Proposal for
City of Alameda

Citywide Transit Plan & Transportation Demand Management Plan

Submitted to:

Submitted by:

FEHR & PEERS

October 22, 2015

FEHR & PEERS

October 22, 2015

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

Subject: Proposal for Alameda Citywide Transit Plan and TDM Plan

Dear Ms. Payne:

Fehr & Peers appreciates the opportunity to submit this proposal to prepare a Citywide Transit Plan and Transportation Demand Management (TDM) Plan for the City of Alameda in response to the Request for Proposal (RFP) dated September 16, 2015. Our approach to this planning effort is to work collaboratively with City of Alameda elected officials, staff, and community members to develop a blueprint for prioritizing and advancing the planning concepts that have been developed in recent years into the implementation stage. As such, we have assembled a team with Gray-Bowen-Scott, Wendy Silvani Transportation Consultants, and EMC Research, Inc.

Our proposal identifies 12 key staff from the project team, all of whom are committed to this project during the planning period. This includes the following principals from Fehr & Peers: Nate Conable, Meghan Mitman, Matthew Ridgway, and Bob Grandy. Fehr & Peers has a deep bench of well-trained transportation professionals, as we are the largest transportation planning and engineering firm in the Bay Area with more than 90 local employees. Our staff includes many officers and committee members for local, regional, and national organizations such as ITE, TRB, WTS, and APBP. In addition to our depth in the Bay Area, we also have significant experience working in the City of Alameda on projects such as the Alameda Point Transportation Study.

Day-to-day management of this on-call contract would occur from our Oakland office. I would be serving as the Project Manager, responsible for providing daily oversight of the contract, including technical review and staffing strategy, as well as the primary contact for this work. Please contact me at (415) 692-7770 or at n.conable@fehrandpeers.com if you have any questions or need additional information. Our proposal is valid for a 180-day period. We look forward to working with you and your staff.

Sincerely,
FEHR & PEERS

Nate Conable
Principal

table of Contents

|01| Letter of Interest 1

|02| Understanding 2

|03| Key Staff. 7

|04| Scope. 19

|05| Appendix 30

Proposal

Citywide Transit Plan &
Transportation Demand Management Plan

October 22, 2015

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section

02

understanding and

approach

Project Understanding

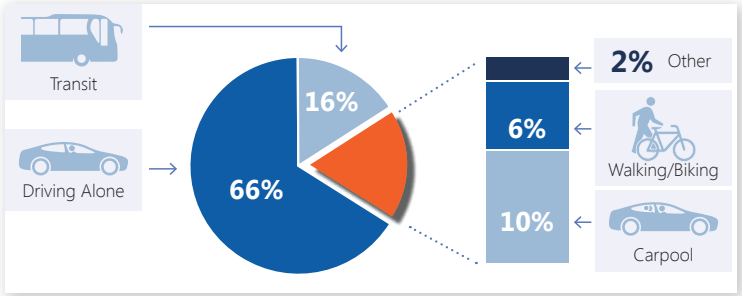
Now is the time for the City of Alameda to capitalize on solid plans and policies, strong economic growth and available funding sources to rapidly plan for and then advance implementation of the next generation of transit projects and transportation demand measures (TDMs). Uniquely positioned to partner with the City in this effort, the Fehr and Peer Team will apply its understanding of the transportation and development challenges on the island, its long history of work in the City and expertise in transit and TDM planning and **implementation** to position the City for a productive period of rapidly completing projects and programs.

BACKGROUND

Existing public transit services are well utilized with AC Transit Lines 51A, O, OX and W standing room only during the commute periods, collectively carrying thousands of passengers on and off the island. Ferry services connecting to San Francisco and South San Francisco are also nearly full in the peak periods. The popularity of alternative transportation for the commute is illustrated by the figure at right, which shows that over 34 percent of daily Alameda commuters use modes other than driving alone.

The only services that appear to be well below capacity are the private shuttles serving the Northern Waterfront (connecting to BART). On the whole, however, the Island remains a driving community with 66 percent of commuters driving each day. The traffic conditions on the island are generally quite favorable, with very limited congestion and multiple alternate routes from point to point facilitated by a grid network of streets. Additionally, since parking is generally affordable in the business districts and free elsewhere on the Island, driving is a convenient mode. The main areas of congestion are at the five crossings to the mainland, as almost all of the commute period travel demand with the exception of that served by the ferries, must pass through one of these crossings to reach off island job centers. These crossings experience moderate to heavy congestion levels in the commute

City of Alameda Commute Mode Split



Source: US Census Journey to Work Data

periods, which is often related to regional congestion in Oakland and the I-880 onramps, that restricts flow out of the Island crossings.

Because the Island has such a high quality of life, natural beauty, good schools and sunny climate relative to many of the surrounding communities, and the level of access to key job centers is high, regional growth has resulted in proposals for residential development on land formerly devoted to the Navy and industrial users. This has engendered a public debate concerning the amount and type of development that can be accommodated, the future character of the Island, and concerns that more development will generate more private automobile trips leading to high levels of commute period congestion at the island crossings, most notably the Posey and Webster tubes. Additionally, recent bicycle projects that have converted travel lanes and parking to cycle tracks have been controversial and rising rents have created concern about a loss of affordability on the Island. Within this context, the City Council has recently approved the development of the Del Monte Warehouse and Site A of Alameda Point, with significant public debate. And more proposals are anticipated in the next few years. To help maintain mobility in the face of these development activities, Council members have requested that staff develop an **update to the Transit and TDM plans**, to assist in maintaining current levels of mobility as new development is added to the island.

At the regional and state level, significant funding is available for transit and TDM projects in the City, if projects can be positioned to compete for discretionary grant opportunities including those related to Alameda County Measure BB and state level funding associated with reducing greenhouse gasses and promoting active transportation.

OPPORTUNITY TO ADVANCE IMPLEMENTATION PLANNING

Given these internal and external forces, the City has a great opportunity to use the Transit and TDM planning effort as a way to increase the number of projects that are implemented on the Island over the next decade by:

- Strengthening the roles it plays in delivering transit and TDM projects,
- Exerting additional influence in regional discussions of funding and priorities, and
- Putting into motion a set of actions that that will lead to increased funding for projects and the capabilities to deliver them in an efficient manner through public and private organizations.

This effort would allow the City to reframe the public discussion of the future of the Island, so that the transportation solutions being delivered to maintain mobility are as important (and beneficial Island-wide) as the development activities that are perceived as a threat to it.

The Fehr & Peers Team proposes to complete the Transit and TDM plans in a manner that positions the City to respond to these opportunities in the near term through the key efforts noted below.

Data Driven Evaluation of Existing Conditions

We will clearly define the Island's transportation challenges and travel markets with a focus on the five crossings to the mainland by using the latest data analysis tools to show the transportation conditions at the island crossings in three ways:

1. Traditional – number of private automobiles served; and
2. Mode Neutral – level of utilization of available capacity, taking into consideration potential capacity of the tunnel if vehicle occupancy were to increase over time.
3. Source Based – determine how much of the demand at the crossings is generated by **existing businesses and residents** and how much would come from future development activity.

We will also provide a framework to objectively monitor transportation conditions at the crossings building off the work discussed in the bullets above.

One example of data driven planning is the Transit Likelihood Index, which shows how different geographic areas within a community would use transit services based on variables like population density, level of income and car ownership. As part of this proposal process, we have done an initial transit likelihood analysis of Alameda as shown in the figure on the following page. It illustrates that the existing transit services are well matched to transit likelihood.

Council Focused Content

Fehr & Peers understands that the Transportation Commission, the Planning Board and City Council will play an active and consistent role in overseeing the efforts of Alameda Transit and TDM Plan development. To ensure that this process is efficient and productive, as an optional task Fehr & Peers suggests establishing

a sub-committee of the City Council to brief at regular intervals between formal Council meetings. This might consist of Council member Daysog who advocated for the development of these plans and one other Council member. To ensure that each round of Transportation Commission, the Planning Board and City Council meetings are effective, Fehr & Peers will also work with City staff to develop concise objectives for each meeting. A draft list of objectives could be as follows:

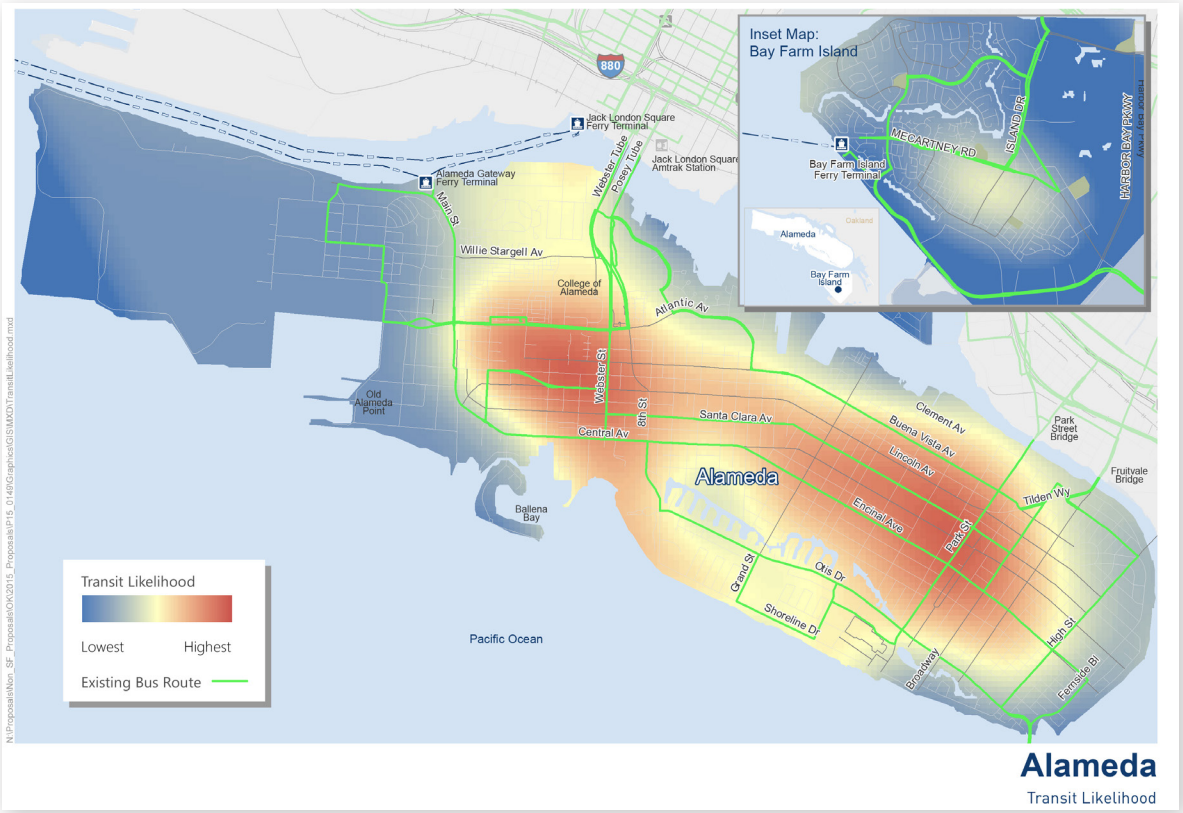
- Round 1 Meetings – Policy objectives to shape the development and selection of projects and implementation approaches
- Round 2 Meetings – Results of public opinion surveys and proposed strategies
- Round 3 – Implementation alternatives
- Round 4 – Plan adoption

We also recommend providing a summary of public and stakeholder outreach activities as part of each staff report and Council presentation to highlight the extensive engagement scoped for the project. Finally, we would create professional presentations that use images, charts and graphs to convey information with limited text where needed.

Focus on Implementation

Based on our previous work for the City of Alameda in analyzing and mapping planned and programmed transit, planning and designing bicycle and pedestrian projects, envisioning Alameda Point transportation alternatives, mitigating development impacts, and collaborating with staff to establish the Alameda Point TMA, we will work efficiently to confirm that existing strategies are still appropriate and add new strategies where needed. We will be able to hit the ground running, and focus on helping the City understand issues and opportunities related to implementation including the following key activities:

- We will provide a baseline analysis of the available funding to operate and maintain existing facilities and how much will remain to leverage regional and state funds for new projects and programs.
- We will work with the community and support City Council oversight to define the solution to Island-wide transportation challenges as, one of implementation by including organizational capacity, funding and project delivery issues in the existing conditions analysis and goals and objectives.
- We will recommend actions that the City could take to leverage county, state and regional funding opportunities to pay for transit infrastructure and TDM programs by identifying the staffing needed to be an active participant in regional funding discussions and grant making opportunities
- We will identify the factors that influence decisions to provide discretionary project funding including project readiness, technical capacity to deliver projects, track record of project implementation and levels of local



matching funds; and provide recommendations on how address these issues.

- We will provide options to leverage the strong role that the private sector already plays in TDM delivery into additional programs and/or implementation of capital projects that support Island-wide transit use.

Case Studies

As an optional task, we could complete a set of case studies covering other cities and how they are organized to capture transit and TDM funding, coordinate with agency partners and Transportation Management Agencies and participate in the delivery of transit projects and TDM. This could also identify TMA and Business Improvement District (BID) structures that are effective in implementing projects. One example would be a combined BID and TMA organization in the Atlanta Downtown Improvement District in Atlanta, Georgia. Project Manager Nate Conable, worked closely with these organizations during his time working in that area.

Anticipate and Prepare Alameda for New Trends

We understand that the marketplace for transit and TDM services is dynamic and going through a period of rapid change driven by technology, data, and a new openness to sharing private vehicles to make trips. As an optional task we could evaluate whether transportation network companies (TNCs) and their most recent products could be applied to increase transit mode share and/or mitigate travel demands. For example, Lyft and Uber both provide services that allow users to share rides with two to three other persons, decreasing the trip cost and the number of private autos needed to provide the service. These type of solutions may be a way to connect riders to existing transit or they may be a way to provide intra-island transit connections at a price comparable to what the City would pay to operate a shuttle. This approach is being tried in other Bay Area cities in the form of pilot projects where the Cities are partnering with the TNCs.

Equity

We will undertake an equity mapping assessment to affirm that transportation projects, programs, and services are distributed to residents of all incomes. This will involve preparation of GIS maps that illustrate poverty levels with a range in shading. This figure overlays existing bike facilities with census tracts shaded based on level of poverty.

This process would allow for a data-driven review of existing and planned public transit service, shuttle service, bicycle facilities, pedestrian enhancements, bike share and/or carshare stations, and other travel demand management programs throughout the City of Alameda.

Fehr & Peers Team Approach

The City has requested that a single consulting team complete both the Transit and TDM Plan updates. Our approach to this assignment would be to integrate the planning activities and interim deliverables for both elements since they overlap and influence each other across several fronts. For example, one of the issues mentioned earlier is that private shuttle use is relatively low compared to that of AC Transit buses. One approach to increasing ridership would be to set up a larger Transportation Management Association (TMA) covering the Northern Waterfront and Alameda Point and have the TMA provide a better branded and more convenient shuttle service across the broader geography, potentially providing service to more

destinations on the Island and in Oakland. In this case, TDM organizational planning through a TMA structure directly provides a transit enhancement. Another approach might have an even larger TMA, covering the whole Island, contracting with AC Transit to provide services. This could address one of the issues driving low use of shuttles: competition between services as illustrated in the photo above from the corner of Ralph Appezzato and Webster.

While the development of plans and implementation strategies would be integrated, we understand that key deliverables would need to be separated to be consistent with the City's existing policy framework. The table on the following page indicates how deliverables would be combined and separated as needed for the study effort.

Task/Deliverable	Integrated	Separate	Comments
Task 1. Scope and Work Plan	X		✦ A single scope and work plan will be developed for TDM and Transit plans
Task 2. Existing Conditions Memo	X		✦ Needs analysis/travel patterns will be integrated. ✦ Separate chapters will cover existing TDM programs and transit services
Task 3. Goals, Objectives and Evaluation Measures	X		✦ Some evaluation measures would apply to both transit and TDM strategies ✦ Separate transit and TDM evaluation processes will be developed if needed ✦ Monitoring plans will be developed for both TDM and transit use, focused on the island crossings
Task 4. Strategies	X		✦ Separate chapters will cover TDM and transit strategies ✦ A matrix will be prepared to show dependencies between transit and TDM strategies
Task 5. Implementation Plan	X		✦ Separate chapters will cover TDM and transit funding ✦ Project delivery options will be integrated to show how different TMA structures and funding approaches could impact transit projects
Task 6. Draft and Final Plans		X	✦ We will provide separate TDM and Transit Plans, so that these may be adopted separately ✦ They will be reflective of the integrated planning in Tasks 1-5
Council and Commission Meetings	X	X	✦ Some meetings would focus on TDM, while others would focus on transit ✦ Implementation plan meetings would likely be integrated content
Stakeholder Outreach	X	X	✦ First two rounds of meetings would focus on transit or TDM ✦ Final round would focus on integrated implementation planning
Community Outreach	X		✦ Given that there are two meetings proposed, both will need to cover TDM and transit

Passengers on the Transbay O Line

For the outreach work, we plan to work closely with the City to craft a strategy that engages the most outspoken citizens and those who are not usually involved in public discussions of policy and projects. This means using scientific survey instruments and for an additional fee other approaches that target younger users or those who interact with the media through smartphones, such as cell phone text methods of input that can be advertised at transit stops and used on buses, trains and ferries. This is particularly important, because many regular transit patrons are likely on the lower end of the income spectrum and may lack the available time and resources to participate in regular public meetings.

section
03

experience
of team members

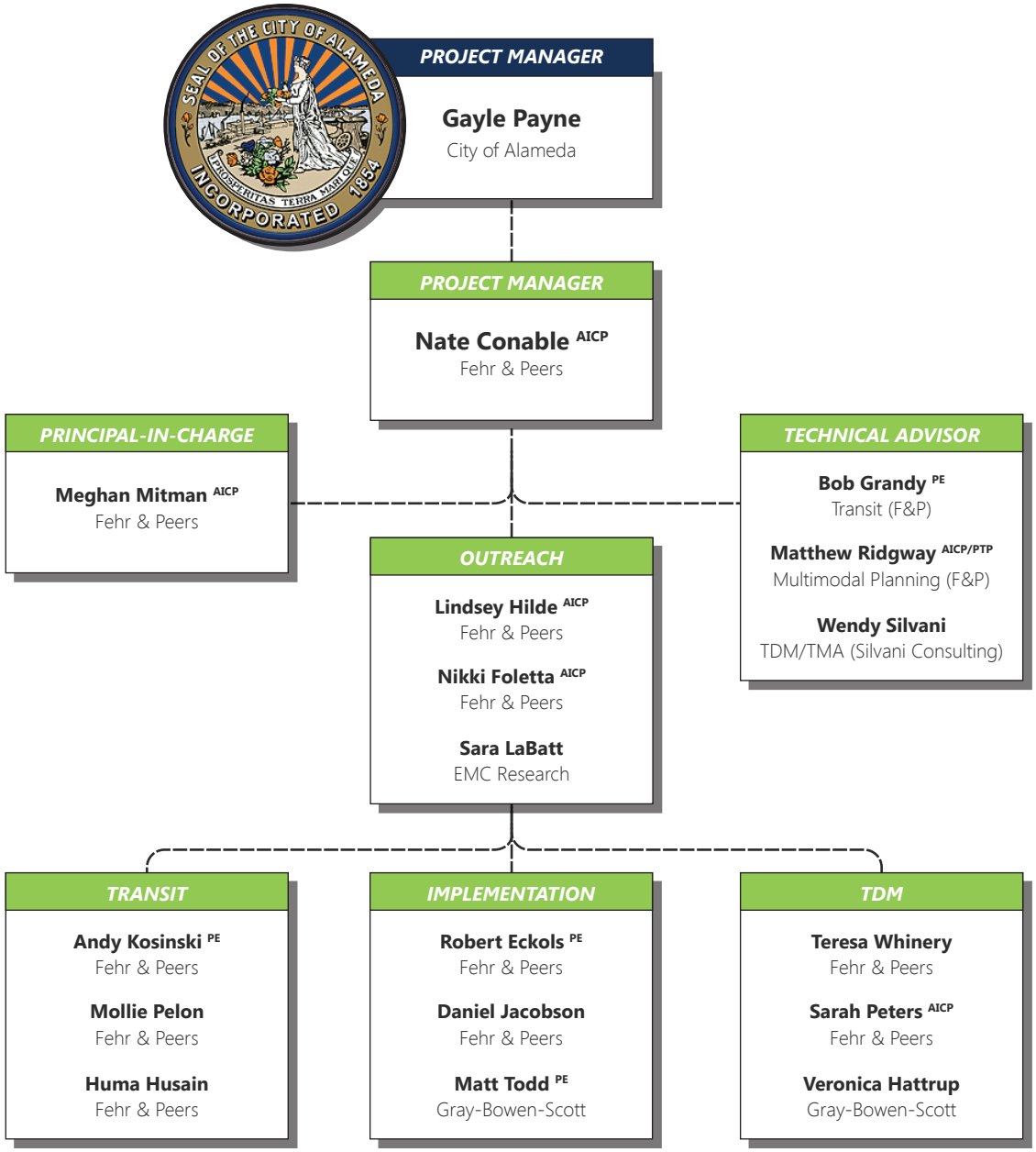
Key Team Member Experience

The consultant team proposed for the Alameda Citywide Transit Plan and TDM Plan is comprised of the firms and individuals that have extensive experience preparing transportation studies in Alameda and, importantly, in helping agencies throughout California deliver transportation projects, services, and programs. Fehr & Peers will serve as the prime consultant and work with key staff from Gray-Bowen-Scott, Silvani Transportation Consulting, and EMC Research, Inc. Key team leaders are highlighted below.

- Nate Conable (Fehr & Peers) will serve as the Project Manager
- Meghan Mitman (Fehr & Peers) will serve as the Principal in Charge
- Matthew Ridgway (Fehr & Peers) will serve as Technical Advisor – Plan Integration
- Bob Grandy (Fehr & Peers) will serve as Technical Advisor – Transit Plan
- Wendy Silvani (Silvani Transportation Consulting) will serve as Technical Advisor – TDM Plan
- Robert Eckols (Fehr & Peers) will serve as Task Leader - Implementation
- Andy Kosinski (Fehr & Peers) will serve as Task Leader – Transit Plan
- Teresa Whinery (Fehr & Peers) will serve as Task Leader – TDM Plan
- Lindsey Hilde (Fehr & Peers) will serve as Task Leader - Outreach
- Matt Todd (Gray-Bowen-Scott) will oversee the funding plan task
- Roni Hatrup (Gray-Bowen-Scott) will oversee the TMA task
- Sara Labatt (EMC Research, Inc.) will oversee the public research task

Fehr & Peers has assembled a team of professionals specifically selected for this project based on their track record of helping agencies lay the groundwork to successfully implement transit and transportation demand management plans.

Our **Project Manager, Nate Conable**, has more than 15 years of experience successfully managing the planning and implementation of multi-modal projects. The team will interact through a process that starts with creating a work plan to define roles and responsibilities. The team will communicate through monthly team calls, workshops/webinars held in our Oakland office, and status reports issued by Nate Conable on a bi-monthly basis. Nate Conable and Lindsey Hilde will work with City staff to implement an ongoing, open community outreach process.



