing adequate firm resources to this assignment.

Assisting Brian and Bill will be the technical team, the quality oversight advisors, and the outreach team. The technical team will include **Camille Tsao, Terri O'Connor, John Atkinson** and **Fabian Gallardo**, who support the development of strategies and conducting analyses.

The technical team brings unique lessons learned experience on relevant Bay Area projects related to transit planning, transportation demand management, parking strategy development, and technical analyses. Camille, Terri and John bring an extensive portfolio of experience working with multiple stakeholders and will support the outreach efforts as well as provide technical expertise to the City.

Our quality oversight advisors - **Peter Martin, Justin Fox** and **Roni Hattrup** - will apply their multimodal, operations-focused, and local experience to serve as a sounding board, advise at key milestones, and provide input on major deliverables. Brian and Roni worked together recently on implementing improvements to the Emery Go-Round shuttle, providing positive results for the stakeholders in Emeryville.

Joan Chaplick and **Molly Cooney-Mesker** of MIG, Inc will lead the outreach effort and provide meeting facilitation. **Jon Canapary** and **Carol Anne Carroll** of Corey, Canapary & Galanis Research (CC&G) will be responsible for designing and administering the public opinion survey. Brian and other key CDM Smith staff have worked with MIG and CC&G on relevant transportation projects in the Bay Area where they were instrumental in providing community outreach and conducting statistically significant public surveys.



Subconsultants: [1] MIG, Inc. [2] Gray-Bowen-Scott [3] Corey, Canapary & Galanis Research [4] Independent Consultant



Bill Hurrell
Brian Soland
Camille Tsao

Brian Soland, AICP | *PM; Transit Planning; TDM Planning*

Mr. Soland has been managing transportation and urban planning projects for more than 10 years. His most recent experience includes identifying transit improvements and TDM measures for the City of Mountain View and conducting conceptual street design and analysis for bus rapid transit in the cities of Chicago, Seattle and San Jose. He brings special expertise in developing alternatives analyses for optimizing transit routes, developing guidelines and streetscape design for complete streets, station area access and wayfinding, and collaborating with stakeholders and residents to identify transportation improvements. His land use planning and urban design experience includes developing general plans, zoning codes, specific plans, and transportation oriented development plans. Additionally, Mr. Soland has expertise in completing projects with a focus on implementation, leading project teams to produce high-quality reports and graphics, and producing work that is data-driven with sound technical analyses utilizing visualizations and GIS to conduct spatial and quantitative analysis.

Specific Relevant Experience:

- Deputy Project Manager, Emeryville-Berkeley-Oakland Transit Study (EBOTS); Refer to p. 3-9 for contact information
- Task Manager, Shoreline Transportation Study; Refer to p. 3-10 for contact information
- Transit Planner, Tri Delta Transit Bus Route Evaluation and Re-Design; Refer to p. 3-11 for contact information

Bill Hurrell, PE | *Principal-in-Charge; TDM Planning*

Mr. Hurrell has more than 40 years of transportation planning and engineering experience. His broad transportation planning background includes bus transit and bus rapid transit, rail transit, water transit, high-occupancy vehicle lane systems, and traffic engineering projects. He specializes in multi-modal transportation planning, including high-level assignments on rail and bus transit projects, corridor alternatives analyses, and EIR and EIS efforts. He has extensive experience in the area of travel demand management (TDM), having developed plans for Mission Bay in San Francisco, the Pleasant Hill BART Station Area, and for a number of major Bay Area employers. In addition, Mr. Hurrell is an industry expert in parking management and its relation to TDM. His parking expertise includes supply and demand analysis, parking operations and management, financial and physical feasibility, special activity parking studies, and comprehensive parking management studies.

Specific Relevant Experience:

- Project Director, Emeryville-Berkeley-Oakland Transit Study (EBOTS); Refer to p. 3-9 for contact information
- Project Manager, Shoreline Transportation Study; Refer to p. 3-10 for contact information
- Project Manager, Mission Bay; Refer to p. 3-12 for contact information

Camille Tsao, AICP | *Transit Planning*

Ms. Tsao is a senior project manager and planner who has worked in the transportation industry for nearly 20 years on a variety of projects and programs. Her expertise includes strategic and long-range planning, coordinating with partner agencies, soliciting input from and working closely with stakeholders. She has served as project manager or planning task lead on multiple rail and transit projects in the planning and preliminary engineering phases, and has managed feasibility studies and alternatives analyses. Her recent projects include developing concepts for new express bus routes in the San Francisco Bay Area, defining shuttle performance metrics and initiating a technical assistance program in San Mateo County, and developing a Strategic Plan for the San Mateo County Transit District.

Specific Relevant Experience:

- Project Manager, San Mateo County Shuttle Best Practices Implementation; Contact: Michael Eshleman, Operations Planner, (650) 508-6227, EshlemanM@samtrans.com
- Project Manager, Strategic Plan; Contact: Doug Kim, Director of Planning, (650) 508-6278, kimd@samtrans.

Terri O'Connor
John Atkinson
Fabian Gallardo



com

Terri O'Connor | *TDM Planning*

Ms. O'Connor brings 17 years of experience as a civil/environmental engineer. As a project manager and senior transportation planner, she focuses primarily on parking demand and management studies, transit and multimodal analysis. She has managed projects that have won state and national planning and engineering awards, including: MTC Reforming Parking Policies to Support Smart Growth, the San Diego Affordable Housing Parking Study, and the Bay Fair BART Station Area Improvement Plan. She is a published author on parking management best practices, and served as deputy project manager on the multimodal Shoreline Transportation Study for the City of Mountain View. For this project she helped develop and measure effectiveness of alternative strategies, including TDM, transit improvements, parking management, bicycle/pedestrian improvements, and ITS.

Specific Relevant Experience:

- Project Manager, MTC Value Priced Parking (VPP) Project; Contact: Valerie Knepper, Transportation Planner, (510) 817-5824, vknepper@mtc.ca.gov
- Project Manager, Downtown Parking Management Study; Contact: Matt Bronson, Assistant City Manager, (650) 522-7003, mbronson@cityofsanmateo.org
- Deputy Project Manager, Shoreline Transportation Study; Refer to p. 3-10 for contact information

John Atkinson | *TDM Planning*

Mr. Atkinson is a transportation consultant who has worked independently and with consulting groups to design, implement and analyze comprehensive transit and transportation demand management (TDM) programs since 1996. He has planned, developed and implemented comprehensive TDM programs for the private and public sectors, including shuttles, bicycle and pedestrian strategies, employee and employer commuter benefit packages, guaranteed ride home, and car and vanpool programs. He has created and expanded Transportation Management Associations (TMA) for private and public sector clients, including financial, political and operational aspects; Board development; stakeholder participation and consensus building. He brings an extensive background in shuttle and transit programs and plans, including access and safety issues, route and schedule planning, operating specifications, personnel scheduling, grant writing, program marketing, agency interaction, surveys, reports, project administration, and board and stakeholder development and expansion. He has a unique expertise in alternative fuels based on serving as a hands-on project manager for several alternative fuel shuttle and transit pilot programs.

Specific Relevant Experience:

- TDM Program Coordinator, West Alameda Transportation Demand Management Association; Contact: Steve Buster, TMA Chairman (Vice President, Catellus), (510) 267-3419, sbuster@catellus.com
- TDM Consultant, Alameda Northern Waterfront; Contact: Michael O'Hara, Project Manager, Tim Lewis Communities, (925) 766-4656, mohara@timlewis.com
- TDM Consultant, Kaiser Permanente; Contact: Basil Price, Director of Transportation, (510) 752-7615, basil.price@kp.org

Fabian Gallardo | *Transit Planning*

Mr. Gallardo brings nearly five years of transportation planning experience. His most recent experience includes working at the Ventura County Transportation Commission and the San Francisco Municipal Transportation Agency where he focused on quantitative data analysis, community outreach, GIS analysis, and government compliance. Additionally, Mr. Gallardo has expertise in performing outreach to underserved communities, conducting transit equity studies, and performing active transportation analysis. He is fluent in Spanish and has prior experience in analyzing general plan updates for CEQA/NEPA environmental compliance.

Specific Relevant Experience:

- Analyst, MTC VPP Parking Pricing Regional Analysis; Contact: Valerie Knepper, Project Manager, (510)



Peter Martin
Justin Fox
Roni Hattrup

817-5824, VKnepper@mtc.ca.gov

- Project Team Member, Concord Complete Streets Study; Contact: Dr. William Riggs, Ph.D, AICP, Cal Poly San Luis Obispo, (805) 756-6317, wriggs@calpoly.edu

Peter Martin, PE | *Best Practices / Quality Oversight*

Mr. Martin has completed more than 300 transportation planning and engineering studies, which have typically involved complex transportation and land use interrelationships. His experience encompasses projects across the globe, including many transportation, transit, and multimodal planning projects. Mr. Martin is a published author on multimodal and transportation planning topics, and his experience totals more than 80 transit service planning projects, involving: route analysis; marketing; scheduling and operations strategies; and maintenance facility planning. Public transit modes addressed in these studies have included: commuter rail, metro heavy rail transit, light rail transit, vintage and modern streetcars, BRT, Rapid Ride (BRT lite), express bus, conventional bus, paratransit, ferry and people-movers. Mr. Martin has led several research efforts and has served on several expert oversight panels for the Transportation Research Board. He assisted TCRP with an update to their Transit Quality of Service Manual, which serves as the principal reference for transit planning in the United States. Mr. Martin served as a reviewer for Chapter 12 Public Transit of ITE's Transportation Planning Handbook update in 2015.

Specific Relevant Experience:

- Senior Transit Planner, Emeryville-Berkeley-Oakland Transit Study (EBOTS); Refer to p. 3-9 for contact information
- Transportation Planner, Shoreline Transportation Study; Refer to p. 3-10 for contact information

Justin Fox | *Best Practices / Quality Oversight*

Mr. Fox has more than 30 years of international transportation and industrial management experience. Notably, he has been an Alameda resident for more than 30 years, bringing local knowledge and transportation expertise to the team. He has worked on numerous transit and rail projects, including transit studies, yard and mainline capacity studies, and financial and operational rail service feasibility studies. Mr. Fox came to CDM Smith from the Southern Pacific Railroad (SP) where he served in a variety of management capacities including Director of Strategic Planning. Currently, he works with private and public sector clients on transit and rail economics and operational analysis issues. Mr. Fox also led the development of a guidebook for public sector sponsors of new passenger rail services to deal more effectively with freight railroads over whose track they seek to initiate and expand passenger rail services. His other work has included transit studies for the Dumbarton Rail Corridor.

Specific Relevant Experience:

- San Joaquin County Commuter Rail Extension Study; Contact: Brian Schmidt, (209) 944-6241, Brian@acerail.com
- SamTrans Dumbarton Rail Corridor EIS/EIR; Contact: Hilda Lafebre, (650) 622-7842, LAFEBREH@samtrans.com
- Project Manager, NCHRP Report 773, A Capacity Analysis Guidebook for Shared-Use Passenger and Freight Rail Operations; Contact: Lori Sundstrum, (202) 334-3034, lsundstrom@nas.edu

Roni Hattrup | *TDM Planning*

Roni Hattrup is a Program Manager with over fifteen years of extensive agency management and project controls experience supporting various organizations in managing their transportation programs. She played a significant role in the start-up of the Mountain View Transportation Management Association and directed the implementation of the MVTMA's last mile shuttle service, MVgo. Ms. Hattrup also directed the successful transition of the Emery Go-Round shuttle operations team and developed the Emeryville TMA's fleet database and replacement plan. Her experience includes developing and maintaining project financial plans for the Contra Costa Transportation Authority's

Joan Chaplick
Molly Cooney-Mesker

(CCTA) multi-funded projects. She has also implemented Administration and Project Controls best practices for the CCTA and the Transportation Authority of Marin. Her intimate knowledge of the process for implementation and management of shuttle operation services, paired with her excellent communication skills and strong ability to manage competing priorities, make Ms. Hattrup a valuable asset to this project.

Specific Relevant Experience:

- Executive Director, Emeryville Transportation Management Association Executive Director & Agency Administration Services; Contact: Geoffrey Sears, Board Chair, (415) 457-4964, gsears@warehamdevelopment.com
- Executive Director, Mountain View Transportation Management Association, Executive Director & Agency Administration Services; Contact: Tom Harrington, Board Chair, (650) 944-5624, tom_harrington@intuit.com

Joan Chaplick | *Outreach*

Joan Chaplick has more than 20 years of experience in public involvement and community planning facilitation, funding, and collaborative land use planning. Ms. Chaplick has extensive experience working on transportation related planning and outreach projects throughout the state. Notably, she managed the Caltrans On-Call Public Participation and Engagement Contract from 2006-2011 and again in 2014 through the present. Ms. Chaplick has worked in rural, suburban and urban settings, and is skilled at bringing best practices from her broad range of experience to each project. Ms. Chaplick has also worked Bay Area transportation agencies including Alameda CTC, MTC, BART, SamTrans and Ac Transit. Currently, she is working with the City of Palo Alto to establish a Transportation Management Association for downtown businesses.

Specific Relevant Experience:

- Project Manager, Alameda Countywide Transportation Plan Update and Transportation Expenditure; Contact: Tess Lengyel, Deputy Director of Planning and Policy, (510) 208-7428, tlengyel@alamedactc.org
- Project Manager, Caltrans On-Call Public Engagement Contract; Contact: Terri Bridges (for 2006-2011 contract), Associate Transportation Planner, Division of Transportation Planning, (916) 654-3419, terri_bridges@dot.ca.gov; or Bruce Kemp, AICP (current contract), Planning Public Engagement Contract Manager, (916) 654-2389, bruce.kemp@dot.ca.gov
- Project Manager, BART Title VI Community Workshops and Public Participation Plan; Contact: Roddrick Lee, Division Manager, (510) 464-6235, Rlee@bart.gov

Molly Cooney-Mesker | *Outreach*

Molly Cooney-Mesker has extensive experience developing effective outreach and communication strategies and toolkits to help clients meet their goals. Drawing from her experience in public relations and marketing, she creatively utilizes a variety of platforms to communicate complex issues and engage diverse audiences. Currently, she plays a critical role in MIG's efforts to assist the City of Palo Alto with the creation of a Transportation Management Association that will serve downtown businesses. Ms. Cooney-Mesker assists with Steering Committee meetings, develops outreach materials and meeting collateral and manages the project website – www.paloaltotma.org. She is also providing support for a multi-modal planning effort for the CapCity Freeway near Sacramento and has assisted the City of San Francisco with outreach materials that described the value and benefits of the city making a substantial investment in transportation and street improvements.

Specific Relevant Experience:

- Associate, Cap City Freeway Multi-Modal Mobility Improvements; Contact: Jeff Morneau, Senior Transportation Planner - Caltrans District 3, (916) 274-0638, jeffrey.morneau@dot.ca.gov
- Associate, San Francisco Transportation Task Force Outreach; Contact: Gillian Gillett, Director of Transportation Policy, Office of Mayor Edwin M. Lee, (415) 554-4192, gillian.gillett@sfgov.org

Jon Canapary
Carol Anne Carroll

Jon Canapary | *Survey*

Mr. Canapary is Executive Vice President of Corey Canapary & Galanis and serves as the team lead where he creates relevant and cost-effective studies for clients. He has used his knowledge of study design and strategy to benefit many projects for more than 15 years, including work for Caltrain, SamTrans, BART, SFO, MTC, and the Capitol Corridor. He is responsible for client interface, team performance, study design, questionnaire development, and day-to-day oversight. Mr. Canapary served as Vice President of Marketing Research for the AMA's San Francisco Chapter, as well as served as a member of the Mayor's Tenderloin Task Force. His areas of expertise include: study design and strategy, transportation surveys, image studies/customer profiles, marketing/messaging research, mode choice surveys, hybrid methodology studies, customer satisfaction research, and strategic plan/planning research.

Specific Relevant Experience:

- Team Lead, SFMTA On-Board Demographic Study; Contact: Jeff Flynn, (415) 701-4646, jeffrey.flynn@sfmta.com
- Team Lead, MTC Plan Bay Area; Contact: Ellen Griffin, Principal-Public Engagement, (510) 817-5854, EGriffin@mtc.ca.gov
- Team Lead, San Francisco Public Library Open Hours Assessment; Contact: Michelle Jeffers, Public Relations Officer, (415) 557-4282, mjeffers@sfpl.org

Carol Anne Carroll | *Survey*

Ms. Carroll serves as the Research Director at CC&G, with responsibility for staffing, survey sampling and scheduling, data processing, online/hybrid survey consistency, focus group recruiting, and reporting/analysis. She is involved in all project tasks and serves as a client contact. Her areas of expertise include transportation surveys, marketing/messaging research, customer profiles/ image studies, mode choice surveys, hybrid methodology studies, customer satisfaction research, and strategic plan/planning research. She has performed such work for clients such as SFMTA, Caltrain/SamTrans, BART, SFO, MTC, and Capitol Corridor, among others. Prior to joining CC&G, she was a freelance writer on planning/real estate, transportation, and marketing projects. From this she brings a crucial ability to tell true, compelling stories which are also statistically relevant. Ms. Carroll is currently involved in the Alameda County Leadership Academy and the Election Day Precinct Inspector/ Pollworker for San Francisco and Alameda.

Specific Relevant Experience:

- Project Manager, SFMTA On-Board Demographic Study; Contact: Jeff Flynn, (415) 701-4646, jeffrey.flynn@sfmta.com
- Project Manager, MTC Plan Bay Area; Contact: Ellen Griffin, Principal-Public Engagement, (510) 817-5854, EGriffin@mtc.ca.gov
- Project Manager, San Francisco Public Library Open Hours Assessment; Contact: Michelle Jeffers, Public Relations Officer, (415) 557-4282, mjeffers@sfpl.org

Billing Rates

Key Staff	Hourly Billing Rate
Brian Soland | PM; Transit Planning; TDM Planning	$162
Bill Hurrell | Principal-in-Charge; TDM Planning	$323
Camille Tsao | Transit Planning; Outreach	$266
Terri O'Connor | TDM Planning	$194
John Atkinson | TDM Planning	$150
Fabian Gallardo | Transit Planning	$105
Peter Martin | Quality Oversight	$193
Justin Fox | Quality Oversight	$223
Project Support	$185
Roni Hattrup | Quality Oversight	$345
Joan Chaplick | Outreach	$175
Molly Cooney-Mesker | Outreach	$100

Firm Overviews

CDM Smith Inc. provides integrated solutions in transportation, environment, water, energy and facilities to public and private clients worldwide. With more than $1.5 billion in annual revenues and 5,000 staff in 125 worldwide offices, we maintain the size, stability, and resources to successfully undertake a diverse range of projects.

