

**AGREEMENT BETWEEN
VENTURA COUNTY TRANSPORTATION COMMISSION
AND
IBI GROUP, A CALIFORNIA PARTNERSHIP
PROFESSIONAL AND SUPPORT SERVICES
TO UPDATE THE VENTURA COUNTY COMPREHENSIVE TRANSPORTATION PLAN
2021 - 2023**

This Agreement is by and between the Ventura County Transportation Commission, hereinafter referred to as VCTC, and IBI Group, A California Partnership, hereinafter referred to as CONSULTANT, to provide professional services to update the countywide Comprehensive Transportation Plan for Ventura County, as detailed in the Scope of Work and Project Proposal attached to this agreement.

RECITALS:

WHEREAS, VCTC adopted a countywide Comprehensive Transportation Plan in 2013, which is a long range policy document, built from community-based, local priorities and community-expressed need to enhance regional connections; and

WHEREAS, VCTC received a Sustainable Communities Grant from the California Department of Transportation, hereinafter referred to as CALTRANS, to update the Comprehensive Transportation Plan.

NOW, THEREFORE, it is mutually understood and agreed by VCTC and CONSULTANT as follows:

1. STATEMENT OF AGREEMENT

VCTC hereby engages CONSULTANT, and CONSULTANT hereby accepts such engagement, to provide professional services to update the Ventura County Comprehensive Transportation Plan. Contractor shall perform those services on the terms and conditions herein described, as set forth in Attachment 1 Scope of Work, to this agreement. Contractor hereby affirms that it has the professional qualifications, experience, and facilities to perform said services and hereby agrees to undertake and complete the performance thereof.

2. VCTC DESIGNEE

The VCTC Executive Director, or his designee, shall act for and exercise any of the rights of VCTC as set forth in this Agreement.

3. STATEMENT OF WORK

CONSULTANT shall perform the work necessary to update the Comprehensive Transportation Plan in a manner satisfactory to VCTC as set forth in Attachment A, entitled "Scope of Work," attached to and incorporated by this reference, incorporated in and made a part of this Agreement and as described in Attachment B, Proposal for Consultant Services dated February 5, 2021.

In the event of a conflict between any specific provision of this Agreement and any provision of Attachment A or Attachment B, the provisions of this Agreement shall prevail. In the event of any conflict between any provisions of Attachment A and Attachment B, the provisions of Attachment A shall prevail over conflicting

provisions of Attachment B. All work by the CONSULTANT shall be performed in a good and workmanlike manner.

4. TERM OF AGREEMENT

This Agreement shall commence upon March 1, 2021 and shall continue in full force and effect through February 28, 2023, unless earlier terminated as provided in this Agreement.

5. CHANGES IN THE WORK

The VCTC may, at any time, by written order to CONSULTANT make changes within the general Scope of Work, including but not limited to revising or adding to work or deleting portions thereof. Upon receipt of such notice of change to the Scope of Work, CONSULTANT shall immediately take all necessary steps to comply therewith and to minimize the incurrence of cost allocable to work eliminated or suspended.

6. COMPENSATION

6.1 - The total compensation payable to CONSULTANT, by VCTC, for the above stated services shall be in accordance with Table 1 below and as described in Contractor's proposal, Attachment B to the agreement. The VCTC shall not be obligated to pay CONSULTANT for any costs incurred in excess of this amount.

6.2 – CONSULTANT will bill VCTC monthly for reasonable expenses incurred during the month. VCTC will pay CONSULTANT within thirty (30) days of receipt of invoice and monthly progress report. Each invoice shall be supported by an itemized statement of costs claimed to have been incurred by CONSULTANT in the performance of the Agreement during the period covered by such invoice.

6.3 - CONSULTANT and any subcontractors agree to comply with (a) Contract Cost Principles and Procedures, 48 CFR, Federal Acquisition Regulations System, Chapter 1, Part 31, et seq., shall be used to determine the allowability of individual Project cost items and (b) all parties shall comply with Federal administrative procedures in accordance with 2 CFR, Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. Every sub-recipient receiving Project funds as a sub-recipient, contractor, or subcontractor under this RGA shall comply with Federal administrative procedures in accordance with 2 CFR, Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards to the extent applicable.