Proactive project management and client service are paramount to our success. Two key factors for a successful project are budget and schedule control. We will submit monthly status reports with project invoices that describe project activities resulting in Fehr & Peers' and our subconsultant's project charges. As Project Manager, Nate Conable is responsible for budget and schedule control.

Fehr & Peers has developed a comprehensive quality assurance and quality control plan that we implement on every project. Our quality assurance plan consists of records management and retention, review checklists, and both internal and third-party review of project documents. As Principal-In-Charge, Meghan Mitman is responsible for quality control.

To the left is an organization chart. A summary of the experience of key staff for the project team is shown below. The Appendix includes resumes for key staff.

NATE CONABLE, AICP | PRINCIPAL (FEHR & PEERS)

Proposed Role: Project Manager

Nate Conable (Fehr & Peers), who will serve as the Project Manager, has extensive experience in developing transit plans and implementation strategies for public sector clients. In his eight years at the Atlanta BeltLine, a quasi-governmental organization, he led planning for transit facilities and created project funding plans, expenditure plans and delivery strategies for projects. These strategies relied on partnership models with other public agencies and business improvement districts. As a consultant, he has developed a business plan for implementation of Intelligent Transportation Systems infrastructure for the Georgia Department of Transportation and served on the general planning team for the Metropolitan Atlanta Rapid Transit Authority (MARTA), leading a BRT implementation study, a BRT Environmental Impact Statement and

alternatives analyses for transit corridors.

MEGHAN MITMAN, AICP | PRINCIPAL (FEHR & PEERS)

Proposed Role: Principal-in-Charge

Meghan, who will serve as the Principal in Charge, has over 13 years of transportation planning and engineering experience. She specializes in active transportation planning and safety, having co-authored the multi-award winning California Pedestrian and Bicycle Safety Assessments Technical Guidebooks and served as the project manager for numerous pedestrian and bicycle safety assessments, Vision Zero plans, and ATPs across California. Meghan has published numerous articles based on her pedestrian-related research in TRB's Transportation Research Record, which have included a specific focus on crosswalk behavior, safety, and countermeasures as well as pedestrian demand forecasting. She is a co-author for the draft ITE Recommended Practice on Accommodating Pedestrians and Bicyclists at Interchanges. Meghan is a national instructor for the FHWA's pedestrian planning, safety, and design courses; a member of the TRB Pedestrian Committee; and the chair of the ITE Complete Streets Council. A national Eno and Eisenhower fellow, she is a graduate of Princeton University and UC Berkeley.

MATTHEW RIDGWAY, AICP, PTP | PRINCIPAL (FEHR & PEERS)

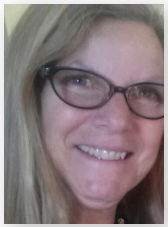
Proposed Role: Technical Advisor - TDM and Transit Plan

Matthew has been involved in many of Fehr & Peers' highest visibility and most complex multi-modal projects. His key strength is his broad background and multi-modal approach, which he has applied to many bicycle, transit and pedestrian projects. Many of these projects have involved the development of tools for assessing unique performance measures. In addition to his work as a consultant, Matthew is an instructor for the University of California at Berkeley Institute of Transportation Studies Technology Transfer Program, teaching courses on compete streets, bicycle and pedestrian circulation since 1999.

BOB GRANDY, PE | PRINCIPAL, DIRECTOR OF TRANSIT SERVICES (FEHR & PEERS)

Proposed Role: Technical Advisor - Transit Plan

Bob has over 30 years of experience managing transit planning & implementation efforts including evaluation of commuter rail, light rail, streetcar, and bus rapid transit modes. He has managed station area planning efforts including land use assessments, ridership forecasts, bus terminal layouts, bicycle and pedestrian access, vehicle (bus, park-and-ride) access, and related complete street improvements. Bob Grandy served as Project Manager for the Broadway Circulator Feasibility Study team that evaluated the feasibility of streetcar and enhanced bus alternatives designed to connect Downtown Oakland with the Jack London waterfront district to the south and the Broadway-Valdez district to the north. The transit alternatives would provide connections to six major transit centers including the Jack London Amtrak station, the ferry terminal, three BART stations, and the 20th Street bus terminal. Key performance measures that were evaluated include ridership forecasts, capital and annual O&M costs, and economic development metrics such as the relative impact of the alternatives on property tax, sales tax, and business tax. Bob also served as the Principal overseeing the transportation assessment for the Caltrain Electrification EIR. The assessment includes ridership forecasts for 25 stations, station mode of access, and station as well as grade crossing traffic impacts.



WENDY SILVANI | PRINCIPAL, SILVANI TRANSPORTATION CONSULTING

Proposed Role: Technical Advisor - TDM Plan

Wendy Silvani (Silvani Transportation Consulting), who will serve as Technical Advisor for the TDM Plan, has over 20 years of experience in planning and managing successful community transportation and TDM programs. The high utilization, sustained growth and support of TDM programs designed and managed by firm founder and Principal Wendy Silvani is largely attributed to an unwavering focus on the customer experience of using alternatives to driving alone. Wendy is known for her innovative leadership, an ability to work effectively with a wide range of public and private constituencies, and delivering high quality, reliable transportation solutions and partnerships with a high degree of ownership. As Executive Director of the Emeryville TMA from its inception in 1996 until 2010, Ms. Silvani grew the TMA from a $200,000 organization with seven mandatory members to a citywide PBID with a budget of over $2 million with multiple TDM programs including a highly regarded shuttle service and the first on-street car-sharing program in northern California. Launched just five years ago, the Mission Bay Shuttle has become one of the largest employer intra-city shuttles in San

Francisco. The system has grown from one loop to three routes offering direct service to BART, Caltrain and the TransBay Terminal. The Emery Go Round shuttle is widely recognized as one of the most successful shuttles in northern California. Under Ms. Silvani's leadership, the shuttle grew from two routes with limited peak hour commuter service to a seven-day a week operation with over 1.3 million annual passenger trips.

ROBERT ECKOLS | (FEHR & PEERS)

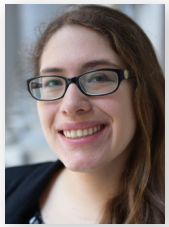
Proposed Role: Task Leader – Implementation

Robert has over 30 years of consulting experience in fields of traffic engineering, transportation planning, and environmental engineering. He has managed a broad range of transportation projects including traffic operations, area-wide circulation studies, environmental impact analyses, traffic calming, parking, and transit planning. For the last 10 years, Robert has provided on-call transportation engineering and planning services to several large institutional and corporate clients including Stanford University, Facebook, Google, LinkedIn, VMWare, Microsoft, Apple, Sutter Health (Palo Alto & San Francisco) and the Irvine Company. Mr. Eckols assists in projects from the earliest due diligence stage through to the final design of the project access, circulation, transportation demand management (TDM), and parking. For most of these institutional clients, Robert has been involved the preparation, evaluation, and monitoring of TDM programs.

ANDY KOSINSKI, PE | TRANSPORTATION ENGINEER (FEHR & PEERS)

Proposed Role: Task Leader - Transit Plan

Andy has worked on a wide variety of transit and multimodal projects and is an experienced project manager for transportation planning, engineering, and impact studies in the Bay Area. He has worked on a number of iterations of the Alameda Landing project in the City of Alameda over the past few years, as well as the Stargell and Mariner Square Loop and the Bicycle Master Plan Update. Andy's project experience includes alternatives analyses, travel demand modeling, transit planning and design, carbon emissions reductions, transit-oriented development, and streetscape design. Andy has also performed research in the areas of transit effectiveness metrics, the environmental impact of high-speed rail, and geospatial navigation. Andy's broad experience in the fields of engineering and planning allows him to bring a truly multi-disciplined approach to a variety of transportation project types.



TERESA WHINERY | TRANSPORTATION PLANNER/ENGINEER (FEHR & PEERS)

Proposed Role: Task Leader - TDM Plan

Teresa is a transportation planner and engineer specializing in transportation policy, transportation demand management, and program implementation. She has previous experience in governmental administration and public policy. Teresa has prepared planning and policy work in the San Francisco Peninsula and Southern California, including work for commute.org, the San Mateo County TMA. She has developed data-driven Transportation Demand Management strategies for a variety of unique land use contexts, project types, and financing structures, for both public and private clients. She currently serves as the project planner for the Alameda Point Transportation Demand Management Implementation project, and lives in the City of Alameda. Her experience with both small municipal agencies and large planning organizations has allowed her to build her transportation expertise in a wide variety of communities.

LINDSEY HILDE | TRANSPORTATION PLANNER (FEHR & PEERS)

Proposed Role: Task Leader - Outreach

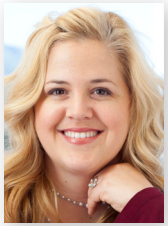
Lindsey is a transportation planner with four years of experience working on transit and multimodal projects in cities and agencies throughout California. She has conducted both outreach and technical analysis on a variety of transportation planning efforts including rail and bus feasibility studies, mobility plans, station area plans, transportation demand management plans, and CEQA/NEPA studies. This includes work on the Santa Clara VTA LRT Efficiency Study, the Santa Cruz Rail Feasibility Study, and the Caltrain Electrification EIR.

MATTHEW TODD, PE | VICE PRESIDENT, GRAY-BOWEN-SCOTT

Proposed Role: Task Manager - Funding Plan

Matthew has over 20 years of experience working in the public sector on the funding and delivery of complex transportation projects. His experience in regional transportation includes working with multiple projects and sponsors and he brings an appreciation for the range of transportation projects that need to be delivered to sustain a transportation system. Mr. Todd has

the history and background to assist with the strategic planning, delivery and monitoring of projects across multiple modes of travel. Mr. Todd has knowledge and experience with the fund sources that are available, and once approved the process to access the funds. Once funding is identified and approved, Mr. Todd can assist in managing and delivering projects in today's regulatory and political environment, and navigating through multiple agencies such as Caltrans, FHWA, California Transportation Commission, regional and local agencies. Mr. Todd's can assist local agencies to strategically and effectively implement their transportation projects and programs. Specific projects he is now working on include: Emeryville Transportation Management Association, Project Delivery Assistance for San Mateo C/CAG, and Contra Costa Transportation Expenditure Plan for CCTA.



VERONICA "RONI" HATTRUP | (GRAY-BOWEN-SCOTT)

Proposed Role: Task Manager - TMA

Roni is a Program Manager with over fifteen years of extensive agency management and project controls experience supporting various organizations in managing their transportation programs. Currently, Roni 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, she 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. Roni has also played a significant role in assisting the Board of Directors with identifying and implementing their goals and objectives for each organization, respectively.

SARA LABATT | PRINCIPAL (EMC RESEARCH, INC.)

Proposed Role: Task Manager - Public Research

Sarah who will oversee the public research task, is a Principal at EMC Research, with 15 years of experience providing market research services. As former analyst and Field Director, she has been involved in every aspect of survey research including instrument and sample design, testing, fielding, analysis, and presentation design. She is also an experienced and RIVA-trained focus group moderator. Since joining EMC Research, Sara has worked on hundreds of public opinion studies with all types of clients - public, private, institutions, elected officials, and candidates. Sara has recent experience with a number of county transportation authorities (including Alameda, Contra Costa, Monterey, Sacramento, and San Benito), and transit agencies (including AC Transit, SamTrans, King County Metro, and Sound Transit), and she recently completed research for the City of Palo Alto as they look to establish a Transportation Management Association for their downtown core to reduce single-occupancy vehicle trips to that congested area.

About the Team

FEHR & PEERS

Fehr & Peers is a transportation planning and engineering firm headquartered in the Bay Area. We use the latest research and innovative technology to better understand and forecast transportation trends in our communities, and use this information to develop plans that meet the needs of all transportation system users. From street lighting to transit-oriented-development planning to regional transportation master plans, Fehr & Peers planners and engineers strive to enhance circulation, increase safety, and provide better transportation solutions for our clients. We are passionate about transportation because we know how solid planning and innovative transportation engineering can benefit the people where we live and work. Fehr & Peers offers clients insight and expertise with all matters relating to transportation, including transit planning, travel behavior and forecasting, multimodal operations and simulation, and much more. We are nationally-recognized experts because we focus on our employees, our clients, and our communities.

SILVANI TRANSPORTATION CONSULTING

Silvani Transportation Consulting has over 20 years of experience in planning and managing successful community transportation and TDM programs. The high utilization, sustained growth and support of TDM programs designed and managed by firm founder and Principal Wendy Silvani is largely attributed to an unwavering focus on the customer experience of using alternatives to driving alone. Their programs begin with learning about customer needs and expectations and end with programs that consistently meet those needs.

The firm is widely respected by cities, elected officials, transit providers and vendors, as well as commercial and residential developers, businesses, and property owners who benefit from Wendy's expertise. The firm works closely with clients and their constituents to develop efficient and iconic shared transportation

programs that reduce personal SOV driving rates and vehicle miles traveled by providing communities with safe, efficient and reliable alternatives.

GRAY-BOWEN-SCOTT (GBS)

Gray-Bowen-Scott, established in 1984 as an East Bay-based firm, provides transportation related consulting and strategic project planning services to a variety of public and private clients. Our firm is noted for our creative solution-oriented project strategies and ability to secure consensus and required agency approvals for complex public works, as well as private sector, projects and programs. Through our involvement with the East Bay Leadership Council, Gray-Bowen-Scott has strong relationships with the management of regional employment centers. We are often called upon to assist public and private clients in addressing a wide range of infrastructure and public policy related issues. Since 2010, Gray-Bowen-Scott has been the Executive Director to the Emeryville Transportation Management Association, which includes administering the operation of the successful Emery Go Round transit service. Gray-Bowen-Scott serves as staff to the Mountain View Transportation Management Association as well and supported this new agency through formation and set up and recently launched "last mile" shuttle service called MV Go. We have solid 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.

EMC RESEARCH, INC.

EMC Research, Inc. is a full service opinion research and strategic consulting firm. Founded in 1989, EMC Research has offices in Oakland, Seattle, Portland and Columbus supporting 34 professionals with decades of research experience for public sector clients. They maintain exceptional client services with small teams working on every project from start to finish, and they understand the unique challenges and requirements of conducting research for public agencies, including presenting potentially sensitive opinion research results in a public setting, handling media inquiries, and meeting open records requirements.

The firm's research professionals combine an in-depth academic understanding of research with extensive real world application to design a research program that best helps clients achieve their goals and get the most out of their research dollars.

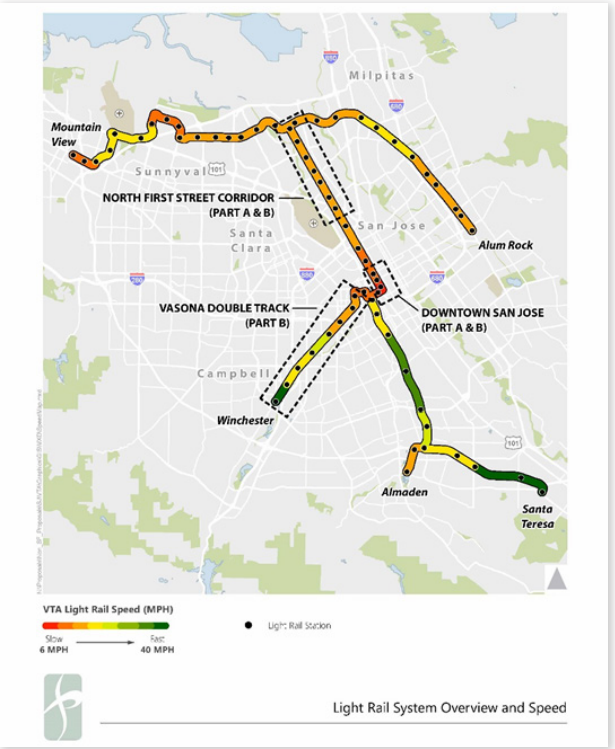
EMC is particularly qualified to conduct research for the City of Alameda on a Citywide Transit Plan and Transportation Demand Management Plan, with a wealth of experience in research on transportation and transit, an understanding of how Alameda fits in to the larger transportation network of the East Bay, and an Alameda local leading the project team.

Through extensive transportation research experience, the team understands not only how to conduct research on transportation revenue needs, but also how to gather important information on long-range planning and growth issues.

Project Experience: Transit Plans

SANTA CLARA VALLEY TRANSPORTATION AUTHORITY (VTA) LIGHT RAIL ENHANCEMENT PROJECT - FEHR & PEERS

Fehr & Peers is leading a multi-disciplinary team with Nate Conable as Project Manager to develop concepts for infrastructure and operational changes to increase the speed and reliability of the existing light rail system. This includes analysis of slow speed zones within the system and development of concepts for fencing and gating the right-of-way, improving pedestrian access to stations and implementing transit signal priority along the North First Street Corridor. It also includes the development of low cost low impact



Light Rail System Overview and Speed

improvements to enhance transit speeds along the transit mall in Downtown San Jose. Stakeholder and public outreach efforts are also included, as well as evaluation of alternatives, cost estimating and Fehr & Peers worked on the precursor to this study, the LRT Efficiency Study (2010), which identified the need for the speed enhancement improvements and is now leading the conceptual design efforts.

Reference

Jason Kim, VTA, T: (408) 321-7512, E: jason.kim@vta.org

CITY OF OAKLAND BROADWAY URBAN CIRCULATOR STUDY - FEHR & PEERS

Fehr & Peers lead a team that evaluated the feasibility of streetcar and enhanced bus alternatives that would connect Downtown Oakland with the Jack London waterfront district to the south and the Broadway-Valdez district to the north. The study was being jointly managed by the City's Economic Development and Transportation divisions. The feasibility study was prepared in partnership with AC Transit and BART. The transit alternatives would provide connections to six major transit centers including the Jack London Amtrak station, the ferry terminal, three BART stations, and the 20th Street bus terminal. The alternatives would also connect adjacent neighborhoods with major employment districts including City Center, Pill Hill with Kaiser and Alta Bates medical centers, Jack London Square, and Lake Merritt. Key performance measures that were evaluated include ridership forecasts, capital and annual O&M costs, and economic development metrics such as the relative impact of the alternatives on property tax, sales tax, and business tax. The team developed conceptual alignments for the corridor, evaluating alternatives, and performing public outreach to address community needs and concerns.

Reference

Bruce Williams, City of Oakland Transportation Department, T: (510) 238-7229, E: bwilliams@oaklandnet.com

HAYWARD SHUTTLE FEASIBILITY STUDY - FEHR & PEERS

Fehr & Peers is leading the development of an operations and implementation plan for a network of shuttles to provide first mile/last mile service to BART for residents and businesses in the City of Hayward. Gray Bowen is a key part of the team, assessing financial feasibility. Fehr & Peers planned a handful of shuttle routes to connect underserved industrial areas to the south and west of the city as well as key destinations such as Chabot College, Chiropractor's College, Southland Mall, and Cal State University East Bay. The shuttle planning effort included an outreach component where community events such as open houses complemented a data-gathering effort including 500 completed surveys from residents and employees. Shuttle ridership was estimated using a proprietary Ridership+ tool which informed the process of refining the final set of routes. From these a draft service operations plan and financial plan will be developed.

Reference

Steven Chang, City of Hayward Public Works, T: (510) 583-4792, E: Steven.Chang@hayward-ca.gov

LINE 51 TRANSIT PERFORMANCE INITIATIVE (TPI) - FEHR & PEERS

Fehr & Peers evaluated the suitability of transit improvements for Oakland's portion of the MTC TPI project for AC Transit's Line 51A. The work involved collecting field information at key locations along the route, and collecting AVL/APC data from AC Transit

to identify preferred locations for transit and signal improvements, including queue jumps, queue bypass lanes, signal improvements, ITS improvements, and striping improvements. As part of the project, Fehr & Peers determined the extent to which the proposed improvements will achieve travel time savings, and developed guiding principles for application of the transit improvements to other locations in Oakland. Fehr & Peers coordinated the design with Oakland and AC Transit staff.

Fehr & Peers was subsequently hired as a subconsulant for the environmental phase of the project. Fehr & Peers provided a detailed analysis of the impact of transportation improvements proposed as part of AC Transit's Line 51A TPI project in Alameda, Oakland and Berkeley. We evaluated potential impacts to the planned bikeway network, impacts from parking loss and traffic operations impacts based on each agency's traffic impact analysis guidelines.

References

Mohamed Alaoui, Transportation Services, City of Oakland, T: (510)-238-3469

Will Buller, Transportation Engineer, AC Transit, T: (510) 891-5414

WCCTAC TRANSIT ENHANCEMENT PLAN - FEHR & PEERS

Fehr & Peers led a multidisciplinary team that prepared a Transit Enhancement Strategic Plan, for seven transit centers and five priority development areas in West Contra Costa County, to improve access to transit and increase ridership. The transit centers included three BART stations (Richmond, El Cerrito del Norte, and El Cerrito Plaza), the Contra Costa College Transit Hub, the Richmond Parkway and Hercules Transit Centers, and the planned Hercules Intermodal Station. The priority development areas included central Richmond, the San Pablo Avenue Rapid Bus corridor, the Hercules Waterfront District, and Old Town Pinole. The Plan included a prioritized list of access improvements for pedestrians and cyclists, a transit access toolbox, TDM enhancements, and parking enhancements. Fehr & Peers collaborated with staff from three transit agencies (BART, AC Transit, and WestCAT) and six local agencies (WCCTAC, Contra Costa County, and the cities of El Cerrito, Hercules, Pinole, and Richmond). A Transit Wayfinding Plan was also developed for seven transit centers that included pedestrian and bicycle signage designs and sign placement maps.

Reference

Deidre Heitman, BART; T: (510) 287-4796 E: dheitman@bart.gov

SACRAMENTO STREETCAR SYSTEM PLAN - FEHR & PEERS

Fehr & Peers led the development of a citywide Streetcar System Plan for the City of Sacramento. The multi-disciplinary team included several key partners including HDR Engineering, Shiels Obletz Johnsen, and Bay Area Economics. The study evaluated the feasibility of streetcar routes throughout the City, compared routes for maximum economic, mobility, and environmental benefits, prioritized feasible routes, developed a recommended streetcar network, and selected a preferred route for initial implementation. This was accomplished through a collaborative stakeholder process involving a community task force, a business advisory group, agency staff, and regular meetings with key elected officials.

Reference

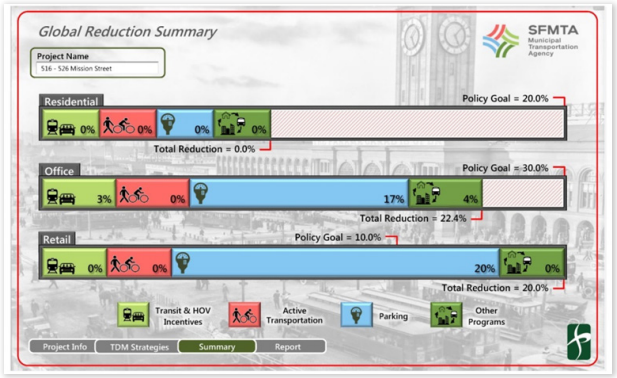
Sparky Harris, City of Sacramento Public Works, T: (916) 808-2996, E: fharris@cityofsacramento.org

Project Experience: Transportation Demand Management Plans

SAN FRANCISCO TRANSPORTATION SUSTAINABILITY PROGRAM (SHIFT) - FEHR & PEERS

Fehr & Peers was retained by the San Francisco Planning Department to develop a tool that forecasts the effectiveness of various transportation demand management (TDM) measures aimed at reducing automobile mode share in various contexts in the City. This new tool has been developed to ensure that the varieties of project features that influence travel behavior are accurately accounted for and is built on our comprehensive national-level research on Transportation Demand Management strategies. We have worked to specifically tailor the tool to the context of San Francisco. Because much of the TDM research available today has been conducted in suburban locations, we created a methodology that accounts for San Francisco's density, public transit access, current trip generation guidelines, and existing transportation programs and ordinances.