As a public transportation systems and services leader, CDM Smith offers experience in industry research, application of state-of-the-art planning tools, and creative planning with community stakeholders. Our multimodal transportation planning and engineering practice provides the ideal context for public transit planning and design, as it recognizes the importance of analyzing and constructing the total door-to-door trip.

The proposed team members bring a proven track record of performing and implementing transit planning and corridor planning studies, travel demand modeling, comprehensive operations audits, strategic planning, land use coordination, traffic assessments, environmental evaluations, economic analysis, transit scheduling, funding and grant application support, signage and wayfinding design, and preparation of final designs for construction to clients with quality, comprehensive transit solutions.

The San Francisco office has a long-standing reputation in multimodal transportation planning, having been in the San Francisco Bay Area for more than 50 years. Our team possesses a broad range of transit and transportation demand management capabilities, including:

- Development of transit and TDM plans for large- and small-scale systems
- Development of transit service standards and policy guidelines relating to local goals and objectives of public transit service
- Assessment of transit connectivity deficiencies and needed improvements both for connection between transit services and for access to transit stations and services
- Development of effective parking management and pricing strategies
- Development of detailed capital cost estimates and capital improvement programs for major transit programs
- Transit fare/patronage/operating revenue sensitivity analyses

MIG, Inc. is a multi-disciplinary firm headquartered in Berkeley, California. MIG specializes in regional and community planning, public outreach, inter-agency collaboration, facilitation, branding and communications and graphic design. Founded in 1982, MIG has worked extensively with public agencies and policy makers throughout the United States to effectively communicate complex issues to key stakeholders, businesses and the public, enabling them to actively participate in policy, planning and design processes and make informed decisions. MIG has especially strong expertise in working with federal, state and local agency partners, community members and stakeholders to develop a base of support for proposed transportation plans, projects and programs. MIG brings well-established relationships with individuals and organizations throughout Alameda County which will help leverage and extend the outreach activities for this project. MIG is familiar with Alameda traditions for community participation and will tailor its efforts accordingly.

Corey, Canapary & Galanis (CC&G) is a full-service marketing research firm which was founded in 1933 in San Francisco and incorporated under its current name in 1969. CC&G provide a full range of high-quality qualitative and quantitative research services, including research counsel, focus group recruiting and moderation, questionnaire design, field supervision, data collection, editing, coding, data processing, statistical work, and analysis. The firm maintains a thorough quality control program, which begins with the fact that all work is performed in-house, from planning and fieldwork through data processing and geocoding. CC&G key personnel bring extensive experience providing research services to both the public sector and private organizations, with particularly strong experience in: public sector work, assessing key decision points, reaching special constituencies, conducting both qualitative and quantitative research, multi-method studies, and multilingual studies.

Gray-Bowen-Scott, established in 1984 as an East Bay-based firm, provides transportation related consulting and strategic project planning services to public and private clients. The firm is noted for creative, solution-oriented project strategies and its ability to secure consensus and required agency approvals for complex projects and programs. Their involvement with the East Bay Leadership Council has created strong relationships with the management of regional employment centers, and key staff have recently worked with Emeryville Transportation Management Association and the Mountain View Transportation Management Association. The firm maintains successful working relationships with local and regional transportation agencies, such as the Alameda County Transportation Commission, the Metropolitan Transportation Commission, Caltrans, California Transportation Commission and Federal transportation agencies.

John Atkinson is an independent transportation consultant who has worked independently and with consulting groups to design, implement and analyze comprehensive transit and transportation demand management (TDM) programs since 1996. He has planned, developed and implemented comprehensive TDM programs for the private and public sectors, including shuttles, bicycle and pedestrian strategies, employee and employer commuter benefit packages, guaranteed ride home, and car and vanpool programs. He has created and expanded Transportation Management Associations (TMA) for private and public sector clients, including financial, political and operational aspects; Board development; stakeholder participation and consensus building. He brings an extensive background in shuttle and transit programs and plans, including access and safety issues, route and schedule planning, operating specifications, personnel scheduling, grant writing, program marketing, agency interaction, surveys, reports, project administration, and board and stakeholder development and expansion. He has a unique expertise in alternative fuels based on serving as a hands-on project manager for several alternative fuel shuttle and transit pilot programs.

Emeryville Berkeley Oakland Transit Study

Alameda County, CA

CDM Smith led a study to analyze how public transportation can be enhanced in the Oakland-Emeryville-Berkeley corridor west of San Pablo Avenue. This included last-mile service to regional transit and connections among the three areas. The goal was to increase access between employment centers and primarily residential neighborhoods, while improving connections from all three cities to regional transportation services such as BART and Amtrak Capitol Corridor. Working with transit agencies, neighboring cities, community groups and the public, especially low-income minority residents, the CDM Smith team modeled transit demand, analyzed gaps, compared modes and institutional structures, and planned for transit to support and be supported by economic development. The result is a phased plan addressing short- and long-term needs to 2040. The final product specified the mode(s), route(s), regional transit connections, and capital and operating cost of the new or improved transit facilities.

MIG led a robust public outreach process, including interactive workshops, online community questionnaires, and targeted stakeholder outreach. The outreach activities helped identify opportunities and constraints associated with improving transit service in the study corridor. The outreach efforts included six community workshops (two in each city) and a bilingual questionnaire on travel methods and input on future visions for transit. MIG also worked closely with the EBOTS Technical Advisory Committee (TAC) which includes representatives from the three cities, as well as AC Transit, Amtrak/ Capitol Corridor, BART, Berkeley Gateway Shuttle, Caltrans and Emery Go-Round to examine the context of existing and potential transit service.

The public outreach strategy emphasized broad cross-jurisdictional engagement and participation of "hard-to-reach" populations such as limited-English speaking residents and Title VI populations.

CLIENT:

City of Emeryville

REFERENCE:

Diana Keena, Project Manager
(510) 596-4335
dkeena@emeryville.org

KEY STAFF:

- Bill Hurrell
- Brian Soland
- Peter Martin
- Joan Chaplick

DOCUMENT EXAMPLE:

http://www.emeryville.org/DocumentCenter/View/7873

RELEVANCE:

- CDM Smith and MIG worked together on the project
- Transportation strategy to improve first-last mile connections to regional transit
- Collaborated with multiple stakeholders including three cities, transportation providers, transportation management association, and community members
- Community outreach included interactive workshops, online tools, and a bilingual questionnaire
- Recommendations for increasing Emery-go-round service have been implemented

CLIENT:

City of Mountain View

REFERENCE:

Alex Andrade, Economic Development Manager
(650) 903-6549
alex.andrade@mountainview.gov

KEY STAFF:

- Bill Hurrell
- Brian Soland
- Peter Martin

DOCUMENT EXAMPLE:

http://www.mountainview.gov/civicax/filebank/blobdload.aspx?blobid=5181

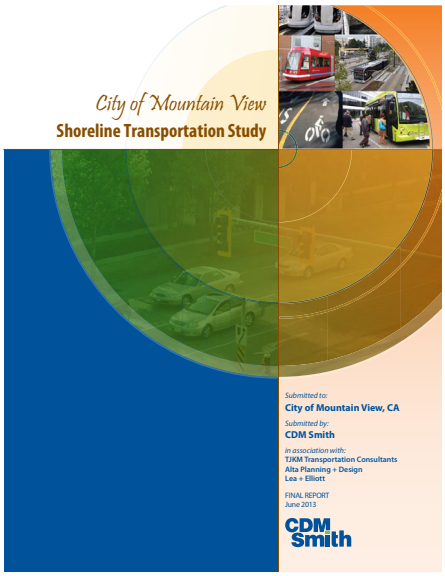
RELEVANCE:

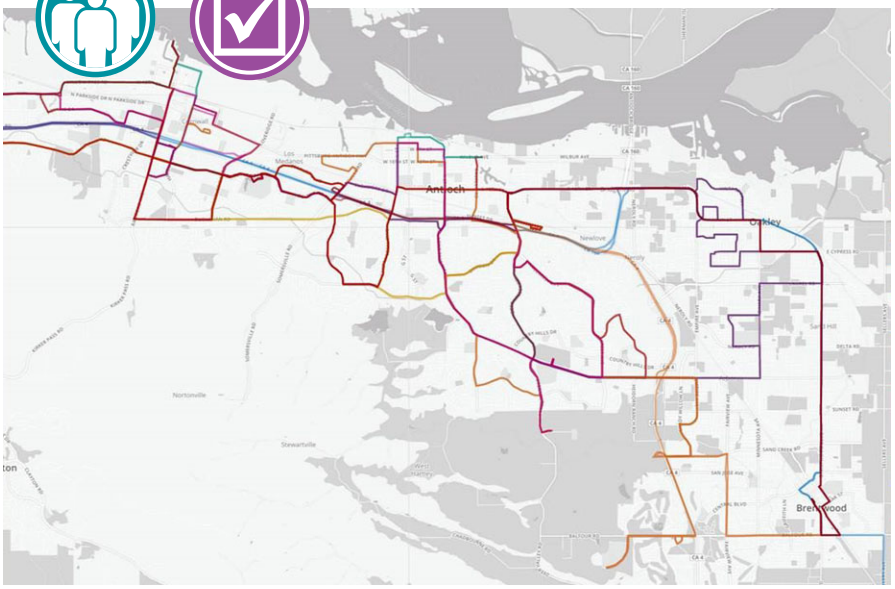
- Transit and transportation demand management study using conventional and innovative strategies to reduce single-occupant vehicle trips
- Stakeholder engagement included city staff, elected officials, major employers, and transportation providers
- Recommendations have been implemented

Shoreline Transportation Study

Mountain View, CA

The City of Mountain View is in the heart of California's famed "Silicon Valley." The Shoreline area of the city is home to several high-tech industry giants such as Google, Microsoft, Linkedin, and Intel, which is a mile from the Downtown Mountain View Caltrain Station. Significant growth is planned for this area, but the existing highway infrastructure is at capacity, and future highway expansion is unlikely and largely undesirable. CDM Smith prepared a transportation strategy which emphasizes transit improvements, parking management, pedestrian and bicycle systems, complete streets and intelligent transportations systems as the means to address the transportation needs of the area. The study considered the access to Caltrain, innovative transportation solutions including car and bike sharing systems, personal rapid transit technologies, and travel reduction programs. CDM Smith worked with a stakeholder committee representing all the public and private interests in the project. The results of the study are being used to implement a Precise Plan for the area, which will define the land use and transportation initiatives which will be used to fulfill the city's planning and environmental objectives.





CLIENT:

Tri Delta Transit

REFERENCE:

Steve Ponte
Chief Operating Officer
(925) 754-6622 x222
sponte@eccta.org

KEY STAFF:

- Bill Hurrell
- Brian Soland

Tri Delta Transit Bus Route Evaluation and Re-Design

Eastern Contra Costa County, CA

Serving as the primary source of mobility for more than 10,000 riders per day, the Tri Delta Transit system performs a vital transportation function in eastern Contra Costa County. Tri Delta Transit's bus route evaluation and re-design project focuses on improvements to transit service, leveraging the transportation improvements to BART and the regional highway network to improve the transit network's connectivity and service coverage. CDM Smith's operating and routing solutions will provide a more convenient transit service to current riders, attract new transit riders, and address continued growth and related traffic congestion in the area.

This project includes an on board survey, two rounds of community outreach, detailed Title VI analysis for FTA compliance, and development of a new transit service plan. The service plan includes a complete revamp of routes to incorporate the new BART stations located in Pittsburg and Antioch.

Analysis for the new service plan began with a targeted look at existing conditions, analyzing each route for ridership, on-time performance, passenger load, stop spacing, and cost. The team shared these results with the community, along with specific questions on how they used transit and what types of improvements they would like to see in the future. Taking community input into account, the team determined ideal transit routing by considering access to transit, connections to key destinations, route efficiency, and operational costs.

**Plan is in progress, no document example currently available.*

RELEVANCE:

- Systemwide transit planning for transit agency serving 10,000 riders a day
- Redesigning routes for efficiency and effectiveness including better connections to regional transportation
- Stakeholder outreach includes on-board survey and community workshops

CLIENT:

Catellus Development Corp.

REFERENCE:

Tim Beedle (formerly with Catellus), currently Vice President at Mission Bay Development Group
(415) 355-6635
tbeedle@mbaydevelopment.com

KEY STAFF:

- Bill Hurrell
- Peter Martin
- Justin Fox

DOCUMENT EXAMPLES:

- http://www.sfocii.org/modules/showdocument.aspx?documentid=3879
- http://www.sfocii.org/modules/showdocument.aspx?documentid=3878
- http://www.sfocii.org/modules/showdocument.aspx?documentid=3870

RELEVANCE:

- Transit demand management for major redevelopment area
- Coordination with city staff, multiple transportation providers and major employers
- Transportation System Management Plan resulted in the establishment of the Mission Bay TMA

Mission Bay Development Transportation Studies

San Francisco, CA

CDM Smith (formerly Wilbur Smith & Associates) assisted Catellus in the planning and engineering of the Mission Bay Project. At the time, Mission Bay represented the largest remaining development site in San Francisco. Proposed development included 6,100 housing units, approximately 1.5 million square feet of retail and entertainment space, a 43-acre site for a second University of California San Francisco (UCSF) campus, approximately 5.6 million square feet of mixed research and office space, a 500-room hotel, and 47 acres of open space.

CDM Smith collaborated with a team of urban planning, architecture, and civil engineering consultants to develop the transportation plan. Efforts included a new street system; transit improvements, including a new MUNI light rail line and improvements to the San Francisco Caltrain station; as well as pedestrian and bicycle improvements. The team developed a transportation model which included the most current long range development forecasts for the area.

Extensive coordination with various city agencies was required during the planning project, including MUNI, Caltrain, Caltrans, UCSF, the San Francisco Giants, and other stakeholders. Rail and transit efforts involved coordinating Mission Bay development with the extension of MUNI Metro along King Street and a proposed extension of Caltrain into downtown San Francisco. The team developed alternative track layouts and concepts for enhancing the site for intermodal transfer between bus, rail, light rail, pedestrian, bicycle, and vehicular modes.

The team also prepared a Transportation System Management (TSM) Plan, which developed a program to efficiently manage the travel demands produced by the Mission Bay development. The TSM plan included the establishment of a TMA to govern and implement elements of the plan. These elements included such measures as ride-sharing, trip reduction, transit incentives, pedestrian and bicycle incentives, and parking management.

Title VI Community Workshops and Public Participation Plan | MIG

Bay Area Rapid Transit | Bay Area, CA

BART initiated an intensive community involvement process to develop a Public Participation Plan (PPP) consistent with FTA requirements for Title VI. The PPP was designed to expand public access to BART's decision-making process by ensuring that BART uses the most effective methods of increasing community participation. MIG prepared the public review draft and final PPP, submitted to FTA within one week of the final review meeting. Planning community meetings involved the following tasks: developing questionnaires, agendas, meeting materials, and presentations; working with BART staff to engage stakeholders in advance of each workshop; and documenting interactions with key stakeholders on topics discussed and feedback received.

The Plan provided a framework of goals and principles for inclusive public participation; identified PPP program design factors to evaluate an appropriate level of outreach activities; suggested a range of participation methods, incorporated specific suggestions from the communities; and included performance measures to insure accountability. MIG also fully documented the process in a separate summary.

Reference: Roddrick B. Lee, Division Manager, Local Government and Community Relations, (510) 464-6235, RLee@bart.gov

Key Staff: Joan Chaplick

https://www.bart.gov/sites/default/files/docs/Revised_BART_PPP_Final_7-8-11.pdf

RELEVANCE:

- Solicited input from diverse communities on complex transit issues
- Leveraged community meetings to create a comprehensive and actionable plan
- Conducted multiple rounds of tailored outreach
- Developed performance measures and objectives

San Francisco Public Library Open Hours Needs Assessment | CC&G

San Francisco Public Library Commission | San Francisco, CA

The Library Commission is required to assess the hours of operation of the Main and branch libraries at least once every five years. Corey, Canapary & Galanis (CC&G) was contracted to provide both qualitative and quantitative information for this in-depth assessment. In order to accomplish this, CC&G conducted three individual survey efforts.

The first was an intercept survey of 2,486 library patrons. Patrons were randomly approached at San Francisco Main and Branch libraries and interviewed. Shifts were designed to achieve statistical reliability at the Supervisorial District level. Surveys were completed in English, Spanish, Chinese, Tagalog, Russian, and Vietnamese.

The second was a telephone survey of 302 self-identified non-users of San Francisco Public Library. San Francisco residents were called using a combination of random digital dial and listed numbers and asked if they had used the San Francisco Public Library in the past two years. In order to assure proportional representation of the City of San Francisco, completed surveys were assigned zones based on the respondent's ZIP code. Interviews were conducted in English, Spanish and Chinese.

RELEVANCE:

- Included a forum for more active stakeholders (e.g. the online survey) while also ensuring a broad cross-section of 'average' citizens were reached
- As a result, clear differences in needs/desires by geography/branch were apparent, as well as different motivating factors among sub-groups

The third survey effort involved two online surveys:

a) An online survey of 508 San Francisco Public Library Staff

b) An online survey of 599 library users

Unlike the intercept survey, where a cross section of average users was interviewed, the web survey of users was a self-selecting methodology where active library users were more likely to participate. The web surveys were designed to focus more on the community/ neighborhood needs than an individual patron's needs and the results are more qualitative than quantitative. The data from each survey was kept separate and results were reviewed individually. The results were used to determine appropriate open hours and staffing throughout the San Francisco Library system.