7. PROGRESS AND COMPLETION

CONSULTANT shall commence upon March 1, 2021 upon written authorization of the VCTC to proceed. All work under this contract must be completed no later than February 28, 2023, and no extensions will be approved, in accordance with the Caltrans Sustainable Communities Grant Restricted Grant Agreement. CONSULTANT will provide to VCTC monthly progress reports, which include a summary of the work completed for each task during the billing period.

8. KEY PERSONNEL

The Project Manager for the project shall be William Delo. This individual is considered essential to the work being performed under this Agreement; substitution for this individual will not be made without the prior written consent of the VCTC.

9. ASSIGNMENT AND SUBCONTRACTING

9.1 - This Agreement is for professional services and CONSULTANT may not assign its rights under this Agreement nor delegate the performance of its duties without the VCTC's prior written consent.

9.2 - CONSULTANT shall complete all professional services under this Agreement and as set forth in Attachment A. CONSULTANT may assign duties to another subcontractor upon prior written consent of the VCTC. Any assignment or delegation without VCTC's prior written consent shall be void.

10. CHANGES

10.1 - By written notice or order, VCTC may, from time to time, order work suspension or make changes in the general scope of this Agreement in any one or more of the following:

1. Description of services to be performed.
2. Time of performance (i.e. hours of the day, days of the week, etc.).
3. Place of performance of the services.
4. Drawings, designs, or specifications when the supplies to be furnished are to be specially manufactured for VCTC in accordance with the drawings, designs, or specifications.
5. Method of shipment or packing of supplies.
6. Place of delivery.

10.2 - If any such change causes an increase or decrease in the maximum obligation, or in the time required for performance of any part of the work under this Agreement, whether or not changed by the order, or otherwise affects any other terms and conditions of this Agreement, VCTC may, in its reasonable discretion, make an equitable adjustment in the (1) maximum cumulative payment obligation, (2) delivery schedule, and (3) other affected terms.

10.3 - CONSULTANT shall promptly notify VCTC of any monetary adjustment required by the paragraph above and assert its claim for adjustment within thirty (30) days after receipt of the written order.

11. BREACHES AND DISPUTE RESOLUTION PROCEDURE

11.1 - DISPUTES. Disputes arising in the performance of this Agreement which are not resolved by agreement of the parties shall be decided in writing by the authorized representative of VCTC. This decision shall be final and conclusive unless within ten (10) days from the date of receipt of its copy, the CONSULTANT mails or otherwise furnishes a written appeal to VCTC. In connection with any such appeal, the parties shall agree to mediate or arbitrate the dispute using JAMS/Endispute or such other entity or person agreed upon by the parties and by following such entity's rules and procedures before filing an action in any court of law.

11.2 - PERFORMANCE DURING DISPUTE. Unless otherwise directed by VCTC, CONSULTANT shall continue performance under this Agreement while matters in dispute are being resolved.

11.3 - CLAIMS FOR DAMAGES. Should either party to the Agreement suffer injury or damage to person or property because of any act or omission of the party or of any of its employees, agents or others for whose acts it is legally liable, a claim for damages therefore shall be made in writing to such other party within a reasonable time after the first observance of such injury or damage.

11.4 - RIGHTS AND REMEDIES. The duties and obligations imposed by this Agreement and the rights and remedies available thereunder shall be in addition to and not a limitation of any duties, obligations, rights and remedies otherwise imposed or available by law. No action or failure to act by VCTC or CONSULTANT shall constitute a waiver of any right or duty afforded any of them under the Agreement, nor shall any such

action or failure to act constitute an approval of or acquiescence in any breach thereunder, except as may be specifically agreed in writing.

Nothing in this Article shall be construed to preclude the party who failed to prevail in mediation or arbitration from filing a civil action for resolution of the controversy, dispute, or claim; provided however, that no civil action shall be filed prior to conclusion of the mediation conducted as set forth above.