Creating the San Francisco-specific tool included data collection effort at thirty sites throughout the city,



development of methodology to quantify the effects of parking provision on travel behavior, and distillation of this information into a user-friendly tool that will ultimately be provided directly to private developers and employers. Similar tailoring of the tool can be performed for other areas, and fine-tuned to reflect the unique land use and transportation contexts of given cities, neighborhoods, or development sites. Fehr & Peers has also developed a similar tool for the City of Aspen, Colorado.

Reference

Rachel Schuett, City of San Francisco, T: (415) 575-9030 E: rachel.schuett@sfgov.org

ALAMEDA POINT TDM IMPLEMENTATION - FEHR & PEERS

The former Naval Air Station at Alameda Point has been considered for numerous redevelopment opportunities in recent years. The goal of the Alameda Point transportation program is to reduce off-site vehicle trips by 30 percent for commercial uses and by ten percent for residential uses, when compared to forecasted vehicle trips in the project's EIR. Fehr & Peers has led the development of several different

transportation strategies, as well as providing information on key organizational tactics and financing options for funding the Alameda Point TDM plan and any future Transportation Management Agency activities. In this ongoing project, Fehr & Peers is committed to implementing and monitoring a state-of-the-art TDM program in order to help manage travel across the island's five constrained entry and exist points. This involves coordinating with existing tenants and businesses, as well as working with large-scale future developers to devise an efficient and effective TDM implementation strategy that helps minimize the negative effects of Point-related traffic on the Alameda transportation system.

Reference

Jennifer Ott, City of Alameda, T: (510) 747-4747; E: JOtt@alamedaca.gov

MOUNTAIN VIEW TRANSPORTATION MANAGEMENT (MOUNTAIN VIEW, CA) - GRAY-BOWEN-SCOTT

Gray-Bowen-Scott was retained by the MTMA at their first official Board of Directors meeting, to serve as the MTMA's 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 was also responsible for the management of other consultants hired by the MTMA including, legal, transit planning, accounting and marketing.

Other items covered under Gray-Bowen-Scott's scope of work with MTMA includes:

- General Administration including the establishment of policies & procedures and the MTMA office and other general administrative activities to set up and run the organization;
- Board of Directors support including the development, distribution and presentation of monthly agenda packet materials;
- Contract Administration including coordination with legal counsel to establish boilerplate agreements, including the development and execution of transit service agreements with members for new shuttle services. Services also include the procurement and management of professional service agreements.
- Financial management including the development of budgets, financial reporting and billing procedures for membership dues, selection of and coordination with accountant to establish a bank account and process IRS/State tax forms and ongoing financial monitoring.
- Marketing oversight services including the selection of and coordination with a graphic specialist and web designer for the development of the MTMA's MVgo logo, development of the MVgo website, development of route maps and schedules and the development of shuttle branding;
- Membership services including outreach to potential new members and establishment of new member agreements;
- Shuttle operation start-up activities including the procurement of shuttle operator, coordination with VTA and the City of Mountain View to obtain necessary approvals for the installation of shuttle bus stops at the Mountain View Transit Center and various location throughout the City, and procurement of a contractor to design, manufacture and install shuttle bus stop signage.

Reference

Tom Harrington, MTMA Director, Chair, Intuit, T: (650) 944-5624, E: tom_harrington@intuit.com

DOWNTOWN PALO ALTO TMA - SILVANI TRANSPORTATION CONSULTING/ EMC RESEARCH, INC.

Ms. Wendy Silvani is currently leading an effort to create a TMA in Downtown Palo Alto. In less than a year, she formed a steering committee; conducted a survey to inform initial program development and markets; is about to launch a pilot ride-share program and determine the membership and revenue structure for the TMA.

The City of Palo Alto previously commissioned EMC Research, Inc. to conduct a survey to assess commuter modes of transportation to Downtown Palo Alto, as well as testing perceptions of feasibility of alternative forms of transportation. The purpose of the research was to establish a statistically reliable measurement of travel modes that can be used as a baseline for future research, to ultimately lead to a reduction in single occupancy vehicle (SOV) trips to Downtown Palo Alto.

EMC Research conducted a total of 1,173 interviews with employees of Downtown Palo Alto by recruiting coordinators at each worksite to distribute and collect the survey. The survey was conducted in a combination of methods, through online, print, and telephone (for smaller worksites). The sample was designed to accurately represent the distribution of worksite sizes in Downtown Palo Alto.

The survey found that most trips to Downtown Palo Alto are SOVs. Half of SOV drivers are interested in seeking alternative options other than driving; those people are younger, work for large companies, live more than 10 miles from Palo Alto, and have a flexible work schedule. This research has helped identify commuter habits in Downtown Palo Alto and is still in use by the City as they formulate next steps in establishing a TMA for the area.

Reference

Jessica Sullivan, City of Palo Alto, T: (650) 329-2453, E: Jessica.Sullivan@CityofPaloAlto.org

COMMUTE SEATTLE (2014) - EMC RESEARCH, INC.

In 2014, Commute Seattle commissioned EMC to conduct a survey to study commuter's mode of transportation to Downtown Seattle (Center City), specifically looking into employees who work at worksites in Center City neighborhoods: Belltown, International District (Chinatown), Commercial Core, Denny Triangle, First Hill, Pioneer Square, South Lake Union, and Uptown. The purpose of this research was to establish a statistically reliable and projectable tracking measurement of the travel modes used by weekday commuters who arrive at Seattle's Center City between 6 A.M. and 9 A.M.

Tracking previous 2012 research done by Gilmore Research, EMC conducted a total of 1,541 interviews with employees at Center City neighborhood worksites, with coordinators on-site to coordinate the survey distribution and collection. The survey was conducted in combination of methods, through online, print, and telephone (for smaller worksites). Interviews by EMC were for worksites not affected by Commute Trip Reduction (CTR). The results of surveys by EMC was combined with surveys conducted by Washington State Department of Transportation (WSDOT) with employees at CTR-affected worksites statewide, then filtered to only include Center City neighborhoods data.

The survey has found riding the bus or driving alone are the most-used modes of transportation. Combined with other transit transportation, transit as a total has increased from 2012 overall figure, while single-occupancy vehicle options as a total has decreased from 2012 overall figure. Non-motorized transportation has increased slightly from 2012 as well. The research has also identified that commuter's choice of transportation is affected by availability of supporting infrastructure and parking spaces, making some neighborhoods more likely to have high number of commuters who take transit than drive alone, vice versa. A similar pattern holds true when looking at commuter's home geography. Commuters from counties like Kitsap and Island Counties are most likely to ride the ferry, while commuters from Pierce County and southern King County are more likely to ride the light rail and Sounder train.

This research has helped identify how Seattle is doing in improving transportation, and is being used by Commute Seattle and other interested parties (Downtown Seattle Association, Seattle Department of Transportation, City of Seattle) to formulate strategies going forward.

Reference

Jessica Szelag, Commute Seattle Executive Director, T: (206) 613-3127, E: jessicas@commuteseattle.com

Project Experience: Implementation and Funding Plans

TIGER II PROGRAM OF PROJECTS (GREEN TRANSPORTATION INITIATIVE), EAST BAY REGIONAL PARKS DISTRICT - GRAY-BOWEN-SCOTT

Gray-Bowen-Scott was retained by EBRPD to manage the District's Federal TIGER II grant. The District had prioritized five regional urban trail projects for federal funding but was unfamiliar with the legal and administrative requirements for using those funds for project development. Gray-Bowen-Scott worked closely with FHWA and Caltrans Local Assistance to guide the projects from the environmental planning phases through construction, and is now tasked with closing out the federal process.

References

Robert Doyle, General Manager, T: (510) 544-2001, E: rdoyle@ebparks.org

Jeff Rasmussen, Assistant Finance Director, T: (510) 544-2130, E: rasmussen@ebparks.org

PROJECT MONITORING AND DELIVERY OF FEDERAL AID PROGRAM, SAN MATEO CITY/COUNTY ASSOCIATION OF GOVERNMENTS - GRAY-BOWEN-SCOTT

Gray-Bowen-Scott, utilizing our knowledge of transportation funding and programming and how transportation projects are actually delivered, is providing project delivery and monitoring services to San Mateo City/County Association of Governments for projects with federal aid funding. We are working with staff from local member agencies of San Mateo City/County Association of Governments to identify and submit required material to the funding agencies such as Caltrans and the California Transportation Commission. We provide assistance to San Mateo City/County Association of Governments to perform administrative programming functions. We also are able to assist in strategies on how to navigate and complete tasks that require input and approval from other resource agencies involved in the process.

References

Jean Higaki, T: (650) 599-1462, E: jhigaki@smcgov.org

Sandy Wong, Executive Director, T: (650) 599-1409, E: slwong@co.sanmateo.ca.us

CONTRA COSTA COUNTY PROGRAM/ PROJECT MANAGEMENT SERVICES, CONTRA COSTA TRANSPORTATION AUTHORITY - GRAY-BOWEN-SCOTT

Gray-Bowen-Scott has provided services on a wide range of activities to the CCTA including: project management, project portfolio management, strategic plan and budget development, inter-agency coordination, expenditure plan development, administration and communications support. Projects include SR4 Widening; eBART Extension to Eastern Contra Costa County, 4th Bore Caldicott Tunnel, Norris Canyon Direct Connectors Ramp, I680 HOV Lane Corridor, and the Vehicle Registration Fee Expenditure Plan.

Reference

Susan Miller, Director of Projects, T: (925) 256-4736, E: smiller@ccta.net

ALAMEDA COUNTY TRANSPORTATION COMMISSION PUBLIC OPINION RESEARCH - EMC RESEARCH, INC.

EMC Research, Inc. has worked with Alameda County Transportation Commission (Alameda CTC) (formerly, the Alameda Congestion Management Agency and the Alameda County Transportation Improvement Authority) for more than 15 years. The Alameda CTC continues to turn to EMC for myriad research projects, including:

- Transportation sales tax measures in 2016, 2014, 2012, and 2000
- A Vehicle Registration Fee measure in 2010 (Measure F)
- A longitudinal study about participation and advertising penetration for Bike to Work Day
- A paratransit rider survey
- A survey of contractors about their outreach process, and
- Research on HOV and express lanes.

Much of our work for Alameda CTC has focused on planning for their transportation sales tax measures. We worked with the agency in 2000 on their successful Measure B, which got 81.5% of the vote. Leading up to the 2012 election, EMC worked with Alameda CTC in planning Measure B1. Research showed the election was likely to be very close, and EMC worked with the agency to develop ballot language and a communication strategy designed to optimize support. Unfortunately, Measure B1 missed reaching the two-thirds threshold by just a few hundred votes, finishing with 66.53% support. EMC worked with Alameda CTC again following that very near miss, helping them achieve victory in the November 2014 election on Measure BB, which got 70.76% of the vote.

Reference

Art Dao, Alameda CTC Executive Director, T: (510) 208-7402, E: adao@alamedatc.org

Project Experience: Area Transportation Plans

ALAMEDA POINT TRANSPORTATION CONCEPT PLAN- FEHR & PEERS

Fehr & Peers worked with the City of Alameda to develop a conceptual transportation strategy for the development of Alameda Point. Fehr & Peers evaluated the feasibility of various improvements to coordinate transportation improvements with land use development in order to reduce citywide traffic impacts, particularly at key bottlenecks such as the Webster and Posey Tubes. Fehr & Peers analyzed TDM, parking, active transportation, and transit concepts, evaluated potential benefits and costs, analyzed funding opportunities, and provided recommendations for implementation.

Reference

Andrew Thomas, City of Alameda, T: (510) 747-6881, E: athomas@ci.alameda.ca.us

SF TREASURE ISLAND EIR- FEHR & PEERS

Fehr & Peers prepared a transportation impact analysis of the redevelopment of Treasure Island, a former military base in the San Francisco Bay. The project would construct up to 8,000 new homes of various types ranging from 3- to 4-story townhouses to 40+ story towers, and a substantial amount of new neighborhood-serving retail uses concentrated around a central transit hub serving both buses and ferries. The only vehicular access to the project site is via ramps from the existing San Francisco-Oakland Bay Bridge, which operates at or near capacity during peak periods. In order to ensure that the project's impacts to bridge traffic were minimized, Fehr & Peers assisted in modifying a Transportation Demand Management (TDM) plan that was included in the project, developed forecasts for transit ridership associated with a new ferry route and substantial bus transit improvements considered as part of the project, and performed a technical assessment as to the effectiveness of proposed congestion pricing at reducing

peak period auto trips onto and off of the island. The result was a technically rigorous environmental analysis that accurately accounted for various unique features of the project, including the benefits associated with proposed TDM measures, that assessed the impacts of the proposed project.

Reference

Peter Albert, SFTMA, T; (415) 701-4328, E: Peter.Albert@sfmta.com

SACRAMENTO DOWNTOWN TRANSPORTATION PLAN STUDY

Fehr & Peers is currently co-managing the Sacramento Downtown Transportation Plan Study that is developing a multi-modal transportation network and respective implementation plan. The Downtown Plan will identify how to implement high levels of investment in pedestrian, transit, and bicycle infrastructure as called for in the City's new General Plan Mobility Element (that was prepared by Fehr & Peers). The network changes include three new bridges across the Sacramento and American Rivers, three new streetcar lines, new bike facilities include several Class IV (cycle track) facilities, enhanced bus corridors and stops, streetscape and pedestrian improvements, alley activation, wayfinding, lighting enhancements, and a new bus layover facility. The study addresses how to implement complete streets that balance the diverse needs of all users in the most challenging area of the City. The project team prepared a "layered" multi-modal analysis that led to the selection of a preferred system package. An extensive outreach process was undertaken with other agencies and a broad range of community stakeholders. This community engagement process is documented on the project web site: www.sacgrid.com.

Reference

Sparky Harris, City of Sacramento Public Works, T: (916) 808-2996, E: fharris@cityofsacramento.org

Billing Rates for All Staff

The following rates are in effect for the Fiscal Year July 2015 – June 2016. Fehr & Peers typically adjusts billing rates in July, although rates are subject to change at any time.

Classification	Hourly Rate
Principal	$195.00 - $320.00
Senior Associate	$180.00 - $240.00
Associate	$145.00 - $200.00
Senior Engineer/Planner	$125.00 - $185.00
Engineer/Planner	$100.00 - $135.00
Senior Technical Support	$125.00 - $170.00
Senior Administrative Support	$105.00 - $135.00
Administrative Support	$95.00- $125.00
Technician	$95.00- $135.00
Intern	$80.00- $95.00

- *Other Direct Costs / Reimbursable expenses are invoiced at cost plus 10% for handling.*
- *Personal auto mileage is reimbursed at the current IRS approved rate (57.5 cents per mile as of June 2015).*
- *Voice and Data Communication Expenses (Telephone, fax, computer, e-mail, etc.) are invoiced at cost as a percentage of project labor.*

section
04

scope, budget
and schedule

Overview

This Fehr & Peers Team effort will consist of one process for preparing two inter-related final reports: (1) Citywide Transit Plan; and (2) Citywide TDM Plan. We have added a new Task 5 focused on implementation planning to the scope provided by the City, based on our understanding of the importance of this key activity. The efforts will build off existing and previous work that has been prepared for the City by team members, including **recent mapping of all transit, bicycle and pedestrian projects planned, proposed and or underway** by the City or its public agency partners.

As the prime consultant, Fehr & Peers will schedule and facilitate bi-weekly check-in meetings with City staff, and will provide monthly progress reports on the budget, work effort progress and the schedule. City staff will be responsible for the review of deliverables prepared by Fehr & Peers and for providing a single set of comments that indicate suggested changes to draft work products.

Potential Cost Saving Opportunities

Per the request in the RFP, we note that the following are opportunities for cost savings from what was shown in the RFP scope:

- Reduce the amount of policy oversight during the process from the four rounds in the RFP through some combination of the strategies below:
  - Have the Transportation Commission be responsible for Rounds 1 and 2 of the policy oversight and limit Planning Board and City Council involvement to Rounds 3 and 4 of the process.
  - Appoint a committee of Council to provide input in place of the full council for Rounds 1 through 3.
  - Eliminate one round of policy oversight activities for a total of three (3) rather than four (4) rounds.
- Develop a Stakeholder Committee rather than having three (3) rounds of smaller stakeholder meetings.
- Combine the final deliverable into a single Transit and TDM Plan, rather than have one plan for transit and another for TDM.

The scope below and the budget we have developed ***do not*** include the cost saving opportunities noted above; however, we would be happy to make adjustments to these at the appropriate time.

Task 1 Initiate Project

Fehr & Peers will work with the City of Alameda to build on existing work and local knowledge to develop a better understanding of the key issues that are to be addressed in the Citywide Transit and TDM Plans. This will include the tasks below.

TASK 1.1: FINALIZE MAPPING DATABASE AND REQUEST DATA/DOCUMENTS

The Fehr & Peers team will finalize the GIS database of existing, planned and proposed projects that was prepared for the City in April 2015, adding and/or updating any new projects since that time. Fehr & Peers will also compile a complete set of planning and policy documents as provided by the City and augment it where needed. This will provide a complete picture of the maps, plans and policy documents that will frame the planning and implementation efforts.

TASK 1.2: DEVELOPMENT OF FINAL WORK PLAN, SCOPE AND SCHEDULE

Fehr & Peers will create a final scope, work plan, and schedule within three weeks of Notice to Proceed on the work. This will include detailed lists of deliverables, roles and responsibilities matrix and proposed regular meeting schedules, as well as a data collection plan memo.

TASK 1.3: KICK-OFF MEETING AND DEVELOPMENT OF FINAL SCOPE AND SCHEDULE

Fehr & Peers will hold a **kick-off meeting** with City staff to present the final draft the schedule and work scope, discuss the set of documents from Task 1.1, discuss remaining data collection requirements, and confirm communication protocols such as invoicing, progress reports and check-in meetings. The kick-off meeting may also include a site visit to key locations such as Alameda Point, Alameda Landing, and the Northern Waterfront with City staff.

TASK 1 DELIVERABLES

A. **Project Initiation**: Fehr & Peers will provide a table of documents with a short summary of each and list of questions, as needed based on the document review and additional data requests. City Staff will provide additional data to Fehr & Peers.

B. **Work Scope/Schedule**: Fehr & Peers will provide a finalized schedule, budget by task and work scope.

This scope assumes one round of comments for each deliverable. Additional rounds of comments would be addressed at an additional fee.

Task 2 Analyze Existing Conditions and Strategies/Projects

TASK 2.1: EXISTING CONDITIONS ASSESSMENT

The objective of this task is to ensure that current transportation issues within the City of Alameda and on its gateways are fully understood by identifying and describing in detail the key supply/demand mismatches and barriers to achieving the City's goal of minimizing single occupant automobile trips.

We assume we will not need to create new data sets from original sources or traffic counts. We propose to rely on existing data sources like AC Transit ridership and the American Community Survey and the studies reviewed in Task 1 to drive the "data-driven" approach. A memo will be prepared detailing Existing Conditions.

2.1.1 Review of Existing Plans, Goals, Policies and Objectives

Fehr & Peers will summarize the goals, timelines, and status of various transportation plans (including AC Transit, WETA, and MTC) with planned implementation between the present day and 2040. We will review in detail the set of planning documents obtained as part of Task 1.1 and harvest the full range of strategies/projects. Strategies and projects will be summarized in a spreadsheet containing source document, primary mode, and location.

2.1.2 Assessment of Existing Travel Patterns

The five Island crossings are crucial gateways to and from the City and are crucial in providing mobility to Alamedans. Fehr & Peers will curate detailed multimodal information (HOV, transit, bicycling, walking, and automobile) on current travel conditions at the five Island crossings, with an emphasis on conditions during the AM and PM peak commute hours at which there is most demand and consequently most congestion. This assessment will compile findings from the documents reviewed in Task 1, and will graphically provide information regarding current congestion duration, peak hours, total throughput versus capacity by mode, and modal split.

As part of this task, we will obtain geographic positioning systems (GPS) based travel data to gain a detailed understanding of on-and off-island travel patterns. The island will be broken into a number of sectors, within which inter- and intra-zone travel demand by mode would be collected. Separate data by mode will be collected if available and findings may be particularly relevant in assessing adequacy of shuttle services.

2.1.3 Assessment of Transit Facilities and Infrastructure

Alameda is currently served by a broad range of transit service, including AC Transit buses, ferries, and both publicly- and privately-operated shuttles. We will map the existing transit network as a study area route map, graphically emphasizing frequency as the key parameter of service quality. This map will be accompanied by a table of route attributes, such as frequencies, hours of operations, key destinations, and connections. We will also use existing available data sources (such as Automated Passenger Counter data and on-board surveys) to display the distribution of boardings and alightings across the City at the stop level. We will produce transit utility and likelihood maps that will identify gaps in supply versus demand, which would help to justify investments in particular locations.

OPTIONAL SUBTASK: DETAILS ON LOCAL TRANSPORTATION AGENCIES, GOVERNANCE, AND FUNDING STRUCTURES

Fehr & Peers could provide an overview of the broad range of agencies and organizations with responsibilities to direct, manage, and implement Alameda's transportation system and programs. This would include a flow chart or table to identify key funding sources and pipelines, as well as summarize how each agency or organization interacts with the current state of Alameda's transportation system. The graphic would be designed in a simple and concise manner to serve as a valuable reference to legislators, staff, and members of the public.

2.1.4 Review Available Funding Capacity

Fehr & Peers in partnership with Gray- Bowen-Scott will review existing local transportation revenues and expenses for the City of Alameda to determine how much funding is dedicated to administration, operations, maintenance and committed capital projects. This will be presented annually and projected over a 20-year period to show the level of revenues currently devoted to transit and TDM and how much local funding will be available over time to support new transit capital projects and TDM efforts once ongoing costs like maintenance and operations have been taken off the top. This will provide a baseline for funding analyses completed under Task 5 below.

TASK 2.2: STAKEHOLDER MEETINGS (ROUND 1)

Fehr & Peers/City staff will work with the City to identify a Stakeholder Group invitee list that includes local transportation-related groups, schools, business associations and transit agencies. We will prepare materials, make presentations and provide notes for up to three meetings. In these meetings, we will seek to firmly establish the projects/strategies that are implementation priorities for these groups and clearly communicate the structure and process through which we will be gathering feedback throughout the project. This scope also assumes that the City will schedule the meetings, secure the venues and cover any costs associated with the space.

TASK 2 DELIVERABLES

A. **Existing Conditions Memo**: Fehr & Peers will develop a draft and revised draft memo on the existing conditions. The final draft will be formatted as chapters in the two inter-related planning documents and as PowerPoint slides with a heavy focus on the use of maps and graphics to communicate key issues.