Reference: Michelle Jeffers, Public Relations Officer, (415) 557-4282, mjeffers@sfpl.org

Key Staff: Jon Canapary • Carol Anne Carroll • Steven Kral

http://www.sfpl.org/index.php?pg=2000696401

Muni Demographic On-Board Survey | CC&G

San Francisco Municipal Transportation Agency | San Francisco, CA

RELEVANCE:

- Systemwide study of riders
- Reaching a broad cross-section of all types of riders

This comprehensive on-board survey obtained a range of origin/destination, satisfaction, demographic/Title VI, and other information from about 22,000 riders in a statistically representative manner, covering every day, time period, and route within the Muni system (including buses, light rail, streetcars, and cable cars).

Reference: Jeff Flynn, (415) 701-4646, Jeffrey.flynn@sfmta.com

Key Staff: Jon Canapary • Carol Anne Carroll • Steven Kral

Plan Bay Area Public Opinion Poll and Focus Groups | CC&G

Metropolitan Transportation Commission | Bay Area, CA

RELEVANCE:

- Ensure valid cross-section of Bay Area residents participated
- Focus groups represented residents from all portions of the Bay Area
- Study was used to determine what might motivate residents to drive less; use transit more; and/or participate in higher density housing

This study consisted of two public opinion polls of 1,000+ residents of the nine Bay Area counties and four focus groups in 2011-2012. The polls focused on transportation and environmental topics, but also asked respondents about housing amenities/trade-offs and funding priorities. Results are being used to plan regional transportation and introduce initiatives to reduce greenhouse gases. Interviewing was conducted in English, Spanish, and Chinese, from a mix of random digit dial (RDD), land line, and cell phone sources. Results from the poll and focus groups were presented to the MTC board in March 2012. In 2013, CC&G conducted a follow-on poll among 2,500 Bay Area respondents. These results are being used to inform MTC's regional plan for housing/development, transportation, and jobs.

Reference: Ellen Griffin, (510) 817-5854, EGriffin@mtc.ca.gov

Key Staff: Jon Canapary • Carol Anne Carroll • Steven Kral

www.onebayarea.org/pdf/Summary_Report.pdf

Transit Methodology Study | CC&G

Mineta Transportation Institute of San Jose State University | San Jose, CA

This study looks at the various methods in which transit riders are approached, and is seeking to determine how the use or exclusion of various methods may impact the cross-representation of riders. Survey questions include those covering origin/destination, satisfaction, Title VI/demographic, and attitudinal/usage issues. Fieldwork was completed in April 2014 and analysis/data processing is currently under way.

Reference: Asha Weinstein Agrawal, Associate Professor, (408) 924-5853, asha.weinstein.agrawal@sjsu.edu

Key Staff: Jon Canapary • Carol Anne Carroll • Steven Kral

RELEVANCE:

- Assessment of each survey mode, and whether using one of the modes exclusively created a bias in terms of responses received from riders

Executive Director and Agency Administration | Gray-Bowen-Scott

Emeryville Transportation Management Association | Emeryville, CA

Gray-Bowen-Scott provides Executive Director & Agency Administration services for the Emeryville Transportation Management Association (ETMA), essentially serving as staff for the organization. The ETMA is a non-profit organization which runs the Emery Go-Round Shuttle that provides a last mile transit connection from the MacArthur BART Station to various locations throughout the City via four fixed routes. The ETMA's main objective is to increase access and mobility to, from and within Emeryville while alleviating congestion through operation of the shuttle program.

Reference: Geoffrey Sears, Board Chair, (415) 457-4964, gsears@warehamdevelopment.com

Key Staff: Roni Hattrup • Karen Boggs • Mary Grinbergs

RELEVANCE:

- Cost estimating for shuttle services
- Best practices in procurement of shuttle operator
- Best practices in performance monitoring for shuttle operations

Executive Director and Agency Administration | Gray-Bowen-Scott

Mountain View Transportation Management Association | Mountain View, CA

The MTMA was established in 2013 to address transportation concerns. Prior to the formation of the organization, Gray-Bowen-Scott developed the organization's start-up plan and budget. Once the MTMA was formed, Gray-Bowen-Scott was selected to serve as the Executive Director to perform the duties of day to day needs of the agency including the initiation of new transit operations through the MTMA. Gray-Bowen-Scott is responsible for the management of other consultants hired by the MTMA, including legal, transit planning, accounting and marketing (specifically website creation, branding and any collateral material). A significant accomplishment was the development and completion of the Shuttle Operations Start-up WorkPlan. This included development of TSAs for the funding of shuttle services, development of performance and ridership report templates, successful negotiations with the top ranked Shuttle Operator, successful completion of City permitting for bus stop sign installations, and successful launch of the MVgo Shuttle in January 2015.

Reference: Tom Harrington, Board Chair, (650) 944-5624, tom_harrington@intuit.com

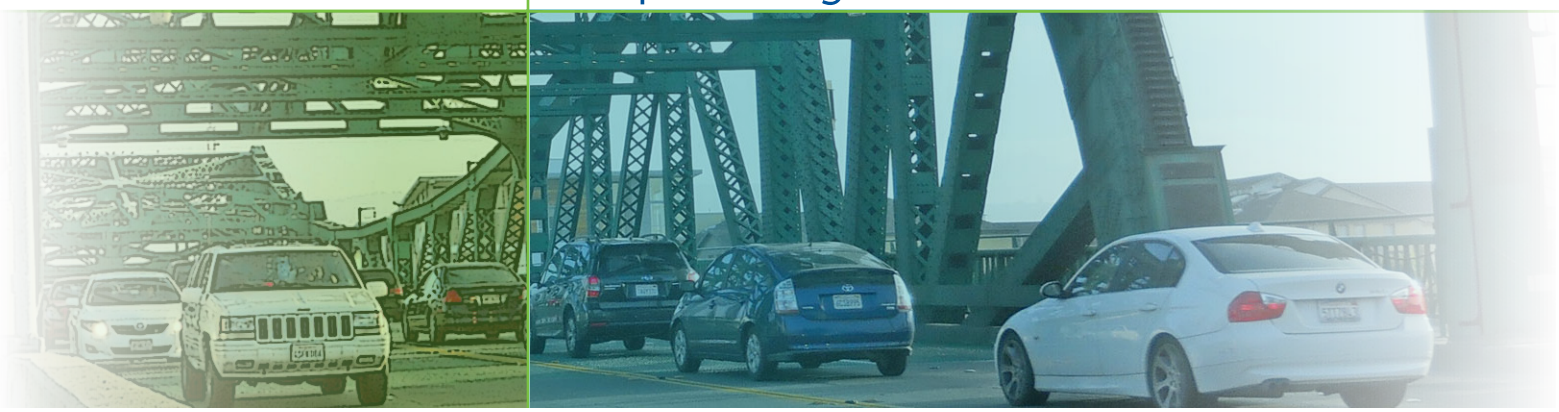
Key Staff: Roni Hattrup • Karen Boggs • Mary Grinbergs

RELEVANCE:

- TMA start-up
- Best practices for the launch of new shuttle operations

SECTION 4

Scope, Budget, and Schedule



SECTION 4

Scope, Budget, and Schedule

Project Scope

Task 1: Project Management and Quality Review

1.a Ongoing Project Management and Coordination

The CDM Smith Project Manager will develop a project management plan that will include protocols for coordination with team members and internal project tracking. This task will also include monthly progress reports and invoicing as well as bi-weekly (and as-needed) coordination calls with City Staff to discuss project direction and progress.

1.b Quality Control/Assurance

Quality control and assurance is an important aspect of project delivery at CDM Smith. The CDM Smith team will include technical reviewers to ensure the project is following best practices in TDM and transit planning, technical approaches are sound and appropriate, and project schedules and goals are being met. Technical review will occur at strategic points during the project, including:

- Existing Conditions Memo
- Evaluation criteria and approach to analysis
- Draft and Final Plans

TASK 1 DELIVERABLES

- Bi-weekly coordination calls
- Monthly progress reports and invoicing
- Quality control/assurance reporting

Task 2: Initiate Project

2.a Refine work Scope, Schedule, and Contract

The CDM Smith team will complete refinements to the scope, schedule and contract to ensure a mutual understanding of project direction.

2.b Data collection and Document Review

The CDM Smith team will work with City Staff to collect data important in gaining a thorough understanding of the context for the Transit and TDM Plans (the Project). Starting from the list provided in the RFP, CDM Smith will prepare a list of documents and data necessary to move ahead with analysis and existing conditions described in Task 3. Data will include city GIS files for mapping purposes as well as electronic documents of existing plans.

2.c Project Kick-off Meeting

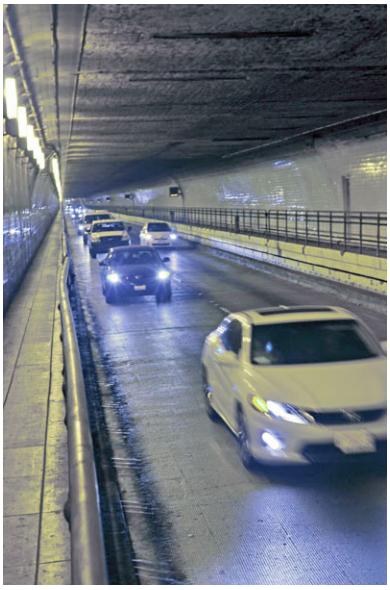
The kick-off meeting will provide an opportunity for all team members to finalize the schedule and work scope, discuss data collection and document review, confirm communication protocols and invoicing. The kick-off meeting will also include a virtual site visit (using Google Earth and Streetview) to visit key locations throughout Alameda.

TASK 2 DELIVERABLES

- Refined scope, schedule, and contract
- Kick-off meeting coordination and attendance

TASK 3 DELIVERABLES

- Existing Conditions Draft and Final Memoranda
- Stakeholder outreach #1 meeting materials, attendance, and summary



This image of Posey Tube depicts traffic congestion and unfriendly bicycle conditions. The existing conditions analysis will consider island access for all modes, including transit, shuttles, cars, bicycles, and pedestrians.

Task 3: Analyze Existing Conditions

3.a Existing Conditions Memo

The existing conditions memo will be the foundation for the Transit and TDM Plans by identifying available and relevant information. We propose as part of this task to conduct a comprehensive review of the recommendations included in previous plans and studies including an assessment of the obstacles to implementing the recommendations. Transit-related policies and implementation strategies from the Transportation Element of the General Plan as well as TDM strategies from new and upcoming developments will also be summarized during this task.

The memo contents will include the following sections:

- Transit Plan
  - *Review recommendations of existing local and regional plans and policies*
  - *Access to transit – network gap analysis, connections to key neighborhoods and destinations*
  - *Ridership*
  - *Transit performance – speed, reliability*
  - *Transit user experience*
- TDM Plan
  - *Review recommendations of existing local and regional plans and policies*
  - *City vehicle trip reduction and mode shift goals*
  - *Existing city requirements for TDM*
  - *Evaluation of implementation of 2012 TDM Plan*
  - *Existing parking policies*

We will utilize input from City staff and key stakeholders to conduct the assessment of previous plan recommendations, their current status, and to identify any obstacles to implementation. An example of how the information will be presented is shown below.

Recommendation	Document	Current Status	Obstacles to Implementation
Implement queue jump lanes and other strategies for improving transit operations.	General Plan	1 queue jump lane installed	Lack of Right of Way

The CDM Smith team is committed to utilizing a data-driven and graphic-focused presentation of information, the goal being to create a succinct and informative presentation of material. The team will combine data analysis and aesthetic design skills to create maps and infographics that are engaging and informative. These materials will provide key data points to be utilized in data sharing with stakeholders and decision-makers.

3.b Stakeholder Outreach - Round #1 (up to three meetings)

There are several key stakeholder groups that will be involved in the study, including businesses, employers, developers, schools and colleges, neighborhood

associations, and transit/transportation agencies. The first round of stakeholder outreach will focus on existing conditions data and will lay the groundwork for beginning the conversation with key stakeholders in the community. The CDM Smith team will create one presentation, agenda, and hand-out materials for each of the three stakeholder meetings. The CDM Smith Team will work with City staff to identify stakeholder groups to engage in this process. They will likely be the same groups the team meets with at key milestones during the Project.

The Team recommends the meetings be scheduled and conducted to allow for targeted participation by specific constituencies. For example, meetings with area businesses might be held in the morning or conducted with assistance from the Chamber. Meetings with transportation agencies and providers would likely be most successful if held during the workday.

Meeting objectives will include providing an orientation to the planning process and current conditions and commenting on draft objectives and evaluation criteria. The meetings will include an informational component along with an interactive "hands-on" activity to help retain interest and stimulate participant response. MIG will identify specific outreach activities to ensure that key stakeholders are identified and invited.

Task 4: Prepare Goals, Objectives, and Evaluation Criteria

4.a Goals, Objectives and Evaluation Criteria Internal Study Session

This task will begin with a study session with City Staff and key CDM Smith team members to discuss the vision for the Transit and TDM plans. We will then draft the goals, objectives and evaluation criteria, which will establish a basis for presenting information to the community and questions for the public opinion survey, and will be adapted based on input from outreach efforts.

4.b-1 Public Opinion Survey

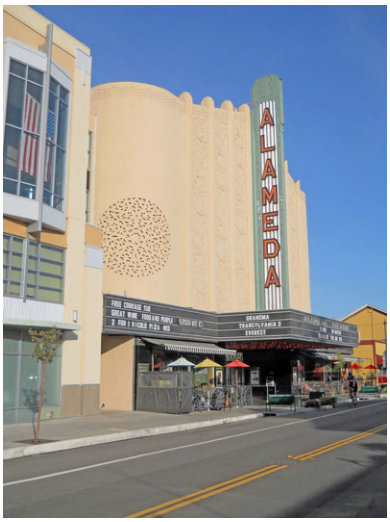
A primary purpose of this public opinion survey is to better understand what motivates residents to use transit, carpools, bicycles, or walking instead of driving alone. A survey of this type must include proper representation of a cross-section of residents throughout the city. To achieve this, we are recommending a statistically valid telephone survey of Alameda residents. We have also included an optional onboard survey and employer survey in our project scope (see Tasks 4.a-2 and 4.a-3).

The following points describes the details associated with the public opinion telephone survey of residents.

- The survey will be as a telephone survey conducted by professional interviewers working for Corey, Canapary & Galanis Research (CC&G).
- The survey will be conducted in English, Spanish and Chinese.
- We are recommending a hybrid sampling approach which will include telephone numbers throughout the City of Alameda. The sources will include: a) a Random Digit Dial (RDD) sample; b) a Listed Sample; and c) a random sample of cell phone numbers.

TASK 4 DELIVERABLES

- Public opinion survey preparation and summary
- Web Survey #1 preparation and summary
- Goals, Objectives, and Evaluation Criteria Memoranda
- Community Workshop #1 attendance, meeting materials, and summary (a dollar amount in the direct expenses budget has been set aside for expenses related to the community meeting, including boards, handouts and other materials; this amount can be changed)
- Transportation Commission, Planning Board and City Council attendance, meeting materials, and summary
- Employer Survey preparation and summary (Optional)



Improving transit access to key destinations throughout Alameda, including downtown, can be accomplished by ensuring faster and more reliable service.

- We will conduct an initial pre-test once the questionnaire is finalized. This will be helpful to test survey length and comprehension.
- Sample Size: CC&G recommends completing a minimum of 400 total surveys with qualified respondents. This sample size will provide statistical reliable data in the total and by key sub-groups.
- The questionnaire must be designed to be completed within 12 minutes or less. A reasonable questionnaire length will help ensure that an adequate cross-section of respondents are surveyed. A longer survey tends to result in a higher share of "non-responders," particularly among the most difficult to reach populations (i.e. younger respondents 18 – 24, lower income, etc.).
- The questionnaire will be designed to include questions about current travel behaviors, barriers to using non-driving modes more frequently, attitudes toward the City's role in transit, response to potential transit projects, and some basic demographic questions.
- While the survey will include a representation from all types of residents of Alameda, particular attention will be paid to infrequent transit riders in this telephone survey effort. Based on many other survey research projects we have conducted, this group tends to be particularly important. In attempting to increase ridership numbers, these infrequent riders tend to be a subgroup that may be successfully converted to regular riders through marketing efforts and other means.
- We plan to identify the sponsor of the survey (the City of Alameda) to all respondents.
- CC&G will be involved in all phases of this project. This includes: questionnaire design, questionnaire translation, sample plan development, programming the CATI survey, fieldwork, coding and data processing, and working with CDM Smith to provide a management report of survey findings.
- The City's responsibilities will include: feedback on questionnaire design and scheduling any project meetings/presentations.

4.b-2 Onboard Survey (Optional)

An optional component to this project will be to conduct additional surveying of transit and casual carpool users. As with the telephone survey, the respondents on this effort will be Alameda residents. Transit surveying will be conducted onboard buses, shuttles, (and potentially ferries) that serve the City of Alameda. Casual carpool users will be interviewed at locations where residents queue for casual carpools. CC&G has extensive experience conducting these types of onboard/onsite surveys.

We feel that onboard surveying of residents will provide added value to the study since it will allow us to ask residents what motivates them to use these non-driving modes. However, we are offering this task as an optional research components because we do not feel that it replaces the full scale telephone survey effort. The telephone research effort ensures representation from drivers, transit users, bicy-clists, etc. The onboard survey would be limited to transit and casual carpool users.

The sample size for the onboard survey effort will be between 400-600 completed interviews.

CC&G will be involved all aspects of this onboard survey. The City will be responsible for providing feedback on questionnaire design and will need to work with AC Transit/WETA (and potentially other transit providers) to allow onboard survey access.

4.b-3 Employer Survey (Optional)

This task involves a survey of the 50 (or more) largest employers in Alameda to broaden awareness of TDM alternatives and discover what the greatest obstacles are to using them. TDM measures for future developments are policy-driven and can be written into conditions of approval, but they are not required for the city's existing employers. A survey of the city's largest employers about the types of TDM programs they may like to participate in and their willingness to opt-in or pay for TDM services is a way to test the viability of TDM measures and broaden the scope of TDM in Alameda beyond new developments. The survey would ask strategic questions about participation in guaranteed-ride-home programs, AC transit passes, bicycle and pedestrian facilities, and what the employers think are the obstacles to shifting modes among their employees.