12. RELATIONSHIP OF THE PARTIES

Both parties to this agreement agree that the relationship of the parties shall be that CONSULTANT is an independent CONSULTANT and shall represent the will of VCTC only as to the results of the subject matter of this contract, and not as to the manner in which the services herein are performed, except as provided in Attachment A. CONSULTANT shall have complete control and responsibility over the details and performance of the services herein required to complete the agreement, and in no event shall CONSULTANT be considered an officer, agent, servant or employee of VCTC.

13. INSURANCE

CONSULTANT shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of that work by the CONSULTANT, his or her agents, representatives, employees or subcontractors.

13.1 MINIMUM SCOPE AND LIMIT OF INSURANCE

Coverage shall be at least as broad as:

1. **Commercial General Liability (CGL):** Insurance Services Office Form CG 00 01 covering CGL on an "occurrence" basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than **\$2,000,000** per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.
2. **Automobile Liability:** ISO Form Number CA 00 01 covering any auto (Code 1), or if Contractor has no owned autos, hired, (Code 8) and non-owned autos (Code 9), with limit no less than **\$2,000,000** per accident for bodily injury and property damage.
3. **Workers' Compensation:** as required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limit of no less than **\$1,000,000** per accident for bodily injury or disease.
4. **Professional Liability (Errors and Omissions):** Insurance appropriate to the CONSULTANT's profession, with limit no less than \$2,000,000 per occurrence or claim.

If the CONSULTANT maintains higher limits than the minimums shown above, Ventura County VCTC requires and shall be entitled to coverage for the higher limits maintained by the CONSULTANT. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the VCTC.

13.2 Other Insurance Provisions

The insurance policies are to contain, or be endorsed to contain, the following provisions:

a. Additional Insured Status

VCTC, Caltrans, their officers, officials, employees, agents and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of the Contractor including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Contractor's insurance (at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 if a later edition is used).

b. Primary Coverage

For any claims related to this contract, the Contractor's insurance coverage shall be primary insurance as respects VCTC, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by VCTC, its officers, officials, employees, or volunteers shall be excess of the Contractor's insurance and shall not contribute with it.

c. Notice of Cancellation

Each insurance policy required above shall provide that coverage shall not be canceled, except with 30 days' notice to VCTC.

d. Waiver of Subrogation

CONSULTANT hereby grants to VCTC a waiver of any right to subrogation which any insurer of said CONSULTANT may acquire against the VCTC by virtue of the payment of any loss under such insurance. CONSULTANT agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the VCTC has received a waiver of subrogation endorsement from the insurer.

e. Self-Insured Retentions

Self-insured retentions must be declared to and approved by VCTC. VCTC may require the CONSULTANT to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention.

Further, if the CONSULTANT's insurance policy includes a self-insured retention that must be paid by a named insured as a precondition of the insurer's liability, or which has the effect of providing that payments of the self-insured retention by others, including additional insureds or insurers do not serve to satisfy the self-insured retention, such provisions must be modified by special endorsement so as to not apply to the additional insured coverage required by this agreement so as to not prevent any of the parties to this agreement from satisfying or paying the self-insured retention required to be paid as a precondition to the insurer's liability.

f. Acceptability of Insurers

Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A:VII, unless otherwise acceptable to VCTC.

g. Claims Made Policies

If any of the required policies provide claims-made coverage:

1. The Retroactive Date must be shown and must be before the date of the contract or the beginning of contract work.
2. Insurance must be maintained, and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.
3. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, the CONSULTANT must purchase "extended reporting" coverage for a minimum of five (5) years after completion of work.

h. Verification of Coverage

CONSULTANT shall furnish VCTC with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by VCTC before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the CONSULTANT's obligation to provide them. VCTC reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

i. Subcontractors

CONSULTANT shall require and verify that all subcontractors maintain insurance meeting all requirements stated herein, and CONSULTANT shall ensure that VCTC is an additional insured on insurance required from subcontractors. For CGL coverage, subcontractors shall provide coverage with a form at least as broad as CG 20 38 and CG 20 40.

j. Special Risks or Circumstances

VCTC reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

14. TERMINATION

14.1 - VCTC may terminate this Agreement, in whole or in part, for convenience at any time by written notice to CONTRACTOR. Upon receipt of notice of termination, CONTRACTOR shall stop work under this Agreement immediately, to the extent provided in the notice of termination, and shall promptly submit its termination claim to the Executive Director for work performed up to the time of termination, CONTRACTOR shall be paid: (i) the full price for completed and approved sites under Task A through D and Administrative Tasks, as well as Task F, (ii) for hours worked and costs incurred under Task E for costs incurred for Special Projects, as well as reasonable termination costs, up to the maximum amount payable under this Agreement. CONTRACTOR shall take all reasonable steps to minimize termination costs. If CONTRACTOR has any property in its possession belonging to VCTC, CONTRACTOR will account for the same, and dispose of it in the manner VCTC directs.