B. **Stakeholder Outreach – Round #1**: Fehr & Peers will provide the agenda, meeting materials and notes for up to three meetings.

This scope assumes one round of comments for each deliverable. Additional rounds of comments would be addressed at an additional fee.

TASK 2 COST SAVING OPPORTUNITIES

Setting up a Stakeholder Advisory Committee and meeting with it one time during this phase of the study could reduce costs over conducting three separate meetings.

Task 3 Prepare Objectives and Evaluation Criteria

TASK 3.1: IDENTIFY POTENTIAL OBJECTIVES & EVALUATION CRITERIA

Fehr & Peers will prepare a draft table of goals (developed in cooperation with the City team and based on the goals stated in Section II of the RFP) linked to desired outcomes and corresponding indicators. This list will be primarily developed from objectives already contained within existing City and regional policy.

Each of these goals/outcomes could have one or multiple associated objectives or performance measures. Evaluation criteria will be **implementation-focused,** with prominent factors being related to available funding sources, ease of construction, public support, and transformational ability. For instance, an example goal of *managing traffic congestion at island access points* could have a performance measure of *change in total trips on/off the island during the peak periods*, and an objective of *net new trips through the Webster/Posey tubes in the peak direction during the AM/PM Peak Hours.*

TASK 3.2: PUBLIC OPINION SURVEY

Fehr & Peers, in partnership with EMC Research, Inc. will conduct a public opinion survey to understand what would motivate Alamedans to use transit, carpool, bicycle, or walk instead of driving for their commute trips, in particular for off-island commutes during peak times. The questions/topics explored in this survey will be based on information collected in Tasks 1 through 3. The opinion research will be designed to explore network use, travel behavior, priorities, expectations of City role, and opinion on potential project.

For this research, we will implement a **multi-modal methodology** (i.e. paper, online, and telephone options available) that allows for the random selection necessary for projectable, reliable data, but also gives survey respondents the ability to choose the participation method most convenient for them. The length of the survey instrument will be the equivalent of a 15-minute survey if conducted by telephone using a live interviewer. This scope includes a maximum of 400 of these interviews as part of the survey.

This multi-modal method allows for a wider sampling frame than a telephone-only survey because it allows all households in Alameda to be in the sample frame, regardless of if they have unlisted numbers or if they rely only on cell phones for their household phone uses.

The results of this survey will be statistically reliable and projectable data that can be generalized across the population of adults living in Alameda. It will include commuters at the proportion that they exist in the population, including those who stay in Alameda and those who commute off island. It will also include people who use all commute modes at the proportion they are used, including single occupancy vehicle drivers, carpoolers, transit riders, bicyclists, and other modes.

TASK 3.3: WEB SURVEY TO RANK OBJECTIVES

Using the Peak Democracy software, a web survey will request community members to rank objectives similar to previous Clement Avenue and Central Avenue projects as shown here: http://alamedaca.gov/public-works/open-forum . Peak Democracy is effective at allowing citizens to share their preferences and allow others to "vote up" the ideas that resonate most significantly with them. Fehr & Peers is confident in our ability to independently administer Peak Democracy on behalf of the City, or to collaborate on the content and strategy that a City staff member will then administer in Peak Democracy. Fehr & Peers will design the web survey text and graphics to be user-friendly, intuitive, and straightforward.

OPTIONAL SUBTASK: WEB SURVEY STRATEGIES

We understand the City's preference to use Peak Democracy to engage the public and widen the range of citizens that can provide their preferences for this project. Should the City of Alameda want to consider additional public engagement strategies (to increase engagement possibilities and quality of feedback types) Fehr & Peers can provide insight on options:

Spatial-driven feedback (feedback based on maps of the community)

We would recommend discussing our proprietary, GIS-powered CrowdSource+ tool, and/or similar online services such CrowdSpot (Fehr & Peers is currently working with the Valley Transportation Authority and many other groups similar public engagement efforts).

Mobile-device-accessible feedback

These tools would allow the City to engage citizens during their normal day, as opposed to only during public meetings. While all of the tools discussed above can technically be accessed via mobile devices, the experience of doing so may not be good enough to sustain an effective engagement campaign. We have experience with a number of online tools that could be effective options.

Text-message based feedback

Sometimes overlooked is the strategy to engage citizens via simple text-messaging campaigns. These are most effective when the audience may not yet own smartphones, or have internet connection. The primary challenges to text campaigns is that "wording" needs to be significantly minimized, and most queries need to be short multiple-choice questions

TASK 3.4: COMMUNITY WORKSHOP #1

Fehr & Peers and City staff will conduct a community workshop to present and gain feedback on existing conditions, key opportunities, potential objectives, and evaluation criteria for the Citywide Transit and TDM Plans. Fehr & Peers will also solicit community suggestions for transit and TDM strategies to be analyzed in Task 4. This scope assumes that the City will schedule the workshop, secure the venue, pay for any costs associated with using the space and assist with advertising.

TASK 3.5: PREPARE FINAL GOALS, OBJECTIVES, AND EVALUATION CRITERIA MEMOS

Based on the input received in the community outreach and survey tasks, as well as feedback from the City, Fehr & Peers will compile a final matrix of

goals, objectives, and evaluation criteria for use in analyzing individual transit and TDM projects/strategies. Fehr & Peers will prepare one memo summarizing the process, community outreach findings, and final goals and objectives (containing both TDM and transit).

TASK 3.6: TRANSPORTATION COMMISSION/PLANNING BOARD/CITY COUNCIL MEETINGS – ROUND #1

Fehr & Peers will assist with staff reports and prepare a single presentation describing the process, goals and objectives and attend and present, if desired before the Transportation Commission, Planning Board and City Council.

TASK 3 DELIVERABLES

A. **Public Opinion Survey**: Fehr & Peers will provide a draft and final public opinion questionnaire, reminder postcard, and final scripts for automated reminder phone calls, approach (including summary of sample frame and sample design), and survey results text description with PowerPoint slides. Survey results will include full cross tabular tables of results.

B. **Web Survey - Topic #1 (Objectives and Evaluation Criteria)**: Fehr & Peers will draft the text and will compile the results of the web survey. Results will be shared in a technical memorandum with illustrative graphs and tables, as needed.

C. **Community Workshop Comments Summary – Round #1:** Fehr & Peers will provide the flyers, advertisement, PowerPoint slides, sign-in sheets, handout materials/boards, healthy refreshments, comment cards and a compilation of comments, and will attend/present at the workshop. Fehr & Peers will provide a compilation of comments shared at Community Workshop #1, presented in a tabular format.

D. **Transportation Commission/Planning Board/City Council Meetings – Round #1:** Fehr & Peers will prepare a single presentation to be used at each of these meetings (one total).

E. **Memo**: Revised draft and final goals and objectives memo.

This scope assumes one round of comments for each deliverable. Additional rounds of comments would be addressed at an additional fee.

TASK 3 COST SAVING OPPORTUNITIES

Setting up a Stakeholder Advisory Committee and meeting with it one time during this phase of the study could reduce costs over conducting three separate meetings.

Task 4 Analyze Strategies

TASK 4.1: DEVELOP DRAFT STRATEGIES

Fehr & Peers will distill the universe of strategies and projects harvested in Task 2.1.1 into a set of distinct and unique strategies, removing duplication and overlap. Based on our understanding of recent Alameda planning documents, we do not anticipate the need for extensive sourcing of previously unconsidered strategies. However, based on public feedback and our review in Tasks 2 and 3, we will add any new strategies/projects that were identified as part of the process. New transit strategies will include attracting and then integrating Transportation Network Companies (TNCs), like Lyft and Uber with existing transit service and an intra-island shuttle service. TDM strategies would include TMA organizational options, TMA services, and TDM tools such as ridesharing promotion, subsidized transit passes, enhanced marketing of alternative transportation methods (including coordinating with the updates to the Pedestrian and Bicycle Plans), and pricing.

TASK 4.2: ASSESS STRATEGIES BASED ON TASK 3 CRITERIA

Transit and TDM strategies will be assessed separately based on the criteria established in Task 3. Feasibility and ease of implementation are central to this analysis. Where funding challenges and gaps may exist, these will be identified.

Assessment of TDM strategies will rely heavily on marketing and implementation of the transit strategies, including expanded network coverage and potential shuttle systems and water transport, as well as first mile/last mile connections and wayfinding. The intended target audience for each strategy will also be identified, and separate strategies may apply differently to individuals living in vs. working in Alameda.

TASK 4.3: PRIORITIZE STRATEGIES AND PREPARE DRAFT STRATEGIES MEMOS

Fehr & Peers will use the initial strategy analysis to prepare materials and discussion points for a series of stakeholder meetings and a community workshop. Input from key stakeholders and results from the community surveys and workshops will result in a final, prioritized list of strategies based on their ability to meet the overall goals identified in Task 3, focusing on community support, funding availability, and feasibility.

Fehr & Peers will prepare two draft memos, one detailing the analysis of transit strategies and one detailing the TDM strategies. The TDM strategy memo may be structured to reflect differing levels of transit investment and access, as transit "intensity" is seen as a determinant for the menu of other TDM strategies. The prioritized strategies may be interrelated and thus form approaches containing compatible strategies.

TASK 4.4: STAKEHOLDER OUTREACH – ROUND #2

Fehr & Peers will meet with key local stakeholders including transportation-related groups, schools, business associations and outside transit agencies to review the draft Strategies Memo and the City wide Transit and TDM Plans. These documents will be shared with these groups to gather feedback. Fehr & Peers will record comments and feedback shared by the stakeholders. This scope also assumes that the City will schedule the meetings, secure the venues and cover any costs associated with the space.

TASK 4.5: WEB SURVEY – TOPIC #2

Fehr & Peers will use Peak Democracy to gather a second round of input on potential transportation strategies, including transportation services, improvements, and programs. Fehr & Peers will design the web survey text and graphics to be user-friendly, intuitive, and straightforward.

TASK 4.6: COMMUNITY WORKSHOP #2

Fehr & Peers/City staff will conduct a community workshop to gather feedback on potential strategies for Citywide Transit and TDM Plans Fehr & Peers will provide all meeting materials detailed below. This scope assumes that the City will schedule the workshop, secure the venue, cover any costs associated with the space and assist with advertising.

TASK 4.7: TRANSPORTATION COMMISSION/PLANNING BOARD/CITY COUNCIL MEETINGS – ROUND #2

Fehr & Peers will assist with staff reports and prepare a single presentation describing the process and strategies, and attend and if needed, present before the Transportation Commission, Planning Board and City Council.

TASK 4 DELIVERABLES

A. **Memo**: Revised draft and revised strategies memo.

B. **Stakeholder Outreach Summary – Round #2:** Fehr & Peers will provide a compilation of comments shared at Community Workshop #2, presented in a draft technical memorandum format.

C. **Web Survey - Topic #2**: Fehr & Peers will draft the text and will compile the results of the web survey. Results will be shared in a technical memorandum with illustrative graphs and tables, as needed.

D. **Community Workshop #2**: Fehr & Peers will provide the flyers, advertisement, PowerPoint slides, sign-in sheets, handout materials/boards, healthy refreshments, comment cards and a compilation of comments, and will attend/present at the workshop, as needed. Fehr & Peers will provide a compilation of comments shared at Community Workshop #1, presented in a tabular format.

E. **Transportation Commission/Planning Board/ City Council Meetings – Round #2:** Fehr & Peers will prepare a single presentation to be used at each of these meetings (one total).

This scope assumes one round of comments for each deliverable. Additional rounds of comments would be addressed at an additional fee.

TASK 4 COST SAVING OPPORTUNITIES

It would be possible to forgo this round of Transportation Commission/Planning Board/City Council Meetings and present the strategies in combination with the implementation alternatives at the meeting scoped under Task 5.

Task 5 Implementation Planning

Fehr & Peers will prepare the implementation chapter of the Plans, which will contain a funding evaluation for 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.

TASK 5.1: FUNDING PLAN

Fehr & Peers will evaluate and document the strategies identified in Task 4 in a format summarizing the needs they address, the goals they achieve and a high-level cost estimate for the project.

Subsequent to project evaluation, Fehr & Peers will prepare a **funding plan** for Transportation Capital Projects. This plan may include the following:

- An approach to allocating TMA funds to develop capital projects
- Identification of projects potentially eligible for local funds and approaches to leverage those funds

- Identification and prioritization of projects eligible for Measure BB Funds
- Funding needs in excess of TMA, local and Measure BB funds and likely sources to acquire these funds.

OPTIONAL TASK: PROJECT DELIVERY PLAN

As an optional task, the funding plan could be followed by a **project delivery evaluation**. This would include options for project delivery, a procurement approach (i.e Design Build, Design Bid Build etc.) for each capital project as well as the identification of a lead agency best suited for the project. The project delivery evaluation would conclude with a proposed schedule for each project.

Fehr & Peers would present this information in a useable and replicable format so future capital projects can continue to be entered and evaluated uniformly with those evaluated as part of the Transit Plan.

TASK 5.2: REFINE AND DOCUMENT PLANNED TDM STRATEGIES

This portion of the analysis involves refining and documenting the preferred TDM strategies identified in Task 4 (including the needs addressed by each strategy, goals achieved, and rough cost estimates), developing an organizational framework for implementation (by identifying and analyzing potential implementation by a TMA, the City of Alameda, or individual developers), and identifying potential funding streams and mechanisms for the plan.

This step will include a review of organizational options for transportation management agencies, including review of the potential for an Island-wide TMA, potential funding and participating agencies (such as Business Improvement Districts, existing business associations, development groups, and homeowner/ neighborhood associations).

TASK 5.3: TRANSPORTATION COMMISSION/PLANNING BOARD/CITY COUNCIL MEETINGS – ROUND #3

Fehr & Peers will prepare a single presentation describing the funding and project delivery alternative, attend and if needed, present before the Transportation Commission, Planning Board and City Council.

TASK 5 DELIVERABLES

A. **Implementation Chapter**: Fehr & Peers will develop an implementation technical memo covering the funding and project delivery plans and integration of transit and TDM delivery strategies that will inform the Draft and Final Plans developed in Task 6.

B. **Transportation Commission/Planning Board/ City Council Meetings – Round # 3**: Fehr & Peers will prepare a single presentation to be used at each of these meetings (one total).

This scope assumes one round of comments for each deliverable. Additional rounds of comments would be addressed at an additional fee.

Task 6 Prepare Draft and Final Plans

TASK 6.1: ADMINISTRATIVE AND DRAFT PLANS

Fehr & Peers will compile administrative draft plans based on the outreach activities, documents and analyses completed in Tasks 1-5. This scope assumes that separate plans will be prepared for the Transit and TDM elements. Incorporating the City staff comments on the administrative draft, the Public Review Drafts will be produced for reviews by stakeholders, the public and policy making bodies.

TASK 6.2: STAKEHOLDER OUTREACH – ROUND #3

Fehr & Peers will meet with key local stakeholders including transportation-related groups, schools, and business associations and outside transit agencies to review the City wide Transit and TDM Plans. These documents will be shared with these groups in order to gather feedback. Fehr & Peers will record comments and feedback shared by the stakeholders. City will support City Staff with the development of materials and scheduling of up to three (3) stakeholder meetings.

TASK 6.3: TRANSPORTATION COMMISSION/PLANNING BOARD/CITY COUNCIL MEETINGS – ROUND #4

In consultation with City staff, the Fehr & Peers will prepare the staff reports and single overall presentation on the Public Review Drafts to take before the Transportation Commission, Planning Board and City Council. The presentation will include a summary of comments received from the public and stakeholder reviews and recommended changes

to Public Review Drafts to address this input. We will present at the meetings, if desired.

TASK 6.4: FINAL PLANS

Fehr & Peers will prepare the Final Drafts of the Citywide Transit and TDM Plans. These drafts will incorporate changes made based on the cumulative input and comments received from public and policy level review of the documents.

TASK 6 DELIVERABLES

A. **Administrative Draft Plans**: Fehr & Peers will develop a Final Draft Citywide Transit and TDM Plans for administrative review (electronic copy only).

B. **Public Review Draft Plans**: Fehr & Peers will develop a Final Draft Citywide Transit and TDM Plans for public review (20 hard copies for the Transportation Commission and Planning Board meetings and 20 hard copies for the City Council meeting). Fehr & Peers will compile the comments and associated changes from the Transportation Commission, Planning Board and City Council meetings.

C. **Final Citywide Transit and TDM Plans**: Fehr & Peers 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.

D. **Stakeholder Outreach – Round #3**: Fehr & Peers will provide agenda, meeting materials and notes for up to three meetings.

E. **Transportation Commission/Planning Board/ City Council Meetings – Round # 4**: Fehr & Peers will prepare a single presentation to be used at each of these meetings (one total).

This scope assumes one round of comments for each deliverable. Additional rounds of comments would be addressed at an additional fee.

TASK 6 COST SAVING OPPORTUNITIES

If the final plan document could be combined to cover both Transit and TDM, rather than providing a separate document for each, costs could be reduced.

Budget

BUDGET SUMMARY

Task	Fehr & Peers	Sub-consultants	Total	Percent of Total
Task 1: Initiate Project	$ 13,855	$ -	$ 13,855	4%
Task 2: Analyze Existing Conditions and Strategies/Projects	$ 55,920	$ 12,436	$ 68,356	19%
Task 3: Prepare Objectives and Evaluation Criteria	$ 36,665	$ 32,020	$ 68,685	19%
Task 4: Analyze Strategies	$ 54,260	$ 9,916	$ 64,176	18%
Task 5: Implementation Planning	$ 36,626	$ 31,570	$ 68,196	19%
Task 6: Prepare Draft and Final Plans	$ 69,366	$ -	$ 69,366	19%
Subconsultant Administration	$ 8,594	$ -	$ 8,594	2%
Total	**$ 275,286**	**$ 85,940**	**$ 361,226**	**100%**

COST PROPOSAL

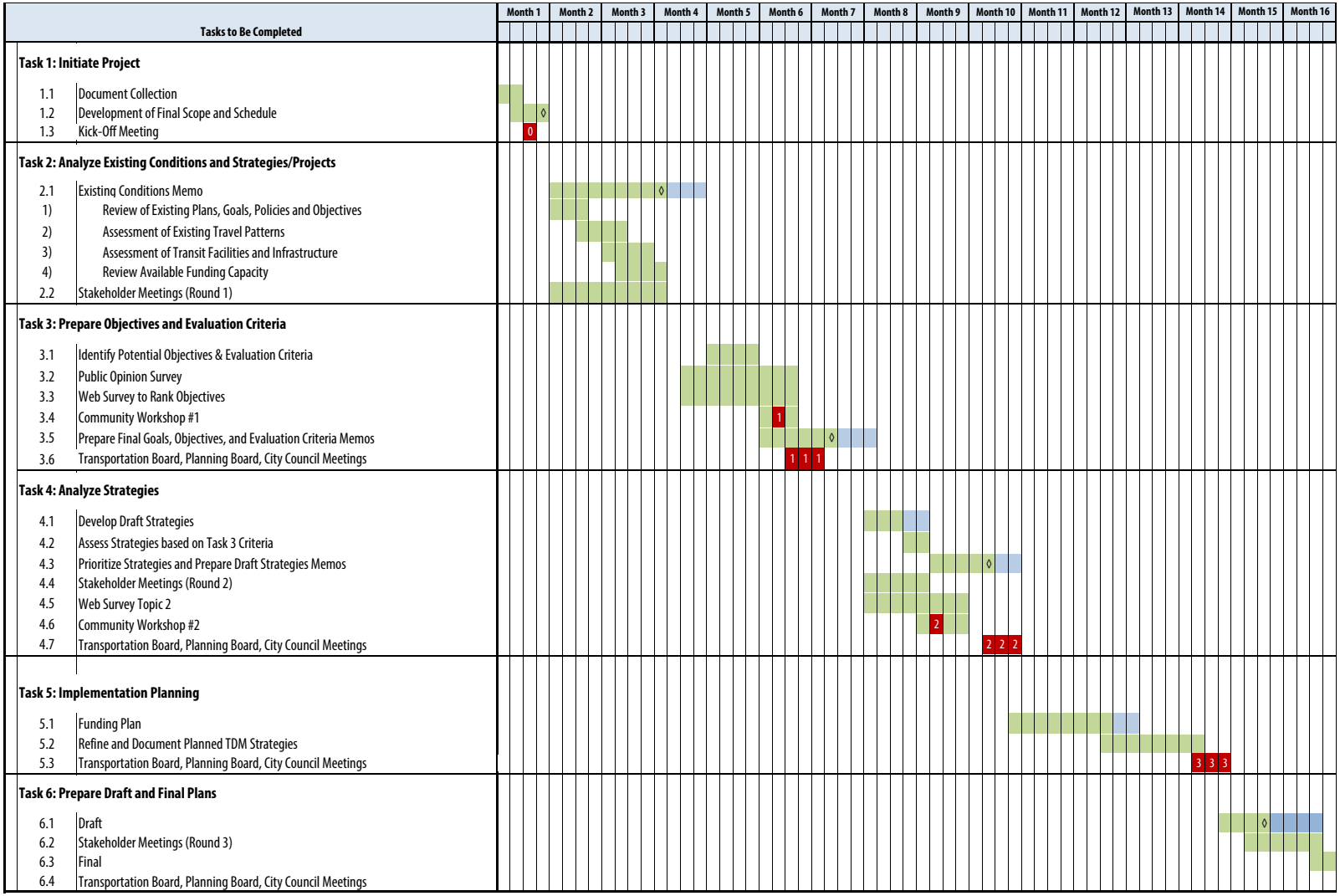
	Fehr & Peers	Principal	Principal	Principal	Project Manager	Associate Engineer	Senior Planner	Project Planner	Graphics	Admin	Total Hours	Labor Costs	Direct Costs & ODCs[1&2]	Task Total
	Task	Grandy	Ridgway	Mitman	Conable	Eckols								
		$300	$315	$225	$250	$255	$150	$140	$120	$115				
Task 1: Initiate Project		**2**	**1**	**10**	**16**	**4**	**7**	**18**	**3**	**6**	**67**	**$12,805**	**$1,050**	**$13,855**
1.1	Finalize Mapping Database and Request Data/Documents	0	0	0	6	0	0	4	0	1	11	$2,175	$250	$2,425
1.2	Develop Draft Work Plan, Scope and Schedule	2	1	6	6	0	4	8	2	3	32	$6,070	$450	$6,520
1.3	Kick-Off Meeting and Development of Final Scope and Schedule	0	0	4	4	4	3	6	1	2	24	$4,560	$350	$4,910
Task 2: Analyze Existing Conditions and Strategies/Projects		**4**	**7**	**6**	**32**	**0**	**44**	**148**	**24**	**31**	**296**	**$46,520**	**$9,400**	**$55,920**
2.1	Existing Conditions Assessment													
1)	Review of Existing Plans, Goals, Policies and Objectives	1	2	1	4	0	2	32	2	5	49	$7,750	$550	$8,300
2)	Assessment of Existing Travel Patterns	1	2	1	4	0	24	72	12	14	130	$18,885	$7,300	$26,185
3)	Assessment of Transit Facilities and Infrastructure	1	1	1	4	0	10	24	4	5	50	$7,755	$550	$8,305
4)	Review Available Funding Capacity	1	2	1	8	0	8	8	6	4	38	$6,655	$550	$7,205
2.2	Stakeholder Meetings (Round 1)	0	0	2	12	0	0	12	0	3	29	$5,475	$450	$5,925
Task 3: Prepare Objectives and Evaluation Criteria		**6**	**1**	**17**	**40**	**0**	**40**	**60**	**12**	**19**	**195**	**$33,965**	**$2,700**	**$36,665**
3.1	Identify Potential Objectives & Evaluation Criteria	1	1	1	2	0	4	8	2	2	21	$3,530	$250	$3,780
3.2	Public Opinion Survey	1	0	1	8	0	8	7	2	3	30	$5,290	$450	$5,740
3.3	Web Survey to Rank Objectives	0	0	0	6	0	8	15	2	3	34	$5,385	$450	$5,835
3.4	Community Workshop #1	0	0	4	10	0	12	15	2	5	48	$8,115	$650	$8,765
3.5	Prepare Final Goals, Objectives, and Evaluation Criteria Memos	0	0	3	2	0	4	7	2	2	20	$3,225	$250	$3,475
3.6	Transportation Board, Planning Board, City Council Meetings	4	0	8	12	0	4	8	2	4	42	$8,420	$650	$9,070
Task 4: Analyze Strategies		**14**	**2**	**21**	**50**	**0**	**44**	**117**	**16**	**30**	**294**	**$50,405**	**$3,855**	**$54,260**
4.1	Develop Draft Strategies	2	1	2	6	0	6	28	6	6	57	$9,095	$650	$9,745
4.2	Assess Strategies based on Task 3 Criteria	4	1	2	6	0	6	22	0	5	46	$8,020	$650	$8,670
4.3	Prioritize Strategies and Prepare Draft Strategies Memos	4	0	3	6	0	6	22	6	5	52	$8,650	$650	$9,300
4.4	Stakeholder Meetings (Round 2)	0	0	0	8	0	0	8	0	2	18	$3,350	$251	$3,601
4.5	Web Survey Topic 2	0	0	4	2	0	12	15	2	4	39	$6,000	$452	$6,452
4.6	Community Workshop #2	0	0	2	10	0	10	14	0	4	40	$6,870	$552	$7,422
4.7	Transportation Board, Planning Board, City Council Meetings	4	0	8	12	0	4	8	2	4	42	$8,420	$650	$9,070
Task 5: Implementation Planning		**10**	**0**	**16**	**28**	**26**	**26**	**52**	**4**	**19**	**181**	**$34,075**	**$2,551**	**$36,626**
5.1	Funding Plan	2	0	4	8	12	8	8	0	5	47	$9,455	$750	$10,205
5.2	Refine and Document Planned Strategies	4	0	4	8	14	14	36	2	10	92	$16,200	$1,151	$17,351
5.3	Transportation Board, Planning Board, City Council Meetings	4	0	8	12	0	4	8	2	4	42	$8,420	$650	$9,070
Task 6: Prepare Draft and Final Plans		**12**	**8**	**12**	**40**	**20**	**56**	**158**	**44**	**43**	**393**	**$64,665**	**$4,701**	**$69,366**
6.1	Draft	4	4	4	8	8	24	72	20	18	162	$25,550	$1,850	$27,400
6.2	Stakeholder Meetings (Round 3)	0	0	0	8	0	0	8	0	2	18	$3,350	$251	$3,601
6.3	Final	4	4	4	8	8	24	62	20	16	150	$23,920	$1,750	$25,670
6.4	Transportation Board, Planning Board, City Council Meetings	4	0	4	16	4	8	16	4	7	63	$11,845	$850	$12,695
	Subtotal - Fehr & Peers	**48**	**19**	**82**	**206**	**50**	**217**	**553**	**103**	**148**	**1426**	**$ 242,435**	**$ 24,257**	**$ 266,692**