4.c Web Survey #1 Objectives and Evaluation Criteria

The CDM Smith team will develop a web-based survey that is designed to solicit input on the goals, objectives and evaluation criteria as well as other strategies that have not been implemented. We will work with City Staff to utilize the Peak Democracy software preferred by the City of Alameda. The CDM Smith team is skilled at designing surveys that ask the right questions while collecting demographic data to help determine the reach of the survey. MIG will monitor progress while the survey is live to help ensure a good response rate and one that is representative of the City. MIG will produce a report summarizing the results.

Mode Analysis

Differences between Bus Rapid Transit (BRT) and Rapid Streetcar (RSC)

	BRT	RSC	DIFFERENCE	ADVANTAGE
Annual Operating Cost	$ 9-11 million	$ 12-15 million	~$3.5 million	BRT
Per Mile Capital Costs	$ 10-50 million / mile	$ 50-100 million / mile	$ 40-50 million / mile	BRT
Peak Hour Capacity	2,400	3,000	600	RSC

This graphic shows a transit analysis conducted for the Roosevelt to Downtown BRT project in Seattle, WA. For the transit and TDM Plans, the CDM Smith team will utilize similar data-driven analysis to prioritize transit and TDM strategies.

4.d Project Goals, Objectives, and Evaluation Criteria Memo

Utilizing information collected from the public opinion survey, Web survey, and community workshop, the CDM Smith team will prepare a memo describing the project goals and objectives. The memo will also describe the evaluation criteria that will be used to measure the effectiveness of the strategies to be identified in Task 5.

The goals, objectives, and evaluation criteria TDM Plan memo will focus on the existing and planned TDM goals, uniting them and creating a framework for future TDM measures within the city. The goals, objectives, and evaluation criteria Transit Plan memo will consider the effectiveness of existing transit, current plans for new transit and with the assistance of the public opinion survey, web survey and community workshop identify ways to increase transit usage for inter- and intra-island trips.

Strategies for evaluating the Transit and TDM Plans will be outcome-based and utilized in Task 5 to measure the effectiveness of each strategy. Evaluation criteria may include: access to transit, travel time, service reliability, greenhouse gas reduction,

SOV trip reduction, ridership increases, and cost effectiveness. These evaluation criteria will be adapted and made more specific based on information gathered during this task.

4.e Community Workshop Round #1

MIG will conduct a community workshop to discuss existing conditions and potential objectives and evaluation criteria for the project. The CDM Smith team will design a meeting format that includes an informational component along with an interactive, hands-on activity to increase learning and stimulate participation. Meeting planning discussions will include confirmation of the City's strategy to publicize the workshops. The CDM Smith team will develop the outreach flyer, meeting agenda and related support collateral for the meeting. (We assume the City distributes the flyer and provides copies of the agenda and related collateral.) The workshop will be 1.5 – 2 hours in length. The CDM Smith team will prepare a memorandum summarizing the meeting results and comments received.

4.f Transportation Commission/Planning Board/City Council Meetings Round #1 (up to three meetings)

The CDM Smith team will prepare meeting materials for three city meetings, including the Transportation Commission, Planning Board, and City Council. Meeting materials will include a PowerPoint presentation, handouts and a copy of the project goals and objectives Memo.

The purpose of this round of meetings will be to obtain feedback and confirmation for the goals, objectives, and evaluation criteria for the Transit and TDM plans.

TASK 5 DELIVERABLES

- Strategy Descriptions and Analysis Memoranda
- Stakeholder outreach #2 meeting materials, attendance, and summary
- Web survey #2 preparation and summary
- Community Workshop #2 attendance, meeting materials, and summary (a dollar amount in the direct expenses budget has been set aside for expenses related to the community meeting, including boards, handouts and other materials; this amount can be changed)
- Transportation Commission, Planning Board, and City Council attendance, meeting materials, and summary

Task 5: Develop and Analyze Strategies

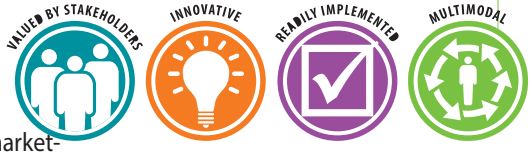
5.a Develop and Analyze Strategies

Develop Strategies

Working with information gathered from the stakeholders, community, and decision-makers as described in Task 4 , the CDM Smith team will develop TDM and transit strategies based on best practices, intimate knowledge of TDM and TMA structures, and a working knowledge of local transit agency policies. The strategies will be supported by data analyzed in the existing conditions report and will help to implement the goals and objectives. Strategies already identified by City Staff include coordinating shuttles, considering BART to Alameda, an Alameda circulator and/or city-run bus system, and how the risk assessment of the Webster/Posey tubes may impact transit access.

Involvement of the CDM Smith team technical experts is important to this task. It will combine having on-the-ground experience and knowledge of Alameda with experience implementing transit and TDM strategies from around the country. The team will focus on developing effective, context-driven TDM approaches to SOV vehicle trip reduction. With new technologies and innovation continuing to change how people get around, we will put forth strategies that break down barriers to non-SOV travel. This will not only include the basics of carpooling and shuttles, but also are adaptive and we will consider new tools for SOV reduction, such as parking

management, vehicle and bicycle sharing, and awareness campaigns.



For the transit strategies the CDM Smith team will use our wealth of knowledge and experience in implementing and improving transit systems to hone in on the keys to increasing transit usage in Alameda. Whether it is frequency, reliability, connections between modes, speed, breaks in service, marketing, or incentives for riding, the CDM Smith team will identify the tools to effectively improve transit service and ridership for inter- and intra-island trips.

Developing strategies for transit and TDM will include improving connections between transit providers, including to Ferry Terminals.

Analyze Strategies

The CDM Smith team's commitment to implementable projects begins with a data-driven approach to analyzing projects to identify the most cost-effective and impactful projects. Each strategy will be evaluated based on the evaluation criteria developed in Task 4 to determine how effectively the strategies support the goals and objectives. Analysis criteria may include:

- Ridership/Greenhouse gas reduction/SOV trip reduction – These analysis criteria will are all interrelated and will be focused the percentage of mode shift from SOV to non-SOV trips.
- Access to transit – Considers areas with access to transit.
- Reliability/speed – Based on bus speeds and on-time performance.
- Costs – Utilize a cost model to estimate capital costs and operating and maintenance costs.
- Feasibility – Considers political will, funding availability, need for additional infrastructure, and other potential obstacles.

As an optional component of this task, the CDM Smith team has identified Roni Hattrup at Gray-Bowen-Scott as a quality oversight project advisor. If needed, Ms. Hattrup will apply her extensive TMA and TDM knowledge and experience to costing and strategizing for the City's future TMA structure.

5.b Strategy Descriptions and Analysis Memo

The memo will provide a thorough description of TDM and transit strategies and evaluation of strategies and will provide a description of the methodology used to analyze the strategies. A summary of results will be presented in a table showing how each strategy performed in the evaluation.

Near-term Implementation Recommendations

This memo will identify near-term implementation steps that may be implemented immediately. This may include making capital improvements for Line 19 or coordinate shuttle routes to serve a common transportation center in Alameda in order provide more frequent service through the Webster tube.

5.c Stakeholder Outreach - Round #2 (up to three meetings)

The CDM Smith team will conduct up to three meetings (approximately 1.5 hours per meeting) with area businesses, schools and related transportation groups to review the draft strategies memorandum. The meeting design will be important so that the City receives feedback that helps refine and enhance the strategies

deemed likely to be successful while capturing a clear understanding of strategies that are deemed unpopular or not likely to succeed. The CDM Smith team will create a comment process that allows participants to identify that they agree, agree with modifications or disagree. Depending on the number of strategies and participants, MIG can provide high tech and/or low tech tools to support the discussion. Tools available range from a structured comment book to electronic polling equipment. The end product of this effort will be a refined list for presentation to the public at the community workshop.

5.d Web Survey #2 Potential Strategies

The CDM Smith team will develop a web-based survey that is designed to solicit input on the strategies. We will utilize the Peak Democracy software preferred by the City. The CDM Smith team is skilled at designing surveys that ask the right questions while collecting demographic data to help determine the reach of the survey. MIG will monitor progress while the survey is live to help ensure a good response rate and one that is representative of the City. MIG will produce a report summarizing the results.

Task 5.e - Community Workshop Round #2

The CDM Smith team will conduct a 1.5 – 2 hour community workshop to get public input on the strategies. The meeting will include an informational presentation that describes the planning process and how the strategies were developed. It will then have an interactive component to allow participants to comment on the strategies and provide feedback. Depending on the needs of the study they could be asked a variety of questions to help determine priorities. The questions might include:

- Which strategies would you be most likely to use?
- Which strategies would help improve mobility in the City for you as an individual?
- Which strategies would you be likely to support to be funded by the City (and/or) related agencies?
- Which strategies would you like to see implemented first?
- Are there any strategies that could be improved? If so how?

The CDM Smith team will develop the agenda, comment form, presentation, and interactive exercise using boards, electronic polling or other tools. (We assume City will provide copies of materials.) The team will prepare a memorandum summarizing the meeting results.

5.f Transportation Commission/Planning Board/City Council Meetings Round #2 (up to three meetings)

The CDM Smith team will prepare meeting materials for three city meetings, including the transportation commission, Planning Board, and City Council. Meeting materials will include a PowerPoint presentation, handouts and a copy of the project goals and objectives Memo.

The purpose of this round of meetings will be to review the potential strategies, community feedback and strategy evaluation.

Task 6: Prepare Draft Plan

6.a Administrative Draft Plan

Based on previous task memoranda and community input to date, the CDM Smith team will prepare Administrative Draft Plans for City staff and stakeholder review. The Citywide Transit and TDM Plans is envisioned as a "user friendly," easy to understand document that is organized around graphics, tables and charts. One of the purposes of the Plans is to provide City representatives with 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 Plans will contain an implementation and financing approach that evaluates the potential for funding the preferred strategies. Special attention will be paid to the financing and phasing of the plans, and will include recommendations for staffing and the organizational structures needed to ensure the most successful implementation. Once the Public Review Draft is released, the CDM Smith 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 Plan.

6.b Public Review Draft Plan

The team will provide a Public Review Draft for the Transportation Commission and Planning Board meetings. We will provide a total of 20 hard copies and an electric copy of the Plan. The team will be responsible for the management of an ongoing list of staff and public comments and associated changes to the Public Review Draft Plan.

6.c Stakeholder Outreach - Round #3 (up to three meetings)

The CDM Smith team will provide an agenda, meeting materials and notes for up to three stakeholder outreach meetings to present the Public Review Draft Plans.

6.d Transportation Commission/Planning Board/City Council meetings Round #4 (up to three meetings)

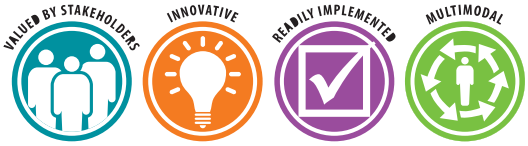
The purpose of this round of meetings will be to review the Draft Plans. The team will prepare meeting materials for three city meetings, including the transportation commission, Planning Board, and City Council. Meeting materials will include a PowerPoint presentation, handouts and a copy of the project goals and objectives Memo.

TASK 6 DELIVERABLES

- Administrative and Public Review Draft Plans (20 copies)
- Stakeholder outreach #3 meeting materials, attendance, and summary
- Transportation Commission, Planning Board, and City Council attendance, meeting materials, and summary

TASK 7 DELIVERABLES

- Administrative and Public Review (40 copies), and Final Plans (20 copies)
- Transportation Commission, Planning Board, and City Council attendance, meeting materials, and summary



Task 7: Prepare Final Plan

7.a Administrative Final Plan

The CDM Smith team will incorporate the comments from the public review process in its preparation of a Final Draft of the Citywide Transit and TDM Plans (Final Draft) for administrative review.

7.b Public Review Final Plan

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 as an addendum. The CDM Smith team will produce revisions to key graphics for the City Council meeting, but not a revised Final Draft. Based on the cumulative input and comments received at the Transportation Commission, Planning Board, and City Council meetings, the team will prepare the adopted Final Citywide Transit and TDM Plans.

The team will develop the 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). We will compile the comments and associated changes from the Transportation Commission, Planning Board, and City Council meetings.

7.c Transportation Commission/Planning Board/City Council meetings Round #5 (three total meetings)

The purpose of this round of meetings will be to review (Transportation Commission/Planning Board) and adopt (City Council) the Final Plans. The CDM Smith team will prepare meeting materials for three city meetings, including the transportation commission, Planning Board, and City Council. Meeting materials will include a PowerPoint presentation, handouts, and a copy of the project goals and objectives Memo.

7.d Final Draft

The CDM Smith 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.

Scope of Work Assumptions

- It is expected that all major work products/deliverables will go through no more than two review stages with the City of Alameda project team. For the purposes of this scope it is anticipated that the CDM Smith team will receive one consolidated set of comments from the City for each deliverable.
- It is assumed the team will provide all memoranda in electronic format for review (pdf or Microsoft Word). We do not anticipate providing any hard copies of any of the submission materials except as noted in the scope, exceptions include the Draft and Final Transit and TDM Plans.
- All submissions will be submitted either directly via email or if the files are too large they will be submitted by an appropriate file transfer site.
- The schedule will be based on substantial completion of the work products in 15 months. This scope of work includes time to complete any lose ends, final invoicing, etc., up to 18 months after notice to proceed.

Potential Cost Saving Measures and Budget Adjustments

- Transportation Commission/Planning Board/City Council meetings (Tasks 4.e, 5.f, 6.c, and 7c): Reduce the number of meetings attended by consultant team to one per round. CDM Smith team would still assist with meeting materials, but City Staff would be responsible for preparing meeting notes for meetings not attended by the consultant team.
  - *Budget savings: 34% reduction in cost for Tasks 4.e, 5.f, 6.c, and 7c (-$13,130).*
- Web Surveys (Tasks 4.b and 5.d): City Staff would conduct web survey analysis and summaries. CDM Smith team would still provide input on the initial questions and approach to the surveys.
  - *Budget savings: 63% reduction in cost for Tasks 4.b and 5.d (-$15,270)*
- Printouts of draft and final documents (Tasks 6.b, 7.b, and 7.d): City Staff would be responsible for printing copies of Draft and Final Plans. CDM Smith would provide print ready PDF document.
  - *Budget savings: 19% reduction in cost for Tasks 6.b, 7.b, and 7.d (-$5,620)*

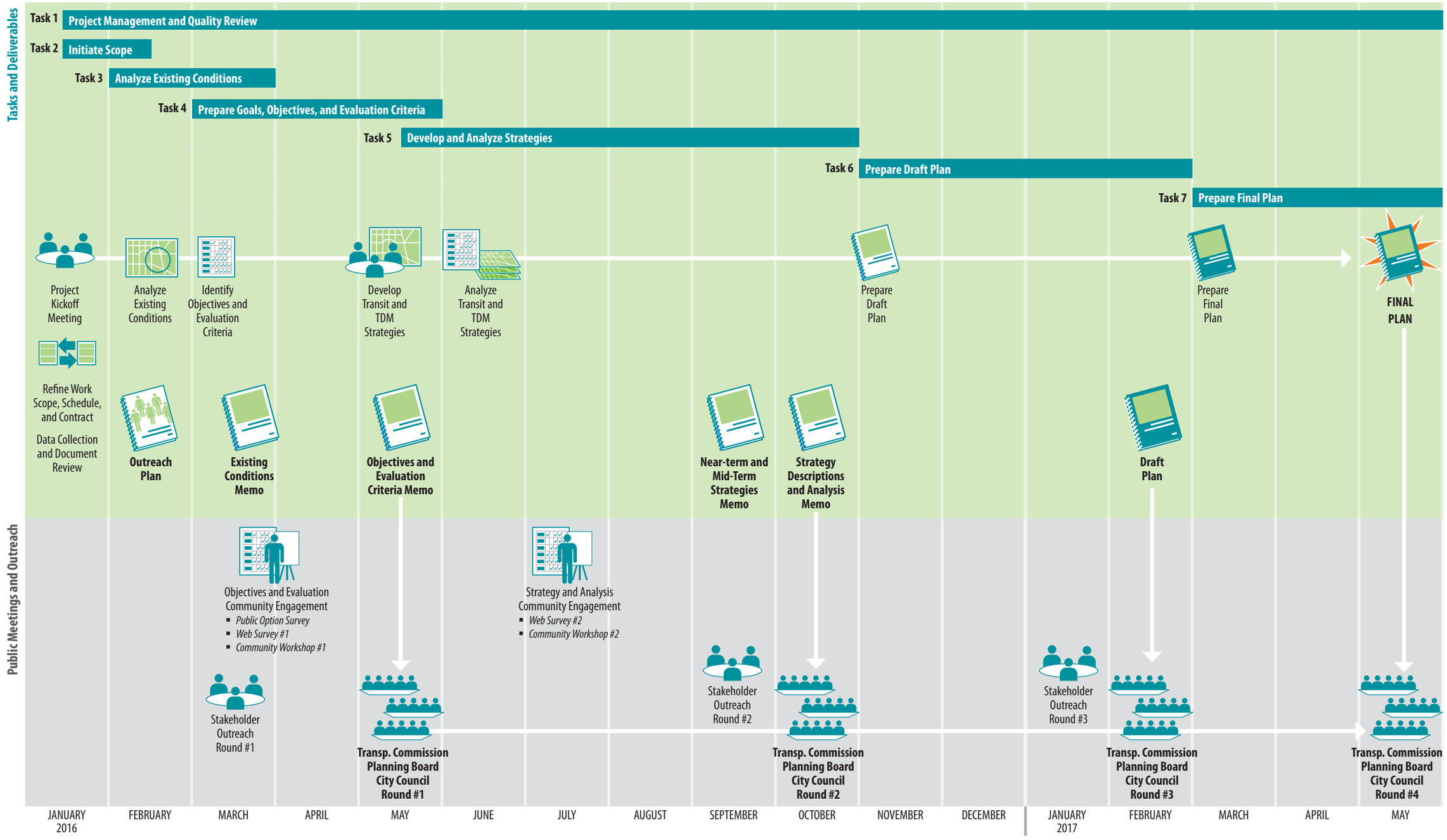
Schedule

The CDM Smith Team is committed to keeping the project on schedule. The schedule shows the project completed in a 16 month time frame. We lengthened the task to Develop and Analyze Strategies, and shortened the length of preparing and presenting the draft and final plans since we plan to have the structure of the plans in place and most of the content prepared within the previous tasks. We are open to adjustments and refinements to this schedule.

