steer davies gleave

Stantec

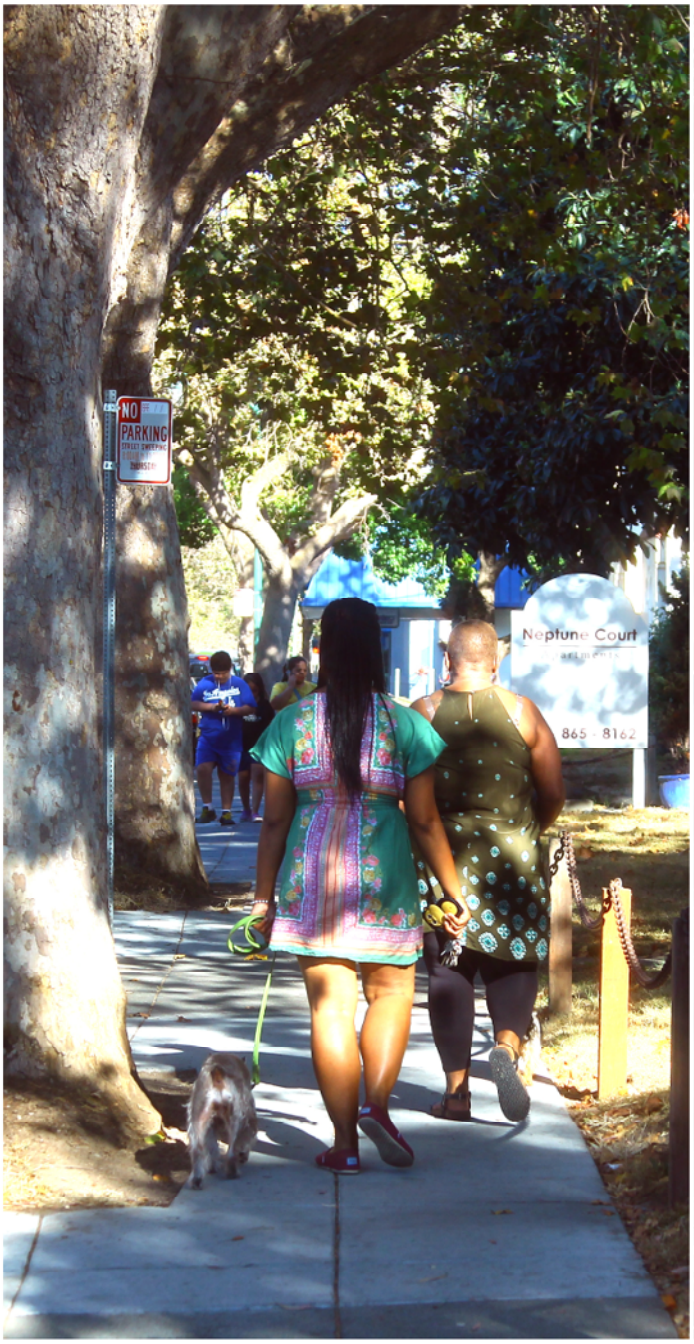
circlepoint

Citywide Transit Plan and Transportation Demand Management Plan

Proposal
22 October 2015

City of Alameda

Our ref: 228930P1



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Our ref: 228930P1

Prepared by:

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Prepared for:

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

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1 Letter of Interest

steer davies gleave

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SDG Ref. 228930P1

22 October 2015

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

Dear Ms. Payne and members of the selection panel,

Citywide Transit Plan and TDM Plan

Steer Davies Gleave is pleased to submit our proposal to develop a Citywide Transit and Transportation Demand Management (TDM) Plan to inspire Alamedeans to consider alternatives to driving alone. We have assembled an outstanding team of professionals including local firms Stantec, Circlepoint and FM3.

Steer Davies Gleave is an employee owned transportation planning firm of nearly 400 staff and is well regarded throughout the world as a leader in providing strategic advice and expertise in transit planning, TDM, and travel behavior change. We have developed guidance for national and regional governments and remain at the leading edge by drawing on the latest research and understanding to underpin our projects. Our team is well-versed in the transportation challenges in Alameda and the wider East Bay. Steer Davies Gleave has recently completed the three-year *goBerkeley Parking and TDM Pilot Project* with the City of Berkeley, where we had the opportunity to work in partnership with both AC Transit and the Metropolitan Transportation Commission. Our partners, Stantec, are currently the City of Alameda's traffic engineers and are very familiar with the traffic issues the City continues to face. Together with our Oakland-based partners, Circlepoint and FM3, we have good understanding of the needs and opportunities of the local population and will be able to craft an effective Plan that will facilitate a shift to alternative forms of transportation.

As the Project Manager, I would like to confirm our team is committed to dedicating our time, personnel and resources to the City. We will ensure the availability of our proposed Consultant Team and all key project staff during the project period to deliver and complete this project within the proposed budget and schedule. We are really excited about this opportunity and would be very happy to answer any questions you may have about our proposal. We look forward to hearing from you soon.

Sincerely

Geoff England, Associate
t: 1.213.337.6792; e: geoff.england@sdgworld.net

2 Understanding and Approach

2.1 Understanding

The City of Alameda is a historic island community of about 75,000 residents in the San Francisco Bay Area, with a unique small town atmosphere supported by a diverse mix of neighborhoods and businesses. The City comprises residential streets, adding to the strong community feel, and is also connected to the East Bay mainland by four bridges and two subterranean tubes, as well as ferry services to San Francisco and South San Francisco.

Local and transbay transit service is provided by AC Transit and is complemented by private and public shuttle services connecting residents to Bay Area Rapid Transit (BART) stations in Oakland. Ferry service to San Francisco and South San Francisco is provided by the San Francisco Bay Area Water Emergency Transportation Authority (WETA) from Harbor Bay and Main Street ferry terminals. As well, the Alameda County Transportation Commission works with jurisdictions and transit providers across the county to better align land use with transportation and economic strategies.

The City of Alameda is growing. Transportation and traffic issues are a substantial concern for the community regarding new housing developments, as congestion has been an ongoing threat to the high quality of life enjoyed by Alamedeans. Transportation is a clear concern for residents, transit providers and local government, however, integration and coordination of priorities is needed.

While transportation issues are not new to the island city, planned housing and commercial developments provide an exciting opportunity to revisit and update the City`s existing Transit Plan and create a Citywide Transportation Demand Management Plan. The predominantly residential street pattern is ideal for reducing intra-City trips through a focus on sustainable, integrated and multimodal options. Private sources of funding from new developments and the focus on both transit and TDM measures offer a rare occasion to provide a balance of cost effective and efficient `day-one` multimodal options for new development projects.

Residents of Alameda are known to care deeply about the future of their community and have participated in numerous focused planning efforts aimed at enhancing mobility and minimizing the City's traffic impacts. A thoughtful and tailored approach to incorporating this previous feedback alongside engaging the community's thoughts on how to integrate these plans into a comprehensive Citywide approach to transportation will be key to a successful plan and streamlined implementation.

The complementary plans will look to focus on innovative trends in TDM and monitor investments in the transit system, empowering the City to drive key improvements and promote seamless connectivity between modes. This data collection supported by inputs collected by AC Transit, WETA and local partners will allow for fact-based insight into policy and service performance, helping to support decision making by both Alameda City Council and its partners in transportation. Streamlining TDM efforts by individual developments and those put forward by the City will increase mobility across all modes and will work to tackle especially congested times, such as the morning northbound peak and afternoon southbound peak.

Integrating and coordinating the City`s existing and proposed TDM, Transit, pedestrian and cycling plans with privately funded transit service and ongoing planning efforts by AC Transit, BART, WETA and the Alameda County Transportation Commission will create a comprehensive approach to successfully implement transportation priorities over the next 20 years.

2.2 Approach

2.2.1 **Introduction to Steer Davies Gleave:** *We Believe Transportation Can Change The World*

Steer Davies Gleave is an international transportation consultancy founded in 1978 and headquartered in London, UK. We have been working in the US since 2007 and recently opened an office in Los Angeles in 2014. This location is complemented by other offices in North America including Boston, New York, San Juan (Puerto Rico), Vancouver, Toronto and Mexico City, as well as offices across Europe and South America.

Over the last 10 years, Steer Davies Gleave has built a comprehensive transportation, transit, and TDM portfolio throughout the United States and North America for a range of public and private sector clients. As an employee-owned consulting firm, our independence guarantees impartiality and ensures that our efforts are aligned with meeting our clients' needs. With over 300 consultants worldwide, we have an unparalleled breadth of specialist expertise available to clients. Steer Davies Gleave's expertise on multimodal integration and TDM along with our innovative approaches strongly align with the City of Alameda's objectives for this study. We continually strive to be progressive and industry-leading, building on local successes and global best practice.

When approaching new projects, our ethos is to strategically partner with other companies to provide the client with the strongest possible consultant team. With a proven track record of managing large and complex projects with other firms, Steer Davies Gleave is ideally positioned to lead the team to develop the City of Alameda's Citywide Transit and TDM Plans.

2.2.2 Our Team

For this project, we are working with three East Bay firms who can provide extensive local Alameda knowledge along with transit planning, community engagement and market research expertise. To support Steer Davies Gleave, our team includes:

- **Stantec** – a global multi-disciplinary firm that offers the City of Alameda an unparalleled group of transit planners who have expertise in transit network design, transit capital program development, transit funding, transit governance, transit data analysis, and traffic signal design for bus rapid transit. The Stantec team also provides significant local Bay Area experience in transit planning as well as significant project experience in the City of Alameda.
- **Circlepoint** – based in Oakland with offices throughout California, providing innovative solutions to engage stakeholders and motivate positive behavior change. Through strategic process for integrated marketing communications, Circlepoint aligns unique challenges and engages intended audiences through highly effective outreach campaigns. Circlepoint tailors communication strategies to meet program needs, drawing on expertise in public engagement, marketing, creative services, and web and interactive channels.
- **FM3** – based in Oakland, specializing in public policy-oriented opinion research and offers a full range of opinion research and communications strategy consulting services across California, including decades of extensive research experience in Alameda County and the San Francisco Bay Area.

Over the years, Steer Davies Gleave has created excellent working relationships with other firms who share our passion for creativity, innovation and excellent in transportation planning. We have partnered with Stantec on several transit planning projects in the past and will be able to effectively utilized our combined staff to meet the City's needs. Our team members also have existing relationships with Circlepoint and our company philosophy's align well. Together, the relationships already in place among our team and the shared values of our firms will allow us to move quickly in the early stages of the project to meet early deliverables.

2.2.3 Approach to Delivering the Project

Though the proposed schedule is 18 months long, a large portion of the work is scheduled to be complete within the first 6 months. This will be a challenge but can be achieved through tight project management and good communication between the project team and the client team (e.g. for review, comments, and revisions to deliverables). To best plan and deliver the work in the tight timescale early on, we will capitalize on Stantec's local Alameda knowledge and our team's past experience and knowledge of best practice to move quickly with project initiation (Task 1) and analyzing existing conditions (Task 2).

We will also use the breadth of our team to manage overlapping tasks, for example, the Existing Conditions reports (delivered by Steer Davies Gleave), public opinion survey (delivered by FM3), web survey (delivered by Circlepoint and managed on Peak Democracy by City staff), and Community Workshop 1 (delivered by Circlepoint with input from Stantec and Steer Davies Gleave). While there are quite a few activities occurring simultaneously, the workload is spread across the team so no one is overcapacity.

The schedule in the RFP and our proposed schedule is much more drawn out for the final 10-12 months due to longer revision periods, public review periods, and Committee and City Council Meetings. If possible, our team can increase the schedule if there is flexibility in dates for these tasks and if we can align the schedule to fit document revisions within the schedule leading up to meetings and outreach. We would be happy to discuss this further during kick-off if it is a strong desire of the client team.

We understand that the city staff and City Council are eager to develop an action plan and start delivering solutions within the community and as such we feel it is an opportunity at the early Existing Conditions reporting phase to include some 'quick wins' and key opportunities. These may be small changes to existing processes, suggestions to improve the transit network or transit passenger information, or funding opportunities that should be taken forward in parallel to the development of the Transit and TDM Plans (so the opportunity is not missed). This will set the stage for the development of action-oriented solutions and recommendations throughout the remainder of the project.

While we want to move quickly, it will still be important to respect the process of stakeholder and public involvement. FM3 bring high quality opinion research expertise and they will lead the development and execution of the Public Opinion Survey to a statistically significant result. Our recommendations for a 400-person random digit dial telephone survey will provide important insight that can be used by the City and our team to inform recommendations, but also to report back to stakeholders and the public. The multiple opportunities for input via the telephone survey, web surveys, community workshops and stakeholder workshops will offer a transparent process and robust result that receives buy-in from all parties. We have included additional options for adding a text-based survey and translated web surveys to increase the number of community members able and willing to participate.

Our team understands the importance of cost-effectiveness and wants to support the city in meeting their budget and fiscal goals. As such, we have priced our proposal for ultimate flexibility in approach and delivery. Our scope of work covers all of the required elements proposed by the City and our suite of optional items provides innovative opportunities to collect data, conduct analysis, and consult with the community depending on the City's goals and objectives. The City is taking a proactive approach to managing future traffic issues through transit and TDM improvements and using the innovation in the research phase including market segmentation, origin-destination analysis and/or Steer Davies Gleave's Cycle Potential Index, we can leverage new insight that will inform a more effective action plan and increase the level of confidence in the final recommendations for decision-makers.

2.2.4 Quality Management System

Steer Davies Gleave has a strong focus on excellent project management techniques. The firm's North American practice is certified to ISO-9001:2008 Management System Standard, a notable achievement that evidences our concerted focus on rigorous management practices.

We place considerable value in working closely with clients to drive projects forward in a collaborative manner. We will focus on efficiently communicating with the client Project Manager and client team to ensure that we maintain agreed project budgets and schedules, deliver high quality outputs, and develop context-specific solutions informed by international best practice.

Our Project Management Team (see Section 3) will work closely with City of Alameda staff, anticipating potential 'road blocks', and finding cost-effective, flexible and timely solutions. Our project management process has proven highly successful as illustrated by the successful completion of several comparable projects across California and North America and our continued recommendations from project references.

2.2.5 Proposed Modifications and Improvements

Our team supports the proposed scope of work from the RFP (Attachment A). To complement the scope, we have proposed a few additional tools and techniques that may improve the robustness of the final recommendations. These modifications are all presented as optional extras and are described in more detail in our scope of work (Section 4).

3 Project Manager/Key Staff/Team Experience

3.1 Project Team

For this proposal, we have put together a team of experienced and specialized staff that can provide expertise and insight across the various facets of transit, TDM, and community outreach. We have organized our team across three work streams covering these key skill areas and our Project Management Team (detailed further in Section 3.1.1) will provide effective oversight ensuring we meet the budget and schedule. Figure 3.1 illustrates our proposed staff structure.

Further detail on the Project Management and Technical Teams are provided below and resumes are provided in Appendix A. In addition, billing rates for all staff are provided in Section 3.2.

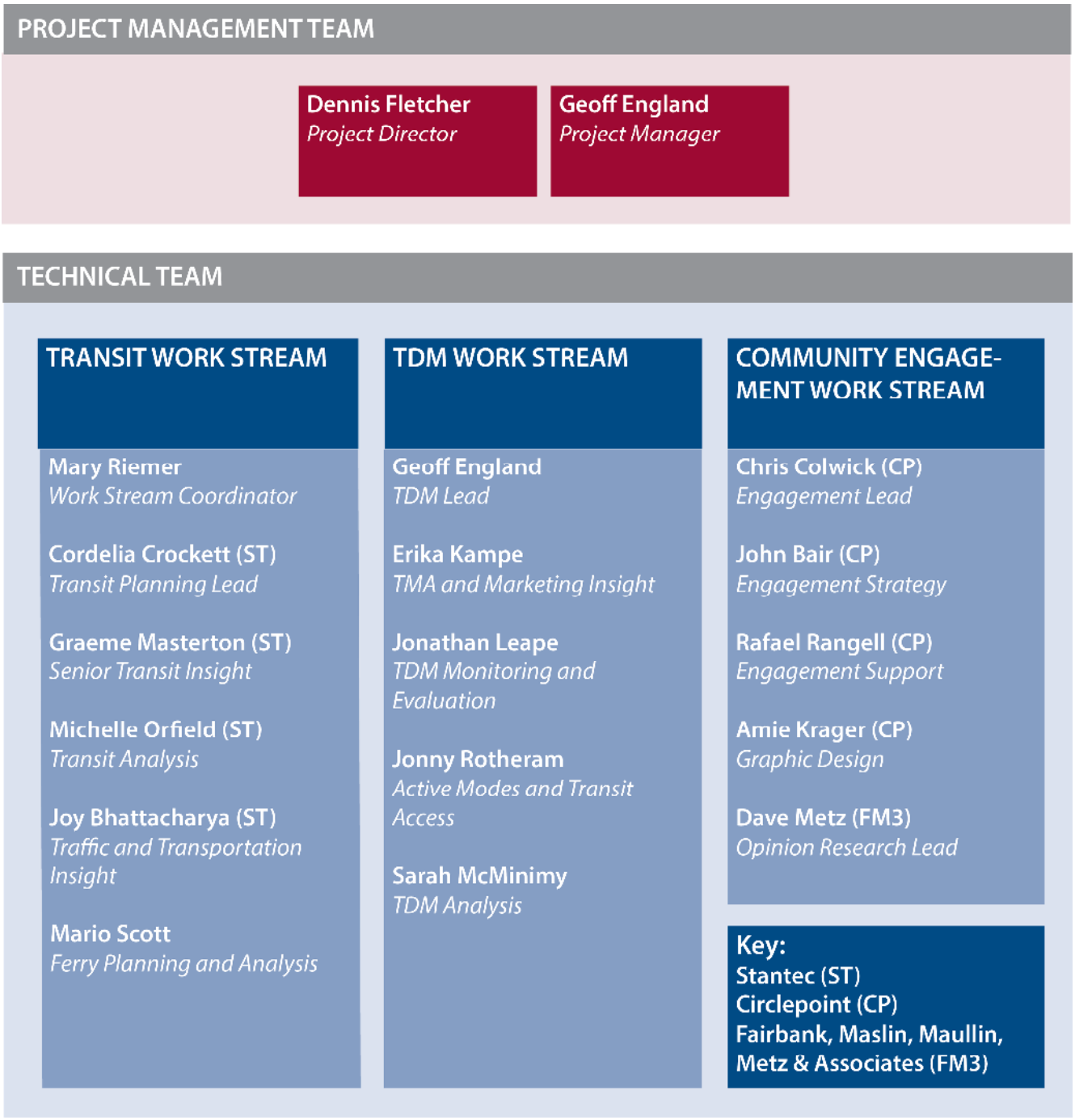
3.1.1 Project Management Team

Steer Davies Gleave uses a project management team for our projects, which comprises a Project Manager and a Project Director. The Project Manager is the key liaison with the client, leads regular progress meetings, and has day-to-day responsibility for coordinating project work. The Project Director has overall responsibility for the project and takes a strategic view to ensuring the scope of work is delivered to our high standard of quality. Both staff have an advisory and review role and will provide advice and insight to the client where appropriate.

For this project, **Geoff England** will act as Project Manager and will be the daily point of contact for the City of Alameda project team. With over 10 years' experience, Geoff is an effective and reliable project manager and has expertise in the areas of TDM, transit planning, and transit-oriented development. Geoff was recently project manager for the goBerkeley Parking and TDM Pilot Project, lead the research/survey portion of the San Joaquin Council of Governments Interregional TDM Action Plan, and has been project manager for three sets of transit design guidelines for TransLink in Vancouver, Canada. Geoff is a qualified urban planner and has recently moved to Los Angeles to increase his level of project support to clients in California.

Dennis Fletcher is an experienced transit and transportation planner with more than 30 years' experience in the industry and will act as Project Director. He specializes in community-based transit and transportation solutions that emphasize innovation, coordination and mobility. He has extensive transit operations and transit planning expertise for fixed-route and specialized transit services, derived from a range of positions held in both the public and private sectors.

Figure 3.1: Project Team Organizational Chart



3.1.2 Technical Team

Transit Work Stream

To maximize coordination between Steer Davies Gleave and Stantec, **Mary Riemer** will coordinate the development of the transit plan. Mary brings extensive public sector experience in the transit and transportation field across all modes. She pairs her technical experience in transit, service and operations planning with strong communication skills and the ability to effectively build relationships across agencies and municipalities to deliver successful transit outcomes.

Mary will work closely with Stantec's transit planning team, led by **Cordelia Crockett** who will leverage her broad range of experience across North America in the fields of transit operations, transit infrastructure, and transit policy. She will be supported by **Graeme Masterton**, who has over 25 years' experience and can provide senior level insight into understanding transit network needs over the long term and its relation to existing services through prioritization processes. In addition, **Michelle Orfield** specializes in gaps analyses, service efficiency reviews, corridor analyses and strategic planning, while Joy Bhattacharya is an experienced Traffic Engineer and Transport Planner who has provided expertise to the City of Alameda and is closely in tune with the local context. Steer Davies Gleave's **Mario Scott** will round out the team with his experience on ferry planning and analysis projects across the United States, including long range strategy for the Kitsap Passenger Ferry in Seattle and the Staten Island Ferry in New York.