	Subconsultant - EMC Research	President	Principal	Field Director	Sr. Research Analyst	Research Analyst				Admin	Total Hours	Labor Costs	ODCs[2]	Task Total
	Task	Evans	LaBatt	McElroy										
		$300	$250	$100	$125	$75								
Task 3.2	Public Opinion Survey	12	36	52	40	56					196	$27,000	$500	$27,500
												$0	$0	$0
	Subtotal - EMC Research	**12**	**36**	**52**	**40**	**56**					**196**	**$ 27,000**	**$ 500**	**$ 27,500**
	Subconsultant - Silvani Transportation Consulting	Technical Advisor								Admin	Total Hours	Labor Costs	ODCs[2]	Task Total
	Task													
		$178												
Task 2	Existing Conditions	25									25	$4,445	$75	$4,520
Task 3	Prepare Objectives and Evaluation Criteria	25									25	$4,445	$75	$4,520
Task 4	Analyze Strategies	25									25	$4,445	$75	$4,520
Task 5	Implementation Planning	25									25	$4,445	$75	$4,520
	Subtotal - Wendy Silvani	**100**									**100**	**$ 17,778**	**$ 300**	**$ 18,078**
	Subconsultant - Gray-Bowen-Scott	Principal	Project Manager	Technical Advisor	Project Analyst					Admin	Total Hours	Labor Costs	ODCs[2]	Task Total
	Task	Scott	Todd	Hatrup	Gleeson									
		$303	$255	$180	$150									
Task 2.1	Review Available Funding Capacity	2	22	0	10						34	$7,716	$200	$7,916
Task 4.1	Develop Draft Strategies	2	6	12	6						26	$5,196	$200	$5,396
Task 5.1	Funding Plan	8	48	16	16						88	$19,944	$1,000	$20,944
Task 5.2	Project Delivery Plan	0	0	0	0						0	$0	$200	$200
Task 5.3	Refine and Document Planned Strategies	2	4	16	8						30	$5,706	$200	$5,906
	Subtotal - Gray Bowen Scott	**14**	**80**	**44**	**40**	**0**				**0**	**178**	**$ 38,562**	**$ 1,800**	**$ 40,362**
	SubTotal										**1,900**	**$ 325,775**	**$ 26,857**	**$ 352,632**
	Costs to Administer Subconsultant Contracts at 10%										**-**	**-**	**-**	**$ 8,594**
	Grand Total										**1,900**	**$ 325,775**	**$ 26,857**	**$ 361,226**

[1]Direct costs (communication and reproduction charges) are assessed at 6% of labor

[2]Other Direct Costs include travel related charges and outreach materials

Schedule


Tasks to Be Completed
Month 1
Month 2
Month 3
Month 4
Month 5
Month 6
Month 7
Month 8
Month 9
Month 10
Month 11
Month 12
Month 13
Month 14
Month 15
Month 16
Task 1: Initiate Project
1.1 Document Collection
1.2 Development of Final Scope and Schedule
1.3 Kick-Off Meeting
Task 2: Analyze Existing Conditions and Strategies/Projects
2.1 Existing Conditions Memo
1) Review of Existing Plans, Goals, Policies and Objectives
2) Assessment of Existing Travel Patterns
3) Assessment of Transit Facilities and Infrastructure
4) Review Available Funding Capacity
2.2 Stakeholder Meetings (Round 1)
Task 3: Prepare Objectives and Evaluation Criteria
3.1 Identify Potential Objectives & Evaluation Criteria
3.2 Public Opinion Survey
3.3 Web Survey to Rank Objectives
3.4 Community Workshop #1
3.5 Prepare Final Goals, Objectives, and Evaluation Criteria Memos
3.6 Transportation Board, Planning Board, City Council Meetings
Task 4: Analyze Strategies
4.1 Develop Draft Strategies
4.2 Assess Strategies based on Task 3 Criteria
4.3 Prioritize Strategies and Prepare Draft Strategies Memos
4.4 Stakeholder Meetings (Round 2)
4.5 Web Survey Topic 2
4.6 Community Workshop #2
4.7 Transportation Board, Planning Board, City Council Meetings
Task 5: Implementation Planning
5.1 Funding Plan
5.2 Refine and Document Planned TDM Strategies
5.3 Transportation Board, Planning Board, City Council Meetings
Task 6: Prepare Draft and Final Plans
6.1 Draft
6.2 Stakeholder Meetings (Round 3)
6.3 Final
6.4 Transportation Board, Planning Board, City Council Meetings
Consultant Task
Review Period
Meeting
◊ Consultant Deliverable

section

05

appendix

contract comments and resumes

Requested Changes to Standard Consultant Contract

1. 9. HOLD HARMLESS:

Change Requested: "Indemnification: Consultant shall indemnify, defend, and hold harmless City, its City Council, boards, commissions, officials, employees, and volunteers ("Indemnitees") from and against any and all loss, damages, liability, claims, suits, costs and expenses whatsoever, including reasonable attorneys' fees ("Claims"), ~~arising from or in any manner connected to~~ to the extent caused by Consultant's negligent act or omission, whether alleged or actual, regarding performance of services or work conducted or performed pursuant to this Agreement. If Claims are filed against Indemnitees which allege negligence on behalf of the Consultant, Consultant shall have no right of reimbursement against Indemnitees for the costs of defense even if negligence is not found on the part of Consultant. However, Consultant shall not be obligated to indemnify Indemnitees from Claims arising from the sole negligence or willful misconduct of Indemnitees.

Reason for Change: We are always happy to be responsible for our own faults, but we should not be forced to be liable for other people's fault.

2. 10. INSURANCE:

Change Requested: ". . . 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~~, . . ."

Reason for Change: We believe this to be an outdated requirement. Our insurers would agree to give prior written cancellation notice by mail, but would no longer agree to give such notice by certified mail.

3. 10. INSURANCE:

Change Requested: "D. ADDITIONAL INSURED: City, its City Council, boards, commissions, officials, employees and volunteers shall be named as an additional insured under all insurance coverages, except any professional liability and workers' compensation insurance, required by this Agreement. . . ."

Reason for Change: There is no additional insured on workers' compensation policies.

4. 15. REPORTS:

Change Requested: Please insert the following subparagraph: "F. Notwithstanding any other provision in this Agreement, or any provision to the contrary, Consultant shall not be liable or responsible for any use, reuse, modification, display, or distribution of, or derivation from any part of the Report for purposes not contemplated by its preparation, or not in the original project for which it is prepared, that is made without Consultant's prior written consent."

Reason for Change: This section gives the City ownership of the Report, and the right to use it in other projects. We cannot be responsible for that over which we have no control.

Nate Conable AICP

Principal

Proposed Role: Project Manager

Nate has extensive experience in the development of major transit programs and managing a broad range of transit and transportation system and traffic engineering studies and conceptual engineering efforts including system plans, corridor studies, downtown area circulation and traffic operations plans, alternative analyses and environmental reviews. His technical expertise includes Modern Streetcar, Light Rail Transit and Bus Rapid Transit, alternative project delivery strategies, land use/transportation interaction, station area and access planning, conceptual design of transit and trails, public and stakeholder involvement, travel demand modeling, Geographic Information Systems (GIS) and traffic operational analysis.

EDUCATION

Master of City Planning, Georgia Institute of Technology, 1999

M.S., Civil Engineering, Georgia Institute of Technology, 1999

REGISTRATION

American Institute of Certified Planners (No. 017950)

EXPERTISE

- Urban Transportation and Redevelopment
- Federal Transit Project Development
- Transit System Planning
- Transportation Planning
- Traffic Engineering
- Community Development

RELEVANT PROJECTS

Atlanta BeltLine/Atlanta Streetcar Public Private Partnership Feasibility Analysis (Atlanta, GA)

Nate managed the development of project delivery options for the 22-mile transit corridor and components of the Atlanta Streetcar system including a series of evaluations covering risk allocation, financial modeling, legal frameworks, legislative needs, community issues and procurement requirements. Project Director.

Atlanta BeltLine/Atlanta Streetcare System Plan (Atlanta, GA)

Nate led the development of a streetcar system plan for the Atlanta Streetcar and the Atlanta BeltLine that prioritized projects and laid out a vision for an integrated streetcar network providing mobility and redevelopment opportunities equitably and efficiently across the City of Atlanta. Project Director.

Atlanta BeltLine Corridor Environmental Study, Tier 1 EIS (Atlanta, GA)

Nate was co-manager of a Tier 1 EIS for the 22-mile Atlanta BeltLine transit and trail project. The EIS resulted in a Record of Decision confirming the selection of streetcar technology and transit and trail alignments and identification of right-of-way preservation needs for the project. The project was jointly managed with the Metropolitan Atlanta Rapid Transit Authority. Project Manager.

Atlanta BeltLine Corridor Design - Trail and Transit (Atlanta, GA)

For this project, Nate oversaw the functional design of a multiuse trail and parallel LRT/Modern Streetcar line set within in a greenway corridor. Issues included rail operations, station location and access, vertical circulation, transit station and trail design typologies, track layout, crossing railyards, at grade crossings, trails along roadways, connections to adjacent development and interface with heavy rail transit lines.

Transit Project Delivery and Operator Selection Framework Study (Atlanta, GA)

For this project, Nate managed the development of a decision framework for selecting a transit operator for the Atlanta BeltLine transit component. This included a national review of potential transit project delivery approaches, interviews with transit operators and and a series of workshops with internal stakeholders to determine key local factors influencing the decision-making process.

SELECTED PRESENTATIONS

Revitalizing Downtowns with Multimodal Solutions, 2012 ITE Annual Meeting, Atlanta, Presentation

Urban Circulators for Livable and Sustainable Communities with Philanthropy, 2012 Rail~Volution Conference, Los Angeles, Presentation

Transit - Lost in the TSLOST?, 2012 Southface Conference, Atlanta, GA, Presentation

The Atlanta BeltLine – Model for Urban Transformation, 2011 New Partners for Smart Growth Conference, Charlotte, Presentation

Getting the Most Out of TOD, 2012 NACTO Designing Cities Conference, New York City, Presentation

Integrated Mobility and Redevelopment, 2014 APA National Conference, Atlanta, Presentation

Large Scale Streetcar Circulator Programs, 2014 APA National Conference, Atlanta, Presentation

Nate Conable AICP

Proposed Role: Project Manager

Metropolitan Atlanta Rapid Transit Authority (MARTA) West Line Extension Alternatives Analysis and Draft Environmental Impact Statement (DEIS)

Nate was responsible for leading technical analyses to support evaluation of alternative extension options for an existing heavy rail transit line. The alternative analysis focused on developing a locally preferred alternative alignment and technology for the extension. The DEIS identified environmental impacts and necessary mitigation strategies for the preferred alternative based on conceptual engineering of the facility. Project Manager.

MARTA Arterial BRT Implementation Plan

Nate led an implementation plan for a $16 million BRT facility along a 7-mile arterial roadway corridor in suburban Atlanta. The BRT system concept developed included transit signal priority, premium stations with prepayment of fares, passenger information systems, queue jumpers and specialized vehicles. Through the CMAQ program the project has been fully funded and is scheduled to open to service in 2009. Project Manager.

Northside Drive Corridor Study

Nate led a first multi-modal corridor study to identify a vision for land use and transportation in an urban area undergoing rapid redevelopment. The study featured extensive land use planning, urban design and transportation elements, as well as an intensive agency and public involvement process. The resulting plan is serving as the foundation for rezoning activities and transportation project development through the regional process. Project Manager.

River Access Study, Buffalo National River (Harrison, AR)

Nate was responsible for developing strategies to alleviate existing traffic/parking operational problems and safety concerns at river access points throughout the park. During periods of peak use, river access facilities including parking lots, loading areas and boat launches are overwhelmed by the demands of private canoeists and canoe concession customers. This results in congestion, poor circulation and other issues that degrade the quality of the visitor's experience. The first phase of the project was an assessment of existing conditions that identified the ten most critical access points based on analyses of visitor use patterns, stakeholder input and site visits. In the second phase a comprehensive set of solutions including improved design, parking management and shuttle service strategies was evaluated to reach a final recommendation.

MARTA Bus Rapid Transit Corridor (BRT) Identification Project

Nate was responsible for leading technical analyses to identify regional travel corridors that were good candidates for the implementation of BRT applications. A GIS was developed to facilitate analyses, and potential corridors were recommended based on an evaluation of travel characteristics and land use context. Deputy Project Manager.

Perimeter Transportation Study

As Project Planner, Nate was in charge of pedestrian facility studies and bicycle plan development, as well as assisting in shuttle expansion planning and existing conditions inventory. This study focused on short-term recommendations to improve alternative transportation systems in a suburban activity center. Projects were developed for inclusion in the Transportation Improvement Program. Project Planner.

Atlanta Regional Commission Marietta-Lawrenceville Transportation Study

Nate's responsibilities included GIS analyses and mapping, web site development, and maintenance and public involvement activities. The first phase of this study was a transportation alternatives analysis focused on assessing all transportation needs in the study area. Engineering feasibility analysis of a specific corridor and technology will be accomplished in the second phase resulting in a project ready for federal funding. Potential investment strategies include roadway, transit and pedestrian/bicycle solutions. Project Planner.

Meghan Mitman AICP

Principal

Proposed Role: Principal-in-Charge

Meghan has over 13 years of transportation planning and engineering experience, which has included Pedestrian and Bicycle Planning, Safety, and Research; Transportation Demand Management Planning and Assessment; Greenhouse Gas Estimation and Climate Acton Planning; Community, Neighborhood, and Station Area Planning; Public Involvement; Senior Mobility Planning; Traffic Calming; and Transportation Impact Assessments. Meghan specializes in the quantification of transportation greenhouse gas mitigation strategies, transportation demand management, and sustainability, having previously served as Fehr & Peers' project manager for the CAPCOA-sponsored research and practitioner guidance documentation. Meghan is the current chair of the ITE Complete Streets Council and a member of the TRB Pedestrian Committee.

EDUCATION

MS, Civil (Transportation) Engineering, University of California, Berkeley, 2007

Master of City and Regional Planning, University of California, Berkeley, 2007

BS, Operations Research and Financial Engineering, Princeton University, 2002

AWARDS

TRB Pedestrian Committee Best Paper Award, San Francisco Vision Zero/WalkFirst, 2015

Member of the Year, WTS San Francisco Chapter, 2010

California Pedestrian Safety Assessments: Best Program 2009, ITE Planning Council; Best Practice 2009, APA California

MacArthur BART Access Feasibility Study, Northern California APA Project of Merit, 2008

RELEVANT PROJECTS

Alameda Point Transportation Concept Plan, Alameda, CA

Fehr & Peers provided technical advice for the conceptualization and development of transportation programs, cost estimation for transportation services and facilities, the development of transportation partnerships, and feasibility analysis and trouble shooting of proposed or new technologies regarding transportation strategies for the Land Use Plan for Alameda Point in the island city of Alameda, Ca. Meghan served as the project manager and lead engineer/planner for this project.

Alameda Point TDM Implementation and Monitoring (Alameda, CA)

Meghan is the project manager for the implementation of the TDM plan for a new mixed-use, transit-oriented community on Alameda Island. The project includes implementing the initial steps of the TDM plan over the next two years before major development occurs. The project will focus on working with the existing community, as well as implementing strategies that will attract residents and employers. The project will include creating a funding mechanism for the plan, establishing a TMA, creating a monitoring and evaluation plan, and establishing initial programs and community website.

Quantification of Greenhouse Gas Mitigation Measures, CAPCOA (State of CA)

Meghan led a team providing technical analysis of greenhouse gas (GHG) transportation mitigation measures for the California Air Pollution Control Officers Association (CAPCOA). The project included identifying a prioritized list of transportation-related GHG reduction measures, conducting a comprehensive literature review, assessing the effectiveness of each measure, and quantifying the vehicle miles traveled (VMT) and GHG reduction potential. A standard methodology and approach to calculate baseline unmitigated emissions was will also be developed for this project. The result of this work is a statewide guidebook for CAPCOA to reference in the review of development projects in the CEQA process. Meghan has subsequently worked with the Bay Area Air Quality Management District to develop a tool to automate the guidebook's calculations.

WalkFirst (San Francisco, CA)

Meghan oversaw the international award-winning San Francisco WalkFirst project as the Associate-In-Charge of the consultant team. This project proposed a Pedestrian Safety Capital Improvement

Eno Fellow, Eno Transportation Foundation, 2007

2005-2007 Eisenhower Graduate Fellow, National Highway Institute

2005-2006 University of California Transportation Center Fellow

PUBLICATIONS/ PRESENTATIONS

Mitman, M. and M. Ridgway (2014), "Recommended Practice on Accommodating Pedestrians and Bicyclists at Interchanges," ITE.

Mitman, M. (2014), "Tactical Urbanism Case Studies and Considerations for ITE Members," ITE Technical Meeting, Miami, FL and ITE Annual Meeting, Seattle, WA

Mitman, M. (2012), "ITE Pedestrian/Bicycle Council's Separated Bikeways Informational Report," presented at the ITE Annual Meeting, Atlanta, GA.

EXPERTISE

Transportation Demand Management

Pedestrian and Bicycle Safety

Complete Streets planning and design

Mobility planning

Transportation Impact Assessments

Climate Action Planning

Meghan Mitman AICP

Proposed Role: Principal-in-Charge

Program for San Francisco (CIP), a set of projects and programs that San Francisco will implement over five years to help achieve the City's Vision Zero pedestrian safety goal. Projects address pedestrian safety issues on the City's High Injury Network, streets and intersections that represent just six percent of San Francisco's street miles but account for 60 percent of severe and fatal injuries. Fehr & Peers led a multi-agency, charrette-based collaboration process; coordinated with an extensive public outreach process; conducted GIS-based analysis for the data driven approach; and produced well-received infographics. Fehr & Peers has since been retained to lead a similar effort to prioritize streetscape projects in San Francisco.

MacArthur BART Access Feasibility Study (Oakland, CA)

Meghan served as the lead planner and primary author for the award-winning MacArthur BART Access Study, which identified objectives and opportunities focused on improving multi-modal access to this key East Bay BART station based on field observations and a comprehensive patron survey. The survey included patron origins, destinations, and current travel modes to provide a baseline for appropriate and feasible access strategies. Recommendations were prioritized for non-auto access alternatives including walking, transit, and bicycling. To ensure efficient auto access for those who drive, innovative parking strategies were also identified. The project is particularly significant because the multi-modal access strategies developed for this station are being used for other BART station transit villages.

Gateway Park TDM Plan (South San Francisco, CA)

Meghan was the project manager for a Transportation Demand Management (TDM) plan for the Master Plan redevelopment of the multi-tenant Gateway Business Park area in South San Francisco. The proposed project will include redevelopment of existing buildings into approximately 988,000 square feet of life-science space within 3- 4 buildings, areas for amenities and open spaces, some surface parking, and a large parking structure. The project included a cost and funding analysis for each of the TDM strategies.

Candlestick Point - Hunters Point Shipyard TDM Funding and Implementation Plan (San Francisco, CA)

Meghan was the project manager for the development of a Transportation Demand Management (TDM) Program for the redevelopment of Candlestick Point and the Hunters Point Shipyard sites in southeast San Francisco. The proposed redevelopment will include 10,500 new homes, 3.5 million square feet of retail and commercial space, a 10,000 seat arena and over 300 acres of recreational public open space along the waterfront. The project's land use, urban design, and transportation plans are all aimed at making this new development a model of sustainability by providing higher densities, mixed uses, a pedestrian and bicycle friendly street network, and a robust transit system. The TDM program included a comprehensive menu of complimentary strategies which focused on both "carrots" and "sticks" to incentivize multi-modal travel. Specific strategies were also provided focusing on the increased traffic at game days for the proposed football stadium. The project included a cost and funding analysis for each of the TDM strategies.