City of Alameda Transit and TDM Plans Summary Budget

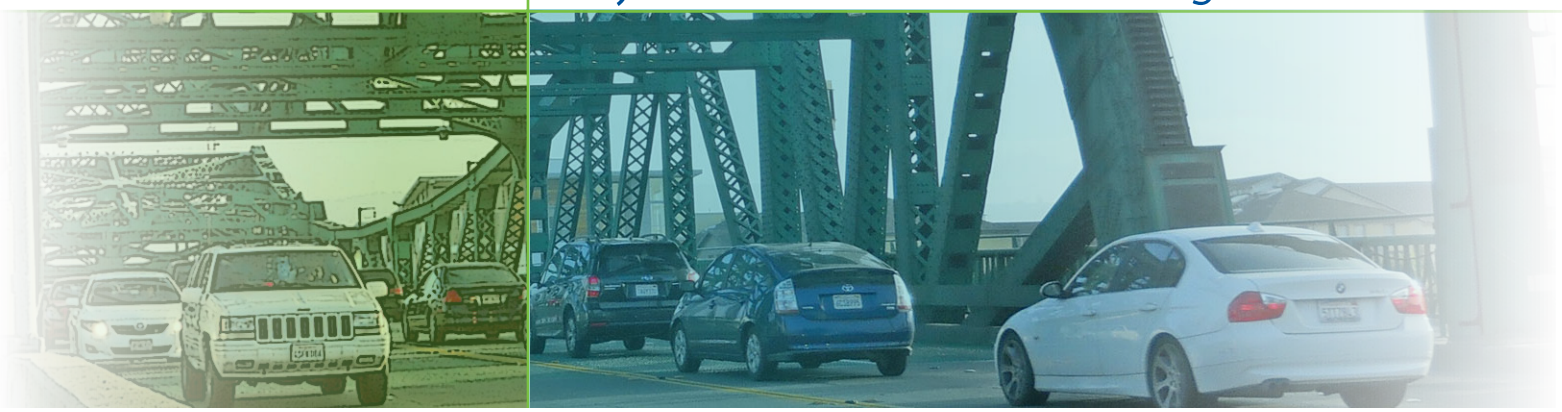
	CDM Smith				MIG				CC&G				John Atkinson				TOTAL BY TASK			
	Hours	Expense	Labor	Total	Hours	Expense	Labor	Total	Hours	Expense	Labor	Total	Hours	Expense	Labor	Total	Hours	Expense	Labor	TOTAL
Task 1 - Project Management and Quality Review																				
1.a - Ongoing Project Management and Coordination	74	-	$4,370	$13,089	10	-	$1,110	$1,221	-	-	-	-	10	-	$1,500	$1,650	94	-	$6,980	**$15,960**
1.b - Quality Control/Assurance	44	-	$3,391	$10,156	-	-	-	-	-	-	-	-	-	-	-	-	44	-	$3,391	**$10,156**
Task 2 - Initiate Project																				
2.a - Refine Work Scope, Schedule, and Contract	16	-	$1,073	$3,214	-	-	-	-	-	-	-	-	-	-	-	-	16	-	$1,073	**$3,214**
2.b - Data Collection and Document Review	58	-	$2,443	$7,318	-	-	-	-	-	-	-	-	-	-	-	-	58	-	$2,443	**$7,318**
2.c - Project Kick-off Meeting	12	$100	$788	$2,462	-	-	-	-	-	-	-	-	4	-	$600	$660	16	$100	$1,388	**$3,122**
Task 3 - Analyze Existing Conditions																				
3.a - Existing Conditions Memo	112	-	$5,944	$17,803	-	-	-	-	-	-	-	-	20	-	$3,000	$3,300	132	-	$8,944	**$21,103**
3.b - Stakeholder Outreach - Round #1 (3 Meetings)	52	$250	$2,849	$8,783	20	$175	$2,900	$3,365	-	-	-	-	8	-	$1,200	$1,320	80	$425	$6,949	**$13,468**
Task 4 - Prepare Goals, Objectives, and Evaluation Criteria																				
4.a-1 - Goals, Objectives and Evaluation Criteria Internal Study Session	24	-	$1,736	$5,201	-	-	-	-	-	-	-	-	10	-	$1,500	$1,650	34	-	$3,236	**$6,851**
4.a-1 - Public Opinion Survey	22	-	$1,297	$3,886	-	-	-	-	538	$1,900	$20,378	$24,316	-	-	-	-	560	$1,900	$21,675	**$28,201**
4.b - Web Survey #1 Goals, Objectives, and Evaluation Criteria	20	-	$1,082	$3,240	82	$100	$7,990	$8,889	-	-	-	-	-	-	-	-	102	$100	$9,072	**$12,129**
4.c - Project Goals, Objectives, and Evaluation Criteria Memo	64	-	$2,837	$8,499	-	-	-	-	-	-	-	-	24	-	$3,600	$3,960	88	-	$6,437	**$12,459**
4.d - Community Workshop Round #1	52	$200	$2,785	$8,542	48	$550	$5,595	$6,705	-	-	-	-	-	-	-	-	100	$750	$8,380	**$15,246**
4.e - Transportation Commission/Planning Board/City Council meetings Round #1 (max 3 meetings)	52	$250	$2,646	$8,176	-	-	-	-	-	-	-	-	-	-	-	-	52	$250	$2,646	**$8,176**
Task 5 - Develop and Analyze Strategies																				
5.a - Develop and Analyze Strategies	160	-	$8,091	$24,235	-	-	-	-	-	-	-	-	32	-	$4,800	$5,280	192	-	$12,891	**$29,515**
5.b - Strategy Descriptions and Analysis Memo	100	-	$5,139	$15,391	-	-	-	-	-	-	-	-	-	-	-	-	100	-	$5,139	**$15,391**
5.c - Stakeholder Outreach - Round #2 (max 3 Meetings)	52	$250	$2,849	$8,783	20	$150	$2,900	$3,340	-	-	-	-	8	-	$1,200	$1,320	80	$400	$6,949	**$13,443**
5.d - Web Survey #2	20	-	$1,082	$3,240	82	$100	$7,990	$8,889	-	-	-	-	-	-	-	-	102	$100	$9,072	**$12,129**
5.e - Community Workshop Round #2	52	$200	$2,785	$8,542	38	$550	$4,635	$5,649	-	-	-	-	-	-	-	-	90	$750	$7,420	**$14,190**
5.f - Transportation Commission/Planning Board/City Council meetings Round #2 (3 meetings)	52	$250	$2,646	$8,176	-	-	-	-	-	-	-	-	-	-	-	-	52	$250	$2,646	**$8,176**
Task 6 - Prepare Draft Plan																				
6.a - Administrative Draft	88	$500	$4,667	$14,478	-	-	-	-	-	-	-	-	16	-	$2,400	$2,640	104	$500	$7,067	**$17,118**
6.b - Public Review Draft	52	$1,000	$2,417	$8,238	-	-	-	-	-	-	-	-	-	-	-	-	52	$1,000	$2,417	**$8,238**
6.c - Stakeholder Outreach - Round #3 (max 3 meetings)	56	$250	$2,989	$9,203	-	-	-	-	-	-	-	-	8	-	$1,200	$1,320	64	$250	$4,189	**$10,523**
6.d - Transportation Commission/Planning Board/City Council meetings Round #3 (up to 3 meetings)	52	$250	$2,646	$8,176	-	-	-	-	-	-	-	-	-	-	-	-	52	$250	$2,646	**$8,176**
Task 7 - Prepare Final Plan																				
7.a - Administrative Draft	56	-	$2,633	$7,886	-	-	-	-	-	-	-	-	16	-	$2,400	$2,640	72	-	$5,033	**$10,526**
7.b - Public Review Draft	40	$2,000	$1,705	$7,108	-	-	-	-	-	-	-	-	-	-	-	-	40	$2,000	$1,705	**$7,108**
7.c - Transportation Commission/Planning Board/City Council meetings Round #4 (max 3 meetings)	52	$250	$2,646	$8,176	-	-	-	-	-	-	-	-	-	-	-	-	52	$250	$2,646	**$8,176**
7.d - Final Draft	60	$1,000	$2,482	$8,433	-	-	-	-	-	-	-	-	-	-	-	-	60	$1,000	$2,482	**$8,433**
			CDM Smith	**$240,433**			**MIG**	**$38,057**			**CC&G**	**$24,316**			**John Atkinson**	**$25,740**			**TOTAL**	**$328,546**
Optional Tasks																				
Task 4.a-2 - Onboard Survey	12	-	$216	$648	-	-	-	-	252	$770	$10,889	$12,748	-	-	-	-	264	$770	$11,105	**$13,396**
Task 4.a-3 – Survey for Employers	48	$250	$2,353	$7,297	-	-	-	-	-	-	-	-	24	-	$3,600	$3,960	72	$250	$5,953	**$11,257**
Gray Bowen Scott (Roni Hattrup)																	40		$7,200	**$7,920**

City of Alameda Transit and TDM Plans Schedule



SECTION 5

Comments/Questions on the City Standard Consultant Agreement



SECTION 5

Comments/Questions on the City Standard Consultant Agreement

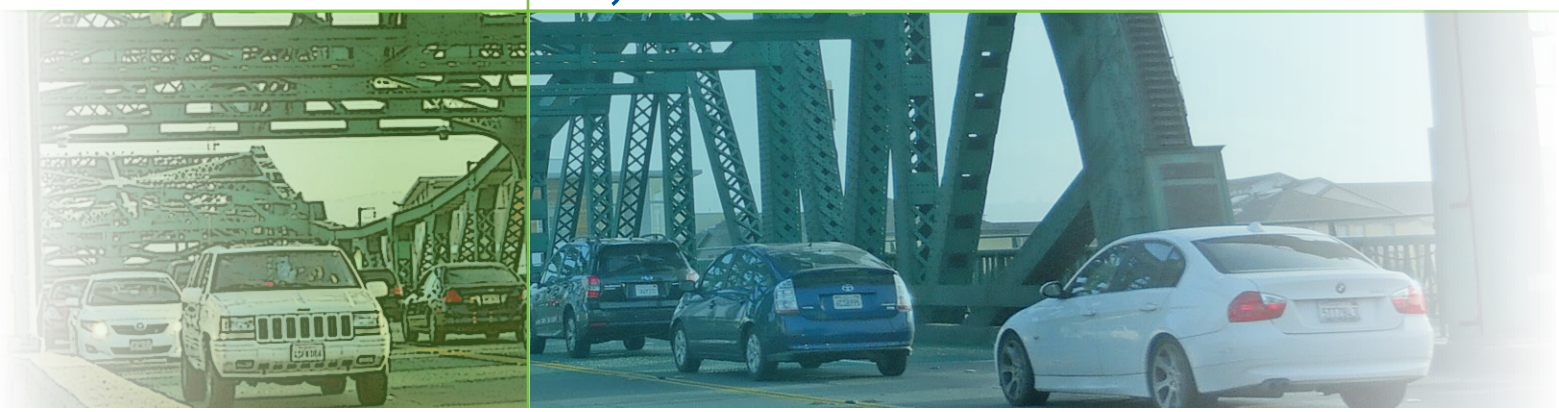
Our legal advisor has reviewed the sample contract and we request consideration of the following comments:

- **Section 4** – We prefer to delete "time is of the essence." It is not appropriate for professional services agreements since our performance depends on many outside factors, review and input from the city, review and approvals from regulatory agencies, and the like. (It is meant for real estate transactions and for construction projects.) It also improperly emphasizes speed over professionalism, when presumably the client wants us to be deliberate and careful rather than rushed. We have no problem of agreeing to work within a suitable schedule mutually agreed upon by both parties.
- **Section 9** – We recommend revising: "…arising from or in any manner connected to…" This is too broad, and will likely render our professional liability insurance unavailable, contrary to the desire and interest of the City. It should be limited to: "caused by." We should not be liable for damages that might be in some attenuated, tortured way "connected to," but not caused by, a negligent act or omission on our part.
- **Section 10** – Please delete "Such certificates, which do not limit Consultant's indemnification, shall also contain substantially the following statement: 'Should any of the above insurance covered by this certificate be canceled or coverage reduced before the expiration date thereof, the insurer affording coverage shall provide thirty (30) days' advance written notice to the City of Alameda by certified mail, Attention: Risk Manager.'" We should take exception to the requirement that policies be endorsed to provide 30 days' notice of cancellation to the client. Instead, we would agree that CDM Smith will notify the City in the event we receive any notice of cancellation.
- **Section 15** – Please insert: "Notwithstanding any other provision of this Agreement to the contrary, Consultant shall retain its rights in its pre-existing standard drawing details, designs, specifications, databases, computer software, proprietary information, documents, templates, and any other property owned by Consultant on the date of this Agreement or developed outside of this Agreement."
- **Section 18** – A two-day cure period is extremely short. We recommend at least seven (7) days to cure a default.
- **Section 19** – We recommend deleting this section. CDM Smith prefers to follow the American Rule, which provides that each party to the dispute will remain responsible for its own attorneys' fees and costs.
- **Section 21** – We request that the last sentence, which limits the venue to state courts only, be expanded to say "…shall be filed in a State or Federal court of competent jurisdiction in the County of Alameda, State of California."

We would be happy to discuss these requests further to work out revisions that are suitable.

APPENDIX A

Key Staff Resumes



Brian D. Soland, AICP

Project Manager/Transit Planning/TDM Planning

Mr. Soland has been managing transportation and urban planning projects for more than 10 years. His most recent experience includes identifying transit improvements and transportation demand management (TDM) measures for the City of Mountain View and conducting conceptual street design and analysis for bus rapid transit (BRT) in the cities of Chicago, Seattle, and San Jose. Mr. Soland brings special expertise in developing alternatives analyses for optimizing transit routes, developing guidelines and streetscape design for complete streets, station area access and wayfinding, and collaborating with stakeholders and residents to identify transportation improvements. His land use planning and urban design experience includes developing general plans, zoning codes, specific plans, and transportation oriented development plans. Additionally, Mr. Soland has expertise in completing projects with a focus on implementation, leading project teams to produce high-quality reports and graphics, and producing work that is data-driven with sound technical analyses utilizing visualizations and GIS to conduct spatial and quantitative analysis.

Task Manager, Roosevelt to Downtown High Capacity Transit, Seattle Department of Transportation, Seattle, Washington. Mr. Soland is leading the street design alternatives selection and analysis of the development of BRT between the Northgate Transit Center and Downtown Seattle. He has also performed analysis necessary to support the purpose and need for the project and completed the existing conditions analysis report.

Task Manager, Bay Area Managed Lanes Implementation Plan, Metropolitan Transportation Commission (MTC), San Francisco Bay Area, California. Mr. Soland is managing the planning and collaboration related to express bus access and usage of managed lanes. This involves working closely with MTC staff and the staff of multiple transit providers throughout the region to identify more effective and efficient express bus service on Bay Area freeways.

Deputy Project Manager, Emeryville, Berkeley, Oakland Transit Study (EBOTS), Alameda County, California. CDM Smith is working with the City of Emeryville to analyze future visions for transit in Emeryville, West Berkeley, and West Oakland. Working with transit agencies, neighboring cities, community groups, and the public, the study models transit demand, analyzes gaps, compares modes and institutional structures, and plans for transit-supportive development. Mr. Soland serves as the deputy project manager, preparing reports, conducting technical advisory committee meetings, and identifying potential transportation improvements.

Transit Planner and Project Manager, Bay Area Rapid Transit (BART) Oakland Airport Connector Title VI Study, Oakland, California. CDM Smith is conducting Title VI analysis of Oakland Airport Connector new service and fare, providing an evaluation of how the project may affect low-income and minority populations. Mr. Soland is conducting Title VI analysis and GIS modelling, preparing reports, overseeing outreach activities, and working closely with staff from BART's Legal and Civil Rights departments.

Transit Planner, Transit System Redesign, Tri-Delta Transit, Antioch, California. CDM Smith is evaluating and redesigning the current bus system in order to provide a more convenient transit service to current riders, attract new transit riders, and address

Education

MCRP - City and Regional Planning, California State Polytechnic University, California, USA, 2006

B.A. - Geography, California State University, California, USA, 2002

Certification

American Institute of Certified Planners, 2011

Associations

American Planning Association

continued growth and related traffic congestion in the area. Mr. Soland is supporting tasks such as outreach, market segmentation analysis, current performance analysis, alternative development and cost evaluation, and Title VI assessment.

Task Manager, Mountain View Shoreline Transportation Study, Mountain View, California. CDM Smith worked with the City of Mountain View to develop transportation measures, transit improvements and TDM strategies designed to reduce reliance on the single occupancy vehicle, encourage use of alternative travel modes, and manage the total demand for travel for the Shoreline area. Mr. Soland identified multimodal transportation improvements, prepared reports, and conducted mode shift analysis.

Project Manager, eBART Environmental Justice Analysis, BART, Bay Area, California. Mr. Soland is leading the development of Environmental Justice Analysis for the proposed eBART extension project. The analysis will satisfy Title VI of the Civil Rights Act of 1964 and compares how the project's fare structure and operating plan may affect low-income and minority populations in Eastern Contra Costa County.

Transit Planner, San Mateo County Transit Authority Strategic Plan, San Carlos, California. CDM Smith is updating the Measure A Strategic Plan to govern project selection and funding in the county for the next five years. The process will incorporate extensive stakeholder outreach, demographic, and travel trend analysis. The Plan will include an updated funding plan and project prioritization procedures.