TDM Work Stream

In addition to being the Project Manager, **Geoff England** will use his expert knowledge of TDM to lead the development of the TDM Plan. Geoff's passion for TDM has steered him to lead many successful TDM projects across North America. Geoff will be supported by **Erika Kampe**, who brings extensive experience in managing and operating Transportation Management Associations (TMAs), including the Westside Transportation Alliance in Portland, Transportation Solutions in Denver, and currently Go Glendale in Los Angeles. **Jonny Rotheram** will provide expertise in active and sustainable modes, with a focus on maximizing conditions for pedestrians and cyclists, including walk and bike routes to transit. **Jonathan Leape** will lead the development of the TDM evaluation and monitoring framework and will also work closely with Stantec on aligning evaluation across both TDM and Transit work streams.

Community Engagement Work Stream

Circlepoint's **Chris Colwick** will lead the Community Engagement work stream, leveraging 17 years of experience in fostering community relations and managing public outreach programs in the transportation industry, including Alameda and the San Francisco Bay Area. Chris will be supported by **Jonathan Bair**'s public communications experience and innovative approaches to direct and social media, as well as **Amy Huang**'s public outreach and multi-stakeholder management expertise.

Dave Metz and his team at FM3 will lead the delivery of the Public Opinion Survey. Dave brings over 15 years of experience conducting research on local transportation issues across California. Dave will be supported by **Curtis Below** who specializes in public financing, community satisfaction and policy development surveys for local and regional government agencies, including in the City of Alameda and within the transportation industry.

3.2 Billing Rates

Table 3.1 lists the hourly billing rates for all project staff, including subconsultants. Direct expenses will be billed separately, at cost and with evidence as per the requirements in the RFP.

Table 3.1: Project Team Billing Rates

Consultant	Team Member	Title	Hourly Billing Rate
Steer Davies Gleave	D Fletcher	Associate	$200.00
	G England	Associate	$185.00
	M Riemer	Senior Consultant	$135.00
	M Scott	Senior Consultant	$150.00
	E Kampe	Senior Consultant	$115.00
	J Rotheram	Senior Consultant	$125.00
	S McMinimy	Assistant Consultant	$110.00
	J Leape	Senior Consultant	$125.00
Stantec	C Crockett	Transit Planner	$180.00
	G Masterson	Senior Transit Planner	$185.00
	M Orfield	Transit Planner	$155.00
	J Bhattacharya	Senior Traffic Engineer/ Planner	$245.00
Circlepoint	C Colwick	Senior Project Manager	$195.00
	J Bair	Senior Project Associate	$130.00
	R Rangell	Project Associate	$80.00
	A Krager	Senior Graphic Designer	$130.00
FM3	D Metz	President	$220.00
	C Below	VP & COO	$195.00

3.3 Relevant Experience and References

3.3.1 Relevant Project Experience

Our team has an extensive list of relevant and pertinent projects that illustrate our knowledge, skills and ability to successfully deliver similar projects to the City of Alameda's Transit and TDM Plans. We will also be able to use the insight and experience gained from these projects to inform the City's project. All of the projects listed have been led or supported by at least one of the key team members named in this proposal. In particular, several examples have been provided for the Project Manager, Geoff England, and the subconsulant leads, Cordelia Crockett of Stantec, Chris Colwick of Circlepoint and Dave Metz of FM3.

Table 3.2 provides an overview of our team's relevant current and past projects. Select projects are provided with additional detail and client references thereafter.

Table 3.2: Relevant Project Experience: Overview

Project	Firm	Transportation Planning	Transit Operations	Transit Infrastructure	TDM Coordination	TDM Implementation	City of Alameda Context	Community Outreach	Consensus Building
goBerkeley Parking Management & TDM Pilot, Berkeley CA	SDG				✓	✓		✓	
Interregional TDM Action Plan, San Joaquin County CA	SDG/ST	✓			✓			✓	✓
North Coast Corridor TDM Plan & Delivery, San Diego CA	SDG	✓			✓	✓		✓	✓
King County In Motion Program Review, Seattle WA	SDG				✓				
Kitchener Station Area TDM Policy Guidelines, Canada	SDG	✓			✓	✓		✓	✓
Citywide TDM Strategy, Ottawa, Canada	SDG				✓				
Go Glendale TMA, Glendale CA	SDG				✓	✓		✓	
Regional Travel Options TDM Evaluation, Portland OR	SDG				✓			✓	✓
TAC Small Communities Transit Guidelines, Canada	SDG	✓	✓	✓					
TransLink Suite of Design Guidelines, Vancouver, Canada	SDG	✓	✓	✓	✓			✓	✓
Bus and Shuttle System Study, Stamford CT	SDG		✓					✓	✓
Bayshore Multi-modal Facility Study	STC		✓	✓				✓	✓
Greater Bridgeport Transit Master Plan & TOD Strategy	STC		✓					✓	✓
Edmonton Transit Comprehensive Review	STC		✓	✓					
Tahoe Multi-modal Corridor Management Plan	STC	✓	✓	✓	✓				
Webster Street SMART Corridor Project	STC	✓	✓	✓			✓		
Citywide Development Impact Fee Nexus Study	STC					✓	✓		
SFMTA Muni Forward Campaign, San Francisco CA	CP	✓						✓	✓
AC Transit Major Corridor Study, Alameda County CA	CP	✓					✓	✓	
CCTA Countywide Transportation Plan, Contra Costa County	CP							✓	
AC Transit East Bay Bus Rapid Transit Public Involvement	CP	✓						✓	✓
CCTA Real-time Ridesharing Pilot Program, Contra Costa Co.	CP							✓	
SCAG Regional Congestion Pricing Study, Los Angeles CA	FM3	✓						✓	
MTC Clipper Card Research, San Francisco CA	FM3	✓	✓				✓	✓	
LA County Transportation Survey, Los Angeles, CA	FM3	✓						✓	✓
Congestion Pricing Attitudes Survey, San Francisco CA	FM3	✓					✓	✓	

3.3.2 Detailed Project Experience and References

Transit Experience

Project:	Suite of Design Guidelines			Budget:	$800,000
Client:	TransLink (Vancouver, Canada)			**Completed**:	2010-Ongoing
Reference:	Andrew Devlin, Senior Planner (current client PM)	t: 778-375-7858	e: andrew.devlin@translink.ca		

Project description:

TransLink commissioned a multi-disciplinary team led by Steer Davies Gleave to develop a set of Transit Passenger Facility Design Guidelines that focus on "putting the passenger first". TransLink's existing guidelines cover a wide range of transit facilities and specific attributes, but have been developed at different times over the past 5 years and for different purposes.

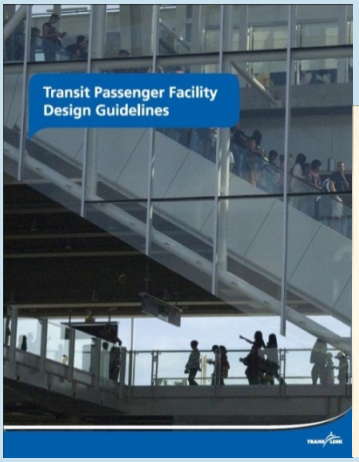
After successfully developing TransLink's Transit Passenger Facility Design Guidelines in 2010, Steer Davies Gleave was retained with partners to develop complementary Transit-Oriented Communities Design Guidelines, to more clearly articulate the importance of community design in supporting transit and active travel modes.

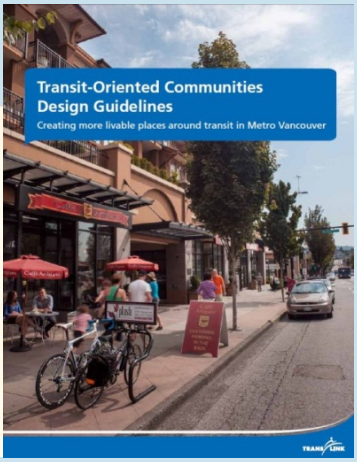
Steer Davies Gleave's approach involved an extensive review of existing TransLink documents, to identify suitable guidelines for inclusion, and worldwide best practice documents, to supplement and enhance the existing guidelines. With over 40 TransLink and 70 best practice documents and case studies reviewed, SDG had a wealth of information and knowledge to support their extensive transit facility design experience.

Using stakeholder workshops, SDG produced a comprehensive Facility Design Guidelines document which was structured using three key elements: facility types, spatial zones and a modal hierarchy. By identifying facility types by level of design intensity, breaking a facility down into passenger use zones and clarifying the importance of designing for active and sustainable mode integration, the guidelines were given a context by which transportation and design professionals could more clearly understand their intent.

The Communities Guidelines included a section on understanding the local context for land use and transportation planning in Metro Vancouver as well as a section on applying the guidance and how typical challenges and barriers can be overcome. A series of checklists support the usability of the guidelines for the target audience, local government planning and design professionals, while references to supportive local guidance and international academic research provide a further layer of support for those involved in community planning and design.

http://www.translink.ca/en/Plans-and-Projects/Transit-Oriented-Communities/Resources.aspx





Key staff: Dennis Fletcher, Geoff England, Mary Riemer

Project:	Ferry Plans and Studies		Budget:	Various
Client:	Kitsap Passenger Only Ferry Business Plan & Long Range Strategy NYCDOT Staten Island Ferry Feasibility Study NYCEDC Citywide Ferry Study		Completed:	2013-2015
Reference:	Kitsap: Carla Sawyer, Project Manager	t: 253 756 1180	e: clsawyer253@earthlink.net	
	NYCDOT: James DeSimone, Deputy Com/COO	t: 718 876-2657	e: jdesimone@nyc.dot.gov	
	NYCEDC: Andrew Genn, Senior VP	t: 212 312-3783	e: agenn@nycedc.com	

Project description:

Kitsap Passenger Only Ferry Business Plan & Long Range Strategy

SDG is part of a team of consultants, led by KPFF Consulting Engineers, tasked to develop the Kitsap Transit Passenger-Only Ferry Business Plan and Long-Range Strategy. The team evaluated the feasibility of three proposed routes: Bremerton to Seattle, Southworth to Seattle and Kingston to Seattle. SDG provided the analysis of expected ridership and revenues, having developed a forecasting model based on existing ferry ridership and journey to work data. SDG's work includes developing a series of revenue estimates for each route under varying fare and service assumptions. Mario was responsible for applying the model to the various routes, investigating numerous fare and service scenarios as well as calculating user benefits.

http://www.kitsaptransit.org/uploads/pdf/projects/ferryreportfinal.pdf

NYCDOT Staten Island Ferry Feasibility Study

CH2M HILL (as Halcrow Engineers, PC) were retained by the NYCDOT to assess the feasibility of implementing the Phase II Staten Island Ferry additional overnight service. The study includes an analysis of ridership numbers, including a breakdown by time of trip, day and month of the year; a review of any recent or anticipated economic development or other economic or population changes that have affected or could affect ridership numbers; and plans for future expansion in service and a timeline for such expansion. Steer Davies Gleave has been retained to perform the ridership portion of the ferry feasibility study.

NYCEDC Citywide Ferry Study

The New York Economic Development Corporation appointed Steer Davies Gleave to conduct a city-wide ferry study with the aim of expanding the ferry service. Work included ridership, operating and capital cost modelling to identify the most promising routes, fare and service optimization. As deputy project manager, Mario was responsible for interfacing between various team members and managing portions of SDG's work. Mario was also responsible for applying the ridership model to produce ridership forecasts for a number of potential routes. As part of producing ridership forecasts, Mario conducted extensive GIS analysis to identify the potential ridership demand for the various landing locations. SDG work has resulted in the city announcing the expansion of the ferry system with an additional five routes starting service by 2018.

http://www.nycedc.com/sites/default/files/filemanager/Resources/Studies/2013_Citywide_Ferry_Study/Citywide_Ferry_Study_-_Final_Report.pdf

Key staff: Mario Scott, Jonathan Leape

Project:	Bayshore Multi-Modal Facility Study		Budget:	$400,000
Client:	City of San Francisco Planning Department		Completed:	On-going
Reference:	Jeremy Shaw, Planner	t: 415-575-9135	e: Jeremy.shaw@sfgov.org	

Project description:

The purpose of this study is to identify a location, conceptual design, and implementation plan for a multi-modal passenger facility in the Bi-County Priority Development Area (PDA) that is located in the City of Brisbane and the southeast corner of the City of San Francisco. The anticipated development has already spurred plans for a new Bus Rapid Transit (BRT) line, and there are also proposals for new roads and express bus services. This growth in demand and transportation supply requires that the services be organized and consolidated in a new multi-modal facility that will enable transfers between modes and be easily accessible to existing and future residents. The project is also exploring whether this multi-modal facility can include the reuse of a historic building (see image). This plan has involved the development of four facility location options and an evaluation methodology that includes transit operations, physical implementability, non-motorized access, place-making, ridership maximization, and intermodal connectivity.

The project website is as follows: **http://sf-planning.org/bayshore**

Key staff: Cordelia Crockett

Project:	Edmonton Transit System Comprehensive Review		Budget:	$250,000
Client:	City of Edmonton		Completed:	8/2014
Reference:	Andrew Anderson, Planning	t: 780-496-8139	e: andrew.anderson@edmonton.ca	

Project description:

In this project, Stantec was tasked with answering a number of key questions about transit service in the City of Edmonton, including internal and external transit governance, the fare structure, policies and strategies, asset management, operational and strategic planning, and service delivery. Stantec examined the Edmonton Transit System performance metrics in regard to ridership, revenue-cost ratio and other performance metrics compared to other Canadian transit systems. We also examined different internal and external governance options for transit service delivery within the City and within the region.

The second phase of the project involved working with Council towards the creation of a vision for a strategic plan. This visioning encompassed three separate council workshops to encourage a slowly deepening discussion on the values for transit within the context of the community of the future.

http://sirepub.edmonton.ca/sirepub/cache/2/1qsm0e4jnddgclckv2vxjm1q/263381102020151212067 85.PDF

Key staff: Graeme Masterton, Michelle Orfield, Cordelia Crockett

Project:	Webster Street SMART Corridor Project			Budget:	$1.87 million ($360,000 design)
Client:	Alameda County Transportation Commission			Completed:	April 2015
Reference:	Virendra Patel	t: 510-747-7947	e: vpatel@alamedaca.gov		

Project description:

Future development and redevelopment plans along the western estuary and within the cities of Alameda and Oakland will significantly increase traffic demand in the Posey and Webster Tubes, the two parallel underwater tunnels connecting the cities of Oakland and Alameda. A study of expected 2030 conditions anticipates traffic volumes in the Posey Tube will increase by 45 percent during the p.m. peak hour and traffic in the Webster Tube will increase by 75 percent in the a.m. peak hour. Current traffic conditions within the tubes result in significant traffic congestion as traffic backs up into both Alameda and Oakland.

The primary goals of this project, administered by the Alameda County Transportation Commission, were to address current traffic congestion, improve transit service, enhance emergency access, be proactive in planning for the future, provide better traveler information, and improve air quality through reduction of vehicle emissions – without widening roadways. The Webster Street SMART Corridor project achieved these goals through implementation of advanced signal system technology and Intelligent Transportation Systems (ITS) strategies. Stantec staff conducted research to identify best practices, guidelines, and standards to recommend the latest and greatest technological solution for this project.

http://www.alamedactc.org/files/managed/Document/16777/1378.000_WebsterStreetSMARTCorridor_CMA7400_factsheet.pdf

Key staff: Joy Bhattacharya

Project:	Greater Bridgeport Transit Master Plan and TOD Strategy			Budget:	$300,000
Client:	Greater Bridgeport Transit			Completed:	On-going
Reference:	Doug Holcomb, CEO	t: 203-366-7070	e: dholcomb@gogbt.com		

Project description:

This project, currently in progress, involves the creation of a long range plan to support the future land use including specific TOD for programs Stratford and East Bridgeport, Connecticut. An implementation strategy in five year increments has also been designed to transition the current system to the 25 year vision, which includes layers of service ranging from Bus Rapid Transit through to community buses, and introduces a number of crosstown services.

We have undertaken the first use of Automatic Passenger Counter data for Greater Bridgeport Transit (GBT). We are reviewing stop level data on all routes to determine stop usage, the potential to change existing routes based on ridership performance, and create a long range vision and network that will be supportive and supported by changes in land use patterns.

The process has been collaborative with GBT staff and local stakeholders including the regional planning council. The public and internal workshops that have been held have allowed the opportunity to review the data and introduce the possibility of change, which has been slowly embraced.

http://www.slideshare.net/goGBT/gbt-long-range-transit-plan-92315

Key staff: Graeme Masterton, Michelle Orfield, Cordelia Crockett

Transportation Demand Management Experience

Project:	goBerkeley TDM and Parking Management Program		Budget:	$165,000
Client:	City of Berkeley		Completed:	March 2015
Reference:	Matthew Nichols, Policy Director for Transportation, City of Oakland (formerly at City of Berkeley)	t: (510) 238-7608	e: mdnichols@oaklandnet.com	

Project description:

Steer Davies Gleave, was appointed to support a pilot TDM and parking management program to reduce congestion in three of Berkeley's commercial areas – Downtown Berkeley, Southside/Telegraph and Elmwood – by providing travel choices to residents, businesses and visitors of those areas.

Steer Davies Gleave was responsible for developing and implementing an TDM outreach and communications strategy for employer and shopper engagement to raise awareness of parking changes, opportunities to travel by sustainable modes and the benefits and incentives of both. To support this effort, Steer Davies Gleave developed the goBerkeley brand which enabled effective communication of sustainable travel messaging. The brand was applied to a range of collateral and media including the project website (**www.goberkeley.info**).

The outreach program was successful in getting almost 600 participants to register for incentives, including fifty local employers (the program was capped at 50, although another 30 had shown interest). An important part of the program planning was understanding the target audiences, many of whom were small business owners/managers, low proficiency English speakers, shift workers and students.

The goBerkeley pilot program has recently finished and City Council is providing recommendations on continuing the program, but have been supportive of permanently funding the program.

Key staff: Geoff England, Jonny Rotheram

Project:	Station Area TDM Guidelines		Budget:	$25,000
Client:	City of Kitchener, Canada		Completed:	Oct 2014
Reference:	Justin Readman, Manager, Transportation Planning	t: 1-519-741-2200 ext 7038	e: Justin.Readman@kitchener.ca	

Project description:

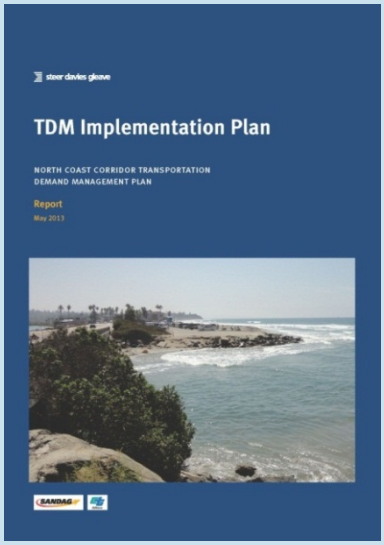
The City of Kitchener commissioned Steer Davies Gleave to support city staff in revising their TDM guidelines for developers, specifically for rapid transit station areas around its future LRT stations. The existing guidelines/ordinance was provided by the regional government and did not suit the needs of higher density, mixed use character of the future station areas. Steer Davies Gleave developed a revised suite of TDM incentives and programs that developers could use to offset parking requirements and created a easy to use checklist to make the application process easier. We also developed potential alternative strategies including density bonusing for future application.

Key staff: Geoff England

Project:	North Coast Corridor TDM Plan and Implementation			Budget:	$2.25m
Client:	San Diego Association of Governments (SANDAG)			Completed:	TDM Plan: 2013 Delivery: Ongoing
Reference:	Antoinette Meier, Manager, iCommute	t: 619 699-7381	e: Antoinette.Meier@sandag.org		

Project description:

Steer Davies Gleave led the development of the North Coast Corridor (NCC) TDM Plan to complement and support infrastructure improvements including HOV Lanes on the I-5, coastal rail and transit enhancements, and pedestrian and bicycle access improvements. The Plan provided solutions to help manage congestion during construction and act as a foundation for continued travel behavior change once construction is complete. Phase 1 was completed in February 2013 and involved market research with employers, schools, residents, special uses, and other agencies along the corridor. The final plan included customized and geographically focused programs to encourage sustainable travel; education, marketing and outreach; and performance measures and methods for monitoring. Following the completion of the Plan, Steer Davies Gleave was retained to support its implementation, including the provision of a local Program Manager, support in delivering the iCommute employer outreach program, and development of a new brand and web portal called Shift (**www.shiftsandiego.com**). The web portal, which launched in January 2015, coordinates construction information and TDM solutions in an effort to mitigate traffic congestion in construction areas. Steer Davies Gleave also developed an employer outreach strategy for SANDAG's iCommute program and is currently supporting ongoing implementation.