14.2 - If CONTRACTOR becomes insolvent, assigns or subcontracts the work without VCTC's prior approval, does not deliver the work specified in this Agreement or fails to perform in the manner called for, or fails to comply with any other material provision of this Agreement, VCTC may terminate this Agreement for default. Termination shall be effected by serving a ten (10) day advance written notice of termination on CONTRACTOR, setting forth the manner in which CONTRACTOR is in default. If CONTRACTOR does not cure the breach or propose a plan and schedule for curing the breach acceptable to VCTC within the ten (10) day period, VCTC may terminate this Agreement. VCTC shall pay the CONTRACTOR for completed work as described above, except that (i) in no event shall VCTC be required to compensate the CONTRACTOR for defaulted work, and (ii) any amounts paid shall be offset by any costs incurred by VCTC to correct or complete work required under this agreement, including the difference between

CONTRACTOR's price for this agreement and any higher price paid to another contractor retained to complete the work.

15. INDEMNIFICATION

15.1 - The parties intend for each party to bear responsibility for its acts and omissions in relation to this Agreement. Accordingly, CONSULTANT and VCTC each hereby agree to indemnify and hold the other party and its respective commissioners, directors, officers, agents, and employees harmless from any and all claims, demands, suits, loss, damages, injury, and/or liability, direct or indirect (including any and all costs and expenses in connect therewith), incurred by reason of any act or failure to act on the part of the indemnifying party or its respective commissioners, directors, officers, agents, employees and/or subconsultants under or in connection with this Agreement.

15.2 - If either party to this Agreement claims a right to be indemnified pursuant to this Article 15, it shall send written notice to the indemnifying party as promptly as practicable, but in any event within 10 days of such indemnified party's becoming aware of such claim. Upon receipt of such request, the indemnifying party shall assume the cost, expense and risk to defend any and all claims, actions, suits, or other legal proceedings brought or instituted against the indemnified party, its commissioners, directors, officers, agents, and/or employees, arising out of such act or failure to act. Failure of the indemnified party to so notify the indemnifying party will not relieve the indemnifying party from any liability arising under this Article 15 unless the failure to so notify the indemnifying party materially prejudices the indemnified party's ability to assert defenses or counterclaims available to it.

16. CONSULTANT COMPLIANCE WITH TERMS OF RESTRICTED GRANT AGREEMENT 74A1238.

16.1 – CONSULTANT shall comply with the obligations applicable to VCTC consultants as set forth in Sections 21 (Nondiscrimination Clause) and 22 (Retention of Records/Audits) of the Restricted Grant Agreement No. 74A1238, a copy of which is attached hereto as Attachment B.

17. AUDIT AND INSPECTION OF RECORDS

After receipt of reasonable notice and during the regular business hours of CONSULTANT, CONSULTANT shall provide VCTC, or agents of VCTC, such access to CONSULTANT's books, records, payroll documents and facilities as VCTC deems necessary to examine, audit and inspect all accounting books, records, work data, documents and activities directly related hereto. VCTC shall utilize the services of an outside Certified Public Accounting firm to review CONSULTANT's cost data. CONSULTANT shall maintain such books, records, data and documents in accordance with generally accepted accounting principles and shall clearly identify and make such items readily accessible to such parties during CONSULTANT's performance hereunder and for a period of three (3) years from the date of final payment by VCTC hereunder.

18. FEDERAL, STATE AND LOCAL LAWS

CONSULTANT warrants that in the performance of this Agreement, it shall comply with all applicable federal, state and local laws, regulations, and all orders and rules promulgated thereunder.