Transportation Planner, MTC Regional Transit Hub Review, San Francisco Bay Area, California. Mr. Soland provided transportation planning service to this follow-up to the Transit Connectivity Study. CDM Smith evaluated all 24 regional transit hubs with a focus on wayfinding, customer information, and real-time signage. These components of connectivity were identified during market research conducted for the 2006 Connectivity Plan to be critical needs for transit connectivity.

Project Planner, Stevens Creek BRT Planning and Design, Santa Clara County Transportation Authority, Cupertino, California. The project involves a nine mile long corridor extending west of Downtown San Jose to De Anza College. Mr. Soland is supporting the planning and design of the BRT facilities which will include median transit lanes and stations, mixed flow operations with transit priority, and a section of an innovative bi-directional single transit lane operation.

Transportation Planner, Ashland Avenue BRT Planning/Environmental, Chicago, Illinois. The Chicago Transit Authority is developing median running BRT on Ashland Avenue. Mr. Soland is assisting with the BRT concept development, alternatives analysis, land use and demographic analysis, and GIS mapping. This project analyzed BRT service plans in a 21-mile corridor to serve regional destinations, spur redevelopment, and increase mobility options.

Other relevant projects include:

- Project Planner, Dumbarton Rail Corridor Project, San Mateo County, California
- Project Manager, Oakland Airport Connector Bicycle Detour Assessment, California
- Deputy Project Manager, Las Vegas Complete Streets, Las Vegas, Nevada
- Project Manager, Community-Based Transportation Plans, San Mateo Transit District, San Mateo County, California
- Project Planner, Short Range Transit Plan, Napa County, California

William (Bill) Hurrell, P.E.

Principal-in-Charge / TDM Planning

Mr. Hurrell has more than 40 years of transportation planning and engineering experience. His broad transportation planning background includes bus transit and bus rapid transit, rail transit, high-occupancy vehicle lane systems, and traffic engineering projects. He specializes in multimodal transportation planning, including high-level assignments on rail and bus transit projects, corridor alternatives analyses, and environmental impact report and environmental impact statement efforts. He has extensive experience in the area of travel demand management (TDM), having developed plans for Mission Bay in San Francisco, the Pleasant Hill BART Station Area, and for a number of major Bay Area employers. In addition, Mr. Hurrell is an industry expert in parking management and its relation to TDM. His parking expertise includes supply and demand analysis, parking operations and management, financial and physical feasibility, special activity parking studies, and comprehensive parking management studies.

Project Director, Emeryville, Berkeley, Oakland Transit Study (EBOTS), Alameda County, California. Mr. Hurrell directed this project for CDM Smith, working with the City of Emeryville to explore future visions for the West Oakland-Emeryville-West Berkeley-corridor in terms of transit and land use to provide a transit–pedestrian–bicycling oriented environment for people to work, live, shop, and play. The study resulted in a three-tiered program of recommended transit improvements, of which the first tier projects are now moving towards implementation.

Project Manager, Shoreline Transportation Study, Mountain View, California. The City of Mountain View is in the heart of California's famed "Silicon Valley." The Shoreline area of the city is home to several high-tech industry giants such as Google, Microsoft, Linkedin, and Intel. Significant growth is planned for this area, but the existing highway infrastructure is at capacity, and future highway expansion is unlikely and largely undesirable. Mr. Hurrell's led the preparation of a transportation strategy that emphasizes transit improvements, parking management, pedestrian and bicycle systems, complete streets, and intelligent transportations systems (ITS) as the means to address the transportation needs of the area. The study considered innovative transportation solutions including car and bike sharing systems, personal rapid transit technologies, and travel reduction programs. His team worked with a stakeholders committee representing all public and private interests in the project. The results of the study were used to implement a precise plan for the area, which defines the land use and transportation initiatives which will be used to fulfill the city's planning and environmental objectives.

Project Director, San Diego Association of Governments First Mile-Last Mile Study, San Diego, California. CDM Smith prepared a study of first mile–last mile transportation options for two key transit hubs. One hub was a light rail station in a low income area and the other was a bus transit center in a suburban business park. Multimodal transportation solutions were developed for both hubs, and an implementation plan was developed under Mr. Hurrell's direction.

Project Director, goBerkeley Value Priced Parking Study, Berkeley, California. CDM Smith is working with the City and project stakeholders in development of the demand-responsive parking pricing pilot program for three commercial districts. The project also includes development of related parking policies, and completing the Federal Highway

Education

M.S. - Civil Engineering, University of California - Berkeley, CA, USA, 1973

B.S. - Mechanical Engineering, University of California - San Diego, CA, USA, 1972

Registration

Professional Civil Engineer: California (1976), Washington, Idaho

Associations

Institute of Transportation Engineers

American Society of Civil Engineers

California Public Parking Association

Institutional and Municipal Parking Congress

Women's Transportation Seminar

San Francisco Planning and Urban Research Association

International Parking Institute for IMPC

California Public Parking Association, Board of Directors member

Administration-required Systems Engineering Management Plan for ITS projects. Efforts include extensive outreach, development of three pilot studies, and the associated data collection plan, as well as assistance with the procurement of needed equipment and implementation of the studies. The project is designed to use parking pricing and supply management as a way to increase transit use and fund transit improvements.

Project Manager, Mission Bay Transportation and TDM Plan, San Francisco, California. Mr. Hurrell led the development of the transportation plan for the Mission Bay development project. The plan included a comprehensive transit element with new light rail and bus transit services. It also included a TDM plan that recommended formation of the Mission Bay Transportation Management Association. A cornerstone of the TDM program was a land use-based parking management plan which regulates how much parking can be provided in the 400 acre development area. The parking supply was purposely constrained to assure that the transit and TDM mode shared goals would be satisfied.

Project Director, West Berkeley Circulation Study, Berkeley, California. The City of Berkeley developed a transportation plan to address the planned transitional development of the once industrial West Berkeley area. Mr. Hurrell directed the project which was guided by a 30-person steering committee. The resulting plan included a transit element and a TDM plan to address first mile-last mile connections to the regional transit network. It also included complete streets and pedestrian/bicycle network improvements.

Project Manager, TDM Plans for Major Employers, California. Mr. Hurrell has developed TDM Plans for major organizations, including Genentech, Alta Bates Hospital, Children's Hospital in Oakland and San Francisco, Chiron in Emeryville, Aerojet General in Folsom, Mercy Hospital in Sacramento, U.C. Berkeley, U.C. Davis and San Diego State University.

Project Manager, Metropolitan Transportation (MTC) Commission Smart Growth Parking Policy Study, San Francisco Bay Area. This project focused on methods to assist communities of all types in addressing the issues which prevent the implementation of parking policies to support sustainable smart growth development. The study included case studies, research, and training. Mr. Hurrell managed the overall work efforts of the team.

Project Manager, MTC Transit Connectivity Study, San Francisco, California. This study evaluated and recommended improvements to connect patrons to transit at the beginning and end of their journey. CDM Smith focused on customers' perceptions, observations of patron behavior, and technology improvements for better trip planning. Mr. Hurrell organized the transit hub task force for each of five test sites and coordinated the customer market research efforts, which included focus groups and trip diaries. He also developed the Transit Connectivity Toolbox and Handbook, which was a key component of the project.

Project Director, Kaka'ako Waterfront Area Parking Study, Honolulu, Hawaii. CDM Smith developed a comprehensive, demand-based, shared-use, long-term parking solutions plan, which presented the opportunity to redevelop 700 acres of prime waterfront property adjacent to downtown Honolulu. The fact that much of the land was publicly owned resulted in an unusual level of flexibility in creating an integrated land use and transportation plan to guide development of the signature property. According to the business plan, at least 2,000 new parking spaces were required to support the new development. Mr. Hurrell served as the client's point of contact. He was responsible for coordinating the subcontractors, and performing the technical studies.

Camille Tsao, AICP

Transit Planning/Stakeholder Engagement and Outreach

Ms. Tsao is a senior project manager and planner who has worked in the transportation industry for nearly 20 years on a variety of projects and programs. She enjoys working with multidisciplinary teams on complex transportation problems and utilizes an organized and collaborative approach to problem-solving, while remaining focused on achieving results. Ms. Tsao's expertise includes strategic and long-range planning, coordinating with partner agencies, soliciting input from and working closely with stakeholders. She has served as project manager or planning task lead on multiple rail and transit projects in the planning and preliminary engineering phases, and has managed feasibility studies and alternatives analyses. Ms. Tsao has served as Secretary for the Transportation Research Board Committee on Intercity Passenger Rail (AR010) since 2009.

Senior Planner, Managed Lanes Implementation Plan, Metropolitan Transportation Commission, San Francisco Bay Area, California. Ms. Tsao is developing a conceptual plan for future regional express bus routes that would benefit from planned high-occupancy and/or express lanes in major San Francisco Bay Area commute corridors. The project team has worked with transit agencies throughout the Bay Area to identify improvements to existing services, identify capital needs, such as queue-jump lanes and park-and-ride facilities, and explore unmet demand for future express bus service.

Project Manager, SamTrans Strategic Plan 2014, San Mateo County Transit District, California. Ms. Tsao worked with executives, senior management, and staff to set priorities; gathered and analyzed data; developed goals and objectives; conducted focus groups; developed performance metrics and implementation strategies; facilitated working group meetings; authored sections of the plan; and oversaw the design and production of the plan. Development of the plan included extensive involvement with the Directors across the organization to ensure that the Strategic Plan (Plan) would represent a wide cross-section of interests, while also determining what the priorities of the organization should be. The Plan has been embraced by the new General Manager, action items from the Plan have been budgeted, and near-term recommendations are being implemented.

Project Manager, Shuttle Business Practices Implementation, San Mateo County Transportation Authority, California. Ms. Tsao coordinated a working group comprised of staff from the San Mateo County Transportation Authority, San Mateo County Transit District, City/County Association of Governments of San Mateo County, and Peninsula Traffic Congestion Relief Alliance to implement recommendations from the Shuttle Business Practices Plan. The group developed performance metrics for shuttles operating in the County and initiated a technical assistance program for cities seeking improved transit service or planning for shuttle service. The performance metrics and technical assistance program were developed to improve the call for shuttle projects process and assist cities with finding viable solutions for their transportation needs.

Project Manager, Balboa Park Station Circulation Study, San Francisco County Transportation Authority (SFCTA), California. Ms. Tsao was part of the project

Education

M.S. - Civil Engineering, University of California, Berkeley, 1999

Master of City Planning and Certificate of Urban Design - Massachusetts Institute of Technology, 1998

B.A. - Environmental Design, Minor in Landscape Design, University of California, Berkeley, 1993

Certifications

American Institute of Certified Planners (AICP) #024164

Associations

American Planning Association

Secretary of the Committee on Intercity Passenger Rail (AR010), TRB

Women's Transportation Seminar, former San Francisco Bay Area Chapter Vice President, former Annual Event Chair, and 2003 Member of the Year

management oversight team for the SFCTA who oversaw the consultant's work on the circulation study. Ms. Tsao facilitated discussions with transit operations and traffic operations staff from the San Francisco Municipal Transportation Agency. She also coordinated preparations for and made presentations to the Balboa Park Citizens Advisory Committee and District Supervisors and their staff.

Project Manager, Fourth and King Railyard Reduction/Removal Feasibility Assessment, Peninsula Corridor Joint Powers Board, San Francisco, California. The Fourth and King station is at the center of a major redevelopment area in San Francisco and functions as a hub for transit services. This study assessed the feasibility of reducing the footprint of/or removing the Caltrain Fourth and King Station in San Francisco to accommodate future station area development. Ms. Tsao facilitated stakeholder meetings with staff from regional transportation and planning agencies that had conflicting objectives. She managed the consultant team that defined the future operational requirements for the future electrified Caltrain fleet and storage needs, and developed multiple alternatives for consideration.

Deputy Project Manager/Planning Manager, Metrolink Antelope Valley Line Infrastructure Improvement Strategic Plan, Los Angeles County Metropolitan Transportation Authority, California. This study identified capital projects necessary to improve travel times and safety on the 75-mile Metrolink Antelope Valley Line, an existing commuter rail corridor with planned high-speed train service. Ms. Tsao maintained a high-level strategic focus for the study, and successfully managed completion of deliverables within a tight budget and schedule. Synthesized findings of the technical analyses into a comprehensive report with a preliminary cost-benefit analysis and a prioritization strategy.

Deputy Director, Caltrain 2025/Peninsula Rail Program, Peninsula Corridor Joint Powers Board, Bay Area, California. Ms. Tsao served as the Deputy Director of a modernization program for Caltrain and integration with proposed high-speed train service. She was the author of the waiver request accepted by the Federal Railroad Administration, which will allow Caltrain to operate non-conventional rapid transit equipment (electric multiple units) with its conventional trains. Ms. Tsao led a multidisciplinary team in engaging staff from more than 30 city/county and transportation agencies to develop, evaluate, and refine design alternatives in conjunction with the California High-Speed Train Project. She facilitated and presented information to stakeholders.

Other projects for which Ms. Tsao has served as Project Manager and/or Planning Task Lead include:

- Transit Oriented Development Opportunity Study, San Mateo County Transit District
- Bayview-Oakdale Caltrain Station Feasibility Study, San Francisco County Transportation Authority
- Dumbarton Rail Corridor Alternatives Analysis and Preliminary Engineering, San Mateo County Transit District
- Caltrain Strategic Plan 2004-2023 and Short-Range Transit Plan 2004-2013, Peninsula Corridor Joint Powers Board

Terri E. O'Connor, AICP

TDM Planning

Ms. O'Connor brings 17 years of experience as a civil/environmental engineer. As a project manager and senior transportation planner, she focuses primarily on parking demand and management studies, transit, and multimodal analysis. She has management duties for projects that have won state and national planning and engineering awards, including: Metropolitan Transportation Commission (MTC) Reforming Parking Policies to Support Smart Growth, the San Diego Affordable Housing Parking Study, and the Bay Fair BART Station Area Improvement Plan.

Deputy Project Manager, Shoreline Transportation Study, Mountain View, California. Ms. O'Connor analyzed how the full range of multimodal transportation policies and investments would affect the ability of the Shoreline area to accommodate the City's planned growth to achieve their General Plan objectives through transit and alternative modes. Her team developed and measured effectiveness of alternative strategies (transit improvements, parking management, bicycle/pedestrian improvements, ITS, and TDM).

Project Manager, goBerkeley Value Priced Parking Study, Berkeley, California. Ms. O'Connor worked with the City of Berkeley and project stakeholders in planning the demand-responsive parking pricing pilot program for three commercial districts. These efforts include extensive outreach, developing the pilot and data collection plan, and implementing the studies.

Project Manager, MTC Value Priced Parking (VPP) Project, Oakland, California. Ms. O'Connor is managing a regional policy analysis and development of a local jurisdiction toolbox. The goal is to establish a regional database framework to organize/access parking data; collect and integrate data into the framework; build/use land use/transportation models to evaluate alternatives to regional parking pricing; and analytical tools.

Project Manager, Downtown Parking Management Study, San Mateo, California. Ms. O'Connor conducted a comprehensive operational and programmatic review of San Mateo's parking program. This included a detailed understanding of existing and future parking conditions, financial review and analysis, and detailed review of operations, codes and policies, and technology evaluation, as well as stakeholder outreach.

Project Manager, Downtown Parking Management Study, Redwood City, California. Ms. O'Connor managed an extensive analysis of parking occupancies, durations, and permit-holder behavior, and proposed parking management solutions and recommendations based on upcoming development. Her team developed a parking management plan and implementation strategy and is currently assisting staff with the implementation of the plan.

Project Manager, Downtown Specific Plan, City of Burlingame, California. Ms. O'Connor reviewed and assessed existing traffic, parking, and non-motorized (bike and pedestrian) transportation conditions and studied circulation effects of the community's preferred alternatives.

Project Manager, Downtown Parking Study, Mountain View, California. Ms. O'Connor prepared a comprehensive analysis of current parking issues and opportunities as well as a parking management strategy to help the city meet its current and future needs. The study involved a comprehensive evaluation of public parking downtown and in the

Education

M.S. - Civil Engineering and City Planning, University of California, Berkeley, California, 2006

M.E.M. - Engineering Management, Dartmouth College, Hanover, New Hampshire, 2000

B.S. - Civil and Environmental Engineering, Northeastern University, Boston, Massachusetts, 1995

Registration

American Institute of Certified Planners, #022736

Engineer in Training: Massachusetts, #16008

Publications

Willson, Richard, Terri O'Connor and Samir Hajjiri. "Parking Utilization in Affordable Housing: Results from San Diego, California." 91st Annual Meeting of the TRB, 2012.

O'Connor, Terri. "Developing Parking Policies to Support Smart Growth in Local Jurisdictions: Best Practices." Prepared for Metropolitan Transportation Commission, 2007.

surrounding residential neighborhoods. Study tasks included detailed data collection to asses existing conditions and model future parking demand, an assessment of costs and revenues including an accounting of current finances, a review of the city's parking maintenance assessment district, a projection of cost and income streams associated with new management practices, and an evaluation of potential sites for new parking resources. Additional tasks included a best practice case studies analysis and extensive community outreach to the community via stakeholder meetings, on-line and intercept surveys.

Transportation Planner, Downtown Transportation Study, Fresno, California. Ms. O'Connor was the transportation planner on this study that addressed access, circulation, multimodal integration, pedestrian safety, traffic calming, parking, and wayfinding policies. Prior study area planning efforts were considered in the implementation strategies for improvements.

Project Manager, San Diego Association of Governments First Mile-Last Mile Study, San Diego, California CDM Smith developed first-mile last mile solutions for two selected pilot stations. This began with the summary of station characteristics, features and opportunities. Sketch plans for each station were developed to determine how the candidate pilot projects would reduce barriers to transit access/use and integrate into existing transit systems. Benefit/cost analyses were developed for each pilot station for use in making a final recommendation.

Project Manager, MTC Smart Parking Training, San Francisco Bay Area, California. Ms. O'Connor developed a training program for MTC's regional parking reform campaign. Efforts included a survey to assess the current state of parking policies and the level of knowledge within local Bay Area jurisdictions. Her team conducted parking fundamentals class sessions to increase the level of knowledge and to provide parking education. Advanced planning labs were further customized and presented as training sessions for selected jurisdictions.