Key staff: Geoff England, Jonny Rotheram, Erika Kampe

Project:	Interregional TDM Action Plan			Budget:	$135,000
Client:	San Joaquin Council of Governments (SJCOG) & Sacramento Council of Governments (SACOG)			Completed:	April 2015
Reference:	Yvette Davis, Associate Regional Planner	t: 209 235 1092	e: Davis@sjcog.org		

Project description:

An interregional transportation demand management action plan project was conducted starting mid-December 2013 through April 2015 under the direction of the San Joaquin Council of Governments (SJCOG) and the Sacramento Council of Governments (SACOG). The aim of the study was to address the congestion along the I-5 and SR 99 corridors. These corridors, which connect the cities of Stockton and Sacramento, experience high vehicle volumes during peak hours, contributing to air pollution, greenhouse gas emissions and traffic congestion. Since the I-5 and SR 99 corridors make up 98 percent of the north/south vehicle trips between these regions, regular congestion can have a major impact on quality of life and the local economy, particularly the strong agricultural industry, which requires efficient movement of goods and services. With populations expected to grow faster than the state average in coming years, San Joaquin County and the Sacramento Region are taking proactive efforts to preserve the quality of life for the area. The SDG team reviewed the existing conditions, involved stakeholders in the region, surveyed employers and employees in the corridor, conducted a peer program review and completed a Multiple Account Evaluation (MAE). The MAE approached combined qualitative and quantitative/model-driven analysis to ensure each measure's potential was well articulated against a comprehensive set of economic, environmental, social equity, and effectiveness indicators. With all the information, we developed and evaluated potential TDM strategies and created final program recommendations.

Key staff: Geoff England

Project:	Management of Go Glendale TMA	Budget:	$150,000
Client:	Go Glendale TMA, Los Angeles CA	Completed:	Nov 2013-Ongoing

Reference: Luanna Huber (Go Glendale Board President) t: 818 460 5797 e: luanna.huber@disney.com

Project description:

The Glendale TMA, founded in 1989, was one of the first in the region—a response to the state's recently introduced air quality regulations and infamous traffic congestion. The organization's Board of Directors hired Steer Davies Gleave in November 2013 to assume management of the TMA's operations. Duties include general administration and bookkeeping, membership development, providing services and TDM programs to members, and involvement in local committees. Steer Davies Gleave incorporated best practices of the most successful TMAs around the country, including: gaining support from the business community, impacting local transpo rtation policy and using relevant communication tools.

To date, the Glendale TMA has been re-branded 'Go Glendale,' has greatly increased its involvement with the City of Glendale and the Chamber of Commerce, and has almost doubled its dues-paying membership base, including new residential properties joining as a via the City's planning requirments. With a fresh look and focused priorities, Steer Davies Gleave will propel Go Glendale to build on its legacy as one of the first TMAs in the region with a mission to reduce traffic congestion, improve air quality, accessibility, mobility, and quality of life in Glendale.

Key staff: Erika Kampe, Geoff England

Project:	In Motion Travel Conversation Campaign	Budget:	$625,000
Client:	King County Metro, Seattle WA	Completed:	February 2014-ongoing

Reference: Sunny Knott, Transportation Planner, King County Metro t: : 1 206 477 5812 e: sunny.knott@kingcounty.gov

Project description:

In 2013, Steer Davies Gleave conducted a Program Review of Metro's In Motion community-based transportation options program. The review recommended a series of improvements and opportunities, including the potential for alternative methods of engagement. Traditional a mail-based opt-in program, Steer Davies Gleave suggested an in-person, opt-out program may be more successful.

Steer Davies Gleave has delivered three successive 'In Motion' programs, one of which used a door-step engagement approach applying Motivational Interviewing techniques adapted from the healthcare sector. The first of its kind in North America, modifications were made to approach and delivery to suit the local context.

Initial engagement has been extremely positive, with the team seeing approximately 50% of those contacted choosing to participate (mail-based campaigns usually expect 10-15%). The team has now completed the 5,000 household target area and analyzing final results.

Key staff: Geoff England, Erika Kampe

Public Consultation and Community Engagement Experience

Project:	SFMTA Muni Forward Campaign		Budget:	$732,000
Client:	SFMTA, San Francisco CA		Completed:	Ongoing
Reference:	Rachel Hyden, Public Information Officer	t: (415) 749-2462	e: Rachel.hyden@sfmta.com	

Project description:

The San Francisco Municipal Transportation Agency (SFMTA) has begun a comprehensive effort to modernize Muni by improving service for existing customers and increasing efficiency. The SFMTA hired Circlepoint to bring cohesion to the communications surrounding the many improvement projects and programs by creating an umbrella name and supporting campaign. The goals of the new name are to introduce current and future riders to the planned Muni improvements, motivate audiences to participate in the process, and raise awareness about the Muni network and improving mobility in San Francisco.

Circlepoint hosted more than 30 public meetings to gather final input on this plan, which was approved by the SFMTA Board in March 2014. Working collaboratively with SFMTA, Circlepoint developed a number of name and tagline options, which we then tested with a focus group of San Francisco residents.

Circlepoint is implementing the Muni Forward brand and accompanying campaign through a variety of communication channels that are helping to create a new understanding of Muni and the projects that came out of the TEP. The cornerstone of the campaign is the Muni Forward website, which serves as a consumer-focused, message-driven platform for communicating about Muni improvements and changes.

www.muniforward.com **www.tellmuni.com**

Key staff: Chris Colwick, Sarah Seward, Amie Krager, Jonathan Bair

Project:	AC Transit Major Corridor Study		Budget:	$60,500
Client:	Parsons Brinkerhoff		Completed:	Ongoing
Reference:	Rebecca Kohlstrand,	t: 415-243-4696	e: kohlstrand@pbworld.com	

Project description:

Through the Major Corridors Study, AC Transit will create its vision for 2020 and 2040. The goal is to identify corridor-specific investment strategies that will improve reliability and travel time, enhance customer satisfaction, and increase ridership.

Circlepoint is assisting AC Transit with outreach strategy and tactics to meet the following three main objectives:

1) Provide a robust, comprehensive public outreach program to inform current and future AC Transit customers, corridor communities and the larger public.
2) Raise awareness of the Major Corridor Study, how it fits within the larger agency and PlanACT context, and educate stakeholders about its purpose, process and how to get and stay involved.
3) Build support for near- and long-term transit improvements to improve customer satisfaction, increase ridership and guide future investment.

Circlepoint is developing collateral and messaging for use in factsheets, handouts, car cards and meeting exhibits. Circlepoint is also using both web-based and text-based surveys to gather input from riders and other travelers along each of the 11 corridors. Finally, Circlepoint is working with AC Transit and TransForm to provide stop-level intercept surveys and grassroots outreach to engage with riders as they wait for the bus.

Key staff: Chris Colwick, Jonathan Bair, Sarah Seward, Amie Krager

Research Experience

Project:	Clipper Card Satisfaction and Usability Research		Budget:	$55,750
Client:	Metropolitan Transportation Commission (MTC)		Completed:	2013
Reference:	Lysa Hale, Clipper Project Consultant	t: (510) 817-5884	e: mail@lysahale.com	

Project description:

FM3 conducted a series of focus groups and surveys with Bay Area residents to examine public attitudes toward *Clipper Card*, an all-in-one transit card that keeps track of passes, discounts, ride books and cash value.

The survey research examined general satisfaction and tracked the levels of satisfaction through multiple surveys conducted over several years. The surveys identified users' causes for satisfaction or frustration with the program, including what made them likely to continue or discontinue using the card. The surveys also identified improvements that could be made to the system and MTC's administration of the program.

As part of the research FM3 provided data on the geographic and demographic groups most and least likely to use the auto-load feature as well as the primary reasons for their participation and obstacles to signing up.

Through its work for MTC, BART, the San Francisco County Transportation Authority, and many others, FM3 has gained critical experience in the transportation landscape in the San Francisco Bay Area; FM3 has a firm grounding in the demographics, the issues, and research approaches that best suit the Bay Area and Alameda. Through this project specifically, FM3 worked with a key agency, relevant to the City of Alameda Transit Plan, and a critical element in how Bay Area and Alameda residents interact with their transit system.

Key staff: Dave Metz; Curtis Below

Project:	Regional Congestion Pricing Study		Budget:	$290,000
Client:	Southern California Association of Governments (SCAG)		Completed:	July 2012
Reference:	Annie Nam, Manager, Regional and Comprehensive Planning	t: (213) 236-1827	e: Nam@scag.ca.gov	

Project description:

FM3 examined SCAG counties residents' awareness, understanding, attitudes and behavioral reaction to a variety of congestion pricing approaches. FM3 provided results and policy recommendations to SCAG based on these results.

As a part of this project, FM3 conducted four pre-survey focus groups among residents in the counties of Los Angeles, Orange, Riverside and San Bernardino to assess awareness, understanding and attitudes toward a variety of congestion pricing approaches in their respective counties, with emphasis on Express Lanes. FM3 then conducted a telephone survey of 2,651 SCAG County residents to gauge resident awareness, understanding and attitudes toward a variety of congestion pricing approaches, with emphasis on Express Lanes. Post-survey, FM3 conducted ten focus groups, two each among residents in the counties of Los Angeles, Orange, Riverside, San Bernardino and Ventura to examine their knowledge of County transportation funding sources, awareness and support for a mileage-based user fee. FM3 produced three reports, presented focus group results to the Steering Committee and provided strategic advice on messaging.

Through this project FM3 has gained experience in how voters and citizens perceive and respond to different congestion pricing and strategies, in particular in a regional context. Alameda seeks to minimize traffic congestion and increase use of public transit; a key component of this is understanding how its residents interact and view existing traffic and congestion pricing. Additionally, many Alameda residents work and commute in the entire Bay Area region and, therefore, experience at analyzing results through a regional lens will be beneficial to the project. FM3 can apply lessons learned from the SCAG Regional Congestion Pricing Study to best position Alameda to achieve its goals.

Key staff: John Fairbank; Dr. Richard Bernard (both supporting Dave Metz on this proposal)

4 Scope, Budget, and Schedule

4.1 Scope

The City of Alameda has set out a comprehensive approach to the delivery of the Transit and TDM Plans. Inspired by this approach, we have provided additional information where necessary about how our team would deliver the work and providing additional details where clarification, innovation or optional items have been proposed. Our proposed budget and schedule are provided in Sections 4.2 and 4.3.

4.1.1 Task 1: Initiate Project (Jan 2016)

To initiate the project, we will ensure we are well versed on the available documents, reports and information related to traffic, multi-modal options and new development in the City (Task 1.1). Our team members from Stantec have particular knowledge and experience working in the City of Alameda and will be able to provide additional context for the team.

The kick-off meeting and site visit (Task 1.2) will be attended by Steer Davies Gleave and Stantec, including the Project Manager (Geoff England), Project Director (Dennis Fletcher) and Transit Work Stream Coordinator (Mary Riemer), as well as Stantec's team lead (Cordelia Crockett). The goal of this half-day exercise will be to agree on the schedule, budget and scope including any key dates and to gain a better understanding from the City Project Team of the key challenges and opportunities that should be incorporated into the study.

4.1.2 Task 2: Analyze Existing Conditions (Feb-Mar 2016)

To analyze the existing conditions, we propose to focus on three particular context areas, including:

- **Transit (Task 2.1)**: we will analyse the transit routes servicing Alameda using data provided by AC Transit, particularly revenue service-hours per capita, boardings/alightings, on-time performance and reliability, coverage of the population within walking distance of a bus stop, and connectivity to key destinations. This review will also include an analysis of the ferry routes and shuttle bus services and background on these operators. Our team's extensive experience across all modes of transit will provide relevant insight into the performance and opportunities available.
- **TDM (Task 2.2)**: the TDM analysis will include a review of all drive-alone alternatives, outreach and promotions programs offered by the City or other agencies, and developer-led programs on either a voluntary or required basis. It will be important to understand the full range of infrastructure, information, programs, incentives, marketing and promotions, parking restrictions and other disincentives that influence how Alamedeans choose to travel.
- **Governance and Funding (Task 2.3)**: we will describe the City of Alameda's relationship with AC Transit, WETA, BART, and developers in terms of roles and responsibilities and obligations related to transit service. This will also involve a look at the investments made to date by the City of Alameda in transit infrastructure and the levels of service that each of these transit operations provide in the City of Alameda, as well as a discussion of transit funding for the services that the City of Alameda receives. In this task, we will describe a scenario in which the City of Alameda operates its own transit system, outlining what department would operate the services, how the service delivery contracts would be designed, how these services would coordinate with AC Transit and WETA services, and how they would be funded. TDM governance will also be explored in terms of how to effectively manage programs led by the City and developers and how each option can be funded.

Data Collection

The RFP identified a potential data collection task (Task 2.5) that could be conducted to provide new sources (including potential primary data) of information that can fill the gaps in data available to the team from the City and its stakeholders. Though we are not yet aware of the available data sources, we have developed a suite of optional extras (see call-out box) that we think may be useful complements in developing the Transit and TDM Plans. These options have been priced separately but are shown alongside the budget for context.

If intercept surveys, passenger counts or other primary data are deemed valuable, our partner FM3 can facilitate such data collection. In this case, we would focus our efforts on car drivers (rather than transit, carpool or shuttle users) to understand why residents choose to drive alone.

Community Outreach

During Task 2, we will deliver the first phase of outreach (Task D2B), which will serve to raise awareness about the project, the process and the ultimate outcome aimed to benefit Alameda and its residents. Early engagement with key stakeholders will help identify others to engage with as well as understand the preferred means of participating and staying informed. It may also help

to identify available data sources that can support the existing conditions analysis. The key goals will be to get key stakeholders on board, seek their input on who else to engage, and get a full picture on the local perspectives, opinions and insight on transit and TDM in Alameda.

The Stakeholder Outreach meetings (up to 3) will be facilitated by Circlepoint with attendance from Steer Davies Gleave (Geoff England) and Stantec (Cordelia Crockett).

Reporting

As noted in the Understanding section, we realize the City may be eager to move forward with some early actions. As part of the Existing Conditions reports (D2A), we proposed to include some 'quick wins' and key opportunities, especially those that may require a longer lead time such as transit network and infrastructure improvements, funding opportunities and policy directions.

Optional Extras: Data Collection & Analysis

Origin Destination Analysis

STREETLIGHTDATA

StreetLight Data can provide StreetLight InSight® Travel for one origin and fifteen destinations. The Metrics describe the relative amount of trips between each Origin-Destination pair. These Metrics are derived from anonymous data from tens of millions of GPS-enabled devices. The device sources include smart phone navigation applications, in-dashboard car navigation systems, smart phone handsets, and commercial vehicle management systems. Specifically, the data will be presented as an Origin-Destination Matrix Metric that describes the relative number of trips between Origin and Destination Zones (O-D Zones). The output is provided as a matrix of Trip Frequencies for each O-D pair for different day/time parts. Trip Frequencies are scaled values that can be used to compare relative trip volumes and do not represent estimated total vehicle counts. Travel time in seconds will also be an output. The individual zones will be determined by Stantec in conjunction with Steer Davies Gleave and the City of Alameda, but it is proposed that they include several different zones within the City of Alameda, Downtown Oakland, the City of San Francisco, sections of Oakland close to the estuary, cities in Alameda County south of Oakland, employment centers in San Mateo County, and employment centers in Santa Clara County.

We can recommend several Origin-Destination Travel Metrics such as time of day and average trips in coordination with the City.

Optional Extras: Data Collection & Analysis (cont)

Market Segmentation Analysis

Market segmentation is the process of using demographic and behavioral data to better understand target audiences for promoting transportation alternatives. Our team of consultants has successfully used market segmentation in several city regions such as San Diego, Seattle and Ottawa (Canada) to augment TDM and transit planning, prioritization and delivery. We use a low-cost commercial data set called MOSAIC, which provides data on current consumer purchasing, credit history, market research and lifestyle data combined with census and other demographic data to build profiles of population segments.

We then interrogate this data set to uncover the relative potential of different segments to use various modes of transportation. We can also combine this data with local City data to provide a more robust analysis. This analysis can provide incredible insight into geographic and demographic prioritization to enhance infrastructure, outreach and marketing programs aimed at increasing transit ridership, bicycle use, walking, and ridesharing.

Cycle Potential Index

Developed through an internally funded Research and Innovation Project, Steer Davies Gleave developed the Cycling Potential Index (CPI) which provides an objective, evidence-based method of assessing the underlying potential for cycling. This can be used to help identify best places to invest in cycling infrastructure and/or education. The CPI has been built on three attributes which reflect three of the most important influences on cycling: Hilliness, Socio-Demographics, and Trip Length. Market segmentation data (noted above) can also be integrated into the CPI for increased intelligence.

The standard CPI process produces three outputs which are most usefully provided as maps: 1) current commuter-cycling concentrations, 2) cycling potential, and 3) target areas with unmet potential. This can be a very simple and cost-effective tool to help identify and prioritize where to invest in cycling infrastructure and programming.

A detailed overview can be seen here: **http://www.steerdaviesgleave.com/sites/default/files/newsandinsights/cycling_potential.pdf**. We have since developed a specific tool for the USA using applicable American data sources.

4.1.3 Task 3: Prepare Objectives and Evaluation Criteria (Feb-Apr 2016)

During this task, we will focus on developing an evaluation framework for use across both the transit and TDM work streams. It may be that the criteria are slightly different for each, but it will be important to have a consistent framework to work within and that considers the evaluation of both transit and TDM measures and the benefits of each. To achieve this goal, we propose to use an holistic approach called Multiple Account Evaluation.

Assessment Using Multiple Account Evaluation

We have led the development of robust strategic planning and evaluation frameworks for many transportation planning projects around the world. At the heart of our approach is the development of a 'multiple account evaluation' (MAE) framework that establishes clear linkages between policy goals and strategic outcomes. During an analysis or prioritization process, the MAE identifies key indicators for different 'accounts' – for example financial/cost, transportation, social inclusion, economic, health or environmental – which then contribute to the overall assessment process. This approach develops an holistic picture for evaluation and an effective tool to support prioritization of actions so that all impacts and benefits are captured, rather than basing decisions on a small number of 'standard' assessment metrics, which is often the case with more typical alternative analysis frameworks.

By using a MAE framework to assist with decision-making and prioritization for transit and TDM, stakeholders and the public can become more fully engaged and City staff and elected officials can be confident that the decisions represent the range of issues and opportunities in consideration.

Community Outreach

This second phase of outreach will help provide the context for the development of alternatives and how they will be evaluated, giving the public a clear timeline and decision-making process so they can see how and when to get involved. Using a combination of tools and techniques to engage with the public will raise awareness while allowing community members to participate on their terms. A key goal of this phase is to provide multiple ways to participate and to learn enough to understand what is planned, provide meaningful input, and learn how to stay involved and continue to participate.

Optional Extra: Survey Translation

We realize there may be a need to conduct outreach in another language other than English, particularly Chinese. As such, we propose translating the web surveys, communications promoting the web surveys, and potentially supporting material via Peak Democracy if the City has had difficulty reaching a wide range of citizens in the past.

Key activities include:

- **Community Workshop 1** – the format for this first community workshop is envisioned as a combination presentation and open house designed to provide everyone with an overview, and providing ample opportunity for detailed discussion with technical staff. Staff will be available around the room to engage with the public and document discussions. A short debrief between the client team and consultant team after the meeting will help to gather all relevant input while it is fresh. Circlepoint will lead the workshop with Steer Davies Gleave (Geoff England) and Stantec (Cordelia Crockett) in attendance.
- **Web survey**: To maximize the use of the City's existing resources and provide cost effective delivery of the web survey, we recommend managing it via Peak Democracy. Peak Democracy can provide an excellent format for idea generation, ranking, prioritization and recording of ongoing dialogue, but we will also consider whether it may be useful to create a standalone online survey (e.g. SurveyMonkey) to maximize reach and participation. The Team will work with the City to determine the most robust approach. Our team will develop the survey questions and will support City staff as they manage the survey process. FM3 will also provide support developing survey questions for the web survey (and text survey if optioned).
- **Public opinion survey**: To conduct a statistically significant opinion survey about transit and TDM, we have brought FM3 on board to conduct the survey. We believe the most effective and insightful survey approach is to conduct a 20-minute survey among 400 City of Alameda residents. We would use a random sample of 400 respondents yielding a margin of error of plus or minus 4.9 percent at the 95 percent confidence level. Having a statistically randomized sample ensures that the results can be generalized to the entire survey population and well as including the wide range of residents that an alternative such as a voter survey would not include.