19. EQUAL EMPLOYMENT OPPORTUNITY

In connection with its performance under this Agreement, CONSULTANT shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, age or national origin. CONSULTANT shall take affirmative action to ensure that applicants are employed, and that employees are treated during their employment, without regard to their race, religion, color, sex, age or national origin.

Such actions shall include, but not be limited to, the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.

20. PROHIBITED INTERESTS

CONSULTANT covenants that, for the term of this Agreement, no director, member, officer or employee of VCTC during his/her tenure in office or for one (1) year thereafter shall have any interest, direct or indirect, in this Agreement or the proceeds thereof.

21. OWNERSHIP OF REPORTS AND DOCUMENTS

The originals of all letters, documents, reports and other products and data produced under this Agreement shall be delivered to, and become the property of VCTC. Copies may be made for CONSULTANT's records but shall not be furnished to others without written authorization from VCTC. Such deliverables shall be deemed works made for hire and all rights in copyright therein shall be retained by VCTC.

22. PATENT AND COPYRIGHT INFRINGEMENT

21.1 - In lieu of any other warranty by VCTC or CONSULTANT against patent or copyright infringement, statutory or otherwise, it is agreed that CONSULTANT shall defend at its expense any claim or suit against VCTC on account of any allegation that any item furnished under this Agreement or the normal use or sale thereof arising out of the performance of this Agreement, infringes upon any presently existing U.S. letters patent or copyright and CONSULTANT shall pay all costs and damages finally awarded in any such suit or claim, provided that CONSULTANT is promptly notified in writing of the suit or claim and given VCTC, information and assistance at CONSULTANT's expense for the defense of same. However, CONSULTANT will not indemnify VCTC if the suit or claim results from: (i) VCTC's alteration of a deliverable, such that said deliverable in its altered form infringes upon any presently existing U.S. letters patent or copyright; or (ii) the use of a deliverable in combination with other material not provided by CONSULTANT when such use in combination infringes upon an existing U.S. letters patent or copyright.

21.2 - CONSULTANT shall have sole control, in consultation with VCTC, over the defense of any such claim or suit and all negotiations for settlement thereof. CONSULTANT shall not be obligated to indemnify VCTC under any settlement made without CONSULTANT's consent or in the event VCTC fails to cooperate in the defense of any suit or claim, provided, however, that said defense shall be at CONSULTANT's expense. If the use or sale of said item is enjoined as a result of such suit or claim, CONSULTANT, at no expense to VCTC, shall obtain for VCTC the right to use and sell said item, or shall substitute an equivalent item acceptable to VCTC and extend this patent and copyright indemnity thereto.

23. GRANT OF LICENSE

VCTC acknowledges that all intellectual property and proprietary rights of any type whatsoever, including without limitation all patent rights, copyright rights, trade secrets and/or know-how, contained in or used by any hardware, software, and firmware provided to VCTC hereunder or used or developed by CONSULTANT to provide services to VCTC under this Agreement (collectively the "CONSULTANT Proprietary Rights") belong solely and exclusively to CONSULTANT. Nothing contained in this Agreement shall be construed to convey any rights or proprietary interest in CONSULTANT'S Proprietary Rights to VCTC, except as specifically granted herein. CONSULTANT hereby grants to VCTC a non-exclusive, non-transferable, royalty free license to use the software provided by CONSULTANT in CONSULTANT's performance of its obligations hereunder for the term of this Agreement.

24. FORCE MAJEURE

24.1 - Any event beyond the control of CONSULTANT and not due to an act or omission of CONSULTANT that materially and adversely affects CONSULTANT's obligations and which event (or the effects of which event) could not have been avoided by due diligence and use of reasonable efforts by CONSULTANT shall be deemed a "Force Majeure Event", including the following:

1. Any earthquake, hurricane, flood or other natural disaster;
2. Any epidemic, blockade, rebellion, war, riot, act of sabotage or civil commotion, disastrous or extensive fire or explosion, or strike;
3. The suspension, termination, interruption, denial or failure to obtain, renew or amend any permit VCTC is responsible for obtaining;
4. Any change in a governmental rule or regulation, or change in the judicial or administrative interpretation of a governmental rule or regulation, or adoption of any new governmental rule or regulation that by its nature imposes additional costs or delays on CONSULTANT and that was not reasonably foreseeable at the Proposal Date; and
5. Any lawsuit seeking to restrain, enjoin, challenge or delay completion of the Project or the granting or renewal of any governmental approval.