California Pedestrian Safety Assessments Program, Office of Traffic Safety (Statewide, CA)

On behalf of the California Office of Traffic Safety (OTS) and the UC Berkeley Institute for Transportation Studies Technology Transfer Program (Tech Transfer), Fehr & Peers developed a technical guide to conduct pedestrian safety assessments (PSAs) in California. The guide incorporates best practices in pedestrian safety engineering, planning, and policy. Meghan was the lead author of the manual, assembled an expert review panel for the manual, was the project manager for two years, and is also one of the expert evaluators for this program. She has managed PSAs throughout California since the project's inception in 2008. PSAs include a complete streets principles training course at the start of each workshop.

Matthew Ridgway *AICP, PTP*

Principal

Proposed Role: Technical Advisor - Multimodal Planning

Matthew has been involved in many of Fehr & Peers' highest visibility and most complex multi-modal projects. His key strength is his broad background and multi-modal approach, which he has applied to many bicycle, transit and pedestrian projects. Many of these projects have involved the development of tools for assessing unique performance measures. In addition to his work as a consultant, Matthew is an instructor for the University of California at Berkeley Institute of Transportation Studies Technology Transfer Program, teaching courses on compete streets, bicycle and pedestrian circulation since 1999. He has contributed to a number of national publications, and has over a decade of experience working with and in the City of Alameda on a variety of projects.

EDUCATION

BA in Urban Studies, San Francisco State University, 1990

REGISTRATION

ITE Professional Transportation Planner (80)

American Institute of Certified Planners (011694)

SELECTED PUBLICATIONS

Caltrans and UC Technology Transfer, Complete Streets (Two-day training), 2013

ITE, Accommodating Bicycles and Pedestrians at Interchanges Recommended Practice, 2013

ITE, Planning Urban Roadway Systems Recommended Practice, author of Layered Network concept, 2012

RELEVANT PROJECTS

Vision Zero (WalkFirst) Pedestrian Safety Capital Improvement Program (San Francisco, CA)

Mathew worked with the City and County of San Francisco to create a prioritized pedestrian capital improvement project list to meet benchmarks outlined in the City's Pedestrian Strategy document. The technical analysis used citywide pedestrian collision and injury data to understand the current nature of pedestrian crashes, profile different pedestrian crash types, and determine the essential factors that define the areas of greatest need for pedestrian infrastructure improvement.

California Pedestrian and Bicycle Safety Assessments Programs (Statewide, CA)

On behalf of the California Office of Traffic Safety (OTS) and the UC Berkeley Institute for Transportation Studies Technology Transfer Program (Tech Transfer), Matthew developed a technical guide to conduct pedestrian safety assessments (PSAs) in California. The guide incorporates best practices in pedestrian safety engineering, planning, and policy. Matthew is also one of Fehr & Peers PSA Evaluators and has prepared dozens of evaluations. We recently contributed to an update to the PSA manual and were lead authors for the Bicycle Safety Assessment Technical Guide, developed and piloted in 2013.

Alameda Countywide Multimodal Arterial Plan (Alameda County, CA)

Fehr & Peers led a multidisciplinary team developing a first-of-its-kind countywide arterial plan in Alameda County, rooted in the visions and goals outlined through Alameda's unique strategic planning process. Fehr & Peers built a powerful GIS-based tool to explore a range of potential futures (preparing multiple forecasts as well as considering changes that might arise from automated vehicles in 20 to 30 years) and identify alternative arterial designs that respond to the jurisdictional and regional modal priorities.

San Pablo Avenue Specific Plan & Complete Streets Plan (El Cerrito, CA)

San Pablo Avenue is a critical spine for El Cerrito, with key destinations such as local businesses and retail, access to both BART stations, and transit connections via AC Transit's 72 and 72R. The project evaluates the corridor from a multi-modal perspective and includes a redesign of the entire corridor to better accommodate bus service, including bus bulbs, dedicated bicycle facilities including a cycletrack, and improved pedestrian environments. The project employs Built Environment Factors and multi-modal level of service to assess trade-offs between modes.

Matthew Ridgway AICP, PTP

Proposed Role: Technical Advisor - Multimodal Planning

HONORS AND AWARDS

- ITE Bicycle and Pedestrian Council Best Technical Project - Utah Department of Public Health Bicycle and Pedestrian Master Plan Handbook, 2012
- ITE Coordinating Council Outstanding Volunteer, 2011
- ITE Planning Council and APA Best Practice, 2009: Guide for Conducting Pedestrian Safety Assessments in California
- MacArthur BART Access Feasibility Plan – California APA Project of Merit, 2008
- Sacramento Area Council of Governments Project of the Year – Sacramento Pedestrian Master Plan, 2006
- ITE Coordinating Council Award – Innovative Bicycle Treatments, 2003
- ACECT Award for the Nashville-Davidson County Strategic Plan for Sidewalks and Bikeways (technical advisory to RPM & Associates), 2002
- American Planning Association 2002 Award for Outstanding Comprehensive Planning, San Leandro General Plan

20th Street Complete Streets Study (Oakland, CA)

The 20th Street corridor between San Pablo Avenue and Lake Merritt in Oakland serves a diverse range of users, with high volumes of pedestrians and bicycles. There is insufficient sidewalk capacity, and it does not have bicycle facilities in place. Fehr & Peers developed a conceptual plan and cost estimate to better balance the needs of these users, including sidewalk widening, bike lanes, and enhanced streetscape. The team considered two major alternatives, both requiring reconfiguration of lanes and phasing at the signalized intersections along the corridor. An operations analysis for both options identified delay for autos and buses. Development of a refined concept design relied on input from the City and stakeholders, and identified project constraints and potential costs.

Ventura Citywide Mobility Plan (Ventura, CA)

Fehr & Peers managed a multidisciplinary team to develop a comprehensive, multi-modal Citywide Mobility Plan. The Plan includes stand-alone transit, pedestrian, bicycle, streetscape, parking, and circulation elements that will guide the implementation of Ventura's model smart growth policies.

Redwood City Bike Share (Redwood City, CA)

Fehr & Peers conducted a technical analysis to identify station locations to increase ridership within the City. We examined the service areas, station locations, and usage using observation and data in Redwood City, and comparing it to observations and data in nearby cities. Based on this examination, we performed a suitability analysis to identify the most desirable station locations in a seven-station network. To confirm our results and support our recommendations to the County, we applied a Bay Area Bike Share Ridership Forecasting Model, developed from ridership, built environment, and sociodemographic data from throughout the Bay Area Bike Share system. We presented our analyses, recommendations for station relocations and recommendations for expansion station locations in a concise summary report.

Monterey County Bicycle Share Feasibility (Monterey County, CA)

Fehr & Peers led a feasibility analysis for the Transportation Agency for Monterey County (TAMC) that identified countywide opportunities for bicycle sharing. After identifying station locations and forecasting ridership levels, the team developed cost and revenue estimates and potential business models sensitive to the local community.

Sacramento Bike Share Business Plan (Sacramento, CA)

Principal in Charge of the Bike Sharing Business Plan for the Sacramento region to identify the most feasible way to implement bike sharing. The Business Plan included stakeholders from several local agencies and the project's tasks included a background technical work paper on bike sharing systems, infrastructure, locations, and technology; identifying suitable areas for bike sharing using a GIS index method; developing bike sharing station ridership forecasts; estimating capital, operations, and maintenance costs; and analyzing prospective sites for the first phase of bike sharing stations. The result of the project is that SACOG approved nearly $4 million for the bike share system.

North Park Mid-City Regional Bike Corridor Project (San Diego, CA)

This project supports initial implementation of 10 miles of regional bicycle facilities as part of Riding to 2050: San Diego Regional Bike Plan. These high-priority bikeway corridors connect downtown San Diego with neighborhoods to the north and east, and the planning process includes an innovative alignment study using a variety of cutting-edge metrics to select the most appropriate routes. The design tools applied to the selected routes include, cycle track, bicycle boulevards (traffic calming), bike-ped bridges, and bike-specific signal modifications.

Bob Grandy PE

Principal, Director of Transit Services

Proposed Role: Technical Advisor - Transit

Bob is a Principal and Director of Transit Services for Fehr & Peers. He has 30 years of experience managing transit planning and implementation efforts including evaluation of commuter rail, light rail, streetcar, and bus rapid transit modes. He has managed station area planning efforts including land use assessments, ridership forecasts, bus terminal layouts, bicycle and pedestrian access, vehicle access, and related complete street improvements.

EDUCATION

Bachelor of Science, Civil Engineering, University of California Berkeley, 1981

REGISTRATION

Traffic Engineer, State of California (#TR 1422, since 1986)

AFFILIATIONS

Institute of Transportation Engineers (ITE) – Fellow

ITE Northern California Section – 2001-2002 President

Women's Transportation Seminar

Urban Land Institute (ULI)

TRB LRT Urban Circulator Subcommittee

ULI TOD Advisory Council

California Department of Transportation - Urban Infill Trip Generation Peer Review Panel

RELEVANT PROJECTS

WCCTAC Transit Enhancement & Wayfinding Plan (West Contra Costa County, CA)

Project Manager for this recently completed effort to develop transit access and demand management strategies to address first mile/last mile challenges at six major transit centers including three BART stations and a community college transit center. The prioritized list of strategies included improvements to pedestrian and bicycle facilities within the catchment area of each transit center, enhancements internal to each transit center facility, and TDM strategies including an assessment of consolidated shuttle services.

Caltrain Electrification EIR (SF Bay Area, CA)

The electrification of Caltrain is the centerpiece of Caltrain's Modernization Program and will involve converting all Caltrain commuter rail service between San Francisco and San Jose from diesel to electric power. Fehr & Peers prepared the transportation assessment for the Electrification Project EIR. The assessment included documenting existing passenger modes of access, origin-destination patterns, ridership trends, traffic conditions, station-level land use conditions, bike and pedestrian conditions, and parking supply and occupancy.

Sound Transit South King County High Capacity Transit (HCT) Study (Seattle, WA)

Fehr & Peers led a multi-disciplinary team that prepared the South King County HCT Study for Sound Transit, which addressed a study area that extended from Downtown Seattle to SEATAC Airport and the communities of West Seattle, Burien, and Renton. The purpose of study was to identify HCT strategies for Sound Transit Long Range Plan, a subset of which will be extracted and placed on the "ST3" sales tax ballot measure in the fall of 2016. The study evaluated commuter rail, LRT, and BRT options. The HCT study provided planning-level transit market, ridership, cost, environmental, and social equity analyses needed to support the Sound Transit Long Range Plan Update. The study evaluated existing and future transit ridership forecasts, land use patterns, and travel markets.

Santa Cruz Passenger Rail Feasibility Study (Santa Cruz, CA)

The purchase of the Santa Cruz Branch Rail Line by the Santa Cruz County Regional Transportation Commission (RTC) in 2012 has spurred policy makers, collaborators, agency staff, and community members to seek understanding on the best way to manage

Bob Grandy PE

Proposed Role: Technical Advisor - Transit

EXPERTISE

- Transit Planning and Implementation
- Transportation Planning
- Traffic Engineering
- Transportation Infrastructure Studies
- Transportation Studies for Environmental Documents

the rail corridor that most effectively serves Santa Cruz County's regional transportation needs. The Santa Cruz Passenger Rail Study, led by Fehr & Peers, is developing and evaluating alternative service scenarios designed to meet multiple objectives including passenger rail, freight operations, and adjacent trail uses. Once a preferred scenario is identified, a phased service implementation strategy will be developed.

Sacramento Streetcar System Plan (Sacramento, CA)

Fehr & Peers led the development of a citywide Streetcar System Plan for the City of Sacramento. The multi-disciplinary team included several key partners including HDR Engineering, Shiels Obletz Johnsen, AIM Consulting, and Bay Area Economics. The study evaluated the feasibility of streetcar routes throughout the City, compared routes for maximum economic, mobility, and environmental benefits, prioritized feasible routes, developed a recommended streetcar network, and selected a preferred route for initial implementation. This was accomplished through a collaborative stakeholder process involving a community task force, a business advisory group, agency staff, and regular meetings with key elected officials.

Additional Project Experience

- Broadway Urban Transit Circulator Study, Oakland
- Auburn-Oakland Regional Rail Service: Service Concept & Implementation Plan (Capitol Corridor)
- Sacramento-Placerville Rail Corridor JPA (Sacramento RT, City of Folsom, El Dorado & Sacramento Counties)
- Geneva-Harney BRT Study, San Francisco
- Downtown Los Angeles Streetcar Project, Los Angeles
- Detroit M-1 Streetcar Project, Detroit
- Downtown Sacramento Transportation Plan, SACOG
- Genentech Transit Center Feasibility Study, South San Francisco
- Larkspur Landing Station Area Plan
- Marin Civic Center Station Area Plan, SMART Corridor
- Martinez Intermodal/Ferry Service Project EIR
- Sacramento Green Line LRT Extension to the Sacramento Airport DEIS/R
- U.C. Davis Bike and Transit Network Plan
- U.C. Davis MU Bus Terminal Concept Plans

Robert Eckols PE

Senior Associate

Proposed Role: Task Leader - Implementation

Robert has over 30 years of consulting experience in fields of traffic engineering, transportation planning, and environmental engineering. He has been responsible for managing a broad range of transportation projects involving freeway operations, arterial operations, site traffic analyses, area-wide circulation studies, grade separation feasibility, environmental impact analyses, traffic calming, parking, and transit planning. Robert provides on-going traffic engineering and transportation planning services to several large institutional and corporate clients including Stanford University, Palo Alto Medical Foundation, Apple, Facebook, Google, and VMWare. For these institutional/corporate clients, Mr. Eckols assists in the projects from the earliest due diligence stage through to the final design of the project access, circulation and parking.

EDUCATION

Master of Urban & Regional Planning, Texas A&M University, 1980

BS, Architectural Engineering, University of Texas, 1977

REGISTRATION

Licensed Civil Engineer, State of California (36384)

AFFILIATIONS

Institute of Transportation Engineers (ITE)

EXPERTISE

- Traffic Engineering
- Traffic Impact Studies
- Traffic Operations Analyses
- Transportation Planning

RELEVANT PROJECTS

Mountain View General Plan Update EIR (Mountain View, CA)

Robert is the associate-in-charge for preparing the transportation element and traffic impact analysis for the update of the City of Mountain View's General Plan. This project includes updating and refining the City's travel demand forecast model for use in the traffic impact analysis. The General Plan land use alternatives are currently being developed by the General Plan team. Once a preferred land use alternative has been selected by the City Council, Fehr & Peers will evaluate the traffic operations and prepare the EIR section.

Sunnyvale LUTE/CAP (Sunnyvale, CA)

The City of Sunnyvale is updating the Land Use and Transportation Element (LUTE) of the General Plan as well as preparing its first Climate Action Plan (CAP) for the community. The city has identified several issues of concern that should be incorporated into the LUTE analysis including AB 32 and SB 375 compliance. The LUTE and CAP will include mutually supportive goals and policies that will be incorporated in the preferred LUTE alternative. Fehr & Peers is on both the LUTE EIR team and the CAP team and will be responsible for modeling the City's future land use alternatives, preparing data for inclusion in the green house gas analysis, and documenting the transportation impacts of the updated land use component.

US 101 Improvements – I-280/I-680 to Yerba Buena Road (San Jose, CA)

Mr. Eckols has served as the project manager for three studies within the US 101 corridor between I-280/I-680 and Yerba Buena Road. An initial corridor study was performed for the Santa Clara Valley Transportation District and the City of San Jose to determine improvements that could be made within the existing right of way to improve the traffic operations. The corridor study was followed by the preparation of a Project Study Report (PSR) for the preferred alternative that adds a southbound through lane, converts two existing full cloverleaf interchanges to partial cloverleaf designs, and provides ramp modifications at a third interchange. The original corridor study and PSR both used a VISSIM micro-simulation model of the study area to determine the overall travel benefits derived from the proposed corridor improvements. Subsequent to these two studies, a traffic operations study was prepared for a scaled down project which evaluated the first phase of the project to be constructed.

US 101 Auxiliary Lanes and HOV Lanes (Mountain View, CA)

Mr. Eckols served as associate-in-charge of the US 101 Auxiliary lanes project that analyzed the effect of adding auxiliary lanes and second HOV lanes on US 101 between the Oregon Expressway-

Embarcadero Road interchange and State Route 85. The mainline segments, on- and off-ramps, and adjacent intersections were analyzed to determine the impact the improvements would have on the system. The FREQ macrosimulation model was used to anlyze the freeway with measures of effectiveness including travel times, speeds, and queuing.

I-880/Coleman Avenue Interchange (San Jose, CA)

Mr. Eckols was the project manager for preparing the traffic analyses for improvements at the I-880/ Coleman Interchange. The interchange is one of three access points to San Jose International Airport was originally constructed in the 1960's. The interchange was reconfigured and expanded to provide improved access to the airport as well as access to redevelopment areas along Coleman Avenue. The operations study included the use of micro-simulation of various ramp configurations to determine the effect of the interchange on Coleman Avenue and the local roadway network.

Stanford University On-Call Traffic Engineering/ Transportation Planning Services (Palo Alto, CA)

Mr. Eckols has been, and continues to serve as, the associate-in-charge or project manager for assignments related to an on-call services agreement to provide traffic engineering and transportation planning support for Stanford University projects. The on-call services are provided to various groups within the Stanford organization including: University Office of Planning & Environmental Services; Land, Buildings & Real Estate; Parking & Transportation Services; Facilities; and Stanford Hospitals & Clinics. Projects under the on-call services agreement have included due diligence and entitlement of projects in Stanford Research Park, Stanford University Medical Center, Menlo Park, and Redwood City. Other projects have been focused on traffic operations and the design of transportation facilities on the Palo Alto campus.

Google, Inc. Traffic Engineering and Transportation Planning Support (Mountain View, CA)

Mr. Eckols was the associate-in-charge and project manager for two planning efforts for Google, Inc. where Fehr & Peers was part of a team lead by McDonough + Associates. The initial effort was related to the master planning of Google's headquarters campus located in the Shoreline area of Mountain View, California. The master planning effort was designed to allow Google to grow from approximately 8,000 employees to a total of 20,000 employees. A second planning effort was undertaken by the team to assist Google in acquiring a development agreement to construct a new Google facility within the NASA Research Park, which is located adjacent to the Google Shoreline campus. Google was successful in acquiring a development agreement with NASA and the project is under design.

Palo Alto Medical Foundation Traffic Engineering Support (Palo Alto, CA)

Mr. Eckols has been the project manager for three entitlement efforts for the Palo Alto Medical Foundation (PAMF). These projects have included the expansion of the medical office building in Palo Alto, California, the development of a new medical office building in Mountain View, California, and the development of a new medical office building and hospital complex in San Carlos, California. In addition, Mr. Eckols has assisted PAMF with site specific access, circulation, and parking issues at several of their existing medical office buildings.

Moffett Towers – Traffic Impact Analysis and EIR (Sunnyvale, CA)

Robert was the associate-in-charge for preparing the traffic impact analysis for the Moffett Towers development located in Moffett Business Park. Moffett Towers is a 1.8 million-square foot office complex located adjacent to the US 101 / SR 237 Interchange in Sunnyvale, California. The traffic impact analysis studied over 50 intersections and included analyses for a proposed extension of Mary Avenue over the freeways. Moffett Towers was a development that is consistent with the Moffett Park Specific Plan that is designed to increase the intensity of development in northern Sunnyvale. The pedestrian, bicycle, and transit impacts of the project were evaluated as well.

Facebook Parking Program, Transportation Demand Management & Parking Monitoring (Menlo Park, CA)

Mr. Eckols was the associate-in-charge for preparing a parking plan to accommodate the parking demand for Facebook employee's in Palo Alto, California. The Facebook headquarters is located in Stanford Research Park and is adjacent to a residential neighborhood. Facebook has a higher than normal employee density in their office space so parking demand exceeded the available on-site program. Fehr & Peers documented the existing demand rate, prepared a parking strategy that included increasing the TDM activities, and assisted Facebook in developing targets for reducing drive-alone commuting. These efforts were successful in helping to balance the parking demand and available capacity.

VMWare Palo Alto Campus Master Plan (Palo Alto, CA)

Robert is the associate-in-charge for providing transportation planning for the expansion of the VMWare campus in Palo Alto, California. VMWare is undergoing rapid expansion of its workforce and will be tripling the size of its Campus. Fehr & Peers is providing assistance to the master plan team on issues related to the circulation and parking access. In addition, he provided assistance related to the entitlement of the project.

Andy Kosinski PE

Transportation Engineer

Proposed Role: Task Leader - Transit Plan

Andy Kosinski has worked on a wide variety of multimodal and transit projects and has amassed successful project management experience on a number of transportation impact studies in both the City of San Francisco and the greater Bay Area. Andy's project experience includes alternatives analyses, travel demand modeling, transit planning and design, carbon emissions reductions, transit-oriented development, and streetscape design. Andy's broad education and experience in the fields of engineering and planning allows him to bring a truly multi-disciplined approach to a variety of transportation project types.

EDUCATION

M.C.P. in City and Regional Planning, University of California, Berkeley, 2010

M.S. in Transportation Engineering, University of California, Berkeley, 2009

M.Eng. in Civil Engineering, Imperial College London, 2007

REGISTRATION

Licensed in Civil Engineering – State of California (#81472)

AFFILIATIONS

Institute of Transportation Engineers - Member

Young Professionals in Transportation, Bay Area Chapter - Chair

San Francisco Planning and Urban Research Association - Member

City and Guilds of London Institute - Associate

RELEVANT PROJECTS

Alameda Landing Gateway Site Transportation Study (Alameda, CA)

Andy managed this project which investigated the site access, site circulation, and adjacent intersection impacts on nearby intersections of a proposed 40,000 sq ft retail development at an unorthodox-shaped site in Alameda. On-site and driveway queuing were analyzed extensively to ensure adequate traffic circulation in and around the site. Andy responded swiftly to public comments in advance of a Planning Commission hearing, which resulted in plain sailing of transportation issues during the meeting.

Muni Transit Effectiveness Project (San Francisco, CA)

For the SFMTA, Andy developed a ranking system to prioritize $80M of roadway engineering improvements over a seven-year period and summarized the findings for senior staff and policy analysts from the City of San Francisco Controller's Office. Andy has also helped to prepare the Environmental Impact Report, collating and communicating information for the project description and the transportation impact study. Andy developed a workflow to process travel demand model outputs to quantify all transit impacts associated with the proposed project.

Irvine Shuttle Review (Irvine, CA)

Andy led the planning effort on a project to develop an Shuttle Expansion Plan to increase shuttle service in the near term within the Irvine Business Complex, the Spectrum Area, and the Orange County Great Park. Shuttle design included alignment alternatives analysis, scheduling, and recommendations relative to adding off-peak weekday and/or weekend service, as well as improving interfacing with commuter rail.

West Irvine Shuttle (Irvine, CA)

On behalf of the Irvine Company, Andy developed a brand-new shuttle route to connect prominent businesses with the Tustin Metrolink Station. Andy planned all stop locations and route features and applied a proprietary spreadsheet that he calibrated to estimate travel time and operating characteristics.