Optional Extra: Textizen Survey

Textizen is a text-based survey tool that provides another simple way to reach people as they are going about their daily routine. By providing an eye-catching poster in high-traffic areas, we have seen Textizen reach specific, targeted audiences in large numbers. Although somewhat limited to shorter questions, the tool creates another way to engage with, gather input from, and provide a means for future communication with the public. Our team is currently using Textizen for a transit plan development project in Stamford CT.

4.1.4 Task 4: Analyze Strategies

In this task, we will be developing a range of potential options for both transit and TDM and prioritizing them into implementable strategies.

Transit options

Our team will visualize future transit networks that can successfully attract large numbers of people who usually drive alone. As we do this, it will be important to discuss the options with agencies such as AC Transit and WETA so if we are presenting options for services they currently operate, we do so without contradicting existing plans and we ensure that they meet fleet and policy considerations. It will be important to position the options as fundamentally different rather than the same option with minor adjustments to add clarity to the trade-offs and give reassurance to the City that the recommended options will have the most future benefits. The differences between the options could vary in terms of service frequency, whether or not there are new transit-only water crossings, and how much transit priority will be offered on existing roadways. Another question will be how private employer shuttles will fit into the transit networks and how we can integrate them in terms of access, information, infrastructure, fare policy and monitoring. The goal will be to illustrate these in a clear way and determine the trade-offs in terms of capital costs, operating costs, and impacts on congestion.

TDM options

The options developed for TDM will be primarily focused on three distinct models of delivery, including management of resources and outreach by the City, coordination and management by the private sector such as developers or companies, and implementation by donation or grant-funded independent non-profit organizations such as TMAs, community groups or interest groups. Each will have benefits and draw backs but the options will be developed based on how the levels of outreach, participation, incentivization and likely impacts on mode choice respond to the project goals and objectives.

Community outreach

This phase of outreach will emphasize direct consultation with stakeholders around specific ideas and alternatives. Strategies and alternatives will be identified for feedback through multiple methods, mirroring the engagement tactics from Task 3, with any additional methods incorporated to maximize the effectiveness of the engagement. The goal of this phase is to present information in engaging and accessible formats so all interested parties can provide informed and meaningful input into the process.

In addition to conducting a second web survey on Peak Democracy engaging with stakeholders, and potentially a second Textizen survey, Community Workshop 2 will also be delivered. We anticipate the format for this workshop to be more engaging and interactive. A workshop or even charrette setting would involve multiple facilitators working with smaller groups within the meeting setting. An open house or presentation could be used to set the stage for working through alternatives and gathering feedback. As with Workshop 1, Circlepoint will facilitate with Steer Davies Gleave (Geoff England) and Stantec (Cordelia Crockett) providing additional facilitation support. The feedback received will be documented and shared to help reflect what was heard and how it will inform development of the Draft Plan.

4.1.5 Task 5: Prepare Draft Plan (Aug-Dec 2016)

In preparing the draft plans (D5A and D5B), we will be particularly cognizant of the need to speak to a wide audience, using non-technical language and using graphics and illustrations as necessary to convey complicated concepts. We will also strive to focus the plan on actions that the city and its stakeholders can implement in the short, medium and longer terms.

At this stage, Stakeholder Outreach (Task D5C) will be focused on gaining approval from stakeholders for the range of recommendations in the full plan, ensuring the Plan is achievable and deliverable, and gaining their buy-in for supporting the delivery of the recommendations. We have also proposed an optional Community Workshop to return to the public with a complete plan to close the loop on the input they provided.

Optional Extra: Community Workshop 3

The team highly recommends the City provide an additional opportunity for the public to review the Draft Plan and provide any final comments prior to the Final Plan. An open house-style meeting prior to the Transportation Committee and/or City Council Meetings on the topic could be an easy way to do this since materials will already have been developed. It would be a relatively simple and effective way to provide additional community engagement.

4.1.6 Task 6: Prepare Final Plan

The preparation of the final plan will be completed primarily by Steer Davies Gleave and will consist of responding to any final comments from stakeholder, elected officials, and the public (if optional Community Workshop 3 delivered). We will also develop a concise Executive Summary. If the City believes there would be additional value in developing a desktop published, highly graphical and sleek Executive Summary, we have proposed an optional item to develop the public- and stakeholder-facing version in this format.

Optional Extra: Final Plan Executive Summary

If a highly public-facing Final Report is desired, it may be beneficial to create a short, desktop published Executive Summary that the City can use to share, promote and encourage buy in of the key outcomes and recommendations. These would be presented with a lot of photos, images and graphics and convey the key messages clearly.

4.2 Budget

Our budget is included as Table 4.1 below. We have noted a number of optional items that the City may be interested above and beyond the required scope, but have been priced but are not included in the overall project budget.

4.3 Schedule

Our schedule is provided in Figure 4.1 below. As noted in our approach, the first six months will be the most challenging to deliver, but we have developed our team and our approach in order to meet the range of early deliverables and we are confident that with close client coordination and strong project management, it is achievable. If the City would like to speed up the latter portion of the schedule, we are flexible and can work with the client team to align deliverables and revision periods with key dates such as Committee and City Council Meetings to bring forward the schedule during Tasks 5 and 6.

TABLE 4.1 - PROJECT BUDGET	STEER DAVIES GLEAVE								STANTEC				Circlepoint				FM3		
	D Fletcher	G England	M Riemer	E Kampe	J Rotheram	S McMinimy	M Scott	J Leape	G Masterton	C Crockett	M Orfield	J Bhattacharya	C Colwick	J Bair	Rangell	A Krager	D Metz	TOTAL Hours	TOTAL FEES
Hourly Rate	$200.00	$185.00	$135.00	$115.00	$125.00	$110.00	$150.00	$125.00	$185.00	$180.00	$155.00	$245.00	$195.00	$130.00	$80.00	$130.00	$220.00		
SCOPE TASKS	**60.00**	**418.00**	**100.00**	**120.00**	**40.00**	**292.00**	**40.00**	**60.00**	**52.00**	**270.00**	**104.00**	**24.00**	**56.00**	**16.00**	**224.00**	**88.00**	**10.00**	**1974.00**	**$292,030.00**
Task 0: Project Management & Administration	**16.00**	**64.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**12.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**92.00**	**$17,200.00**
0.1 Monthly Progress Reports		16.00																**16.00**	$2,960.00
0.2 Biweekly Progress Meetings	16.00	48.00								12.00								**76.00**	$14,240.00
Task 1: Initiate Project	**0.00**	**16.00**	**12.00**	**4.00**	**0.00**	**8.00**	**0.00**	**0.00**	**0.00**	**10.00**	**0.00**	**0.00**	**4.00**	**0.00**	**0.00**	**0.00**	**0.00**	**54.00**	**$8,500.00**
1.1 Review planning documents		4.00	4.00	4.00		4.00				4.00								**20.00**	$2,900.00
1.2 Project Kick-off Meeting and Site Visit		8.00	8.00							4.00			4.00					**24.00**	$4,060.00
D1A Questions and additional data (memo)						2.00				2.00								**4.00**	$580.00
D1B Finalized schedule, budget and scope (memo)		4.00				2.00												**6.00**	$960.00
Task 2: Analyze Existing Conditions	**10.00**	**40.00**	**28.00**	**34.00**	**10.00**	**64.00**	**22.00**	**0.00**	**8.00**	**68.00**	**32.00**	**8.00**	**4.00**	**2.00**	**12.00**	**8.00**	**0.00**	**350.00**	**$52,360.00**
2.1 Transit network	4.00		8.00				16.00			16.00	8.00							**52.00**	$8,400.00
2.2 TDM context		8.00		8.00	4.00	16.00												**36.00**	$4,660.00
2.3 Governance and funding context		4.00		8.00						16.00	8.00	4.00						**40.00**	$6,760.00
2.4 Gaps and needs assessment	2.00	8.00	4.00	2.00	2.00	8.00	2.00		8.00	8.00	8.00	4.00						**56.00**	$9,220.00
2.5 Data collection (as necessary)																		**0.00**	$0.00
D2A-1 Draft Existing Conditions (memo)	4.00	8.00	8.00	8.00	4.00	16.00	4.00			16.00	8.00							**76.00**	$11,260.00
D2A-2 Final Existign Conditions (report chapters & ppt slides)						24.00												**24.00**	$2,640.00
D2B Stakeholder Outreach, Round 1 (up to 3 meetings)		12.00	8.00	8.00						12.00			4.00	2.00	12.00	8.00		**66.00**	$9,420.00
Task 3: Prepare Objectives and Evaluation Criteria	**4.00**	**70.00**	**10.00**	**14.00**	**0.00**	**28.00**	**0.00**	**28.00**	**4.00**	**42.00**	**4.00**	**8.00**	**18.00**	**6.00**	**84.00**	**40.00**	**10.00**	**370.00**	**$52,580.00**
3.1 Develop objectives	2.00	4.00	4.00	4.00						4.00								**18.00**	$2,860.00
3.2 Develop Multiple Account Evaluation (MAE) framework		4.00	2.00	2.00				16.00		8.00		4.00						**36.00**	$5,660.00
3.3 Develop key performance indicators (KPIs)	2.00	4.00		4.00		4.00		8.00	4.00	12.00	4.00	4.00						**46.00**	$7,540.00
D3A Public Opinion Survey		4.00								4.00							8.00	**16.00**	$3,220.00
D3B Web Survey, Topic 1		4.00								2.00			2.00	2.00	24.00		2.00	**36.00**	$4,110.00
D3C-1 Draft Goals and Objectives (memo)		8.00	4.00	4.00		16.00		4.00		8.00								**44.00**	$6,180.00
D3C-2 Final Goals and Objectives (memo)		2.00				8.00												**10.00**	$1,250.00
D3D Community Workshop 1		8.00								4.00			16.00	4.00	60.00	40.00		**132.00**	$15,840.00
D3E Transportation Commission/Planning Board Meetings, Round 1		24.00																**24.00**	$4,440.00
D3F City Council Meeting 1		8.00																**8.00**	$1,480.00
Task 4: Analyze Strategies	**16.00**	**104.00**	**32.00**	**40.00**	**20.00**	**72.00**	**12.00**	**28.00**	**40.00**	**98.00**	**60.00**	**4.00**	**22.00**	**6.00**	**116.00**	**40.00**	**0.00**	**710.00**	**$101,950.00**
4.1 Develop transit options	8.00	8.00	8.00		8.00	8.00	8.00		20.00	24.00	24.00							**116.00**	$18,980.00
4.2 Develop TDM options		24.00		16.00	8.00	16.00												**64.00**	$9,040.00
4.3 Evaluate and prioritize options	4.00	8.00	8.00	8.00				24.00	8.00	24.00	24.00							**108.00**	$16,800.00
D4A-1 Draft Strategies (memo)	2.00	8.00	8.00	8.00	4.00	32.00	4.00	4.00	8.00	24.00	8.00							**110.00**	$16,040.00
D4A-2 Final Strategies (memo)	2.00	8.00				16.00			4.00	8.00	4.00							**42.00**	$6,440.00
D4B Stakeholder Outreach, Round 2 (up to 3 meetings)		12.00	8.00	8.00						12.00		4.00	4.00	2.00	12.00			**62.00**	$9,360.00
D4C Web Survey, Topic 2		4.00								2.00			2.00		24.00			**32.00**	$3,410.00
D4D Community Workshop 2		8.00								4.00			16.00	4.00	80.00	40.00		**152.00**	$17,440.00
D4E Transportation Commission/Planning Board Meetings, Round 2		16.00																**16.00**	$2,960.00
D4F City Council Meeting 2		8.00																**8.00**	$1,480.00
Task 5: Prepare Draft Plan	**8.00**	**68.00**	**12.00**	**20.00**	**6.00**	**56.00**	**6.00**	**4.00**	**0.00**	**32.00**	**8.00**	**4.00**	**8.00**	**2.00**	**12.00**	**0.00**	**0.00**	**246.00**	**$37,170.00**
D5A Administrative Draft (report)	4.00	16.00	2.00	8.00	4.00	40.00	4.00	4.00		16.00	8.00		4.00					**110.00**	$15,850.00
D5B Public Review Draft (report)	4.00	16.00	2.00	4.00	2.00	16.00	2.00			4.00								**50.00**	$7,520.00
D5C Stakeholder Outreach, Round 3 (up to 3 meetings)		12.00	8.00	8.00						12.00		4.00	4.00	2.00	12.00			**62.00**	$9,360.00
D5D Transportation Commission/Planning Board Meetings, Round 3		16.00																**16.00**	$2,960.00
D5E City Council Meeting 3		8.00																**8.00**	$1,480.00
Task 6: Prepare Final Plan	**6.00**	**56.00**	**6.00**	**8.00**	**4.00**	**64.00**	**0.00**	**0.00**	**0.00**	**8.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**152.00**	**$22,270.00**
D6A Administrative Draft (report)	2.00	16.00	2.00	4.00	4.00	16.00				4.00								**48.00**	$7,070.00
D6B Public Review Draft (report)	2.00	8.00	2.00	2.00		8.00				4.00								**26.00**	$3,980.00
D6C Transportation Commission/Planning Board Meetings, Round 4		16.00																**16.00**	$2,960.00
D6D City Council Meeting 4		8.00																**8.00**	$1,480.00
D6E Final Citywide Transit and TDM Plans (report)	2.00	8.00	2.00	2.00		40.00												**54.00**	$6,780.00
DIRECT COSTS	**$3,325.00**	**$10,500.00**	**$875.00**	**$875.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$32,240.00**		**$53,115.00**
Travel (Flights, Hotels, Food, Etc)	$3,325.00	$10,500.00	$875.00	$875.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00		$15,575.00
Community Event Costs (printing, refreshments, exhibit boards x20)																			$3,500.00
Public Opinion Survey																	$32,240.00		$32,240.00
Report Hard Copies x90																			$1,800.00
OPTIONAL (not included in budget total)	**0.00**	**8.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**4.00**	**0.00**	**0.00**	**22.00**	**8.00**	**64.00**	**40.00**	**0.00**	**152.00**	**$57,000.00**
Textizen Survey													4.00	4.00	16.00			**24.00**	$2,500.00
Community Workshop 3 (for Task 5, Draft Plan)		8.00								4.00			18.00	4.00	48.00	40.00		**128.00**	$16,000.00
Survey Translation																			$5,000.00
Additional exhibit boards (8) for meetings and other meeting																			$1,500.00
MOSAIC market segmentation																			$8,500.00
Cycle Potential Index analysis																			$7,500.00
Streetlight Origin-Destination data																			$8,000.00
Desktop published Final Report Executive Summary																			$8,000.00
TOTAL FEE	**$15,325.00**	**$87,830.00**	**$14,375.00**	**$14,675.00**	**$5,000.00**	**$32,120.00**	**$6,000.00**	**$7,500.00**	**$9,620.00**	**$48,600.00**	**$16,120.00**	**$5,880.00**	**$10,920.00**	**$2,080.00**	**$17,920.00**	**$11,440.00**	**$34,440.00**		**$345,145.00**

FIGURE 4.1 - PROJECT SCHEDULE

WORK PLAN TASKS	January		February			March		April		May		June		July		August			September		October		November		December		Jan-17			February		March		April		May	
	04-Jan	18-Jan	01-Feb	15-Feb	29-Feb	14-Mar	28-Mar	11-Apr	25-Apr	09-May	23-May	06-Jun	20-Jun	04-Jul	18-Jul	01-Aug	15-Aug	29-Aug	12-Sep	26-Sep	10-Oct	24-Oct	07-Nov	21-Nov	05-Dec	19-Dec	02-Jan	16-Jan	30-Jan	13-Feb	27-Feb	13-Mar	27-Mar	10-Apr	24-Apr	08-May	22-May
Task 0: Project Management & Administration																																					
0.1 Monthly Progress Reports																																					
0.2 Biweekly Progress Meetings																																					
Task 1: Initiate Project																																					
1.1 Review planning documents																																					
1.2 Project Kick-off Meeting and Site Visit	PKO																																				
D1A Questions and additional data (memo)		D1A																																			
D1B Finalized schedule, budget and scope (memo)			D1B																																		
Task 2: Analyze Existing Conditions																																					
2.1 Transit network																																					
2.2 TDM context																																					
2.3 Governance and funding context																																					
2.4 Gaps and needs assessment																																					
2.5 Data collection (as necessary)																																					
D2A-1 Draft Existing Conditions (memo)					D2A1																																
D2A-2 Final Existing Conditions (report chapters & ppt slides)						D2A2																															
D2B Stakeholder Outreach, Round 1 (up to 3 meetings)				D2B																																	
Task 3: Prepare Objectives and Evaluation Criteria																																					
3.1 Develop objectives																																					
3.2 Develop Multiple Account Evaluation (MAE) framework																																					
3.3 Develop key performance indicators (KPIs)																																					
D3A Public Opinion Survey						D3A																															
D3B Web Survey, Topic 1						D3B																															
D3C-1 Draft Goals and Objectives (memo)							D3C1																														
D3C-2 Final Goals and Objectives (memo)								D3C2																													
D3D Community Workshop 1						D3D																															
D3E Transportation Commission/Planning Board Meetings 1									D3E																												
D3F City Council Meeting 1									D3F																												
Task 4: Analyze Strategies																																					
4.1 Develop transit options																																					
4.2 Develop TDM options																																					
4.3 Evaluate and prioritize options																																					
D4A-1 Draft Strategies (memo)														D4A1																							
D4A-2 Final Strategies (memo)															D4A2																						
D4B Stakeholder Outreach, Round 2										D4B																											
D4C Web Survey, Topic 2												D4C																									
D4D Community Workshop 2												D4D																									
D4E Transportation Commission/Planning Board Meetings 2																D3E																					
D4F City Council Meeting 2																D3F																					
Task 5: Prepare Draft Plan																																					
D5A Administrative Draft (report)																			D5A																		
D5B Public Review Draft (report)																					D5B																
D5C Stakeholder Outreach, Round 3																						D5C															
D5D Transportation Commission/Planning Board Meetings 3																									D5D												
D5E City Council Meeting 3																									D5E												
Task 6: Prepare Final Plan																																					
D6A Administrative Draft (report)																											D6A										
D6B Public Review Draft (report)																												D6B									
D6C Transportation Commission/Planning Board Meetings 4																																		D6C			
D6D City Council Meeting 4																																		D6D			
D6E Final Citywide Transit and TDM Plans (report)																																					D6E

PKO Project Kick-off

Consultant Team Task Work

Deliverables

Public Review Period

5 Comments/Questions on the City Standard Consultant Agreement

Steer Davies Gleave does not have any questions or concerns related the City's standard form contract and we would have no requests should we be selected to conduct the work and sign the contract.

steer davies gleave

Appendices

A Project Team Resumes

Dennis Fletcher Associate

As an experienced transit and transportation planner with more than 30 years' experience in the transit and transportation industry, I specialise in community-based transit and transportation solutions that emphasize innovation, coordination and mobility. I have extensive transit planning, operations and project management experience for fixed-route and specialized transit projects, derived from a range of positions held in the transit and consulting sectors. I have a successful track record communicating complex ideas and developing consensus around innovative solutions with transit agencies, including extensive public and stakeholder engagement components.

Qualifications
Academic

Bachelor of Environmental Studies (1981-University of Waterloo

Master in Environmental Studies (1984-York University)

Years of Experience

3 Client side
27 Consultancy

Relevant Skills

Transit Planning and Operations As communities and decision-makers become more and more attuned to the value of public transportation and the role it plays in urban mobility, planning and implementing innovative but practical plans for transit service is becoming increasingly desirable and important. Dennis brings a unique combination of transit planning and operations experience, ensuring that transit plans meet community needs, provide innovative mobility solutions, while being practical and achievable.

Transit Terminal Planning Modern transit facilities need to be much more than bus stations, but multi-modal facilities, integrated with their surroundings and able to provide a range of functions. Dennis has been involved in site selection and functional planning for dozens of transit terminals ranging from small exchange points to major multi-modal facilities. Dennis brings a unique understanding of transit operations, customer requirements, traffic operations and land use issues to create unique projects for communities.

Specialized Transit and Community Transportation Planning As concerns for mobility and access in our communities increases, access to reliable accessible transportation is becoming of paramount importance. Dennis is recognized as one of the foremost experts in specialized transit planning in Canada, with experience from small system start-ups to major system reviews. He brings a unique range of community-based experience to a variety of projects.

Stakeholder Engagement Community support for transit services and facilities is crucial to the success of the plan – support not only from the potential users of the service but from the community who play a vital role in helping to fund it. Dennis has been responsible for designing and implementing stakeholder engagement programs, both large and small, throughout the range of projects he has managed. This includes:

- designing and facilitating a wide range of meetings, workshops and forums
- creating communications materials, including brochures, Q&A documents and leaflets; and
- developing feedback questionnaires and online surveys.