24.2 - CONSULTANT shall give notice in writing to VCTC within five (5) days of the date CONSULTANT or its employees or agents became aware, or should have reasonably become aware, that a Force Majeure Event would prevent or delay CONSULTANT's performance. Such notification shall: (i) describe fully such Force Majeure Event(s) and its effect on performance, (ii) state whether performance under this Agreement is prevented or delayed, and (iii) if performance is delayed, state a reasonable estimate of the duration of the delay.

24.3 - CONSULTANT shall have the burden of proving that a Force Majeure Event(s) delayed or prevented its performance despite its diligent efforts to perform and shall produce such supporting documentation as VCTC may reasonably request.

24.4 - If it is determined by VCTC that CONSULTANT's delay or failure to perform resulted from a Force Majeure Event, VCTC, after setting up a new delivery or performance schedule, may allow CONSULTANT to continue work, or treat the failure to perform as a termination for convenience in accordance with Article 14 of this Agreement.

25. ATTORNEY FEES

In the event any dispute results in the use of ADR or the filing of an action in any court of law to enforce any rights under this Agreement, the prevailing party shall be entitled to its reasonable attorneys' fees and costs, in addition to any other relief granted.

26. NOTICES

All notices to VCTC under this agreement shall be in writing and sent to:

Mr. Darren Kettle
Executive Director
Ventura County Transportation Commission
751 E. Daily Drive, Suite 420
Camarillo, CA 93010

All notices to CONSULTANT under this agreement shall be in writing and sent to:

Mr. William Delo
Managing Principal
IBI Group
18401 Von Karman Avenue, Suite 300
Irvine, CA 92612

This Agreement shall be made effective upon execution by both parties.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed on the date first above written.

IBI GROUP, A CALIFORNIA
PARTNERSHIP

VENTURA COUNTY TRANSPORTATION
COMMISSION

David Chow
US Infrastructure Director

Kelly Long
Chair

William Delo
Managing Principal

APPROVED AS TO FORM:

Steven Mattas
General Counsel

Attachment A – Scope of Work

1. Project Initiation

Project initiation will involve an initial series of meetings and actions to finalize project scope and convene major project initiators, including a consultant, VCTC, and Caltrans.

Task 1.1: Project Team Meeting

- 1.1 Project kick-off with VCTC and consultant to discuss project expectations, timeline, invoicing, and other relevant project management information. Meeting notes will be documented.

Task 1.2: Community Needs Assessment & Existing Conditions Report

- 1.21 Gather existing conditions and background data to identify previous CTP implementation progress, improvement opportunities, and potential constraints for further implementation. The Existing Conditions Memo should incorporate best practices in gathering and analyzing existing conditions and background data, such as growth scenario-based model runs, origin-destination mapping, assessing congestion and traffic impacts from cross jurisdictional commuting, vehicle miles travelled per capita by trip type by jurisdiction, telework/telecommute impacts, transit service, collision data, and infrastructure conditions.
- 1.22 Complete a community needs assessment, with emphasis on identifying unmet needs of regional plans related to transportation and underrepresented and disadvantaged communities, equity and access to transportation infrastructure and services.

Task #	Deliverable
1.1	Project Meeting Notes
1.2	Community Needs Assessment & Existing Conditions Memo

2. Outreach Framework

Outreach will be a primary focus of the CTP update, and VCTC will build upon previous outreach efforts to establish and strengthen Local Advisory Groups and an outreach framework of best practices. All meetings will be publicly noticed with additional targeted outreach through community groups and local media channels. As a result of the COVID-19 pandemic, the original plans and methodology for in-person meetings and workshops has shifted. All meetings will still be publicly noticed with additional targeted outreach through community groups and local media channels. However, meetings are proposed to occur online using innovative new strategies for the best possible engagement.

If conditions should change during the study period that allow for public gatherings, in-person meetings will be resumed if feasible. Outreach and public notices will be in English and Spanish with a translator present at all meetings and workshops. Additional targeted efforts will be made to provide listening sessions with Native American Tribal Governments and other EJ communities.