Deputy Project Manager, Stevens Creek Bus Rapid Transit (BRT), Planning and Conceptual Engineering, Santa Clara Valley Transit Authority (VTA), California. CDM Smith is working with VTA on the planning and conceptual engineering of BRT on the Stevens Creek Corridor. The goal of the BRT project is to develop the infrastructure and operational improvements needed to advance implementation of a convenient, fast, and reliable bus service, minimizing the impacts of congestion on bus operations, and enhance the accessibility of the land uses that give the Stevens Creek corridor its distinctive character.

Assistant Project Manager, eBART AA EIR/EIS Phase III, Bay Area Rapid Transit District, California. Ms. O'Connor is helping manage a large, multidisciplinary team to develop an environmental impact report (EIR) document, and to conduct the transportation planning technical work required to support the ridership development plan and the EIR. Ms. O'Connor assisted with scoping of alternatives, defining evaluation criteria, ridership forecasting, alternatives screening and evaluation, plus development of operating and maintenance cost estimates.

Project Manager, Affordable Housing Parking Study, San Diego, California. Ms. O'Connor is managing the exploration of innovative parking regulations to encourage well-designed projects and maximize living space. CDM Smith's goal was to develop a regulatory framework that tailored parking requirements for affordable housing projects sensitive to their context and other key factors that determines parking demand (land use diversity, transit accessibility) and increases the use of alternative modes of transportation.

John E. Atkinson, TDM Planning

Transportation Consultant, San Francisco, CA 1996 - Present

- Mr. Atkinson works independently and with consulting groups to design, implement, and analyze comprehensive transit and transportation demand management (TDM) programs.
- He creates and expands Transportation Management Associations (TMA) including financial, political, and operational aspects; Board development; private and public sector stakeholder participation and consensus.
- Mr. Atkinson develops shuttle and transit programs and plans including access and safety issues, route and schedule planning, operating specifications, personnel scheduling, grant writing, program marketing, agency interaction, surveys, reports, project administration, project management, board and stakeholder development, and expansion. He plans, develops and implements bicycle and pedestrian strategies, employee and employer commuter benefit packages, guaranteed ride home, and car and vanpool programs.
- He works and interacts with municipalities (Berkeley, Alameda, Oakland and others), private sector businesses, public agencies, and transit districts.

CURRENT PROJECTS

Program Coordinator, West Alameda Transportation Demand Management Association. Working with the City of Alameda, private sector developers and companies, transit agencies, legal counsel, and state and federal agencies, formed the non-profit (501C6) transportation management association. The TMA provides information and transportation options to residents, employees and visitors of the Alameda Landing (AL) development site. Mr. Atkinson designed and implemented a daily commute shuttle between BART and AL; created informational website and marketing materials for TMA programs; initiated Guaranteed Ride Program and commuter benefits programs for AL employers/employees; created Board of Directors; drafted and enacted sustainable operations budget; planned and maintain marketing plan for TMA programs. He works with City staff and management, Board of Supervisors, Transportation Commission, Planning Board, Mayor, and City Manager; works closely with other private and public sector stakeholders, including: AC Transit, College of Alameda, Catellus, Bike/Walk Alameda, Target, and others. Based on success of the TMA and its programs, now working with City and other developers on expansion of the TMA to proposed and entitled development sites along the Alameda Northern Waterfront and Alameda Point.

Project Manager, Regional Access Improvement Project. Mr. Atkinson directs and coordinates a FTA grant to improve access to-and-from the City of Alameda to BART stations. He works with the public sector (BART, City of Alameda, AC Transit, WETA, City of Oakland) and private sector transportation consultants to plan and implement a series of transit and TDM improvements including: access issues, proposals for shuttle operations, park and ride lots, dedicated transit lanes, review of ferry locations and services, increased cooperation, and coordination between agencies and cities that share corridors and transit services. Assisted City staff and management in planning and implementing the Alameda Estuary Crossing Shuttle (2011), including: grant writing, route and schedule design, selection of operator, marketing, stakeholder development, on-going project monitoring and analysis, staff reports, and oversaw daily shuttle operations and proposed service expansion.

RECENT PROJECTS

Transportation Consultant, Bay Area Rapid Transit District (BART), 2008-2013. Served as private in-house consultant to BART for TDM and shuttle issues, including outreach and interaction with private and public shuttle and transit providers on operations, safety and access issues. Assisted various TMAs with TDM expertise and program expansion. Facilitated communications and coordination within various BART departments on TDM access strategies and solutions. Assisted in the formation of intermodal shuttle programs serving various BART stations. Assisted transit and shuttle operators with BART station issues including signage and curb access. Worked with BART Real Estate and Transit Oriented Development (TOD) department, taxis, transit agencies, and shuttle operators to implement short- and long-term shuttle and access solutions at stations impacted by TOD construction projects.

Transportation Consultant, Alameda Naval Air Station (NAS), 2004-2011. Assisted both the public sector (City of Alameda) and private sector developers (Catellus, ProLogis, SunCal) in the drafting and approval of a wide-ranging, multi-year transportation and transit plan for future development at the Alameda NAS. Conducted multiple mass transit studies, private intermodal shuttle feasibility and fiscal reports (including water shuttles), drafted broad TDM measures, worked with AC Transit and BART on possible service expansion/options, and drafted and presented TDM plan at meetings of the Planning and Transportation committees.

Director, Berkeley Gateway Transportation Management Association, 1995-2010. Worked with West Berkeley businesses to reduce use of single occupant vehicles by employees. Managed and directed all aspects of daily intermodal commuter shuttle service between West Berkeley and BART stations. Provided TDM services to TMA members including: marketing and public awareness campaigns, employee transportation surveys, implementation of local and county TDM programs including car and vanpool services, on-site transit ticket sales, pedestrian and bicycle programs, and Guaranteed Ride Home program. Expanded the yearly budget, as well as facilitated Board of Directors, private, and public sector participation in the TMA and its TDM programs.

PAST WORK EXPERIENCE

TDM Transportation Consultant, Kaiser Permanente (KP), 2005-2009. Administered comprehensive TDM plan at KP Oakland and Richmond Medical Centers, including employee surveys, intermodal shuttle operations, Commuter Check and Commuter Choice, carpool, bicycle, and walking, Guaranteed Ride Home, marketing and public awareness programs. Liaison between KP Oakland and City of Oakland on transportation issues. Based on success of the program, provided TDM services at other KP sites including Hayward, Santa Clara and Fremont.

Project Manager, Berkeley Electric Shuttle Transit (BEST), 1995-2000. Directed all aspects of this unique public-private electric shuttle demonstration project. Served in the role of a hands-on General Operator. Interacted with City of Berkeley mayor, council and staff, county and regional transportation and governmental agencies. Increased private sector donations and participation. Worked with AC Transit and BART on intermodal coordination and agency cooperation. Designed, planned and implemented routes and schedules for efficient intermodal shuttle operations. Increased ridership 200%. Expanded operations to include charter services. Administered 1.2 million dollars in initial funding grants through the Bay Area Air Quality Management District and the California Energy Commission.

Fabian Gallardo

Transit Planning

Mr. Gallardo brings nearly five years of transportation planning experience. Recent experience includes working at the Ventura County Transportation Commission and the San Francisco Municipal Transportation Agency where he focused on quantitative data analysis, community outreach, GIS mapping, and government compliance. Additionally, Mr. Gallardo has expertise in performing outreach to underserved communities, conducting transit equity studies, and performing active transportation analysis. He is fluent in Spanish and has prior experience in analyzing general plan updates for California Environmental Quality Act (CEQA)/National Environmental Policy Act (NEPA) environmental compliance.

Transportation Planner, Metropolitan Transportation Commission (MTC) Parking Pricing Regional Analysis, Oakland, California. Mr. Gallardo created GIS graphics, provided analysis, and managed the project website for the 25 location parking project. Working with MTC staff and other CDM Smith team members, Mr. Gallardo worked to create easy to understand graphics, deliver a cohesive and detailed report highlighting best practices and a detailed examination of existing conditions at 25 priority development areas around the Bay Area, and create an inviting website that provides users with more than just text, but with visually informative maps and downloadable content.

Transportation Planner, General Plan Update, Wasco, California. Working with city and county staff, Mr. Gallardo conducted a transit equity analysis for the greater Wasco area. He examined existing and proposed transit services connecting the city with the nearby Bakersfield metropolitan area and analyzed it in juxtaposition of Census data (race, income, age, and gender) and transit information from two separate providers. After an analysis examining access to transit services, Mr. Gallardo prepared a detailed report summarizing findings and recommendations on improving access for Wasco residents. Deliverables included: GIS files, proposed route service changes to regional transit services, proposed capital improvements, and specified funding sources for both capital and service improvements.

Graduate Research Assistant, Environmental Impact Report (EIR), San Juan Bautista, California. Mr. Gallardo collaborated with a group of graduate assistants at California Polytechnic State University, San Luis Obispo to prepare the EIR for the City of San Juan Bautista's 2035 General Plan. He coordinated the production of the entire EIR and specifically focused on the CEQA/NEPA analysis for air quality.

Acting Emergency Transportation Planning Coordinator, San Francisco Municipal Transportation Agency (SFMTA), California. Mr. Gallardo created city-wide emergency evacuation route maps to assist the agency during a major emergency such as an earthquake, tsunami, or terrorist attack. He collaborated with UC Berkeley's Seismological Laboratory to analyze underground train speeds and regional seismic activity in an effort to better gauge the need and benefits of an early warning earthquake alert system. He also created the SFMTA Emergency Management website using Google Sites; the final product is a full-scale network communication portal. Mr. Gallardo interviewed industry vendors

Education

MCRP - City & Regional Planning & MS Engineering, California State Polytechnic University, San Luis Obispo, 2015

B.A. - Environmental Studies, University of California, Santa Barbara, 2011

Certifications

Incident Command System-100,200,300

Associations

American Planning Association

Institute of Transportation Engineers

for potential procurement of a chemical attack detection system for the SFMTA subway system, as well as an early alert and warning system. He conducted qualitative cost-benefit analyses on both projects. He also monitored social media for situation awareness during two citywide civil demonstrations, and performed a federally required 2014 Transportation Security Operation Center update to examine system-wide areas of vulnerability, and then made recommendations for improvement.

Graduate Research Assistant, Bicycle/Pedestrian Plan, Concord, California. Mr. Gallardo collaborated with graduate researchers at California Polytechnic State University, San Luis Obispo to conduct a Complete Street Study for the City of Concord, focused on non-motorized access to the City's three BART stations. He identified key intersections and corridors, collected bicycle and pedestrian counts, proposed geometric design changes to intersections to improve pedestrian and active transportation mobility, and prepared a final report in collaboration with the City's planning staff.

Transit Specialist, VISTA On Board Survey and Title VI Transfer Fee Analysis, Ventura County Transportation Commission (VCTC), California. Mr. Gallardo developed VCTC policies by gathering information, soliciting public comment, and determining agency goals. He also assisted in the coordination, planning, and implementation of bus services and service modifications, including service changes and schedule modifications. Mr. Gallardo was responsible for reviewing proposed route modifications, preparing new schedules, and overseeing printing and distribution of new schedules. He researched and prepared technical reports, including the Title VI Transfer Fee Analysis, VISTA On-Board Survey, and Federal Transit Administration Quarterly Report. He served as a capital improvements grant writer, submitting two successful Job Access and Reverse Commute grant proposals, with funding surpassing $750,000.

Peter C. Martin, P.E.

Quality Oversight

Mr. Martin joined CDM Smith (formerly Wilbur Smith Associates) in 1970 and serves as a senior transportation engineer. As a project principal, he has completed more than 300 transportation planning and engineering studies, which typically involved complex transportation and land use interrelationships. Mr. Martin's experience encompasses projects across the globe including many transportation, transit, and multimodal planning projects. His experience includes transportation planning studies in Hong Kong, Korea, Indonesia, Philippines, China, Malaysia, Indonesia, Mexico, Canada, Russia, United Arab Emirates, Spain, Jordan, and Saudi Arabia.

Mr. Martin's public transit planning experience encompasses: route analysis; marketing; scheduling and operations strategies; and maintenance facility planning. Public transit modes addressed in these studies have included: commuter rail, metro heavy rail transit, light rail transit, vintage and modern streetcars, BRT, Rapid Ride (BRT lite), express bus, conventional bus, paratransit, ferry and people-movers. Mr. Martin served as a reviewer for Chapter 12 Public Transit of ITE's Transportation Planning Handbook update in 2015. His experience totals more than 80 transit service planning projects including:

- Emeryville-Berkeley-Oakland Transit Study (EBOTS)
- San Mateo Dumbarton Rail Corridor EIS/EIR
- San Pablo Avenue Corridor Bus Transit Improvement Plan
- AC Transit Corridors Assessment Study
- San Francisco Muni E Line Historic Street Car Extension EIS
- San Francisco MUNI Mission Bay Implementation Plan
- South Salt Lake County Light Rail Corridors Analysis
- San Francisco MUNI Mission Bay Implementation Plan
- UCSF Mission Bay Shuttle Bus and Parking Plan
- Honolulu Jitney, Premium Bus and Bus Priority Treatment
- Berkeley Ferry Terminal Access
- South San Francisco Ferry Access
- Vallejo Ferry Terminal Plan
- Jeddah Transportation Master Plan, Saudi Arabia
- Fresno Public Transportation Infrastructure Study (PTIS)

Mr. Martin assisted with the transportation planning of several new cities and also with several mega development projects along with a longlist of community and regional planning studies including:

- San Diego Independent Smart Growth Transit Plan Review
- West Berkeley Circulation Master Plan
- Vancouver Metrotown Transit Center
- Punggol Eco Town Sustainability Planning, Singapore
- Capacity Building for Sustainable Urban Transport Planning, India

Education

M.S. - Civil Engineering Transportation, Georgia Institute of Technology, 1971

B.S. - Civil Engineering, University of Connecticut, 1967

Registration

Professional Traffic Engineer: California, 1979

- Lake Merritt Better Streets Study
- West Sacramento Southport Development Transportation Plan
- San Francisco Northeast Waterfront Study Transportation
- Waikiki Transportation Improvement Plan
- Nuvali New Town Plan, Manila Region of Philippines
- San Francisco Center City Pedestrian and Goods Movement Study
- Shanghai Pedestrian and Bicycle Policy Study
- Fresno Downtown Transportation Plan
- Singapore Congestion Pricing Plan
- Honolulu Road Pricing Study
- San Francisco South of Market Area Strategic Analysis Report

Principal Investigator, Transportation Research Board. Mr. Martin has led several research efforts and has served on several expert oversight panels, including:

- TCRP Project D-09 Guidelines for Transit Vehicles on Streets and Highways, which served as primary input to the AASHTO's recently published (July 2014) Guidelines for Transit Vehicles on Highways and Streets
- TCRP Project H-42 An Exploration of Fixed Guideway Transit Investment Criteria
- TCRP Project H-52 A Guidebook for Planning Transit Park-and Ride Facilities
- TCRP 153 Guidelines for Improving Access to Public Transportation Stations
- TCRP 167 Report Project Making Effective Fixed Guideway Investment – Indicators for Success
- TCRP Synthesis Report 102 Integrating Passenger Ferry Services with Mass Transit
- NCHRP Project 08-96 Integration of Freight Considerations into Smart Growth Design
- NCHRP Project 15-47 Developing an Improved Highway Geometric Design Process

He also assisted TCRP with an update to their Transit Quality of Service Manual, which serves as the principal reference for transit planning in the United States. Mr. Martin is a Member of TRB's Bus Transit Committee and a supporting friend of TRB committees on: Transportation Issues in Major Cities; Transportation and Sustainability; and Pedestrians.

Publications and Presentations

- Martin P. Improving First Mile Pedestrian Access to Rail Stations (pending Journal of Public Transportation)
- Martin P. Transportation Planning for Rapidly Growing International Cities – Can we Do It Better? 2016 TRB annual Meeting
- Martin P. Xi'an China Metro Lessons Learned (pending 2016 TRB Annual Meeting)
- Martin P. and Kala B. Comprehensive Approach to Complete Streets Planning (2015 TRB Annual Meeting).
- Martin P. Land Use and Cost Efficiencies of Last Mile Shuttles and Structured Parking, presented at January 2014 TRB Annual Meeting.
- Martin P. Parking Versus TOD at Rail Stations – A Transit Agency Perspective, Transportation Research Record 2276 Journal of the Transportation Research Board, 2013.
- Martin P, TCRP Report 151 Guidelines for Implementing Bus on Shoulders 2012.

Justin C. Fox

Quality Oversight

Mr. Fox has more than 30 years of international transportation and industrial management experience. He has worked on numerous rail projects for CDM Smith, including yard and mainline capacity studies and financial and operational rail service feasibility studies. Mr. Fox came to CDM Smith from the Southern Pacific Railroad where he served in a variety of management capacities including Director of Strategic Planning. Currently, he works with private and public sector clients on rail economics and operational analysis issues. Mr. Fox specializes in interface with Class 1, regional and short line railroads.

Rail Task Team Member, Dumbarton Rail Corridor Environmental Impact Study/Environmental Impact Report, San Mateo County Transit District, California. Mr. Fox has developed the operating plan, including a capacity analysis, for the implementation of Dumbarton rail corridor service. The project is a reassessment of the potential opportunities and benefits which transit improvements in the Dumbarton corridor offer at both the local and regional scale. The study provides an updated description and assessment of the project alternatives which are consistent with regional and statewide transportation projects and specific recommendations for next steps for the corridor.

Project Manager, San Joaquin County Commuter Rail Extension Study, Sacramento, California. Mr. Fox served as project manager for this study that evaluated alternative routes for expansion of commuter rail services in Sacramento, San Joaquin, Stanislaus, and Merced counties. The study included ridership analysis and identification of capital projects required to support each alternative. The study was performed for the San Joaquin Regional Rail Commission.

Project Manager, Caltrain Strategic Plan, Bay Area, California. Mr. Fox managed this study that was presented to the Peninsula Commute Joint Powers Board. He led the development of a 20-year Strategic Plan and Short Range Transit Plan. The study included revision of goals and performance measures, development of long range strategies for Caltrain service growth, and an assessment of funding needs.