Selected Projects

	Project Name	Client Name	Year/Location	Position Held
Transit Planning and Operations	Stamford Bus and Shuttle Study	West Connecticut Council of Governments	2015—current Stamford, CT	Transit Lead
	ON-Demand Transportation for People with Disabilities	Kennedy Center	2015-current Valley area, CT	Project Manager
	2040 Regional Transit Plan Update	Colorado Springs / Pikes Peak Area Council of Governments	2014-current	Transit Lead
	Small Communities Transit Guidelines	Transportation Association of Canada	2014-current	Project Manager
	Pearson Airport Transit Access Study	Metrolinx	2013-Present	Project Manager
	Ft. McMurray Service Planning	Tok Transit	2013-current	Project Director
	First Mile / Last Mile Business Case Analysis	Metrolinx	2012-2013, Toronto, ON	Project Manager
	DRT Strategic Plan	Durham Region Transit	2013, Durham, ON	Project Director
	Mayor's Plan for Transit	Barrie Transit	2010-2012 Barrie, ON	Project Manager
	Brampton BRT – Züm Implementation Planning	Brampton Transit	2009, Brampton, ON	Project Manager
	York Region Transit Five-Year Plans	York Region Transit (YRT)	York Region, ON	Project Manager
	Region of Waterloo LRT Project – General Engineering Consultant	Region of Waterloo	2012, Waterloo, ON	Transit Functional Specialist
	HRM Regional Transit Plan : Park & Ride, Express and Rural Transportation Services	Metro Transit	2008, Halifax, NS	Project Manager
	Thunder Bay Transit Service Plan	Thunder Bay Transit	2011-2012, Thunder Bay, ON	Project Manager
Transit Terminals and Stations	Bramalea City Center BRT Station Planning	Brampton Transit	2010-11, Brampton ON	Project Manager
	ETS Accessible Transportation Business Analysis	Edmonton Transit System	2013, Edmonton, AB	Project Manager
	GO - Etobicoke North Station Renovation	Metrolinx	2011-2012, Toronto, ON	Project Manager
	GO – Allendale South	Barrie Transit	2011-2012 Barrie, ON	Project Manager
	SCT Strategic Plan / terminal options	Strathcona County Transit	2010 Strathcona County AB	Project Manager

Geoff England Associate

I have a background in urban planning, sustainable development and transportation planning and have international experience in the Canada, the USA and the UK. I use my knowledge and skills in strategic planning, sustainable transportation and transit planning to facilitate more integrated and flexible approaches to public mobility for clients in local and regional government. My specialist expertise lies in transportation demand management (TDM) and multimodal integration, with additional experience in station area planning, transit facility design, and corridor planning.

Background

Qualifications

University College London
MSc Development Planning (Sustainable Development & Transportation)
2006

University of British Columbia
BA Geography
2002

Professional memberships

Canadian Institute of Planners
Member & Registered Professional Planner

Years of experience

2 Client side

9 Consulting

Presentations

Association for Commuter Transportation (ACT) Canada
Revitalizing an Employer Program: Strategic Approaches
2014

Association for Commuter Transportation
goBerkeley: TDM for Small- and Medium-Sized Businesses
2013

Rail~Volution
Effectively Communicating TDM Strategies
2011

Geoff has a background in land use planning and sustainable development and became involved in TDM and multi-modal transportation planning during three years spent in London, UK. Geoff joined Steer Davies Gleave in 2008 and has become a leader in the areas of TDM, transit-oriented development and transit planning. Geoff has established himself as an effective and reliable project manager, leading significant projects across the USA and Canada. He has recently moved to Los Angeles to better support our work in California and the West Coast.

Relevant skills

Transportation Demand Management Geoff's experience spans from TDM plans at the strategic level, to implementation plans and delivery of TDM programs themselves. Geoff has a comprehensive understanding of how to influence mode shift through behavior change initiatives including shared mobility, flexible working, public transit incentives, development planning guidelines, employer programs, marketing campaigns, parking management, and other demand management initiatives.

Sustainable Transportation Geoff's experience as a land-use and transportation planner has resulted in numerous projects with public and private sector interests looking to integrate and promote alternative modes of travel. His knowledge includes policy development, transit integration, wayfinding, walking and cycling promotion, marketing and promotion, and urban design.

Transit-Oriented Development TOD, and shaping communities in order to reduce car-dependency more generally, is an important part of local area planning and transit project development. Geoff's project work has focused on engaging key stakeholders, ensuring a viable and vibrant mix of uses, and promoting multimodal public spaces to encourage walking, cycling and transit.

Transit Planning Geoff's international experience as a land-use and transportation planner has enabled him to provide key inputs to network and corridor planning on several North American projects including land-use analyses, needs and opportunities assessments, TDM support measures, and multimodal integration.

Selected projects

	Project	Client	Year/Location	Role
Transportation Demand Management	Ottawa TDM Strategy Update	City of Ottawa	2014-Ongoing Ottawa, ON	Project Director
	TDM Insights for the Regional Transportation Plan	Metrolinx	2015-Ongoing Toronto, ON	Project Manager
	Communities In Motion TDM Outreach Campaign	King County Metro	2015-Ongoing Seattle, WA	Project Director
	Cambridge Segmentation for GRT Transit Marketing	Region of Waterloo	2014-Ongoing Cambridge, ON	Project Director
	Interregional TDM Action Plan	San Joaquin Council of Governments	2013-2015 Stockton, CA	Work Stream Leader
	iCommute Employer Program Strategy & Delivery	San Diego Association of Governments	2013-Ongoing San Diego, CA	Project Manager
	Golden Triangle TDM & Construction Mitigation Campaign	San Diego Association of Governments	2013-Ongoing San Diego, CA	Project Manager
	In Motion Renton and Burien Individualized Marketing	King County Metro	2014-2015 Seattle, WA	Project Manager
	'goBerkeley' TDM and Parking Outreach Program	City of Berkeley	2012-2015 Berkeley, CA	Project Manager
	North Coast Corridor TDM Plan	San Diego Association of Governments	2012-2013 San Diego, CA	Deputy Project Manager
	Ottawa Travel Choices: Light Rail TDM Strategy	City of Ottawa	2011-2012 Ottawa, ON	Project Manager
Sustainable Transportation	Transit-Oriented Communities Design Guidelines	TransLink	2011-2012 Vancouver, BC	Project Manager
	Transit Passenger Facility Design Guidelines	TransLink	2010-2011 Vancouver, BC	Project Coordinator
Station Area Planning	TDM Guidance for Rapid Transit Station Areas	City of Kitchener	2014 Kitchener, ON	Project Director
	Hurontario-Main Street LRT	City of Mississauga/ City of Brampton	2012-2014 Peel, ON	Station Area Planning Support
	Lonsdale Quay Station Area and Development Concept	TransLink	2011-2012 Vancouver, BC	Subconsultant Project Manager
Transit Planning	Transit Service Guidelines Update	TransLink	2015-Ongoing Vancouver, BC	Project Manager
	Making the Case for Hamilton LRT	City of Hamilton	2011-2012 Hamilton, ON	Workstream Leader
	UBC Line Rapid Transit Study	TransLink	2009-2012 Vancouver, BC	Transit and Land Use Planning Support

Mary Riemer Senior Consultant

I am a transportation planner and project manager with extensive experience in the public sector. I have recently joined Steer Davies Gleave with a particular interest in transportation planning across all modes, as well as the connection between land use and transportation. My expertise lies in transit service planning, multimodal transportation planning and working with stakeholders. My ability to seamlessly transition between technical data, analysis and developing meaningful content is a key strength.

Background

Qualifications

University of Waterloo
MA Planning
2014

University of Waterloo
B.ES Planning
2010

Professional memberships

American Planning Association

Years of experience

1 Consulting
8 Client side

Presentations

Computers in Urban Planning and Urban Management
The Process for Adopting Technology and the Implications for Innovation in Development
MIT, 2015

Mary has a robust background in transit and multimodal transportation planning spanning across Canada and most recently, the United States. Her technical knowledge paired with a penchant for strong communication skills has set her apart as an effective leader and project manager. Mary has been able to leverage these skills alongside her enthusiasm for the connection between transportation, land use planning and innovation. Her passion for communicating the possibilities of innovative planning recently led Mary to present her research as part of the International Computers in Urban Planning and Urban Management conference at MIT.

Relevant skills

Transit Planning – Mary has worked on rapid transit and rail projects at a variety of plan and implementation stages as well as in a number of roles, from technical advisory to public consultation. She also has solid experience with transit bus service planning, including route and performance analysis, costing, and network design.

Transit Oriented Development – Mary thoroughly understands the importance of land uses that support multimodal transportation options. She has dedicated experience building relationships and working with municipalities and stakeholders on encouraging TOD principles and realizing successful outcomes at the area, local and regional level.

Multimodal Transportation Planning – Working as a transportation planner across modes, Mary has gained experience understanding complementary and sometimes competing modes of travel, such as considering goods movement requirements alongside sustainable modes. Experience working with a comprehensive overview of transportation network needs has given Mary a unique holistic understanding of multimodal transportation planning in both the near and long term.

Stakeholder Engagement – Mary takes a thoughtful and tailored approach to working closely with stakeholders, ensuring each audience`s perspective is not only heard, but reflected in outputs through content, tone and style. Mary`s extensive experience in public consultation, focus on relationship-building, and understanding of the importance of community support to achieve successful outcomes contributes to her approach.

Selected projects

Former employer

	Project	Client	Year/Location	Role
Transit Planning	Evergreen Line Extension Integration Study	TransLink	2014-2015 Vancouver, Canada	Project Lead
	Downtown Vancouver Local Bus Service Review	TransLink and City of Vancouver	2013-2015 Vancouver, Canada	Project Lead
	Transit Service Guidelines Update	TransLink	2015 Vancouver, Canada	Project Support
	Late Night Service Strategy	TransLink	2014 Vancouver, Canada	Project Support
	Canada Line Review	TransLink	2013-2014 Vancouver, Canada	Technical Support
Transit Oriented Development	False Creek Flats Area Plan	TransLink, City of Vancouver	2015 Vancouver, Canada	Lead Reviewer
	Central Waterfront Hub Framework Implementation	TransLink, City of Vancouver	2015 Vancouver, Canada	Lead Reviewer
	City of North Vancouver Official Plan	TransLink, City of North Vancouver	2014 Vancouver, Canada	Lead Reviewer
	Station Area Plan Pilot Project	Region of Waterloo	2009 Waterloo, Canada	Project Support
Multimodal Transportation Planning	Viaduct Removal Feasibility Study	TransLink, City of Vancouver	2015 Vancouver, Canada	Lead Reviewer
	Central Newton Cultural Commercial District Regional Growth Strategy Amendment	TransLink, City of Surrey	2014 Surrey, Canada	Lead Reviewer
	Northeast Sector Area Transit Plan	TransLink	2014 Vancouver, Canada	Project Support
	Mobility Management	TransLink	2013 Vancouver, Canada	Technical Support
Stakeholder Engagement	Downtown Vancouver Local Bus Service Review	TransLink and City of Vancouver	2013-2015 Vancouver, Canada	Stakeholder Engagement Lead
	Northeast Sector Area Transit Plan	TransLink	2014 Vancouver, Canada	Public Consultation Support
	Access Transit Review	TransLink	2014 Vancouver, Canada	Stakeholder Engagement Support
	Service Optimization	TransLink	2012-2014 Vancouver, Canada	Public Consultation Support

Mario Scott Senior Consultant

I joined Steer Davies Gleave in 2012 after completing a Bachelor of Science in Civil and Environmental Engineering at the Massachusetts Institute of Technology. I enjoy working in transportation because it is such an integral part of our lives. I am particularly interested in the use of technology to solve many of today's transportation problems. I bring top-notch analytical and communication skills and the ability to think critically and creatively to each of my projects

Qualifications

BS Civil and Environmental Engineering,

Massachusetts Institute of Technology, 2012

Professional memberships

Young Professionals in Transportation

Project Management Institute

Years of experience

3.5 Consultancy

Languages

English: Mother Tongue

Spanish: Basic

Background

Since joining Steer Davies Gleave in June 2012, Mario has been involved in projects in the rail and transit planning sectors. Prior to joining SDG, Mario received his Bachelor of Science in Civil and Environmental Engineering at the Massachusetts Institute of Technology. While at SDG Mario has worked on a number of ridership and revenue projects for rail and transit project across the US. He has experience writing and applying binary and multinomial logit models using travel demand modeling software as well as spreadsheet models. Mario is also proficient with GIS software and a number of programming languages.

Relevant skills

Travel Demand Modelling Mario has experience in the area of travel demand modelling primarily in the context of multi-modal metropolitan models. Mario's demand modelling experience includes use of the TransCAD and Cube Voyager transportation planning software packages. Mario has experience modeling many urban transit systems including ferry systems in New York, Puerto Rico and Seattle.

Rail Forecasting Mario has experience developing ridership and revenue forecasts for high-speed rail studies. He has been instrumental in the development and application of rail forecasting models, as well as processing and analyzing model outputs. He also has experience adapting regional travel demand models for using in rail ridership forecasting and evaluating the sensitivity of ridership forecasts to changes in frequency, fare and demographics. Mario has experience creating zone systems, transit networks, and highway networks by extracting data from local MPO models using TransCAD.

Data Analysis Mario has experience in data collection and analysis, which he has used to draw conclusions and recommendations. He also has experience using SQL and MS Access to analyze larger volumes of data such historical ticket and sales data for regional and commuter rail services.

Selected projects

	Project	Client	Year/Location	Role
Rail Forecasting	Dallas-Houston High Speed Rail	TxDOT	2015, TX	Analyst
	Oklahoma-South Texas High Speed Rail	Texas DOT	2013-2015, TX	Lead Modeler
	Ticket & Ridership Forecasting for MNR & LIRR	MNR & LIRR	2014-ongoing, NY	Analyst
	Amtrak NEC Model Enhancement	Amtrak	2014-2015, US	Lead Analyst
	Northern Lights Express Ridership and Revenue Forecasting	Minnesota DOT	2013, MN	Analyst
	Twin Cities-Rochester High Speed Rail	Minnesota DOT	2012-2014, MN	Lead Analyst
	Atlanta Charlotte High Speed Rail	Georgia DOT	2012-2015, GA	Lead Analyst/Project Manager
Travel Demand Modeling	PATH to EWR Ridership Forecast	PANYNJ	2015- ongoing, NY	Lead Modeler
	Kitsap Passenger Only Ferry Business Plan Phase 2	Kitsap Transit	2015, WA	Project Manager
	Technical Advisory Services for Maritime Transportation Services P3 in Puerto Rico	Puerto Rico Public Private Partnerships Authority	2015, Puerto Rico	Deputy Project Manager
	Kitsap Passenger Only Ferry Business Plan & Long Range Strategy	Kitsap Transit	2014 WA	Lead Analyst
	Staten Island Ferry Feasibility Study	NYCDOT	2014, NY	Deputy Project Manager
	Citywide Ferry Study	NYCEDC	2013-2014, NY	Deputy Project Manager
	Stamford High Speed Ferry	Moffatt & Nichol	2012, CT	Lead Analyst
Cost-Benefit Analysis	CTB Rail Programs Review & Overhaul	Virginia DOT	2015, VA	Analyst
	MTA Economic and Public Impact Study	MTA	2014-2015, NY	Analyst
	Hurricane Sandy Recovery Project	NYC DOT	2014, NY	Analyst
Data Analysis	Amtrak Schedule Based Modeling Enhancement	Amtrak	2015, USE	Analyst
	Amtrak Capacity Reporting	Amtrak	2015, US	Project Manager
	Illiana Corridor Traffic and Revenue Study	Illinois DOT	2014, IL	Analyst
	Colorado Interconnectivity Study	Colorado DOT	2012-2013, CO	Analyst

Erika Kampe Senior Consultant

Erika Kampe is a TDM Consultant with Steer Davies Gleave's North American Team. She has worked with local municipalities and metropolitan planning organizations in the Portland, OR, and Denver, CO, and Los Angeles, CA, areas to shape regional TDM strategies and marketing campaigns, and has acted as program manager throughout the planning, implementation and evaluation phases of several innovative commute trip reduction projects. Currently, Erika Directs the 'Go Glendale' TMA in Glendale, CA.

Education

Bachelor of Science
Natural Resource Management, 2007
Colorado State University

Years of Experience

6 Travel Demand Management, Grant Management

Professional Affiliations

Association for Commuter Transportation

Relevant Skills

TMA Management & Member Development

In her current role, Erika acts as the Executive Director of the Go Glendale Transportation Management Association (TMA), managing day-to-day operations, membership services, participating in committees with the City and Chamber of Commerce, Board relations and membership development.

Employer Outreach

Erika has worked with large employers in several states to promote the implementation and use of commute options among employees, with the goal of reducing drive-alone trips. In her role with TMA organizations, Erika has created outreach/marketing materials and employee surveys, participated in local transportation committees and lead events and educational opportunities for commuters and employee transportation coordinators.

Grant/Program Management

Erika has researched public and private funding opportunities, prepared project proposals, created detailed implementation plans and budgets, supervised program fellows and interns, prepared invoices and progress reports, and evaluated the impact of completed programs. Currently, Erika acts as the Project Manager for the Arroyo Verdugo Commute Manager System, including convening stakeholder meetings, supervising technical consultants and managing project budgeting, invoicing and marketing.

TDM Campaigns

Erika implemented short-term incentive campaigns to draw new users to alternative commute modes. She determined budget, staffing, timeline and other logistics for campaigns. She coordinated graphic/web design, printing, advertising and direct mail services. Erika maintained regular communication with participants to encourage the continued use of alternative commute modes and collected pre and post-campaign data to measure its impact and establish best practices.

Stakeholder/Partner Relationships

Erika prioritizes positive relationships with colleagues, customers, and leaders in public and private sectors, including Employers, City Councilors, local transit agency employees and Board Members, and Chamber of Commerce representatives.

	Project	Client	Year/Location	Role
TMA Member Development	Three new members over Spring-Summer 2014, Go Glendale	Glendale TMA	2014-ongoing	Executive Director
Employer Outreach	'Go Glendale' (Glendale TMA) Brand Re-launch and Strategic Planning	Glendale TMA	2013-ongoing	Executive Director
	'The Future of Commuting' Seminar/Newsletter Series	Transportation Solutions	2012-2013, Colorado	Program Manager
	TMA Member Services	Westside Transportation Alliance and Transportation Solutions	2009-2013	Program Manager
	DriveLess SaveMore Carpool Match Software Employer Training	Westside Transportation Alliance	2010, Oregon	Program Manager
Grant/Program Management	Arroyo Verdugo Commute Manager System ('Go Verdugo')	Glendale TMA, City of Glendale	2013-ongoing	Project Manager
	Management of Federal Congestion Mitigation and Air Quality Grants	Transportation Solutions and Westside Transportation Alliance	2009-2013	Program Manager
TDM Campaigns	SmartMoves Along Leetdale-Parker	Transportation Solutions	2012-2013	Program Manager
	Bike Buddies Program	Transportation Solutions	2013, Colorado	Program Manager
	Navigate the Debate	Transportation Solutions	2012, Colorado	Program Manager

Jonny Rotheram Senior Consultant

I am a transportation planner with Steer Davies Gleave working on a range of cycle and walking projects. I joined Steer Davies Gleave in 2008 and work in the downtown Denver office. A key focus of my professional career has been to improve conditions for cyclists and pedestrians. With this focus as a catalyst, I continue to build on my experience in this area through various projects. During my time at Steer Davies Gleave I have had the opportunity to work on a diverse number of projects in many parts of the world including working cooperatively with my public sector client counterparts on transit and active mode projects.

Years of Experience

Over 5 years in Consultancy

Qualifications
BSc Computing & Geography, UMIST, 2004

MSc Transport Planning & the Environment, Leeds University, 2008

Languages
French Basic
Spanish Basic

Publications
Design speeds and acceleration characteristics of bicycle traffic use in planning, design and appraisal, **Journal of transport policy**

Cycling to school: A review of school census and Bikeability delivery data, **DfT - Bikeability Website**

Conference Speaker

ACT, San Antonio (August 2013)

RailVolution, Los Angeles (October 2012)

Velo-city, Vancouver, Canada (July 2012)

Transport Practitioners Meeting, Liverpool (July 2011)

International Seminar of Sustainable Transport, Santiago, Chile (December 2010)

Background

Jonny started his career with Steer Davies Gleave in October 2008 and is located in the firm's downtown Denver office. Jonny graduated from ITS at Leeds University with a Masters in Transport Planning and the Environment with honors. Jonny has over 5 years' experience focused solely in planning for active modes and their interaction with other modes. With choice and multi-modalism as a cornerstone, Jonny actively engages in dialog with stakeholders and the public to gain traction on projects. Jonny has spoken at multiple international conferences on cycling and has published a paper in the international journal 'Transport Policy' on the different characteristics of commuter cyclists.

Relevant Skills

Active Modes Auditing Jonny has a depth of experience in auditing active mode networks, as an accredited national cycle instructor, Jonny has developed new ways to audit networks, producing a more robust methodology in this sector. Jonny can find gaps in networks and suggest interventions with the aim to create a more permeable, safe and complete active modes network to get more people cycling.