Emery Go Round Service Assessment (Emeryville, CA)

Based on a comprehensive analysis of ridership patterns and growth trends, Andy conceived and developed a redesign of the existing Emery Go Round shuttle network, realigning routes to better serve demand. The key element of the redesign was the creation

of a new route to allow for higher frequency service on the crowded trunk parts of the route. Andy utilized a proprietary route travel time tool, developed in-house, to estimate proposed operating costs and characteristics.

Better Market Street Transit Speed and Delay Study (San Francisco, CA)

While at the San Francisco Municipal Transportation Agency (SFMTA), Andy led the analysis of transit speed and delay survey data collected for the Better Market Street project. A spreadsheet was created that processed 10,000 recorded delays from the Better Market Streets survey and returned speed and delay statistics that dynamically responded to user-specified preferences, informing the redesign of the street to better serve transit.

TOD Briefing Book (Bay Area, CA)

Andy edited the content and design of the MTC booklet called: "Choosing Where We Live: Attracting Residents to Transit-Oriented Neighborhoods in the San Francisco Bay Area – A Briefing Book for City Planners and Managers". Andy was able to communicate complex and delicate research findings and best practices relating to Transit-Oriented Development in the Bay Area.

Vision California(Statewide, CA)

Andy has performed multiple roles for this study, funded by the California High Speed Rail Authority and the state's Strategic Growth Council, which is examining alternative land use and transportation scenarios through which California can accommodate expected growth. Andy has led the effort to develop three components of the model. They are: the integration of California High Speed Rail ridership forecasts into the model, the integration of congestion effects into the emissions model, and the integration of Transportation Demand Management into the model.

Balboa Park Station Area Circulation Study (San Francisco, CA)

Andy was lead analyst for this study, which included an assessment of pedestrian, bicycle, traffic, and transit operations and impacts. Andy ensured that the analysis captured traffic shifts that would occur from a variety of different I-280 ramp closure alternatives. Andy was able to identify and quantify issues relating to bicycle conflicts, transit delay, and vehicular queuing at intersections and freeway ramps.

333 Brannan Street Traffic Impact Study (S.F., CA)

Andy served as project manager on this analysis of the transportation impacts of a proposed 200,000 sq ft office development in the South of Market neighborhood. This study included an assessment of pedestrian, bicycle, traffic, transit, emergency access, loading, parking, and construction impacts. Andy ensured consistency with the Eastern Neighborhoods study, which enabled the project to apply for a Community Plan Exemption, which, in turn, enabled the project to rely on prior analysis as part of the Eastern Neighborhoods Plan EIR. Andy was able to identify potential issues relating to loading access and on-site circulation, and facilitated meetings with various City agencies, including the Planning Department and SFMTA, to ensure that all parties were fully aware of the project's details, facilitating a timely approval of the transportation impact study.

Napa County Health and Human Services Agency Transportation Impact Analysis (Napa, CA)

Andy served as the lead transportation engineer determining the traffic impacts and mitigations owing to the complete redevelopment of the 8.5-acre Napa HHSA site. The project proposes around 85,000 sq ft of new space for the agency and its affiliates, approximately two miles southwest of downtown Napa. Trip generation, distribution, and assignment were carried out, and the traffic impacts at a number of surrounding intersections were analyzed.

Teresa Whinery

Transportation Planner/Engineer

Proposed Role: Task Leader - TDM Plan

Teresa is a transportation planner and engineer with three years of experience in transportation planning, and an additional three years of experience in governmental administration and public policy. Teresa joined Fehr & Peers in 2014 after receiving a Masters in Urban and Regional Planning from the University of California, Los Angeles. Her prior experience includes planning and policy work in Southern California and the San Francisco Peninsula, including work for commute.org, the San Mateo County TMA. She has developed data-driven Transportation Demand Management strategies for a variety of unique land use contexts, project types, and financing structures, for both public and private clients.

EDUCATION

Masters in Urban and Regional Planning, University of California Los Angeles, 2014

BA, Public Policy, Stanford University, 2008

AFFILIATIONS

Women's Transportation Seminar (WTS)

American Planning Association (APA)

EXPERTISE

- Transportation Demand Management
- Transportation Policy and Planning
- Parking Demand and Pricing
- Pedestrian Planning
- Transportation Impact Analysis

RELEVANT PROJECTS

Alameda Point TDM Plan Implementation (Alameda, CA)

Teresa is the deputy project manager for the implementation of the TDM plan for a new mixed-use, transit-oriented community in the City of Alameda. The project involves implementing the initial steps of the TDM plan over the next eighteen months before major development occurs. The project will include creating a funding mechanism for the plan, establishing a TMA, creating a monitoring and evaluation plan, and establishing initial programs and community website.

San Francisco Transportation Sustainability Program (San Francisco, CA)

Teresa is the project planner for development of a new quantitative transportation demand management tool for use by developers in the City of San Francisco. Her work includes coordinating and assembling key research, studying its applicability to the unique urban context of San Francisco, and working to translate this research into new TDM planning guidelines.

AltSchool Transportation Demand Management Plan (San Francisco, CA)

Teresa prepared an analysis of traffic management and transportation demand management policies and strategies for AltSchool, a collection of small private schools operating in urban environments. Responding to their unique urban location, typical travel patterns, and the needs of school-age children and their parents, Teresa developed both a list of potential strategies and recommendations for AltSchool management, as well as a Congestion Management Plan template for use in submittals for new school sites.

"5M" Transportation Demand Management Plan (San Francisco, CA)

Teresa worked as a project planner to provide expert TDM advice to the developer of a large, multi-building, mixed-use development at 5th Street / Mission Street in San Francisco. This included developing a customized TDM plan that was responsive to the needs of both the City and the Developer, as well as identifying key strategies for managing vehicle trips generated by residential aspects of the development.

Teresa Whinery

Proposed Role: Task Leader - TDM Plan

PUBLICATIONS

Safe Travels: An Assessment of the Current Context, Barriers, and Opportunities Facing Safe Routes to School Programs in Los Angeles County (Report), 2014, UCLA Urban Planning Master's Program Applied Research Project

Metro Service and Transit Dependent Populations in the San Fernando Valley (Poster), 2013, UCLA Lewis Center for Regional Policy Studies. Award Winner for Innovative Use of Spatial Analysis and GIS in Policy Analysis.

4901 Broadway Transportation Demand Management Strategy (Oakland, CA)

Teresa prepared a transportation demand management strategy for a new residential development (with ground-floor retail) at 51st Street and Broadway in Oakland. This plan focused on evidence-based strategies to reduce the number of vehicle trips generated by the residential portion of the development.

Schools of the Sacred Heart Circulation Study (San Francisco, CA)

Teresa managed a project to study existing and future circulation conditions at two campuses for the Schools of the Sacred Heart in San Francisco. Her work included evaluating current drop-off and pick-up strategies, conducting parent and student travel surveys, and analyzing how future changes in enrollment would affect site circulation during the drop-off and pick-up periods.

Golden Gate National Recreation Area Long Term Transportation Plan (San Francisco, CA)

Teresa is working as the project planner to finalize the GGNRA Long Term Transportation Plan. This comprehensive plan includes financial and technical details for a wide variety of capital improvement projects as well as programmatic interventions. Teresa was responsible for writing and summarizing several years of analytical work, culminating in the creation of a detailed phased implementation and financing strategy for $195 million of transportation projects over a 25 year period.

Lincoln Centre Campus Redevelopment EIR (Foster City, CA)

Teresa worked as a transportation engineer to prepare key sections of the EIR for a 595,000 square foot bio-pharmaceutical campus in Foster City, in the San Francisco peninsula. She was responsible for preparing analysis of intersection operations and the pedestrian, transit, and transportation demand management elements of the report.

Los Angeles Metro Safe Routes to School Pilot Program (Los Angeles, CA)

Teresa worked for the Los Angeles County Metropolitan Transportation Authority to implement and evaluate a Safe Routes to School pilot program at ten disadvantaged elementary schools in Los Angeles County. Her work included extensive small-scale public outreach, administering classroom surveys, planning promotional active transportation events, and coordinating with LAUSD officials to plan for future expansion of the program.

Redwood City First/Last Mile Connection (Redwood City, CA)

Teresa worked for the Peninsula Traffic Congestion Relief Alliance to oversee administration of Air Quality grant funding to implement a suite of TDM strategies in downtown Redwood City. This included administering an RFP for innovative last mile vanpool service, working with the County of San Mateo to evaluate potential alternative work schedule strategies, and working with SMCTA to perform general TDM analysis.

Lindsey Hilde AICP

Transportation Planner

Proposed Role: Task Leader - Outreach

Lindsey is a transportation planner with five years of experience working on transit projects throughout California. She is passionate about involving the community in practical and sustainable approaches to improving regional mobility. She has conducted both outreach and technical analysis on a variety of transportation planning efforts including rail and bus feasibility studies, mobility plans, station area plans, transportation demand management plans, and CEQA/NEPA studies. Lindsey is a graduate of the Coro Fellows Program in Public Affairs, a leadership training program with an emphasis on consensus building and community engagement.

EDUCATION

Masters of Arts, Urban Planning, University of California, Los Angeles, Luskin School of Public Affairs, 2011

BA, Political Science, University of California, Los Angeles, 2006

REGISTRATION

American Institute of Certified Planners (027483)

AFFILIATIONS

American Planning Association (APA)

SPUR

RELEVANT PROJECTS

Santa Cruz Passenger Rail Feasibility Study (Santa Cruz, CA

Lindsey is the lead project planner on the Santa Cruz Rail Feasibility Study, led by the Santa Cruz County Regional Transportation Commission (RTC). The purpose of the study is to explore the best way to manage a commuter rail corridor that most effectively serves the County's regional transportation needs. Lindsey has presented technical results of the study at various phases to members of the public and the technical advisory committee. She works closely with RTC staff to develop engaging presentation materials and surveys for community outreach efforts.

VTA Light Rail Transit (LRT) Enhancement Project (Santa Clara County, CA)

Lindsey is managing community outreach for the VTA LRT Enhancement Project. Lindsey organizes workshops and small outreach gatherings to engage local stakeholders in the capital and operational improvements planning effort. In addition, she is engaged in the Baseline Conditions Analysis and the development of the evaluation framework for the study alternatives.

Peninsula Corridor Electrification Project EIR (San Francisco Bay Area, CA)

Lindsey was the lead project planner for the Transportation Impact Analysis of the Caltrain Electrification EIR, approved in January 2015. Her work included analysis related to ridership forecasting system capacity, station-level bicycle and pedestrian conditions, and parking demand. Lindsey prepared presentation materials for public outreach events surrounding the review of the Draft EIR and also managed the response to comments effort leading up to the Final EIR.

Santa Cruz County Sustainable Community and Transit Corridors Plan (Santa Cruz County, CA

Lindsey developed the Transportation Chapter of the Sustainable Santa Cruz Plan for the Santa Cruz County areas of Live Oak, Soquel and Aptos. The Plan provided a roadmap to meet future mobility goals and included a future layered transportation network, performance measures, and a tiered list of transportation improvements for vehicles, transit, bicyclists, and pedestrians. The Plan integrated a large volume of community comments and input from a series of workshops involving a variety of stakeholders.

PUBLICATIONS & PRESENTATIONS

Co-author. "Demographic Trends and the Future of Mobility." FP Think Working Group, 2014.

Presenter, "Managing Parking to Promote Livability: Conflict or Balance?" Presented at Rail~Volution. Los Angeles, CA, 2012.

Author, Presenter, "Beyond the Peak Travel Market: A Survey of Passenger Response to the Caltrain Weekend Baby Bullet." 91st Annual Meeting of the Transportation Research Board. Washington, DC, 2012.

Lindsey Hilde

Proposed Role: Task Leader - Outreach

Geary Boulevard BRT EIR/EIS (San Francisco, CA)

Lindsey is a project planner for the transportation element of the Geary Corridor Bus Rapid Transit EIS/EIR. This San Francisco County Transportation Authority project will introduce dedicated right-of-way BRT service along a five-mile section of Geary Boulevard in San Francisco. Lindsey is co-authoring the Transportation Chapter of the EIS/EIR, closely analyzing four build alternatives and the No Build alternatives for 2020 and 2035 in terms of transit, traffic, and bicycle and pedestrian impacts.

Airport Metro Connector AA/DEIS/DEIR (Los Angeles, CA)

Lindsey served as project planner for Airport Metro Connector project connecting the Metro Green Line to Los Angeles International Airport (LAX). She provided project management support to the entire ConnectLAX team, a joint-venture comprised of local firms working collaboratively to prepare technical studies and environmental documentation for the project. Lindsey prepared materials for and presented at public outreach meetings, workshops and technical advisory committee meetings throughout Los Angeles County. She facilitated a series of open house style workshops with interactive stations for each environmental issue area.

Mid-Coast Corridor Transportation Management Plan (San Diego, CA)

Lindsey crafted sections of the Transportation Management Plan, including the public awareness campaign, traveler information strategies, and construction strategies for an 11-mile extension of the San Diego Trolley system. Her recommendations focused on integrating social media and mobile-based applications as part of the overall approach to informing the public about construction-related transportation impacts and the use of alternative means of transportation.

Los Angeles County Bus Rapid Transit and Streetscape Improvement Study (Los Angeles, CA)

Lindsey served as project planner on a bus rapid transit feasibility study prepared for LA Metro of more than

50 potential corridors in Los Angeles County. She organized data collection and analysis efforts at each stage of a four-part screening process. Lindsey regularly presented findings before the Technical Advisory Committee (TAC) and worked closely with TAC representatives to integrate stakeholder input into screening recommendations.

Van Ness Bus Rapid Transit Draft EIR (San Francisco, CA)

Lindsey provided outreach support to San Francisco County Transportation Authority Staff for the Van Ness Bus Rapid Transit Study during the Conceptual Engineering and Draft EIR phases. She distilled the operational and design details of the alternatives into community-facing materials for the technical advisory committee and citizen advisory committee.

Nicole Foletta AICP

Senior Transportation Engineer/Planner

Proposed Role: Community Outreach and Travel market Analysis

Nicole has over 10 years of experience in transportation planning and statistical analysis. She strives to bring a focus on improving communities to all of her projects and is dedicated to finding innovative solutions that best serve the local context. Her primary areas of expertise are transit planning and data analysis. She has worked on a range of projects including impact analysis, feasibility studies, transportation demand management plans, transit service planning, travel forecasting, alternatives analysis, and master planning. Through the Transit Discipline group at Fehr & Peers, Nicole has merged her backgrounds in transportation, statistical analysis, and data management to develop innovative new tools including Ridership+ and Reliability+, as part of the Fehr & Peers ASAP platform.

EDUCATION

MS, Civil (Transportation) Engineering, UC Berkeley, 2007

Master of City and Regional Planning, UC Berkeley, 2007

BS, Industrial Engineering and Operations Research, UC Berkeley, 2002

EXPERTISE

- Transit System Planning and Ridership Forecasting
- Transit Network Modeling
- Land Use Planning
- Transportation Demand Management
- Travel Demand Forecasting
- Statistical Analysis
- Data Management and Data Visualization
- Transit-Oriented Development and Smart Growth

RELEVANT PROJECTS

Culver CityBus Line-by-Line Analysis (Culver City, CA)

Nicole, as the project manager for Fehr & Peers, is leading a team to conduct travel market analysis and ridership forecasting for the project. Big Data, in the form of cell phone data, will be used to identify travel markets for key destination zones, which will inform decisions on the potential to provide transit service to zones with high activity. The regional travel model will be used to identify the largest travel markets across the Culver CityBus territory and identify potentially unserved or underserved markets. This analysis is expected to help inform new transit corridors that could target an untapped market, as well as provide data to help refine existing service patterns to better target time of day of certain trip patterns. The travel market analysis will inform the line-by-line analysis, which will result in a Comprehensive Service Plan, describing service implementation and revisions to the current Culver CityBus system for the next several years. Ridership forecasts will be developed using a direct ridership forecasting approach, incorporating existing Culver CityBus data to evaluate the influence of local station area and transit system characteristics on ridership. This will allow the project team to evaluate how changes to routing and service levels associated with the proposed system revisions will impact Culver CityBus ridership.

BART Metro Vision Plan (Bay Area, CA)

Fehr & Peers developed system-wide, corridor and station-level ridership forecasts for the BART Metro Vision planning process. BART's 25-year improvement and expansion alternatives include new infill stations, line and corridor extensions, service plan modifications, new technologies, and a new Transbay tube and extension through San Francisco. Nicole performed ridership forecasting for the project at a strategic planning level allowing overall comparison of system ridership for a variety of system expansion options, addressing: socio-demographic characteristics of various ridership markets, station proximity and access modes, TOD urban design opportunities, train frequency and level of service, travel time and cost competitiveness with alternate modes, including auto travel and other transit services. The forecasts also accounted for the effects of recent trends in travel choice by millennials and the resulting increase in BART market share, and the effects of train crowding and capacity issues on ridership demand.

Caltrain Electrification Project (Bay Area, CA)

Fehr & Peers was selected to prepare the transportation element of the Caltrain Electrification Project EIS/EIR. The Electrification Project is the major component to Caltrain's Modernization Program,

PUBLICATIONS & AWARDS

"Green Shared Lane Markings on Urban Arterial in Oakland, CA: Evaluation of Super Sharrows", TRR, Issue Number 2492, 2015.

"Factors that Influence Urban Streetcar Ridership in the United States", TRR, Issue Number 2353, 2013.

Third Prize in the Urban Data Challenge, International Data Visualization Competition, "Urban Bus Races", 2013: http://busrac.es/

"Europe's Vibrant New Low Car(bon) Communities", ITDP, September 2011

"Effect of Variable Bus Speeds on Bus Network Design", Journal of Public Transportation, Vol. 13, No. 2, 2010

Fulbright Scholar, CENIT (Center for Innovation in Transportation), Barcelona, Spain, 2008-2009

Nicole Foletta

Proposed Role: Community Outreach

and will involve converting all Caltrain commuter rail service between San Francisco and San Jose from diesel to electric power, enabling Caltrain to improve the performance, efficiency, capacity, safety and reliability of the system. In order to measure impacts of these changes on ridership, Nicole led a team in developing and implementing an innovative mode of access and ridership forecasting process which integrates regional model ridership forecasts with direct ridership model techniques. This model was used to estimate ridership and mode of access by station for several different scenarios.

Emery Go Round Travel Survey (Emeryville, CA)

Nicole managed a project to prepare and conduct a travel behavior survey for the Emery Go Round shuttle system in Emeryville. Survey results were used to identify the existing travel market and to understand how riders access the system. Analysis was used as a basis for evaluating the current fee assessment formula for the system's PBID as well as unmet needs and system connectivity.

Colma TOD Evaluation (Colma, CA)

Nicole managed a study to determine the impact of converting a park and ride lot located near the Colma BART station into a Transit Oriented Development (TOD). The study estimated the changes in peak and daily BART ridership and the changes in station access modes that would result from replacing the entire parking lot with TOD. In addition, Big Data, in the form of cell phone data, were used to estimate the VMT impact of the conversion and the traffic impacts on nearby roadway facilities.

Mixed Use Development TDM Plan (San Francisco, CA)

Nicole managed a project to develop a TDM plan for a large mixed use residential and commercial development in San Francisco. The plan included selection of TDM measures appropriate for each component of the development and evaluation of expected trip reduction using the Fehr & Peers proprietary TDM+ tool.

University of San Francisco TDM Plan

Fehr & Peers worked with Sasaki Associates to prepare the transportation element of the USF Institutional Master Plan. This included development of an updated TDM Plan for the campus. Nicole developed, implemented, and analyzed a survey of current students and staff regarding their current travel behavior, knowledge and use of existing TDM programs, and interest in additional TDM programs. Nicole also prepared an evaluation of existing TDM programs available at the campus and recommended strategies for the revised program.

WCCTAC Transit Enhancement Strategic Plan (Contra Costa County, CA)

Nicole was part of a multidisciplinary team led by Fehr & Peers that prepared a Transit Enhancement Strategic Plan for seven transit centers and five priority development areas in West Contra Costa County to improve access to transit and increase ridership. The Plan included a prioritized list of access improvements for pedestrians and cyclists, a transit access toolbox, TDM enhancements, and parking enhancements. Fehr & Peers collaborated with staff from three transit agencies (BART, AC Transit, and WestCAT) and six local agencies (WCCTAC, Contra Costa County, and the cities of El Cerrito, Hercules, Pinole, and Richmond).

San Francisco Transit Effectiveness Project EIR (San Francisco, CA)

Fehr & Peers is currently providing transportation planning services as part of the San Francisco Transit Effectiveness Project (TEP). The TEP is a multi-agency effort led by the San Francisco Municipal Transportation Agency and the Controller's Office; other members of the project team include the San Francisco Planning Department, the San Francisco County Transportation Authority, and the City Attorney's Office. Fehr & Peers is working with this diverse group to both craft and execute transportation analysis which will allow the SFMTA to implement the TEP via approval of an Environmental Impact Report (EIR). The TEP is a comprehensive effort to make transit service more convenient, reliable, and attractive to existing and potential customers.

Daniel Jacobson

Transportation Engineer/Planner

Proposed Role: Implementation

Daniel Jacobson is a transportation planner focusing on transit planning and complete streets. His experience spans the entire spectrum of project development: from feasibility studies and alternative analyses to conceptual design and program management. Daniel brings a passionate, problem-solving approach to transportation projects in order to achieve meaningful, implementable outcomes.

EDUCATION

Bachelor of Arts, with Honors, Urban Studies, Stanford University, 2012

EXPERTISE

- Transit Planning
- Complete Streets
- Station Area Planning
- West County Native

RELEVANT PROJECTS

Encinal Terminals-Brooklyn Basin Water Shuttle Feasibility Study (Alameda, CA)

As project manager, Daniel led the development of a needs assessment, operating plan, and implementation plan for a water shuttle service between Alameda and Oakland. The project intended to improve active transportation connections between Alameda's West End and Oakland while supporting sustainable development. Daniel led the evaluation of various project alternatives and production of a ridership estimate, service plan, and funding strategy. The study was conducted on behalf of Signature Development Group.

Alameda-Oakland Ferry Shuttle Feasibility Study (Oakland/Alameda, CA)

As project manager, Daniel led the development of a needs assessment, operating plan, and implementation plan for a bicycle and pedestrian ferry shuttle service between Alameda and Oakland. The project intended to improve active transportation connections between Alameda's West End and Oakland while supporting sustainable development. Daniel led the evaluation of various project alternatives and production of a ridership estimate, service plan, and funding strategy.

Utah State University Transportation Master Plan (Logan, UT)

As task lead, Daniel developed a transit plan to support the expansion of Utah State University. Daniel worked with both the Aggie Shuttle and CVTD to identify phased enhancements, operational efficiencies, capital improvements, and new funding sources.

Washington District Transportation Management Plan (West Sacramento, CA)

As task lead, Daniel developed complete streets guidelines to support multimodal circulation and transit-oriented development in West Sacramento's Washington District. The guidelines included concepts for a layered transportation network and improvements to transit, bicycle, pedestrian, and vehicle networks.