Project Manager, Sonoma-Marin Commuter Rail Implementation Plan, California. Mr. Fox managed the implementation plan prepared for the Sonoma County Transportation Authority. He led a multi-disciplinary team to assess feasibility of establishing commuter rail operations on a freight main line running through two suburban and rural counties north of San Francisco. The study evaluated suitability of conventional and self-propelled rolling stock, forecast ridership and revenues, and estimated capital and operating costs. The project included an environmental assessment. The implementation plan was accepted by the governing authority and Sonoma-Marin Area Rail Transit.

Project Manager, BART Contra Costa - Solano Rail Feasibility Study, California. Mr. Fox prepared an implementation plan to introduce augmented peak period commuter rail service in addition to existing daily Capitol Corridor trains between Solano and Contra Costa counties. The study included estimated ridership demand, revenue, and operating costs. Mr. Fox also developed preliminary capital costs estimates to support the service, including rolling stock, track and signal, and station improvements. He worked with Union Pacific (UP) to identify the necessary capital improvements.

Education

M.B.A. - Finance, New York University, 1981

B.A. - Journalism, University of Southern California, 1976

Associations

American Public Transportation Association

CDM Smith

Team Member, Capitol Corridor Capacity Analysis, Alameda and Santa Clara Counties, California. Mr. Fox performed site visits to UP trackage between Oakland and San Jose to determine physical plant constraints on additional passenger service over this portion of the Capitol Corridor. Other work included interviewing several UP operating officers regarding service plans in the near and long term for the track segment. The analysis supported the BART Capitol Corridor Business Plan.

Team Member, e-BART AA EIR, Contra Costa County, California. The project involved an Alternatives Analysis for different modes connecting Antioch, Brentwood, and Tracy with BART heavy rail in Pittsburg, including a diesel light rail service on the UP's Mococo Line; that line was being used only for railcar storage. Mr. Fox helped investigate how the trains could be linked with Altamont Commuter Express rail service in Tracy.

Project Manager, Point San Quentin Commuter Rail Extension, County of Marin, California. Mr. Fox managed this study which identified three routes to link the proposed Sonoma Marin Area Rail Transit terminus in downtown San Rafael with an envisioned Golden Gate Ferry terminal at Point San Quentin. The study assumed that the current correctional facility there will be relocated. The analysis included preliminary capital costs for the extension.

Project Manager, Caltrain Santa Clara Station, California. Mr. Fox was responsible for developing an analysis of a proposed pedestrian grade crossing at the Santa Clara station, envisioned as an interim means of access to a new center passenger platform serving multiple tracks used by Caltrain, Amtrak, Altamont Commuter Express, and the UP. The analysis was prepared for the Santa Clara Valley Transportation Authority.

Project Manager, National Cooperative Highway Research Program Report 773, A Capacity Analysis Guidebook for Shared-Use Passenger and Freight Rail Operations, Washington DC. Mr. Fox led the development of a guidebook for public sector sponsors of new passenger rail services to deal more effectively with freight railroads over whose track they seek to initiate and expand passenger rail services. Tasks include interviewing all public-sponsored rail operators, Class I railroads hosting passenger service, Amtrak, and the Federal Railroad Administration for their insights.

Project Manager, Intermodal Center Access Study, Houston-Galveston Area Council, Texas. The study investigated the feasibility of accessing the central U.S. Post Office site in downtown Houston, which had been proposed as a potential commuter rail terminal adjacent to the UP Terminal Subdivision Passenger Main. Routes include the UP Terminal Subdivision, a former Missouri–Kansas–Texas Railroad rail right-of-way, which is now a bike trail, and Interstate 10, among others. Mr. Fox managed stakeholder coordination and tasks that involved assessing costs as well as environmental, traffic, and environmental justice impacts.

Senior Rail Planner, Los Angeles – San Diego – San Luis Obispo Rail Corridor Strategic Assessment, Orange County Transportation Authority, Southern California. Mr. Fox was project manager for this study that defined options to enhance intercity and commuter passenger rail services with the goal of making the corridor easier for passengers to use. The assessment developed a 15-year vision for passenger train service on the corridor. His tasks involved extensive ridership and residential surveys of riders and residents to determine the important features needed. The study investigated potential institutional modifications to deliver the vision.

VERONICA “RONI” HATTRUP, TDM Planning

GRAY-BOWEN-SCOTT, 2010 - PRESENT

Roni Hattrup is a Program Manager with more than fifteen years of extensive agency management and project controls experience supporting various organizations in managing their transportation programs. Currently, Ms. Hattrup serves as the Executive Director for two non-profit transportation management associations (TMA’s) in the cities of Emeryville and Mountain View. The primary function of these organizations is to provide “first and last mile” transportation connections between their local mass transit facility to various locations throughout each respective City. In her role, Ms. Hattrup serves as the primary lead for each TMA, managing all aspects of the organization consistent with the requirements set forth in the organizations bylaws and administrative policies. Ms. Hattrup has also played a significant role in assisting the Board of Directors with identifying and implementing their goals and objectives for each organization, respectively.

Ms. Hattrup’s intimate knowledge of the process for implementation and management of shuttle operation services, paired with her excellent communication skills and strong ability to manage competing priorities, make her a valuable asset to the firm’s clients.

NOLTE ASSOCIATES, 2000 - 2010

Ms. Hattrup worked primarily with the Contra Costa Transportation Authority to assist with the implementation of projects and programs supported by the ½ cent sales tax measure. In her role, Ms. Hattrup served as a link between the Authority’s project and finance departments, particularly with her involvement in the annual and mid-year budget process. She also assisted in the development and update of the Strategic Plan for the sales tax measure as well as the development of various project monitoring and reporting tools, including project financial plans and quarterly project reports.

Other clients she has provided services for transportation programs and projects include the San Francisco County Transportation Authority, the Alameda County Congestion Management Agency, and the Transportation Authority of Marin.

In addition to her role as Project Administrator, Ms. Hattrup was the Office Manager of Nolte’s Walnut Creek office where she managed an administrative team of three and acted as the liaison between the Walnut Creek staff and Nolte’s corporate office.

TYPICAL RESPONSIBILITIES INCLUDE

- Serves as Gray Bowen Scott’s Project Manager for three (3) Transportation Management Associations (Emeryville, Mountain View and Berkeley Gateway).
- Development of regular Board reporting materials, including preparation of meeting agendas and staff reports, financial and performance reports and preparation of contracts and resolutions for Board consideration.
- Active participation in regular Board meetings.
- Daily management and oversight of the operations teams.
- Development of the annual operating budget for both organizations.
- Coordinating refinements to and maintenance of the websites for both organizations.
- Contract procurement activities including preparation of Requests for Proposals/Qualifications and contract boilerplate agreements, review of proposals, development of comparison matrixes and staff recommendations, coordination with bidders, participation on interview/selection panels, participate in contract negotiations and serves as the lead for contract implementation.

- Development and implementation of contract management tools including invoice review procedures, budget management worksheets and contract performance reports.
- Review monthly consultant and vendor invoices.
- Development of vendor purchase agreements, as needed.
- Development of shuttle operations oversight tools, including daily, weekly and monthly reporting templates.
- Establishment and enforcement of shuttle operation protocols, as needed.
- Development of short term and long term service plans and cost projections.
- Coordination with vendors and other transportation organizations to identify other TDM programs which could benefit the organization.
- Development of Annual Reports which define the organizations objectives, recent accomplishments, near term goals and foreseen challenges for distribution to the members of the organizations.
- Facilitate Board elections in accordance with the organizations bylaws.
- Participate in the preparation and review of the annual Audit.
- Development and implementation of fleet acquisition plans, including research and comparison of finance/lease options for vehicle acquisitions.
- Development and oversight of route and schedule revisions.
- Development of and participation in presentations to the City Council and members of the organization, as needed.
- Development and review of annual ridership surveys for shuttle services.
- Facilitate partnership with the City, particularly as it relates to the enforcement of shuttle funding participation.
- Coordination with the City and other public entities to identify and pursue grant funding opportunities for shuttle services.

MAJOR ACCOMPLISHMENTS

- Played a significant role in the start-up of the Mountain View Transportation Management Association, including development of the organizations administrative policies, development and management of the shuttle implementation work plan, procurement of consultants for various services including shuttle operations, development of transit funding agreements and preparation of the annual budget.
- Directed the implementation of the Mountain View Transportation Management Association's last mile shuttle service, MVgo, which launched in January 2015.
- Directed the successful transition of the Emery Go-Round shuttle operations team, including contract procurement and implementation and transfer of the fleet maintenance program.
- Developed the Emeryville TMA's fleet database and replacement plan.
- Developed agency processes for managing Board actions.
- Developed and maintained project financial plans to include updated cost and funding strategies for the Contra Costa Transportation Authority's multi-funded projects.
- Implemented best practices for Administration and Project Controls for the Contra Costa Transportation Authority and the Transportation Authority of Marin.
- Assisted in the Right of Way clearance phase of the State Route 4 Widening Project.

EDUCATION

Attended courses and workshops for MS Office and Adobe software Programs, 1995 - 1998, Diablo Valley College, Pleasant Hill, CA.

Joan Chaplick, AICP

STAKEHOLDER ENGAGEMENT AND OUTREACH

MIG, INC. - PRINCIPAL-IN-CHARGE

QUALIFICATIONS

Joan Chaplick brings more than 25 years of experience in public engagement, facilitation and collaborative planning. Ms. Chaplick has worked throughout California and the United States to design and facilitate outreach strategies at the state, city and local levels. She is skilled in a wide range of outreach tools, including research surveys, local grassroots events, intercept surveys, door-to-door canvassing, focus groups, outreach tool kits, walking and driving tours, travel diaries, online communications, social networking activities, multilingual outreach and interactive large scale events.

Ms. Chaplick currently manages the Caltrans On-Call Public Participation and Engagement Contract which provides a wide range of outreach services throughout the state. She previously managed this contract for Caltrans from 2006 – 2011. She also has extensive experience working with transportation agencies, including Alameda CTC, MTC, SamTrans and BART.

Currently, Ms. Chaplick is working with the City of Palo Alto to establish a Transportation Management Association that will serve downtown businesses. She facilitates the Steering Committee that was established to help create the TMA, and oversees outreach activities. She also advised on the creation of the mode-split survey that collected baseline data around downtown business employee travel habits and commute preferences. The Steering Committee includes representatives from Google, Palentir and Survey Monkey along with small local businesses and has afforded MIG the opportunity to explore a wide range of transportation demand management solutions ranging from ridesharing apps, a partnership with Lyft and services to improved shuttle operations.

In early 2015, Ms. Chaplick also conducted an innovative user study for SFMTA that applied psychographic research principles to help better understand transportation user needs and information preferences.

Ms. Chaplick also teaches a graduate level course, Public Participation in Planning and Design (LA 242/CYPlan 261) at UC Berkeley during the fall semester. This is the fourth year the class has been offered.

EDUCATION

- Master of Regional Planning, University of Pennsylvania, Philadelphia
- Bachelor of Science, Environmental Resource Management, Pennsylvania State University, University Park

RELEVANT EXPERIENCE

- Cap City Freeway Multi-Modal Mobility Improvements (Caltrans), *Sacramento, CA*
- SFMTA Psychographic Research on Travel Preferences, *San Francisco, CA*
- San Francisco Transportation Task Force Outreach, *San Francisco, California*
- Palo Alto TMA, *Palo Alto, CA*
- Emeryville, Berkeley and Oakland Transit Study, *Alameda County, California*
- SamTrans Public Outreach for Operational Analysis, *San Mateo County, California*
- Plan Bay Area Public Workshop Facilitation, Metropolitan Transportation Commission and Association of Bay Area Governments, *San Francisco Bay Area, California*
- Caltrans Public Participation and Engagement On-Call Contract, *Sacramento, California*
- Caltrans and Sacramento Area Council of Governments Environmental Justice Focus Groups, *Sacramento County, California*
- Caltrans California Transportation Plan and FSTIP Public Participation Plan, *Sacramento, California*
- Caltrans State Route 99 Community Safety and Enhancement Project, *Sacramento, California*
- BART Title VI Public Participation Plan, *Bay Area, California*
- BART LEP Factor 3 Outreach Project, BART, *California*
- Alameda Countywide Transportation Plan Update Public Outreach Process, *Alameda County, California*

Molly Cooney-Mesker

STAKEHOLDER ENGAGEMENT AND OUTREACH

MIG INC. - PROJECT ASSOCIATE

QUALIFICATIONS

Molly Cooney-Mesker has extensive experience developing effective outreach and communication strategies and toolkits to help clients meet their goals. Drawing from her experience in public relations and marketing, she creatively utilizes a variety of platforms to communicate complex issues and engage diverse audiences.

Currently, she plays a critical role in MIG's efforts to assist the City of Palo Alto with the creation of a Transportation Management Association that will serve downtown businesses. Ms. Cooney-Mesker assists with Steering Committee meetings, develops outreach materials and meeting collateral and manages the project website – www.paloaltotma.org.

Ms. Cooney-Mesker is providing stakeholder and outreach support to a multi-agency effort led by Caltrans to develop a truly multi-modal approach to improve mobility in the corridor. In this effort, Molly assists with the project team and technical working group meetings, develops and produces maps and outreach materials, provides meeting support and manages the project website (to be launched in 2016).

Ms. Cooney-Mesker has supported community visioning and comprehensive planning efforts for communities in California, Nebraska, Louisiana, Oregon and Alaska, where complete streets, regional transportation, flood planning and local economic development have been central issues. She has coordinated and designed comprehensive plans and toolkits for print production and leads smooth and efficient draft and revision processes.

EDUCATION

- Masters of Arts, Urban and Environmental Policy and Planning, Tufts University
- Bachelor of Arts, School of Journalism and Communications, minor in Environmental Studies, University of Oregon

RELEVANT EXPERIENCE

- Cap City Freeway Multi-Modal Mobility Improvements (Caltrans), *Sacramento, CA*
- San Francisco Transportation Task Force Outreach, *San Francisco, California*
- Palo Alto TMA, *Palo Alto, CA*
- East Baton Rouge Parish, Complete Streets Toolkit, *East Baton Rouge, Louisiana*
- Heartland 2050, Omaha-Council Bluffs Metro Area Regional Plan, *Omaha, Nebraska*
- Lafourche Comprehensive Resiliency Plan, *Lafourche, Louisiana*
- East Anchorage District Plan, *Anchorage, Alaska*
- Climate Change Vulnerability Analysis in Maine Forests, GIS analysis for the Manomet Center for Conservation Science, *Plymouth, Massachusetts*
- Zenger Farm Media and Community Outreach, *Portland, Oregon*
- Food Alliance Community Outreach and Marketing

JON CANAPARY, Public Opinion Survey

Jon Canapary will serve as the team lead. He is Executive Vice President of Corey Canapary & Galanis (CC&G), where he creates relevant and cost-effective studies for a multitude of clients, while also providing strong, positive leadership to the talented team of professionals at CC&G. He has used his knowledge of study design and strategy to benefit many projects in the past 15 years, including work for Caltrain, SamTrans, BART, SFO, MTC, Capitol Corridor, and many others. He is responsible for client interface, team performance, study design, questionnaire development, and day-to-day oversight.

Areas of Expertise

Study Design and Strategy
Transportation Surveys
Image Studies/Customer Profiles
Marketing/Messaging Research
Mode Choice Surveys
Hybrid Methodology Studies
Customer Satisfaction Research
Strategic Plan/Planning Research

Appointments and Affiliations

Served as Vice President of Marketing Research for the American Marketing Association's San Francisco Chapter

Served as a member of the Mayor's Tenderloin Task Force

Education

BA in English. BA in History. Tulane University. New Orleans, Louisiana

Recent/relevant projects

- **City of Palo Alto Utilities – Zero Waste Campaign** – study design and focus group moderation for a public campaign focused on changing behavior of both business and residential customers

- **SFMTA On-Board Demographic Study** – study design and leadership for a system-wide study of 20,000+ Muni passengers, covering every route and time period throughout Muni's service area.

- **Healthy San Francisco User and Provider Study** – Study design and leadership for a multi-faceted study of Healthy San Francisco. The study included both focus groups of current, former, and prospective members, as well as a hybrid survey of HSF providers. Conducted in English, Spanish, and Chinese, this research provided important programmatic information.

CAROL ANNE CARROLL, Public Opinion Survey

Carol Anne Carroll will serve as the project manager. She is Research Director at CC&G, with responsibility for staffing, survey sampling and scheduling, data processing, online/hybrid survey consistency, focus group recruiting, and reporting/analysis, but involved in all project tasks. She is also a client contact. She has performed such work for many CC&G clients, including SFMTA, Caltrain/SamTrans, BART, SFO, MTC, Capitol Corridor, and many others. Prior to joining CC&G in 2006, she was a freelance writer on planning/real estate, transportation, and marketing projects. From this she brings a crucial ability to tell true, compelling stories which are also statistically relevant**.**

Areas of Expertise

Transportation Surveys
Marketing/Messaging Research
Customer Profiles/Image Studies
Mode Choice Surveys
Hybrid Methodology Studies
Customer Satisfaction Research
Strategic Plan/Planning Research

Community Involvement

- Election Day Precinct Inspector/ Poll worker, San Francisco and Alameda
- Alameda County Leadership Academy

Affiliations

Former member, National Coalition of Independent Scholars

Certification in Structure of Intellect (SOI)®, which analyzes how individuals perceive and process information

Recent/relevant projects

- **SFMTA On-Board Demographic Study** – study design and leadership for a system-wide study of 20,000+ Muni passengers, covering every route and time period throughout Muni's service area.

- **Healthy San Francisco User and Provider Study** – Focus group recruiting/organization, fieldwork logistics across platforms/methods, and analysis for a multi-faceted study of Healthy San Francisco. The study included focus groups of current, former, and prospective members, as well as a hybrid survey of HSF providers. Conducted in English, Spanish, and Chinese, this research provided important programmatic information.

- **MTC Fare Pilot Study** – Currently in progress, this study analyzes travel patterns among some transit users in the East Bay, with a goal of determining whether cross-agency discount fares may encourage the use of public transit overall.

cdmsmith.com