Active Modes Data Analysis Key analytical skills, insight and cycling experience all come together to analyze cycle and pedestrian injury data effectively and suggest key interventions and areas of improvement. Jonny's skills provide quality consultation on the theme of active mode safety.

Alternative Mode Integration Jonny uses his in-depth experience working on sustainable transportation strategies to provide effective measures to link alternative modes to transit. He has worked in Europe, the US and central America building on his international experiences to bring new solutions and ideas to mode integration.

Stakeholder Engagement Active engagement is critical to project success. Jonny has managed numerous events and workshops throughout his career. Focusing on making public engagement as interactive and involving as possible to collect quality information.

Project Management Jonny is an experienced project manager, working diligently with the client team, the stakeholders and the public to ensure any project is driven to success.

Selected Projects

	Project	Client	Year/Location	Role
Active Modes Selected Projects	SW Hertfordshire Cycle Strategy	Hertfordshire Highways	2009-2012, Hertfordshire, UK	Project Manager
	Cycle Centres and hubs research – LSTF Support	Transport for Greater Manchester	2012, Manchester. UK	Cycle Expert
	Department for Transport (DfT)	Department for Transport (DfT)	2008-2012, UK	Project Manager
	Moscow Cycle Strategy	Mayor of Moscow	2012, Moscow, Russia	Cycle Expert
	Letchworth Cycle Audits	Hertfordshire County Council	2012, UK	Project Manager
	Social Assessment of Cycle Ways	SECTRA	2012, Santiago, Chile	Cycle Expert
	Greater Manchester Cycle Audits	Transport for Greater Manchester	2012, Manchester, UK	Project Manager
	Chester Cycle Masterplanning	Chester City Council	2009, Chester, UK	Auditor
	City of London: Road Safety (cycling)	Transport for London	2009, City of London, UK	Team Member
	St Albans Cycle Strategy	Hertfordshire Highways	2011-2012, St Albans, UK	Project Manager
	Guadalajara Mobility Plan Cycle Audits	Guadalajara Local Government	2010, Guadalajara, Mexico	Auditor
	Chester and Cheshire West Cycle Audit	Chester and Cheshire West Council	2011, Cheshire, UK	Cycle Expert
	Bikeability Core Support	Department for Transport (DfT)	2008 - 2012, UK	Team Member
USA Selected Projects	Inter-regional Corridor Study	Colorado Department for Transport	2012 – Present, Denver	Website content manager
	Station Area Outreach (Denver)	Transportation Solutions (TMA)	2014-Present, Denver	Project Manager
	Colfax Corridor Connections	City and County of Denver	2012-Present, Denver	Stream Manager
	Pikes Peak Regional Nonmotorized Transportation Plan	Pikes Peak Area Council of Governments	2013- Present, Colorado Springs	Project Manager
	Lakewood Connectivity Study	City of Lakewood	2012- 2013, Lakewood	Project Manager
	SANDAG TDM Studies	SANDAG	2012 – Present, USA	TDM Specialist
	City of Berkeley TDM Studies	City of Berkeley, CA	2012 – Present, USA	TDM Specialist

Sarah McMinimy Assistant Consultant

Having completed a degree in Policy, Planning and Development with a focus in Sustainable Urban Planning at the University of Southern California, I joined Steer Davies Gleave as an assistant consultant in September 2015. During my studies I was able to explore the planning field through self-directed research while also taking work placements where I gained valuable project experience in both public and private sector. I have a background in data analysis as well as a good proficiency in GIS, and a strong interest in technology and transportation. These specialized technological skills combined with a comprehensive and diligent approach to problem solving are assets that I bring to my projects.

Background

Qualifications

University of Southern California

B.S. Policy, Planning and Development

2015

Years of experience

2 Consulting

Sarah graduated with a B.S. in Urban Planning from the USC Price School of Public Policy, where she was also a fellow at the USC Schwarzenegger Institute for State and Global Policy. Her degree program provided her with both a broad understanding of the intersections of planning, development, policy and government, as well as a specialized focus in different areas of the planning field including transportation, environmental sustainability, land use planning, housing and economics. Since joining SDG, Sarah has used her research, analytic and modelling skills over a range of projects to produce a high quality of work. She is passionate about alternative modes of transportation, issues of mobility and equality, and using transportation technology to improve quality of life.

Relevant skills

Data Collection, Analysis and Modelling – Sarah has extensive experience in data collection design, analysis and GIS modelling. During her studies, she gained various profession experiences on data-driven projects.

Transportation Demand Management – Sarah has been working on various different TDM projects during her time at SDG, from the plan implementation to TDM campaign marketing.

Transit Oriented Development – Sarah has exposure to different aspects of TOD projects, from providing project support to developing a TOD plan for a city's station area, to conducting the data collection and analysis to design parking programs to support TOD plans.

Research and Report Writing – Conducting thorough research and producing valuable reports is a key strength. Sarah's experience in this area has been informed by self-directed research in university as well as reports for clients in a professional setting.

Projects Summary

	Project	Client	Year/Location	Role
Data Collection, Analysis and Modelling	GO Rail Parking and Station Access Plan Update	Metrolinx	2015 Toronto, Canada	Data Analyst
	Huntington Park Parking Inventory and Occupancy Study (with former employer)	City of Huntington Park	2015 Huntington Park CA	Data Collection Manager and Analyst
	Lynwood Parking Inventory and Occupancy Study (with former employer)	City of Lynwood	2015 Lynwood CA	Data Collection Manager and Analyst
Transportation Demand Management	Mount Saint Mary's University TDM Implementation Plan	Mount Saint Mary's University	2015 Los Angeles CA	Project Support
	Carpool South East Texas Program	South East Texas Regional Planning Commission	2015 Beaumont TX	Project Support
Transit Oriented Development	Lynwood Transit Area Strategic Plan (with former employer)	City of Lynwood	2015 Lynwood CA	Project Support
Research and Report Writing	Self-Piloted Cars Case Study	European Commission	2015 Europe	Researcher and Case Study Writer
	Huntington Park Parking Plan (with former employer)	City of Huntington Park	2015 Huntington Park CA	Researcher and Report Writer
	Lynwood Transit Area Parking Plan (with former employer)	City of Lynwood	2015 Lynwood CA	Researcher and Report Writer

Jonathan Leape Consultant

After living in compact Geneva, sprawling Johannesburg and chaotic São Paulo, I have experienced first-hand how dramatically transportation planning affects all aspects of daily life. Determined to approach transportation planning holistically, I studied city planning and civil engineering, and sought international work opportunities. As a consultant, I have developed expertise in demand modeling for all modes of urban transit, intercity rail and toll roads. I also work in transportation demand management, strategic planning for sustainability and hazard mitigation, and survey implementation.

Qualifications

B.S. Engineering, Civil Engineering & City Planning, Cornell University 2011

Engineer in Training (EIT)

Languages

English: Fluent

Spanish: Intermediate

Portuguese: Intermediate

Experience

3 years Consultancy

Relevant Skills

Transportation Demand Management (TDM) In São Paulo, Jonathan incorporated TDM programs into a climate action plan for a private developer. He recently co-authored a white paper on his use of fixed-effects regression to evaluate Portland, Oregon's TDM program. Some of the TDM programs he evaluated include: vanpools and charter buses, parking pricing, carpool incentives, bike-share systems, marketing, mixed land-use, transit infrastructure improvements, telecommuting and flexible scheduling, and marketing.

Demand Forecasting Jonathan is currently leading modeling for the Dallas-Houston corridor, Texas-Oklahoma Passenger Rail Study and Illinois High-speed Rail Study. He previously led demand modeling for the 2013 Citywide Ferry Study in New York, and played a key role in modeling for several other high-speed rail, BRT, ferry and toll-road projects. Through these projects, Jonathan has gained a rigorous understanding of how people make travel decisions, and how systems can most efficiently serve travelers.

Cost-Benefit Analysis (CBA) Jonathan has developed techniques to model the external costs of transportation, such as local air pollution, greenhouse gas emissions, injuries and fatalities, obesity, and habitat loss. Working in Mexico, Jonathan developed a Monte Carlo simulator to estimate the external costs of a proposed urban highway using probabilistic inputs. In São Paulo, he used CBA to identify the most cost-effective measures for reducing the transportation-related greenhouse gas emissions of a mixed-used development for over 100,000 daily users. Most recently, Jonathan used CBA to support the NYDOT's successful application for post-Hurricane Sandy hazard mitigation funding.

Survey Implementation Jonathan coordinated ridership surveys and GPS data collection to support BRT planning in Mexico, developed a program to plan a city-wide household survey in Brazil, and co-authored a whitepaper on best practices for airport ground-access surveys.

Selected Projects

Evaluating Worksite Commuting Efficiency

Client	Portland Metro Planning & Development Department
Year/Location	2013-2014, USA
Position Held	Project Manager

In partnership with Portland Metro, Steer Davies Gleave is investigating ways of objectively evaluating and providing customized feedback to the roughly 2,500 worksites that participate in the Employee Commute Options (ECO) program. Jonathan proposed the project, and is currently developing a program in R that will create web-based reports for each worksite. The program uses Data Envelopment Analysis to establish, for each worksite, a benchmark commuting efficiency that it could attain. It also identifies the specific strategies that are most likely to improve commuting efficiency.

Citywide Ferry Study

Client	NYCEDC
Year/Location	2013-Ongoing, USA
Position Held	Lead Modeler

The New York Economic Development Corporation appointed Steer Davies Gleave to conduct a city-wide ferry study with the aim of expanding the East River ferry. Jonathan led ridership forecasting, and created a spreadsheet to compare the financial performance of proposed ferry routes. Jonathan utilized a variety of data sources and developed an innovative clustered zoning system to estimate accurate access and egress times for proposed ferry services and competing modes. He is currently expanding the forecasting tool to assess new routes and network configurations.

Post-Hurricane Sandy Hazard Mitigation

Client	NYCDOT
Year/Location	2014, USA
Position Held	Analyst

The New York City Department of Transportation appointed Steer Davies Gleave to estimate the costs and benefits of five projects eligible for an FTA grant. Designed to mitigate the damage and disruption caused by natural disasters such as Hurricane Sandy, the proposed projects included a new BRT corridor, flood-proofing of critical facilities and the procurement of new vessels and barges for the Staten Island Ferry. Jonathan worked closely with the client and colleagues to prepare inputs for the Hazard Mitigation Cost-Effectiveness tool, and develop a wider economic analysis to support the bid.

Dallas - Houston Tier 2 Passenger Rail Study

Client	Texas Department of Transportation
Year/Location	2015-Ongoing, USA
Position Held	Lead Modeler

Under Parsons Brinckerhoff, Steer Davies Gleave is conducting ridership and revenue forecasting for the Tier 2 study of proposed high-speed rail service between the Dallas – Ft. Worth area and Houston. Jonathan is leading the development of the corridor-level intercity model.

Cordelia Crockett

Senior Transit Planner

As a transit planner, Cordelia creates transportation options that are convenient, cost-effective, accessible, environmentally friendly, and safe. When considering upgrades to a transit system, such as new routes, new service types, new facilities, or new fare options, it is particularly important to consider the passenger experience, land use development opportunities, and overall network impacts. Doing so will maximize the opportunities for ridership growth, allow for a more realistic assessment of project costs, and assist in the better design of transit services.

Cordelia has a broad range of experience across North America in the fields of transit operations, transit infrastructure, and transit policy. Her transit operations experience has consisted of bus route planning, rail service planning, transit network reviews, operating cost estimation and demand forecasting. On the transit infrastructure side, she has developed a variety of transit capital improvement projects and programs, as well as gained expertise in asset management, budgeting, conceptual design, project coordination, high level cost estimation, and project status reporting. Her work has also addressed transit policy, mainly in the areas of governance, funding, pricing, cost-sharing, service standards, performance monitoring, and service contracts.

Cordelia has worked for a range of clients, including municipalities, regional and senior levels of governments, private developers, and national transit associations, and she aims to bring strategic insights, attention to local conditions, and best practices to all projects. While currently based in the San Francisco Bay Area, she developed transit plans across Canada for four years, and prior to that she developed state-of-good-repair programs for New York City Transit (NYCT). Her experience has shown her that transit services come in many shapes and forms and can be tailored to meet the needs of any community.

EDUCATION

M.Sc., (Transportation), Massachusetts Institute of Technology (MIT), Cambridge, Massachusetts

B.Sc., (Civil and Environmental Engineering), Stanford University, Stanford, California

PROJECT EXPERIENCE

Transit Planning

Bayshore Multi-Modal Facility Study, San Francisco
Cordelia is developing land use scenarios, station location options, and an evaluation framework to identify a preferred location for a multimodal passenger facility in the Bi-County area between San Francisco and San Mateo Counties. The station will serve commuter rail, light rail, bus rapid transit, employer shuttle buses, bicycles, pedestrians, and automobiles.

Multi-Modal Corridor Management Plans, Tahoe
Cordelia is a lead transit planner for this project to develop short and long-range transit plans for the Tahoe Basin. Work to date has included a review of available data, and future work will include a study of maintenance facility siting and ferry transit oriented development.

AC Transit Grants Management, Oakland, CA
Cordelia led a team that reviewed a TIGER grant application and final bus grant report and completed a transit capital asset inventory for AC Transit.

Bus Feasibility Study, Sanford, ME
Cordelia is the lead transit planner for this project to study the feasibility of new bus services to the municipal airport in Sanford and other airports in the region.

Red Rock Corridor Alternatives Analysis Update, Minneapolis-St. Paul, MN
Cordelia developed and evaluated alternatives for a transitway in the Red Rock Corridor of the Minneapolis-St. Paul Region. This project built upon an extensive review of documentation related to transit in the Red Rock Corridor and recent advances in commuter rail and BRT projects elsewhere in the Region.

Virginia Street Transit Corridor Alternatives Update and Project Development, Reno, NV
Cordelia developed alternative operating schemes for the proposed streetcar on Virginia Street in Reno, Nevada. She developed a survey form and sampling plan to collect ridership data that informed the final service design.

** denotes projects completed with other firms/agencies*

Cordelia Crockett

Senior Transit Planner

City of Downey Transportation Plan, Downey, California (Transit Planner)
Cordelia developed an alternative network for the DowneyLINK transit system which consists of four routes in the City of Downey in Los Angeles County. The routes were altered such that links to the Metro Green Line and major employers were improved and to minimize overlap with the bus routes operated by Metro. This work was part of a larger study to improve transit connections to the Civic Center and to review parking.

Parsons Creek Transportation Plan, Ft. McMurray, AB
Cordelia developed options for incorporating transit priority into the roadway system of a greenfield development called Parsons Creek in the Regional Municipality of Wood Buffalo. This included identifying the location and configuration of exclusive bus lanes, BRT'/HOV lane striping, on-street bus stops, off-street bus stops, and transit signal priority.

North Central LRT Study, Calgary, AB
Cordelia developed concepts for LRT in the North Central Corridor of Calgary as the City moves towards a completed LRT network. The study resulted in the identification of an alignment and station locations, as well as strategies for integrating with the corridor communities and moving the City closer to its long term goals related to transit ridership and compact communities. Cordelia also carried out a background review, detailed analysis of Downtown routing options, and an assessment of aerial structures.

Shopping Centre Employee Shuttle Study, Calgary, AB
Cordelia developed a range of alternative service and administrative options for employee shuttle services for a shopping center, located in the Balzac area of Rocky View County north of the City of Calgary. Cordelia carried out a review of employee shuttle services elsewhere and a financial analysis of the options, which included contracting with transit agencies, continuing operating the services through contracts with private operators, and developing a new public system. Since the study was carried out, the shopping center has started partnering with the transit agency at a nearby City to provide transit services for employees.

Hamilton A-Line Study,* Hamilton, ON
Cordelia completed a strategy for Hamilton's second BRT line and a plan for using approximately $10 million in funding for associated capital enhancements.

Parking Facility Planning and Design

Park-and-Ride Guidelines for Smaller Communities*
Cordelia interviewed practitioners around North America, reviewed best practices, and developed guidelines for park-and-ride facilities in communities with less than 150,000 people. Guidelines covered issues such as location, size, amenities, and site management. Guidelines could also be used for non-transit facilities such as park-and-pool lots.

Project Management Oversight

Project Management Oversight for FTA
Cordelia provided project management oversight for federally funded projects in the Boston Region, including a light rail extension, a commuter rail line extension, station construction, station parking construction, and double tracking. The work entailed monthly project progress reports, site visits, and comprehensive project management plan reviews. Cordelia led several efforts to evaluate the readiness of the Green Line Extension Project to apply for a Full Funding Grant Agreement (FFGA), including a Project Management Plan review and a scope review. She also assisted in a risk and contingency review effort.

Green Line Extension - Before and After Document Review, Boston, Massachusetts
Cordelia reviewed documentation related to the Green Line Extension project in Boston in advance of the project entering the preliminary engineering phase. The purpose of the review was to confirm the scope and US $1.221 billion cost estimate at this stage in the light rail extension project so that future cost changes could be adequately explained. This type of review is a fairly new requirement for US transit projects receiving federal funding.

Complete Streets

LRT At-Grade Crossing Safety Review and Guidelines*
Cordelia developed new at-grade crossing guidelines for Calgary Transit as it expands its LRT network.

Calgary 17th Ave SE Corridor Study*
Cordelia evaluated different cross sections in terms of transit operations, transit customer comfort, bicyclist safety and pedestrian safety. She also prepared a report on BRT best practices covering topics such as exclusive lanes, transit signal priority, high quality stations, and rapid boarding techniques, and a discussion of how they might be implemented in the project corridor.

** denotes projects completed with other firms/agencies*

Graeme Masterton M.A.

Manager, Transit Planning

Transit planning as an applied theory has universal applications when the focus is upon understanding the local environment (operations, politics, funding), utilizing a data-based approach, and having both long range expertise as well as solid operational knowledge. Urban influences, land use opportunities and constraints, road network challenges, passenger behavior, and the desire to create innovative and cost-efficient transit networks that function for the passenger and the operator have been Graeme's focus for the past 25 years. Transit planning by necessity requires an understanding of active modes and traffic because they are all linked along the transit journey.

Over his career Graeme has developed expertise in understanding transit network needs in the long term and how that can be related to existing services through prioritization. The notion of layered transit services is the approach he uses to isolate the issues within major corridors and determine the best approach to solve specific issues for rapid transit and high frequency services. At TransLink (Vancouver), Graeme was the Manager of Transit Planning and co-creator of the Frequent Transit Network concept now in place throughout North America. Corridor planning with respect to rapid transit in the form of BRT or LRT was a large part of the work at TransLink (including B-Line review and monitoring as well as future line planning) and at the City of Calgary and over the past three years with Stantec (in Minneapolis-St. Paul, Bridgeport (Connecticut), Calgary and Vancouver). At BC Transit, Graeme was the Director of Operational Planning for Victoria and 82 systems around the province, responsible for planning and scheduling. In Calgary, Graeme worked on long range, new development and local area review planning along with LRT/BRT planning and acted as the transit agency liaison within the city transportation department. Graeme is the current lead for transit planning for Stantec throughout North America.

EDUCATION

M.A. (Community and Regional Planning), University of British Columbia (UBC), Vancouver, British Columbia, 1994
B.A. (Urban and Economic Geography), University of Toronto, Toronto, Ontario, 1988
Justice Institute of BC Emergency Operations Centre Level 4 Certificate

TRANSIT SYSTEM EXPERIENCE

BC Transit 1989-2000 (Transit Planner)
Calgary Transit 2000-02 (Senior Planner)
TransLink 2004-2008 (Manager, Planning)
BC Transit 2008-2011 (Director, Planning)

TRANSIT CORRIDOR STUDIES

Greater Bridgeport Transit Master Plan and TOD Review (2014-15)
Review of system data and creation of short range improvements as well as the creation of long range system plans that focus upon internal BRT corridors and regional connectors. Short and medium term transit route changes are a major focus of the work along with the revision of the TOD plan for the Town of Stratford.

Broadway Skytrain Extension (2015)
Planning lead for the alignment planning and station location verification, preliminary planning of stations and the urban integration components of the process. This process leads into Preliminary Design and the creation of all business case inputs for TransLink.

Green Line – Southeast, Calgary (2013-14)
Lead transit planner for a project leading into Preliminary Engineering to create and analyze routing options for LRT through the southeast of Calgary into downtown including multiple account evaluation of the options, station locations, infrastructure needs and routing

Green Line – North Central Calgary (2013-14)
Lead transit planning within a team undertaking corridor analysis, route selection, and mode selection for the LRT corridor in the North Central portion of Calgary including a full review of routes and elevation options within the downtown along with station identification and multiple account analysis of options.

Red Rock Corridor (MN) Alternatives Analysis Update (2013)
Led the BRT planning portion of the updated AAU for the Red Rock Corridor of the Minneapolis-St. Paul region. Work included station location, infrastructure improvements, schedule, and routing.