Station Planning for Caltrain Modernization (SF Peninsula, CA)

As task lead, Daniel led a review of station access priorities for a redesigned Hillsdale Station as a part of the Caltrain Modernization project. Daniel evaluated existing and future needs for buses, shuttles, kiss-and-ride, bicyclists, and pedestrians.

Route 66 Transit & Complete Streets Plan (San Bernardino County, CA)

As lead transportation planner, Daniel developed an integrated bus rapid transit, land use, and complete streets plan for the historic Route 66 Corridor. Working with seven cities, Omnitrans, and the San Bernardino Associated Governments (SANBAG), Daniel developed a phased implementation plan to transform the automobile-oriented thoroughfare into a multimodal transit corridor to serve as a backbone for sustainable growth. He focused on a phased implementation plan for three key areas: transit service enhancements (building toward bus rapid transit), bicycle and pedestrian safety improvements, and transit-supportive zoning and land use policies.

Broadway Urban Circulator Study (Oakland, CA)

In collaboration with BART, AC Transit, and community stakeholders, Daniel evaluated enhanced bus and streetcar concepts to implement along Broadway in Oakland. The project analyzed both interim improvements to the B Shuttle and long term investments in a The project resulted, in part, from a streetcar plan that Daniel authored while studying at Stanford.

Crenshaw Station Active Transportation Plan (Hawthorne, CA)

Daniel led the development of preliminary design concepts to enhance bicycle and pedestrian access around Crenshaw Station in the City of Hawthorne. Daniel conducted a bicycle and pedestrian safety assessment to identify key access issues and first/last mile improvements for the station, which lies in the middle of a freeway.

Downtown Transit Center Relocation Feasibility Study (Riverside, CA)

Daniel helped prepare a feasibility analysis to evaluate the relocation of the Riverside Transit Agency (RTA) downtown transit center. Daniel assessed land use and transportation compatibility for three alternatives

Los Angeles Streetcar Alternatives Analysis & Program Management (Los Angeles, CA)

Daniel worked on multiple stages of the Los Angeles Streetcar project. Daniel helped define goals, analyze potential alignments, and evaluate ridership and economic development potential during the project's alternatives analysis on behalf of Metro. Daniel later contributed to the project management phase, assessing utility conflicts and drafting the project's schedule and independent cost estimate.

Integrated Mobility Hubs Project (Los Angeles, CA)

As task lead, Daniel analyzed how to best integrate low-income and "unbanked" Metro riders into a proposed shuttle, bike share, and car share program. The Mobility Hub program sought to enhance transit access to job-training centers and community colleges for low income and transit-dependent communities. Daniel developed a business plan to ensure Mobility Hub services are both equitable and financial sustainable.

TIGER V Grant Application for Bus Maintenance Facility (Los Angeles, CA)

Daniel supported the preparation of a TIGER V Grant application for the purchase of two LADOT bus maintenance facilities. He contributed to the composition of grant application narrative, including project description, project parties, grant funds and sources, alignment with primary and secondary selection criteria, required planning approvals, and environmental reviews. Additionally, Daniel helped identify and monetized project costs and benefits, including greenhouse gas reduction calculations, and prepared and submitted to LADOT benefit-cost analysis spreadsheet and report.

Hayward Shuttle Feasibility Study (Hayward, CA)

Daniel conducted a peer review of shuttle systems to guide the development of a shuttle service in Hayward, CA. The shuttle service intends to provide a first-last mile connection to BART for residents and industrial employment centers.

Millbrae Station Access Plan (Millbrae, CA)

Daniel developed a multimodal station access plan for Millbrae Station. The plan evaluated access and circulation for the proposed transit-oriented development project surrounding the station. Key considerations included bus and shuttle accommodations, kiss-and-ride circulation, and bicycle and pedestrian connectivity. The plan was conducted on behalf of BART, in coordination with the City of Millbrae, Caltrain, and SamTrans.

Sarah Peters AICP

Transportation Planner

Proposed Role: TDM Planning

Sarah joined Fehr & Peers in 2011, while completing her Master's in Urban and Regional Planning from University of California Los Angeles. Sarah has worked on transportation demand management plans and monitoring, bicycle/pedestrian plans and multi-modal transportation studies and has developed communication tools for bicycle and pedestrian assessment methods and Complete Streets implementation techniques. She has experience with an array of multi-modal Level of Service evaluation systems and software programs, including Traffix, Synchro/SimTraffic, Cube and Geographic Information Systems (GIS).

EDUCATION

Masters of Urban and Regional Planning, University of California, Los Angeles, 2012

BA, Liberal Arts, St. John's College, Annapolis, 2002

AFFILIATIONS

American Planning Association

Young Professionals in Transportation

REGISTRATIONS

American Institute of certified Planners (#027461)

PUBLICATIONS

Complete Enough for Complete Streets? Testing the Sensitivity of HCM 2010 Multimodal Level of Service Under Conditions of Change (co-author), Transportation Research Record, 2013

RELEVANT PROJECTS

Stanford Research Park TDM Program Development (Stanford, CA)

Sarah took over the Project Manager role in the spring of 2015 after serving as project planner. She reviewed existing conditions at Stanford Research Park, identified appropriate TDM strategies, estimated the likely trip reductions and costs associated with potential strategies, and interviewed eight large employers to ensure that our recommendations would be meaningful for their businesses. The final TDM Plan will guide Stanford Research Park's program implementation through 2017.

Park City TDM Plan (Park City, UT)

Sarah is managing the technical aspects of a new citywide TDM plan for Park City, Utah. To identify appropriate strategies for this mountain resort context, she reviewed existing TDM programs in similar cities and presented her findings to key stakeholders. She is currently leading the effort to develop a Park City-specific version of Fehr & Peers' TDM+ tool, which quantifies VMT and trip reductions resulting from TDM strategy implementation.

Facebook TDM Monitoring (Menlo Park, CA)

Sarah manages Fehr & Peers' work on TDM monitoring at Facebook's Menlo Park campus. She coordinates with Facebook's transportation team to gather internal information on program performance as well as conducting physical site surveys to evaluate Facebook's compliance with its trip cap.

Castilleja School TDM Study (Palo Alto, CA)

Sarah manages our ongoing TDM monitoring work for Castilleja School, evaluating student mode share and trip cap compliance using a combination of internal and external data, and supporting Castilleja's Master Plan development.

VTA TIA Guidelines Update (Santa Clara County, CA)

Sarah provided staff support to the VTA Planning Department during the 2014 update of VTA's TIA Guidelines. She managed document revisions and coordinated input from VTA staff, stakeholders, and senior technical experts at Fehr & Peers. She also produced supplemental materials on pedestrian and bicycle quality of service methodologies that were included in the final set of guidelines.

North 40 Transportation Impact Analysis (Los Gatos, CA)

Sarah is acting project manager during the response to comments phase of this project. She served as project planner and engineer

to analyze transportation impacts from the proposed North Forty multi-use development. She developed trip generation estimates, evaluated level of service at study intersections, developed a Synchro/SimTraffic model for high-congestion corridors and wrote the draft Transportation Impact Analysis document. Sarah also evaluated multi-modal project impacts using Fehr & Peers' in-house LOS+ tool.

East Sunnyvale Sense of Place Plan (Sunnyvale, CA)

Sarah managed Fehr & Peers' work on the East Sunnyvale Sense of Place Plan. She conducted a field review of existing transportation facilities within the plan area, including pedestrian facilities (both sidewalks and street crossings), bicycle facilities, existing bus stops, and routes. Based on this review and on current best practices, she proposed a suite of transportation improvements to improve bikeability and walkability within the plan area.

BD Biosciences Bicycle Circulation and Bike Share Planning (San Jose, CA)

Sarah managed this project, which evaluated bicycle circulation on the BD Biosciences campus in San Jose to support an on-campus bicycle share program. She conducted a site review to identify key issues and opportunities. Based on this review, she provided recommendations to improve the infrastructure and environment surrounding the project. She provided additional recommendations on the sizing, operations and future expansion of the on-campus bicycle share program.

Mathilda Avenue Carriage Road Study (Sunnyvale, CA)

Sarah served as project planner for the Mathilda Avenue carriage road evaluation, developing alternative cross-sections to accommodate bicycle facilities and analyzing alternatives.

Multi-Modal Level of Service Toolkit (Fehr & Peers)

Sarah developed profiles of fifteen techniques for analyzing bicycle, pedestrian and transit performance in transportation networks. The profiles in the Multi-modal Level of Service Toolkit help transportation professionals and interested clients determine which analysis methods are most appropriate for their particular projects and concerns.

Mollie Pelon

Transportation Planner

Proposed Role: Transit Planning

Mollie began working with Fehr & Peers in October 2013. A Metro-Detroit native, she is passionate about developing sustainable and practical approaches to improving mobility for all modes and is dedicated to creating transportation systems that serve the needs of all users. Mollie has worked on a variety of multi-modal transportation projects, systems planning and corridor studies, parking studies, transportation management plans, and bus rapid transit feasibility studies. Prior to joining Fehr & Peers she worked for a MPO, a transportation research institute and a non-profit promoting sustainable, walkable, healthy communities and streets. Her software program experience includes Synchro, SimTraffix, TRAFFIX, IBM SPSS, and ArcGIS.

EDUCATION

BA, Geography (Summa Cum Laude), DePaul University, 2013

AFFILIATIONS

Young Professionals in Transportation

Congress for the New Urbanism

RELEVANT PROJECTS

Bay Area Bike Share-Redwood City Technical Assistance (Redwood City, CA)

Mollie served as the project planner for the Redwood City Bike Share Technical Analysis. She was the technical lead for all GIS endeavors related to this project and completed suitability analyses as well as the ridership forecasting regression model. The results of these analyses lead to the examination of the existing and future usage of Bay Area Bike Share Stations in Redwood City and recommendations for station relocations and expansion station locations.

Palo Alto Bicycle Boulevards (Palo Alto, CA)

Mollie is involved in community outreach, design, and implementation of bicycle boulevards throughout the City of Palo Alto as an effort to build out the 2012 Bicycle Master Plan. As a project planner, Mollie is planning, attending and coordinating the community outreach effort and assisting in the design of several alternatives for the bicycle boulevard corridors.

Caltrain Electrification EIS/EIR (Santa Clara, San Mateo, and San Francisco Counties, CA)

Mollie served as a project planner for the transportation element of the Caltrain Electrification Project EIS/EIR. The electrification of Caltrain is the centerpiece of Caltrain's Modernization Program and will involve converting all Caltrain commuter rail service between San Francisco and San Jose from diesel to electric power. Mollie assisted in writing the Existing Transportation Conditions technical report. Her analysis included documenting existing passenger modes of access, origin-destination patterns, ridership trends, traffic conditions, station-level land use conditions, bike and pedestrian conditions, and parking supply and occupancy. Mollie incorporated results from the Direct Ridership Model (DRM) and traffic system performance data from VISSIM and Syncrho/Simtraffic into her analysis. She also assisted with data analysis for DRM and the detailed microsimulation model to study the effects of increased train frequencies at rail crossings.

Mollie Pelon

Proposed Role: Transit Planning

Geary Boulevard BRT Environmental Analysis (San Francisco, CA)

Mollie served as a project planner for the for the transportation element of the Geary Boulevard BRT EIS/EIR. Fehr & Peers was part of the team for the Geary Boulevard Bus Rapid Transit project for the San Francisco County Transportation Authority. The project will introduce dedicated right-of-way BRT service along a 5-mile section of Geary Boulevard in San Francisco. Fehr & Peers' analyzed BRT alternatives using the VISSIM microsimulation software Mollie authored the transit and non-motorized transportation sections of the Geary BRT Environmental Analysis. Her analysis included documenting, origin-destination patterns, ridership trends, traffic conditions, station-level conditions and bike and pedestrian conditions.

Huma Husain

Transportation Planner

Proposed Role: Transit Planning

Huma is a transportation engineer in the Oakland office of Fehr & Peers. She has four years of experience in transportation planning and engineering. She has assisted in a wide variety of multi-modal transportation planning projects including traffic and parking studies, traffic forecasting, General Plan updates, traffic operations analysis, statistical analysis and transportation demand management plans. Huma has experience working with Traffix, SimTraffic, Synchro, TransCAD, Cube, and numerous other transportation software programs.

EDUCATION

Masters in Urban and Regional Planning, University of California, Los Angeles, 2012

BS, Systems Engineering and Economics, University of Virginia, 2008

AFFILIATIONS

Young Professionals in Transportation (YPT) San Francisco Chapter

RELEVANT PROJECTS

Caltrain Electrification Project (Bay Area, CA)

Fehr & Peers was selected to prepare the transportation element of the Caltrain Electrification Project EIS/EIR. The Electrification Project is the major component to Caltrain's Modernization Program, and will involve converting all Caltrain commuter rail service between San Francisco and San Jose from diesel to electric power, enabling Caltrain to improve the performance, efficiency, capacity, safety and reliability of the system. Huma assisted in developing a detailed microsimulation model to study the effects of increased train frequencies at rail crossings.

Children's Hospital EIR and TDM (Oakland, CA)

Fehr & Peers prepared the transportation chapter of the EIR for the project which included multi-modal street improvements to better serve the expanded campus. Huma helped to prepare a robust TDM plan to reduce the traffic generated by the project using the Fehr & Peers proprietary TDM+ tool.

Delhi Metro TOD (Delhi, India)

Fehr & Peers, in partnership with various other organizations in New Delhi, is helping create tools for evaluating the effectiveness of alternatives for transit-oriented development along Delhi's expanding Metro transit system. Huma is helping to develop, test and model the impacts of various land use combinations, street network characteristics, and urban design parameters on the travel demand forecast by assisting with data validation, data manipulation, and statistical analysis for the development of the TOD model.

I-580 Richmond San-Rafael Bridge Improvement Project (Bay Area, CA)

Huma is managing the transportation operations assessment for the Richmond-San Rafael Bridge Improvement Project, which proposes to convert the existing shoulders on the bridge to accommodate bicycle and pedestrian access on the upper bridge deck (westbound), and a new automobile travel lane on the lower deck (eastbound). As project manager, Huma is leading the operations analysis for the both the upper and lower deck projects.

Wendy Silvani

Principal, Silvani Transportation Consulting

Proposed Role: Technical Advisor - TDM Plan

SILVANI TRANSPORTATION CONSULTING

Wendy is known for her innovative leadership, an ability to work effectively with a wide range of public and private constituencies, and delivering high quality, reliable transportation solutions and partnerships with a high degree of ownership. Her early professional career in public relations and marketing uniquely complement her expertise in customer-centric transportation planning and management. Her recent experience includes TMA Development, Shuttle Services, and Access Improvements. Wendy serves on several committees including the Mission Bay Ballpark Transportation Committee and the Waterfront Assessment Committee which are involved in the development of policy and service plans to address traffic management and other operational matters, resolve specific problems as well as plan for new projects.

EDUCATION

B.A. Journalism, University of California at Berkeley, 1974

AFFILIATIONS

Association for Commuter Transportation, member and former Board member, northern CA chapter

RELEVANT PROJECTS

Downtown Palo Alto TMA Development (Palo Alto, CA)

Ms. Silvani is currently leading an effort to create a TMA in Downtown Palo Alto. In less than a year, she formed a steering committee; conducted a survey to inform initial program development and markets; is about to launch a pilot ride-share program and determine the membership and revenue structure for the TMA.

Rancho Mission Viejo TMA (Rancho Mission Viejo, CA)

Rancho Mission Viejo TMA is one of the first TMA's established in a suburban residential community. Ms. Silvani has been working with this development to both form a TMA and on a pilot which joint ventured with Mercedes Benz to test various residential-based transportation services.

Emeryville TMA (Emeryville, CA)

As Executive Director of the Emeryville TMA from its inception in 1996 until 2010, Ms. Silvani grew the TMA from a $200,000 organization with seven mandatory members to a citywide PBID with a budget of over $2 million with multiple TDM programs including a highly regarded shuttle service and the first on-street car-sharing program in northern California.

SFMTA Muni/Shuttle Access Improvements (San Francisco, CA)

Ms. Silvani has been working closely with the SFMTA during its pilot to improve coordination between Muni and the private shuttles sector in San Francisco. Her participation has resulted in the SFMTA's recognition of the important distinction between community shuttles and private shuttles which will be incorporated in program policy as it becomes permanent.

Mission Bay Shuttle (San Francisco, CA)

Launched just five years ago, the Mission Bay Shuttle has become one of the largest employer intra-city shuttles in San Francisco. The system has grown from one loop to three routes offering direct service to BART, Caltrain and the TransBay Terminal.

Emery Go Round Shuttle (Emeryville, CA)

The Emery Go Round shuttle is widely recognized as one of the most successful shuttles in northern California. Under Ms. Silvani's leadership, the shuttle grew from two routes with limited peak hour commuter service to a seven-day a week operation with over 1.3 million annual passenger trips.

Matthew Todd PE

Vice President, Gray-Bowen-Scott

Proposed Role: Task Manager - Funding Plan (Implementation)

Matt joined the Gray-Bowen-Scott team after accruing over 20 years of experience working in the public sector on the funding and delivery of complex transportation projects. He brings an appreciation for the range of transportation projects that need to be delivered to sustain a transportation system, and he has the history and background to assist with the strategic planning, delivery and monitoring of projects across multiple travel modes. He understands which fund sources that are available, and once approved he knows the process to access the funds. Once funding is identified and approved, Matt can assist in managing and delivering projects in today's regulatory and political environment, navigating through multiple agencies, and can assist local agencies to strategically and effectively implement transportation projects and programs.

EDUCATION

Bachelor of Science, Civil Engineering, University of California, Davis

REGISTRATIONS

California Professional Engineering License – Civil (63892)

RELEVANT PROJECTS

Emeryville Transportation Management Association (Emeryville, CA)

Matthew was responsible for finding resources, developing and implementing financial strategies.

C/CAG Project Delivery Assistance (San Mateo, CA)

Assisted in strategically and effectively implementing financial policies.

Alameda County Transportation Commission (Alameda County, CA)

Matthew was responsible for developing funding programs and for the delivery of transportation projects in Alameda County. While working for Alameda County Transportation Commission (CTC), Matthew evaluating projects and programming funds to projects sponsored by cities, transit districts, Caltrans, and non-profit organizations. He has extensive experience with policy, programming, and delivery and monitoring aspects of local, regional, state and federal funds. Some of his projects include:

- I-880/23rd/29th Ave. Interchange Improvements (Oakland, CA)
- I-880 Southbound HOV Lane Extension (San Leandro, CA)
- I-580 Soundwalls (San Leandro, CA)
- I-680 Soundwalls (Fremont/Milpitas, CA)
- Alameda County HDS/WBTS Program (Alameda County, CA)

Veronica Hattrup

Program Manager, Gray-Bowen-Scott

Proposed Role: Task Manager - TMA

gbs GRAY·BOWEN·SCOTT

Roni is a Program Manager with over fifteen years of extensive agency administration and project controls experience supporting transportation agencies in delivering projects and managing programs. Currently, Roni serves as the Director of Finance and Operations for two transportation management associations (TMA's): The Emeryville Transportation Management Association (ETMA), a non-profit organization which funds the free Emery Go-Round shuttle service in the City of Emeryville, and the Mountain View Transportation Management Association, another non-profit organization which funds the newly formed MVgo shuttle service in the City of Mountain View.

RELEVANT PROJECTS

Emeryville Transportation Management Association (Emeryville, CA)

Roni serves as the primary lead for the non-profit organization managing all aspects of the organization, consistent with the requirements set forth in the organizations bylaws and administrative policies. Roni has also played a significant role in assisting the Board of Directors with identifying and implementing their goals and objectives. Roni directed the successful transition of the Emery Go-Round shuttle operations team, including contract procurement and implementation and transfer of the fleet maintenance program. She also developed the Emeryville TMA's fleet database and replacement plan.

Mountain View Transportation Management Association (Mountain View, CA)

Roni serves as the primary lead for the non-profit organization managing all aspects of the organization, consistent with the requirements set forth in the organizations bylaws and administrative policies. Roni has also played a significant role in assisting the Board of Directors with identifying and implementing their goals and objectives. She played a significant role in the start-up of the Mountain View Transportation Management Association, including development of the organization's 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. Roni also directed the implementation of the Mountain View Transportation Management Association's last mile shuttle service, MVgo, which launched in January 2015.

Contra Costa Transportation Authority CCTA (Contra Costa County, CA)

Roni served as project adminisrtator with the CCTA assisting 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. She served as a link between the Authority's project and finance departments, particularly with her involvement in the annual and mid-year budget process. Roni developed and maintained project financial plans to include updated cost and funding strategies for the Contra Costa Transportation Authority's multi-funded projects. She also implemented best practices for Administration and Project Controls for the Contra Costa Transportation Authority.

Sara LaBatt

Principal, EMC Research, Inc.

Proposed Role: Task Manager - Public Research

A 12-year Alameda resident, Sara LaBatt is a Principal at EMC Research, with 15 years of experience providing market research services. As former analyst and Field Director, she has been involved in every aspect of survey research including instrument and sample design, testing, fielding, analysis, and presentation design. She is also an experienced and RIVA-trained focus group moderator. Since joining EMC Research, Sara has worked on hundreds of public opinion studies with all types of clients - public, private, institutions, elected officials, and candidates. Sara's other research experience includes working for Knowledge Networks (now GfK), an industry leader in the field of web-based panel research. She also worked for Bruce E. Cain, a leading Professor of California Politics and Director of U.C. Berkeley's Institute of Governmental Studies.

EDUCATION

BA, Political Science, University of California, Berkeley

RELEVANT PROJECTS

Palo Alto Transportation Management Association (Palo Alto, CA)

The City of Palo Alto commissioned EMC to conduct a survey to assess commuter modes of transportation to Downtown Palo Alto, as well as testing perceptions of feasibility of alternative forms of transportation. The purpose of the research was to establish a statistically reliable measurement of travel modes that can be used as a baseline for future research, to ultimately lead to a reduction in single occupancy vehicle (SOV) trips to Downtown Palo Alto. EMC Research conducted a total of 1,173 interviews with employees of Downtown Palo Alto by recruiting coordinators at each worksite to distribute and collect the survey. This research has helped identify commuter habits in Downtown Palo Alto and is still in use by the City as they formulate next steps in establishing a TMA for the area.

Alameda County Transportation Commission Research Projects (Bay Area, CA)

- Transportation sales tax measures in 2016, 2014, 2012, and 2000
- A Vehicle Registration Fee measure in 2010 (Measure F)
- A longitudinal study about participation and advertising penetration for Bike to Work Day
- A paratransit rider survey
- A survey of contractors about their outreach process, and
- Research on HOV and express lanes.

Commute Seattle (2014)

In 2014, Commute Seattle commissioned EMC to conduct a survey to study commuter's mode of transportation to Downtown Seattle (Center City) to establish a statistically reliable and projectable tracking measurement of the travel modes used by weekday commuters who arrive at Seattle's Center City between 6 A.M. and 9 A.M. Tracking previous 2012 research done by Gilmore Research, EMC conducted a total of 1,541 interviews with employees at Center City neighborhood worksites, with coordinators on-site to coordinate the survey distribution and collection. This research has helped identify how Seattle is doing in improving transportation, and is being used by Commute Seattle and other interested parties (Downtown Seattle Association, Seattle Department of Transportation, City of Seattle) to formulate strategies going forward.

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