Victoria Rapid Transit Project*
Transit specialist on this 18 month review of alignment and mode options for a rapid transit service in Greater Victoria. This project included the evaluation of various corridors, creating a preferred corridor concept and recommending the preferred mode choice.

Evergreen Line Essential Elements Report* (Vancouver)
Helped review and edit the final version of the base report for TransLink that led to the project definition and approval.

Evergreen Line Preliminary Design Process* (Vancouver)
Provided input on the Technical report in terms of the structure of the right of way, alignment, interface with the Millennium Line, interface with local bus services, operating principles, and the MAE evaluation of the Alternatives.

West LRT Feasibility Review* (Transit Planner)
Lead planner on the 2001 review providing transit expertise on alignment, station location, alternatives analysis and bus interface challenges.

Southeast LRT Feasibility Review*(2000)
Project manager leading consultants on an initial alignment review including land purchase requirements, station location, bus interface challenges, as well as staging options.

Canyon Meadows LRT Station Justification Report (Calgary CT 2000)*
As a response to Council, this was a review of the transit services and economics of the proposed Canyon Meadows station on the South LRT corridor.

NE LRT Review* (Calgary)
Review of corridor alignment, station location and local bus integration

** denotes projects completed with other firms*

Graeme Masterton

NW LRT and South LRT Extensions (Calgary)*
Extension of LRT in Calgary, AB. including transit exchange design, Park & Ride, Station design, and local bus integration.

RAIL SYSTEM & STATION PLANNING

Metrodome Stadium LRT Station (2013-14) Minneapolis,
Identify passenger volumes, LRT and bus operating plans, wayfinding and passenger queuing options for post game spectator movements by transit at the proposed Vikings Stadium

OC/KLO Road Corridor Plan (2013)
Led the transit portion of this 2013 review of the potential to create a BRT transitway in front of the local college.

UBC Terminal (temporary and future)* Vancouver
Lead transit planner and project manager working with UBC and PTV America to develop, design and test a new below grade terminal to replace the old at-grade transit exchange. In addition, there was a requirement to develop a pair of new temporary facilities for diesel and trolley buses on campus.

McTavish Transit exchange (Victoria)*
Lead transit planner working with external consultants and the Ministry of Transportation and Infrastructure to review existing plans, revise and develop new plans including a new style of green exchange including a rain garden, and new rapidbus stations on the adjacent Highway 17.

Surrey Central review (Vancouver)*
Lead transit planner on a team to review SkyTrain and bus integration options for a redeveloped Surrey Central station. This review included designing bus movements, identifying alternate options for stopping and staging around the station and passenger flows between the Station and the bus platforms

Brighouse Station Bus Exchange (Vancouver)*
Identify plan and rank options for a new transit layover at the termination point of the Richmond portion of the including developing a staged proposal, identification of bus bays, route movements and temporary layover locations, queuing and movement of passengers between the station and the

Marine Drive Station Bus Exchange Review (Vanc)*
Lead transit Planner working with a team at TransLink to create a new option for the transit exchange to replace the proposal from the contractor. This included rerouting of buses, identifying all passenger and bus movements and creating a new design

Northwest LRT Extension (to Crowfoot - Calgary)*
Transit planner as part of a team reviewing location options, local bus route integration, park and ride needs, and planning requirements for a two station extension of service in the Northwest line ofCalgary's LRT network

Northeast LRT Extension Study to Saddletown
Reviewed location options, local bus route integration, park and ride needs, and planning requirementsfor a two station extension of service in the Northeast line of Calgary's LRT network

Southeast LRT Extension (to Somerset/Bridlewood -
Lead transit planner reviewing station location options, local bus route integration, park and ride needs, cycle parking, transit exchange and planning requirements for a four station extension of service in the South line of Calgary's LRT network.

Northeast LRT Maintenance Centre Study (Calgary)*
Reviewed layout, track needs and sizing of a proposed new facility in the Northeast of Calgary

Langford transit exchange review (Victoria)*
Responsible for the final stages of implementation working with Stantec Consulting to finalize signage, usage and bus flows into the new exchange.

Kelowna Queensway exchange (Kelowna)*
Lead transit planner working with the City of Kelowna to develop a new transit exchange facility in the downtown to replace an existing on-street exchange. This exchange was subsequently implemented.

Canyon Meadows, Fish Creek & Shawnessy Stations
Lead transit planner on the South LRT extension of services to four stations including redesigning the bus networks, developing park and ride options, bike parking standards, participating in LRT operational planning, track and station configuration processes.

Dalhousie & Crowfoot Stations (NW LRT Calgary)*
Lead transit planner on the development of construction plans for Dalhousie and Crowfoot stations including development of both transit exchanges and park and ride.

SHORT & LONG RANGE PLANS

Victoria Transit Future Plan*
South of Fraser Area Transit Plan*

SYSTEM CAPACITY STUDIES

Whistler Service Review* (BC)
Squamish Service Review* (BC)
Skytrain Utilization Review (Vancouver)

TRANSIT OPERATIONAL REVIEWS

Comprehensive Review of Edmonton Transit
Provincial Operational Review Program* (BC Transit)

PERFORMANCE MEASURES

Greater Victoria Harbour Authority (BC 2013)
Strathcona County Transit Internal Process Mapping (Alberta 2013
Transit Effectiveness Program* (BC, 2009)
Victoria Regional Transit Annual Service Plans* (BC)
TransLink Service Standards Review*

TRANSIT FEASILBILITY

CRP – Transit Test Pilot (2014-15)
Regional Transit Governance and Transit Phase 1 (2013)

ACCESSIBILITY PLANNING

Access Transit* (TransLink)

TRANSIT AND EVENT OPERATIONS

- National Football League (2014)
- Edmonton Transit – Task Mapping for maintenance functions (2014)
- London 2012 Summer Olympics
- BBC Radio One Music Festival (LB Hackney, 2012)
- Vancouver 2010 Winter Olympics
- Whistler 2010 Winter Olympics

** denotes projects completed with other firms*

Michelle Orfield M.P.A.

Transit Planner

Over the past six years, Michelle has gained experience in short and long range planning, transit operations, public engagement, alternatives analysis and infrastructure development while working for transit systems ranging in size from one to three hundred vehicles. She specializes in multi-jurisdictional planning including gaps analysis, service efficiency reviews, corridor analysis and creating long term strategic plans that meet the diverse set of needs of each community. Having a degree in Urban Policy, she ensures the transit project meets local and federal requirements, and has a keen understanding of the interactive and dynamic relationship between land use and transit. Her in-depth knowledge of the day to day tasks and complexities required to smoothly operate transit systems enables her to create processes and plans that are realistic, technically feasible and have support from all stakeholders. She is passionate about transit and works collaboratively to find the right solution for each unique community.

EDUCATION

Bachelor of Arts, Urban Planning and Policy, DePaul University, Chicago, Illinois, 2005

Master of Public Administration, Public Policy, Drake University, Des Moines, Iowa, 2009

TRANSIT AGENCY EXPERIENCE

Program Development Manager, Des Moines Area Regional Transit Authority, Des Moines, Iowa, 2008-2009

Senior Planner, BC Transit, Victoria, BC, 2009-2013

PROJECT EXPERIENCE

Community / Long Range Transportation Plans

Long Range Transit Plan, Fort McMurray, Alberta

Long Range Transit Plan, Greater Bridgeport Region, Connecticut

Network Visioning, Edmonton, Alberta

Long Range Transit Plan*, Kelowna, British Columbia

Long Range Transit Plan*, Abbotsford, British Columbia

Long Range Transit Plan*, Fraser Valley Regional District, British Columbia

Long Range Transit Plan*, Victoria, British Columbia

Transit Planning

Calgary Regional Transit Service Pilot Project, Alberta

Greater Victoria Harbour Authority Cruise Ship Transit Operations Plan, British Columbia

BC Transit Senior Planner*, British Columbia

West Kelowna Efficiency Review*, West Kelowna, British Columbia

Abbotsford Efficiency Review*, Abbotsford, British Columbia

System Redesign*, Chilliwack, British Columbia

Multi-City Service Expansion*, Des Moines, Iowa

Transit Maintenance and Operations Facilities

Maintenance and Operations Facility Review*, Kelowna, British Columbia

Maintenance and Operations Facility Review*, Abbotsford, British Columbia
Bus Garage Extension*, Des Moines, Iowa

Rail Transit Design

SE Corridor Study, Calgary, Alberta

Bus Transit Design

Bus Rapid Transit*, Kelowna, British Columbia

** denotes projects completed with other firms*

Michelle Orfield M.P.A.

Transit Planner

Downtown Circulator Alternatives Analysis*, Des Moines, Iowa

Public Participation
Internal Planning, Charrette, Edmonton, AB

Transit Future Bus*, British Columbia

Transit Riders Advisory Committee*, Des Moines, Iowa

Service Reduction Public Consultation Strategy*, Des Moines, Iowa

Public Participation Plans*, British Columbia

Plans, Strategies and Frameworks
Transit Governance, Business and Funding Model Review, Calgary Region, Alberta

Transit Governance & Funding Review, Winnipeg, Manitoba

Feasibility of Creating a Regional Transit Authority, Calgary, Alberta

SMART Transit*, British Columbia

Regional Transit Funding Model, Calgary Region, British Columbia

Inter-Municipal Funding Model*, Fraser Valley, British Columbia

Inter-Regional Policy Development*, British Columbia

Transit Terminals and Stations
Chilliwack Park & Ride Preliminary Design, British Columbia

Westbank Exchange Review*, Kelowna, British Columbia

Systemwide Exchange Analysis*, Abbotsford, British Columbia

NW Park & Ride Strategy*, Des Moines, Iowa

DART Central Station*, Des Moines, Iowa

** denotes projects completed with other firms*

Joy Bhattacharya P.E.,PTOE

Senior Project Manager, Transportation

Mr. Bhattacharya is a Senior Project Manager with expertise in municipal traffic engineering, freeway operations, arterial system planning, circulation studies, traffic impact studies, traffic operations and simulation, Intelligent Transportation Systems, Systems Integration, general/specific plans, parking studies, corridor studies, expert witness testimony, transportation planning for major developments, geometric design, safety studies, and oversight of traffic signal system projects.

EDUCATION

M.S. Transportation Engineering/Operations Research, University of Delaware, Newark, Delaware, 2001

M.Eng Transportation Engineering, University of Tokyo, Tokyo, Tokyo, 1995

B.Tech (hons) Civil, Indian Institute of Technology, Kharagpur, West Bengal, 1992

REGISTRATIONS

Professional Engineer #71263 (inactive), Professional Engineers of Oregon

Professional Engineer #91600 (Inactive), Texas Board of Professional Engineers

Professional Engineer #68928, California Board for Professional Engineers, Land Surveyors, and Geologists

Professional Engineer #1103, Professional Traffic Operations Engineer

MEMBERSHIPS

Board of Directors, ITS-California, Intelligent Transportation Society of America

Board Member, Bay Area Section, Institute of Transportation Engineers

Member, Highway/Railway Active Controls Committee, Institute of Transportation Engineers

President, Bay Area Section, Institute of Transportation Engineers

PROJECT EXPERIENCE

Traffic Demand Management

Development of Planning Guidelines for 450 California Superior Court Buildings (Project Manager)

Joy was the Project Manager responsible for preparing the Parking and TDM guidelines for the California Superior Courts. The purpose of this document was to provide a guideline for the Superior Court's management team to plan for future parking needs at their facilities and also to identify adequate TDM measures for the existing court buildings throughout California. In order to prepare the guideline, Joy orchestrated parking survey and data collection at over 217 courthouses in California. Initially, general information was collected through questionnaire surveys that were distributed to facility managers of each courthouse. The information collected through these surveys provided information regarding the building size, number of employees in the courthouse, number of courtrooms in the facility, access to transit, and other related characteristics of the facility. Based on the initial responses, Joy and Administrative Office of California Courts (AOC) staff selected multiple representative court facilities for further in-depth analysis. The in-depth analysis included field surveys and also conducting questionnaire surveys for the courthouse employees and comprehensive at-the-door surveys of jurors and visitors. In addition to surveys, the project collected land use data around the court facilities and also conducted parking surveys at each facility. The facilities for comprehensive survey and field data collection were chosen based on size, setting (urban, suburban, large town, rural), and location within California. Regression analysis was conducted for the data gathering through various sources to identify the prime factors that influence parking demand, which could be related to availability of transit, geographical settings, and various other factors. Based on the analysis, a set of base recommendations for estimating parking demand with respect to the size of the courthouse and its geographic location was prepared. This was included in the guidelines to prepare for future construction of courthouse facilities. In addition to the recommendations for parking, Stantec staff detailed the effectiveness of various transportation demand management (TDM) alternatives available for court facilities to reduce parking demand. These guidelines were based on the land use data collected in the field at the various courthouses. Joy identified opportunities of sharing parking facilities with other

operations that are typically found next to courthouse facilities and are typically less utilized during the peak periods of courthouse operations. The TDM guidelines provided innovative ways to address parking demand and encourage various modes of transportation.

Bayer Campus, Berkeley (Project Manager)

Joy conducted a parking demand and TDM study for the Bayer Pharmaceutical Campus in Berkeley. The campus consists of 66 buildings (production, administration, laboratories, and warehousing). With over 1,500 employees arriving to work each day, Joy was responsible as the project manager to conduct a parking study for the campus with the primary goal of forecasting the demand and supply of parking under build-out (year 2015) conditions. Joy conducted a campus wide parking occupancy survey for existing conditions and parking occupancy analysis for demand under the build-out (2015) conditions

In addition to forecasting the demand, he was responsible to identify TDM measures such that employees and visitors could park while the campus is being renovated and expanded, which would limit overall parking opportunities within the campus.

Taking into account future needs and planned parking supply, the study concluded that the facilities would adequately serve Bayer employees in the years to come. However, innovative TDM measures were needed during the near term construction period.

Webster Street SMART Corridor Project*, Alameda County, CA (Project Manager)

Mr. Bhattacharya acted as the Project Manager for the Webster Street SMART Corridor Project. The project included the development of a TSP system to reduce travel time along five AC Transit lines; design of traffic signal coordination systems along Webster Street and Constitution Way/Lincoln Avenue; design of a new traffic signal at Webster/Pacific Avenues and signal modifications at five intersections; design and implementation of an Advance(VDS); design and implementation of a CCTV system;and implementation of an ATIS.

City of Alameda On-Call Traffic Engineering

As part of a traffic engineering services contract, we are currently assisting the city with traffic engineering and transportation planning services, including grant application, updating and reviewing City's model, upgrading signal plans and improving signal timings, design of pedestrian facilities, and developing transportation demand management plans.

San Francisco Municipal Transportation Agency On-Call, San Francisco, CA (Project Manager)

As part of City and County of San Francisco On-Call Transportation Engineering Services contract, Joy as the Project Manager is currently completing various transportation studies for development project in the City, including the 790 Pennsylvania Avenue Transportation Study, 525 Harrison Street Transportation Study and the Transportation Study for the 19-25 Mason Street and 2-16 Turk Street mixed-use development project. All the projects includes and thorough analysis for the existing conditions, existing conditions with project and 2040 cumulative conditions scenarios addressing the transportation elements of traffic conditions, transit operations, pedestrian and bicycle circulation, loading circulation, emergency vehicle access, parking conditions and circulation during construction activities. Another major component of all the studies is to identify the appropriate TDM measures for the project to reduce its impact on the environment, but reducing vehicular access to the development and also reducing the need for extensive parking areas.

City of Alameda, Citywide Development Impact Fee Nexus Study (Stantec PM)

Mr. Bhattacharya prepared the transportation elements for the City's comprehensive development impact fee that encompassed public facilities, parks, and transportation facilities to serve new development. The nexus study justified fees for new development within the city's existing urban areas and excluded new development at the former Naval Air Station (Alameda Point), which had its own impact fee. To separate existing and Alameda Point traffic from new development in the existing urbanized areas we used complex travel demand modeling using "select link" analyses, to establish a nexus and not double count the fee calculation.

** denotes projects completed with other firms*

Chris Colwick

Senior Project Manager

Years of Experience

- 17

Expertise

- Strategic Public Outreach Programs
- Planning, Design, and Production of Educational Materials
- Consensus Building for Effective Decision Making and Timely Agency Approvals

Education

- B.A. Environmental Studies and Economics, University of California, Santa Cruz

Work History

- Director of Programs and Services, Meals on Wheels of San Francisco, 2003 – 2004
- Program Assistant, San Francisco Food Bank, 2002 – 2003
- Content Analyst, EOExchange, Inc., March 2000 – October 2001
- Program Educator, Financial Planner and Counselor, Consumer Credit Counseling Service, 1996 –1999

Chris Colwick has 17 years of experience in fostering community relations and managing public outreach programs for urban development, transportation, and infrastructure projects. His expertise includes direct community outreach, stakeholder research and involvement, database design and implementation, and design and production of educational and public awareness materials. His proficiency in researching, writing, and designing educational materials for both technical and public audiences makes him instrumental in addressing audience concerns and suggesting appropriate impact mitigation and management solutions. Chris' strategic outreach programs help disseminate project awareness and benefits to every type of community setting, including regional, local, neighborhood, and stakeholder-specific. His efficiency in consensus building expedites the decision-making process resulting in easy and quick agency approvals and clearance.

Selected Project Experience

Project Manager, SF Muni Transit Effectiveness Project Public Outreach Program, San Francisco Municipal Transportation Agency

The Transit Effectiveness Project (TEP) represents the first comprehensive review of San Francisco's public transit system in over 25 years. Circlepoint was involved in the project from 2006 to 2008 and has been brought on again as the project moves through environmental review and implementation. At each stage of the project, Circlepoint provided the vital link in disseminating project information and then collecting and summarizing feedback from the public. Dissemination materials included fact sheets, e-newsletters, poster boards and direct mail notices. Key materials were translated in both Spanish and Chinese. Additionally, the website was developed to provide a wealth of information, with background articles, meeting agendas, meeting schedules, and pages in Spanish and Chinese.

Strategic Advisor, Muni Forward, San Francisco Municipal Transportation Agency (SFMTA)

The SFMTA has begun a comprehensive effort to modernize Muni by improving service for existing customers and increasing efficiency. The SFMTA hired Circlepoint to bring cohesion to the communications surrounding the many improvement projects and programs by creating an umbrella name and supporting campaign. Chris is responsible for the development of the overall strategic communications plan for the project. This plan includes multiple rounds of community meetings, in-person and online engagement, an interactive website, and social media. Chris led the creative effort, in close collaboration with SFMTA, to develop an umbrella brand, Muni Forward, to better communicate about the myriad projects and planning efforts underway to both improve the reliability of the transportation network in San Francisco and also improve the safety and comfort of customers both on and off transit. Chris and his team are creating a stronger internal understanding of SFMTA's initiatives through extensive in-reach for Muni Forward, while also engaging customers through multiple forums. Over the three-year life of the project, Circlepoint is ultimately assisting SFMTA in building consensus around the difficult trade-offs related to the allocation of limited roadway and sidewalk space to improve transportation throughout San Francisco.

Project Manager, Major Corridors Study Outreach, Alameda-Contra Costa Transit District

Chris is managing the outreach efforts around the Major Corridors Study, an effort by AC Transit to identify medium- and long-term improvements for the highest-

ridership corridors. The Major Corridors Study is evaluating the possible service levels – Enhanced Bus, Rapid Bus and Bus Rapid Transit – and seeks extensive community and rider input to help identify which service level will be most acceptable and feasible to construct. Chris is providing strategic advice, collateral development and outreach at public meetings and along each corridor.

Project Manager, East Bay Bus Rapid Transit Project Public Outreach Program, Alameda-Contra Costa Transit District
Chris is managing the development of strategic communication and outreach plans for AC Transit on their East Bay Bus Rapid Transit (BRT) Project. Circlepoint is organizing and implementing the notification regarding availability of the draft environmental document and conducting multiple public hearings and information sessions along the 17-mile BRT corridor. Project responsibilities also include preparation of a multi-lingual fact sheet for general distribution.

Project Manager, Community Based Transportation Plans for East San Jose and Milpitas, Santa Clara Valley Transportation Authority
Chris helped VTA (in conjunction with the Metropolitan Transportation Commission) conduct outreach to primarily low-income Spanish and Vietnamese and other transit-dependent communities in East San Jose to develop a community based transportation plan that identifies and prioritizes possible improvements. His work included developing an outreach strategy to reach a diverse mix of community members and included close coordination with local community based organizations. He also worked on a similar study and outreach effort in Milpitas to create a Milpitas-specific plan.

Project Manager, Mary Avenue Street Allocation Study, City of Sunnyvale
The Mary Avenue Street Space Allocation Study looked at different ways to accommodate motor vehicles, bicycles, pedestrians and transit along Mary Avenue between Fremont and Maude Avenues. The goal of the study was to develop a street design that promoted safer and more convenient access for all road users, including bicyclists, in accordance with the City of Sunnyvale Bicycle Plan and Policy for the Allocation of Street Space. Circlepoint managed the public outreach and environmental review for the project. Chris managed outreach to inform the public about the project and build consensus around a preferred solution. Outreach included two public meetings, a presentation to the Bicycle and Pedestrian Advisory Committee and website updates to share project information and announce meetings.

Project Manager, Highway 101 Greenbrae Corridor Improvement and Highway 101 Gap Closure Public Outreach Programs, Transportation Authority of Marin
Chris coordinated public outreach activities to present and review proposed transportation improvements to Highway 101. His responsibilities included developing and producing outreach materials, as well as organizing, preparing for and summarizing public meetings and documenting comments submitted by members of the public. He also was responsible for the presentation and discussion of noise reduction strategies and the multi-use path design for the Puerto Suello Hill segment of the 101 Gap Closure Project.

Jonathan Bair

Senior Project Associate

Years of Experience

- 12

Expertise

- Strategic Communications
- Social Media Strategy and Execution
- Public and Press Relations
- Public Transportation Marketing
- Residential and Commercial Real Estate

Education

- B.A. History, Reed College, Portland Oregon

Work History

- Social Media Director, Americans for Safe Access
- Communications Consultant, Downtown Oakland / Lake Merritt Uptown Community Benefit Districts
- Communications Consultant, Friendly Cab
- Project Consultant, 222 19th St LLC
- Project Consultant, Brog Properties
- Public Relations Associate, Forest City Residential West

Jonathan Bair has more than a decade of experience working in public communications from a strategic perspective. He has worked on high-profile and market-leading transportation and real estate projects in the public and private sectors. Jonathan crafts public relations strategies that incorporate new, alternative, and mainstream media approaches with complementary direct and social media strategies. Jonathan has worked in a project management and communications advisory capacity for real estate developers, political organizations, and public and private transportation providers. Jonathan is the former President of the Board of Walk Oakland Bike Oakland and was a presenter at the most recent California Walks conference.

Selected Experience

Senior Project Associate, Muni Forward, San Francisco Municipal Transportation Agency

Muni Forward, the public brand of the Transportation Effectiveness Project, is a comprehensive effort by the San Francisco Municipal Transportation Agency (SFMTA) and the San Francisco Controller's Office, initiated in 2006 to review and evaluate San Francisco's Muni transit system and recommend ways to modernize Muni by improving service for existing customers and increasing efficiency. Jonathan led the creation of a social media strategy, including writing posts, developing a schedule, and creating metrics for evaluation.

Senior Project Associate, East Bay Bus Rapid Transit Project Public Outreach, Alameda Contra Costa Transit District

The East Bay Bus Rapid Transit Project seeks to provide more efficient and reliable service to users and the local community. The project's implementation of dedicated bus-lanes, priority boarding, and advanced transit technology will provide residents of Oakland and San Leandro with a world-class transit system comparable to those around the world. Jonathan played a key role in community outreach and stakeholder meetings, as well as social media, during the project's design phase.

Account Manager, Bike Awareness Marketing Services, Orange County Transportation Authority

Jonathan managed the rebranding of OCTA's Active Transportation Program, developing new collateral such as a bike map and web resources, and coordinating Orange County's 2015 Bike to Work Week media and outreach campaign. Jonathan's team executed a $40,000 digital and print media campaign for bike events, resulting in an increase of over 1000 attendees at the OC Bike Festival (compared to the 2014 festival). The team also created an online application to encourage bicycling during Bike Month, reorganized OCTA.net's bike pages, produced popular collateral and giveaways for OCTA staff to use at community events, and produced a new, easy to use, pocket-sized OC Bikeways Guide in English and Spanish.

Senior Project Associate, Caltrain's Peninsula Corridor Electrification Project: Public Outreach for Environmental Impact Report (EIR)

The Peninsula Corridor Electrification Project (PCEP) is the centerpiece of Caltrain's Modernization Program, which has the goal of significantly boosting ridership and lowering operating expenses to meet long-term sustainability challenges. Jonathan played a key role on the Circlepoint team, providing outreach services for the environmental review process until its successful conclusion. Services included conducting public scoping meetings and hearings in the three counties served by

Caltrain; developing a variety of informational materials; supporting interagency coordination among a wide variety of jurisdictions; assisting Caltrain with social media; and engaging with corridor stakeholders and communities to raise awareness and increase participation during environmental review.

Senior Project Associate, Highway 4 Corridor Projects, CCTA
Circlepoint was brought in to assist the construction manager and CCTA with raising the level of public awareness of highway closures and other construction-related impacts. Jonathan developed and leads implementation of a social media strategy including a robust project presence on Twitter, which has increased press coverage of construction-related activities that impact the public.

Senior Project Associate, Caldecott Fourth Bore Public Information Office, Contra Costa Transportation Authority (CCTA)
Circlepoint was involved with this project from the early project planning phase and was the team responsible for conducting outreach and providing extensive public information services through construction. Jonathan supported the public information officer with public outreach and developing website content and informational materials, and assisted with the ribbon-cutting ceremony and publicizing the opening of the Bore to traffic.

Senior Project Associate, Real Time Rideshare Pilot Program, CCTA
The Real Time Rideshare Pilot Program is funded by the Metropolitan Transportation Commission (MTC) with the ultimate objective of reducing greenhouse gases generated by cars and other vehicles. Circlepoint is assisting Contra Costa Transportation Authority (CCTA) with the operation of the pilot project including the development and implementation of user and public communications. Jonathan composes email marketing campaigns, plans social media outreach, and develops press materials for the implementation of the Real Time Rideshare program.

Rafael Rangell
Project Coordinator

Expertise
- Transportation Planning
- Land Use Planning
- Community & Economic Development
- Data Analysis (Quantitative and Qualitative)
- Creative Design
- ArcGIS

Education
- B. A., Urban Studies University of California, Berkeley
- International Honors Program, "Cities in the 21st Century,' Sao Paulo and Curitiba, Brazil; Cape Town, South Africa; Hanoi, Vietnam; Spring, 2009

Work History
- Intern, San Francisco Planning & Urban Research Association, 2011 – 2012
- Intern, Cornerstone Partnership, 2011 – 2011
- Land Use Planning Intern, City of Berkeley, 2010 – 2011
- Development Intern, Lower 9th Ward NENA, 2010

Rafael is a communication professional with three years of experience providing communications services and public education support for complex projects. He helps implement comprehensive public participation programs by coordinating public events, preparing communications materials, and supporting the project team in preparing a wide range of deliverables.

Prior to joining Circlepoint, Rafael has served in a number of internships garnering skills in the fields of transportation and land use planning, as well as economic and community development. His three years of experience has encompassed work on domestic projects, as well as ones abroad.

Selected Project Experience

Project Coordinator, Muni Forward, San Francisco Municipal Transportation Agency
Following on the work done through the TEP, the SFMTA has begun a comprehensive effort to modernize Muni by improving service for existing customers and increasing efficiency. The SFMTA hired Circlepoint to bring cohesion to the communications surrounding the many improvement projects and programs by creating an umbrella name and supporting campaign. Rafael has assisted the project team with facilitating community meetings and maintaining project databases.

Project Coordinator, I-580 Express Lanes Public Outreach & Education, Alameda County Transportation Commission
The purpose of this project is to provide a full range of strategic public information and outreach services to support the forthcoming I-580 Express Lanes, slated to open in fall 2015. Circlepoint is assisting in the development and implementation of a strategic communications program with the goals of preparing and educating motorists for the changes coming to I-580, as well as promoting Alameda CTC as a leader in transportation innovation. Rafael has assisted the project team with building media and stakeholder lists.

Project Coordinator, Presidio Parkway Public Outreach Program, San Francisco County Transportation Authority
Circlepoint has managed the implementation of an extensive public involvement and strategic communication program for the Authority and Caltrans throughout the environmental process, evaluation of design alternatives, and implementation of this $1 billion construction project to replace the connection between the City of San Francisco and the Golden Gate Bridge. Rafael is an integral part of the communications team. His responsibilities include community outreach, website and social media content management, and informational materials development.

Project Coordinator, I-80 SMART Corridor Project, Caltrans
Circlepoint is working with Caltrans and project partners to inform motorists, elected officials, neighboring communities, transportation agencies and other stakeholders about what to expect during construction and systems testing of Intelligent Transportation Systems being implemented in the I-80 corridor. Rafael has assisted the project team with database management and development.

Project Coordinator, California Avenue Homes Construction Communications, Stanford University
Circlepoint is working with Stanford Faculty Staff Housing to develop University Terrace, a new community of homes for Stanford faculty that is currently under construction on 17 acres on California Avenue in Palo Alto. Rafael has supported the

project team with database management and community outreach.

Project Coordinator, Caltrain's Peninsula Corridor Electrification Project, Caltrain
The Peninsula Corridor Electrification Project (PCEP) is the centerpiece of Caltrain's Modernization Program, which has the goal of significantly boosting ridership and lowering operating expenses to meet long-term sustainability challenges. Rafael assisted with fact sheet development and material organization on the project website.

Project Coordinator, Building a Healthier San Francisco, Hospital Council of Northern and Central California
SFHIP is a partnership designed to harness the collective energy and resources of private non-profit hospitals, the San Francisco Department of Public Health, community clinics, non-profit providers, and advocacy groups to improve the health status of San Francisco residents. Rafael has assisted the project team with website maintenance and development.

Project Coordinator, California High-Speed Rail Project Public Outreach Program, California High-Speed Rail Authority
Circlepoint is currently assisting the Authority with public outreach associated with the EIR/EIS for the proposed high-speed train project for the Merced to Fresno and Sacramento to Merced sections. Rafael provides ongoing communications support for the San Jose to Merced and Merced to Fresno Central Valley Wye sections by responding to and documenting public inquiries, coordinating public meetings, participating in team coordination meetings, and updating and maintaining project materials, distribution lists, databases and project-specific programs used for tracking of key deliverables. He also assists with planning public meetings and developing outreach materials.

Amie Krager

Senior Graphic Designer

Years of Experience

- 7

Expertise

- Graphic Design
- Print Material & Collateral
- Brand Identity
- Web Design Layout
- Informational Graphics
- Environmental Graphics

Education

- B.F.A., Graphic Design, Academy of Art University, 2011
- B.A., Anthropology, California State University, Chico, 2005

Work History

- Graphic Designer, WildAid, 2011 – 2011
- Graphic Designer, Lewis & Williams, 2005 – 2007

Discovering the deeper meaning behind a message and being able to communicate it in a way that is not only clear, but also visually stimulating has always been an important goal for Amie. With a degree in Graphic Design and Anthropology, Amie has developed an understanding of how design can be a powerful aid in delivering important issues to specific audiences. She also enjoys creative problem solving while designing a product that is successful aesthetically and functionally. Her experience includes print work, branding and identity, illustration and information design, web layout and environmental signage. Amie also has experience designing State Park and museum interpretive and interactive panels.

Selected Project Experience

Graphic Designer, Transit Effectiveness Project, SFMTA

Amie provides graphic design support for SFMTA's Transit Effectiveness Project, developing many outreach pieces and notices for public meetings. Many of the pieces include layouts in multiple languages, route-specific graphics and maps, and targeted outreach language. Amie also helped develop branding for Muni Forward, which included a word mark, illustrations, flyer template and website layout design. She also created web banners for the SFMTA website.

Senior Graphic Designer, Muni Forward, San Francisco Municipal Transportation Agency

The SFMTA hired Circlepoint to bring cohesion to the communications surrounding the many improvement projects and programs by creating an umbrella name and supporting campaign. The team developed a new brand for the improvements, Muni Forward, and has launched a new outreach program to educate San Francisco residents about the range of projects and programs underway and planned for the future. Amie designed the project word mark and contributed to overall brand identity. She also designed numerous collateral pieces including flyers, postcards, posters, transit advertisements, web banners, buttons, stickers, T-shirts, and exhibit boards. Amie currently provides custom illustrations and assists with day-to-day collateral support.

Graphic Designer, 19th Avenue Corridor Study, San Francisco County Transportation Authority

Circlepoint developed and is implementing an outreach program for the 19th Avenue Corridor Investment Study planning process. The Study is exploring the feasibility of transit improvements along the southern portion of San Francisco's 19th Avenue and the surrounding area. Amie design a unique project brand for the project as well as a number of template materials, include exhibit boards, fact sheets, and presentations. Amie designed a unique brand identity for the project as well as a number of template materials, include exhibit boards, fact sheets, and presentations.

Graphic Designer, East Bay BRT, AC Transit

Amie developed many outreach pieces and notices for public meetings on AC Transit's East Bay Bus Rapid Transit project. Many of the pieces included layouts in multiple languages, route-specific graphics and maps, and targeted outreach language. Amie is also responsible for updating the AC Transit BRT fact sheet periodically. She also designed a flyer and Facebook graphics for the Artistic Enhancement project, which invited local artists to help enhance BRT stations in Oakland and San Leandro.

Graphic Designer, Geary Bus Rapid Transit Public Outreach Program, San Francisco County Transportation Authority

The Geary Bus Rapid Transit corridor entails transit improvements along Geary

Street – a key east-west link in San Francisco's transit priority network. Amie provided design support to the SFCTA for a number of materials, including a factsheet and exhibit boards. These materials are being used in public involvement and outreach activities, including public meetings, during preparation of the environmental document.

Graphic Designer, Bike Awareness Campaign, Orange County Transportation Authority (OCTA)
OCTA continuously encourages bicycling as a healthy and environmentally responsible transportation alternative and seeks ways to improve the transportation system to enhance safety and mobility for cyclists and pedestrians. Amie is supporting OCTA's Bike Awareness Campaign with the development and design of branding and identity for the campaign as well as design support for campaign collateral.

Graphic Designer, Highway 101 Greenbrae/Twin Cities Corridor Improvement Project, Transportation Authority of Marin and Caltrans
Circlepoint designed an outreach process to encourage broad community input during the Transportation Authority of Marin's (TAM) initial phase to evaluate options to address issues in the Highway 101 Greenbrae Corridor. Circlepoint continued to provide public outreach services for Caltrans during the PA/ED Phase of the project, including scoping and environmental review. Amie developed a number of graphics for the project, including presentation boards for public meetings and stakeholder interviews.

Graphic Designer, I-405 Environmental Phase Community Outreach Services, Orange County Transportation Authority
To account for increasing use, OCTA is widening much of I-405 within Orange County. Circlepoint is working with the agency to provide public outreach during the PA/ED and PS&E phases of the project. Amie is supporting OCTA with project branding and logo. Amie is also responsible for design and production of informational collateral, and presentation materials, as well as direct mailers and other outreach materials as needed.

Graphic Designer, California High-Speed Train System Project, California High Speed Rail Authority
The California High-Speed Rail project is an expected future high-speed rail system in the state of California. Amie's responsibilities include creating brochures, exhibit boards and postcards for public outreach efforts during the preliminary engineering and preparation of a project-specific environmental document for the San Jose to Merced segment of the California High-Speed Train System.

Graphic Designer, Highway 4, Contra Costa Transportation Authority
Circlepoint is expanding the existing communications program for the Highway 4 construction program, which encompasses multiple complex projects to improve safety and reduce traffic congestion along a heavily traveled corridor in East Contra Costa County. The work is also designed to accommodate the extension of BART to eastern Contra Costa County (e-BART). Amie designed the new project brand identity and the renewed website design. She also designs a range of materials for the project, including project maps and templates.

David Metz, President

FM3 Partner David Metz has provided opinion research and strategic guidance to hundreds of non-profit organizations, government agencies, businesses, and political campaigns in over 40 states since joining the firm in 1998.

Mr. Metz has conducted research on dozens of local transportation proposals across California. He regularly presents at meetings held by the Center for Transportation Excellence about developing effective strategies for passing transportation ballot measures; he has conducted issue-oriented research for organizations such as Transportation for America, TransForm, and the California Alliance for Jobs.

In 2014, Mr. Metz's polling helped to re-elect Oregon Governor John Kitzhaber and four members of Congress, and also guided successful ballot measures to legalize marijuana in Oregon and Washington, DC. In 2012, Mr. Metz's research helped a diverse variety of campaigns to success, including Prop 39, a California ballot measure to close a corporate tax loophole and fund clean energy programs; Pre-K for SA, San Antonio Mayor Julian Castro's ballot measure to fund early childhood education; and an independent expenditure campaign to elect Martin Heinrich to the U.S. Senate in New Mexico.

Mr. Metz has provided research to win some of the nation's most expensive and contentious ballot measure campaigns. These include all of the largest conservation finance measures in national history, including five successful statewide bond measures providing $15 billion to protect land and water in California, as well as major statewide measures in Florida, Maine, Minnesota, Iowa, Pennsylvania, Ohio, Nevada, New Jersey, Rhode Island and Oregon. In 2010, his research helped guide the campaign against California's Proposition 23 to an overwhelming victory with 62 percent of the vote, successfully defending the nation's strongest state law to reduce greenhouse gas emissions. His research on the issue of "regulatory takings" helped the environmental community reverse a string of ballot measure losses, winning five consecutive campaigns in California, Oregon, Washington, and Alaska.
Mr. Metz's other successful work on ballot measure campaigns has included tobacco prevention (California, Colorado, Florida, Nevada and Arizona), Indian gaming (Arizona and California), clean energy (California and Washington), early childhood education (Texas and Arizona), arts funding (Oregon and Minnesota), stem cell research (California and Missouri), and political reform (California and Illinois).

Mr. Metz has also specialized in providing community satisfaction, policy development and ballot measure feasibility surveys for major cities, including Oakland, Sacramento, San Francisco, and San José.

David Metz received his Bachelor's degree in Government from Harvard University, and his Master's in Public Policy from the Goldman School of Public Policy at the University of California-Berkeley. His writing on politics has appeared in *Campaigns & Elections* magazine, and in *Classifying by Race*, an edited volume on the role of race in American politics.

Curtis Below, Vice President and Chief Operating Officer

Curtis Below, Vice President and Chief Operating Officer at Fairbank, Maslin, Maullin, Metz & Associates, brought his broad professional experience in the public, nonprofit and private sectors to FM3 in 2007. Since joining the firm, he has provided qualitative and quantitative research and strategic advice to government agencies, non-profit organizations, businesses, and candidate and ballot measure campaigns at both the state and local levels.

While at FM3, Mr. Below has specialized in providing public financing, community satisfaction, and policy development surveys for cities, counties, school districts, and other local and regional government agencies, including StopWaste in the City of Alameda and the cities of San José and Sacramento. In the transportation sector, Mr. Below has most recently conducted research for the San Francisco Bay Area Rapid Transit District (BART) – including a study that tested the feasibility of various financing mechanisms for BART improvements – and the Metropolitan Transportation Commission (MTC) – including research on MTC's Clipper card program and FasTrak. Mr. Below has also provided research to numerous conservation organizations, among them the Environmental Defense Fund, the Nature Conservancy, the League of Conservation Voters, and the Trust for Public Land. Further, he has provided research for candidates seeking public office at the city, county, and state levels.

In the public sector, Mr. Below previously worked in the California State Legislature for then Assembly member Herb J. Wesson, Jr., specifically focusing on health, utilities and conservation issues. He also served as Vice-Chair on the City of Oakland's Public Ethics Commission, overseeing city laws regarding open records, public meetings, campaign financing and lobbyist registration. In the nonprofit sector, Mr. Below worked for the Environmental Defense Fund, focusing primarily on environmental health issues. In the private sector, Mr. Below was a co-founder and Vice President of Get Active Software, an Internet software and services company that provided online constituent mobilization and engagement tools for nonprofit organizations, including the AFL-CIO, American Lung Association, US Chamber of Commerce, the Humane Society of the United States and PBS.

Mr. Below received his Bachelor's degree in Geography/Environmental Studies from UCLA in 1994 and both his Master's of Public Policy and Master's of Public Health from UC Berkeley in 1998.

10 reasons to work with us

1 Global
Our clients say they value our distinctive global experience. With offices on three continents, we are able to learn from our global best practice.

2 Local
Local teams in all our markets bring our global expertise to your neighbourhood.

3 Quality
With the industry's most experienced transport consultants, strategic advice, expert opinion and technical excellence are the foundations of our company.

4 Trusted
We value our long-running relationships with clients. Our clients keep coming back to us; it tells us that we are doing the right thing.

5 Strategic
Big businesses, public sector, new technologies and changing markets. We believe in long-term solutions. We help our clients plan for the future.

6 Building partnerships
We believe in relationships. Building a culture of shared knowledge benefits us all.

7 The bigger picture
Our services go beyond transport to meet the wider needs of our economy, our environment and society.

8 Independent
Being an employee-owned business means we offer our clients unbiased and objective advice. We have no corporate affiliations and no obligation to downstream construction resources.

9 Innovative
Pioneer in the application of stated preference in transport research. Pioneer of techniques to measure economic impacts of transport investment. Pioneer in the use of mobile phone data in transport modelling. We always look to the future.

10 Personal
We love being in the transport business. Talk to us.