Task 2.1: Regional Advisory Group Convened

- 2.11 Consultant will engage with VCTC to identify and convene a Regional Advisory Group to provide a countywide perspective and guidance in plan development and assist in the creation of Local Advisory Groups.

Task 2.2: Local Advisory Groups Identified

- 2.21 Consultant will engage with VCTC and Regional Advisory Group to identify community leaders, target outreach groups (Task 1.2: Community Needs Assessment), and key stakeholders to identify

Local Advisory Groups to serve as primary outreach gateways to local communities and interest groups and provided guidance in development of the Plan to address local communities' needs. As part of the Outreach Framework process, VCTC and the Consultant will develop an extensive outreach database of key stakeholder groups as follows:

• VCTC Commissioners	• Elected Officials
• Neighborhood Organizations	• Local Transit Providers
• Transportation Advocates	• Native American Tribal Representatives
• Businesses and Large Employers	• Active Transportation Advocates
• Staff from Local Jurisdictions and Partner Agencies	• Environment and Natural Resource Advocates
• Open Space Advocates	• Non-profit and Social Service Agencies
• Members of Underserved/Disadvantaged Communities	• Chambers of Commerce and Small/Local Business Organizations
• Youth and Families	

Task 2.3: Public Outreach Framework

- 2.31 Consultant will prepare a draft outreach framework of best outreach practices and techniques, including best practices for virtual meetings due to the COVID-19 pandemic prior to the first meeting of Local Advisory Groups (Task 3.1). The framework will iterate from attendee feedback in outreach meetings for a final outreach document included in the Plan appendices.

Task 2.4: Interagency Outreach

- 2.41 Consultant will perform outreach to local agencies (cities, counties, transit agencies, etc.) to identify any existing or upcoming updates to relevant housing, transportation, and existing land use plans. (e.g., County and City General Plan Housing Elements, Safety Elements, Environmental Justice Elements, Climate Action and Adaptation Plans) that will inform the CTP update.

Task #	Deliverable
2.1	Regional Advisory Group Convened
2.2	List of 8-10 Local Advisory Groups & Members
2.3	Draft Outreach Framework Document
2.4	List of Existing and Planned Housing, Transportation, Climate, and Land Use Plans/Policies Relevant to CTP

3. Public Workshops and Meetings

Task 3.1: Community Listening Session/Workshops #1

- 3.11 One presentation at each Local Advisory Group (8-10) on the existing CTP status, update process, and initial opportunity for input to develop a shared visioning of Plan. These virtual workshops will introduce the project to the public, define project parameters, inform the community of project opportunities and constraints, and solicit opinions from the community to shape development of the draft plan.
- 3.12 Up to 10 meetings will be held online via telecommunication platform (such as Zoom), or if possible, at a primary outreach facilitates in each of the local communities (Camarillo, Conejos Valley, Moorpark, Ojai, Oxnard, Port Hueneme, Simi Valley, Fillmore, Santa Paula, and Ventura) to gain guidance in development of the Plan and to address local communities' needs. The meetings will follow local and state COVID-19 safety and health protocols. The workshops and meetings are planned to occur online unless in-person meetings become acceptable by local and state health guidelines.

- 3.13 Attendees will be surveyed for outreach methods at each workshop and the public outreach framework will be updated with results.

Task 3.2: Community Workshops #2

- 3.21 Online interactive multi-lingual workshops with each Local Advisory Group incorporating graphic presentations, open house style discussions (if allowable), and interactive feedback such as clicker technology (or online polling) and facilitated breakout groups to present project scenarios and identified opportunities. Workshops will be designed to gain a countywide perspective and guidance in plan development.
- 3.22 Participatory budgeting and visioning process to identify priority projects and issues.
- 3.23 Continue to solicit feedback from the community to shape Task 4.1, Draft CTP Update. Attendees will be surveyed for outreach methods at each workshop and the public outreach framework will be updated with results.
- 3.24 Report summarizing outreach efforts and results to date.

Task 3.3: Community Workshops #3

- 3.31 Opportunity for community feedback on the draft plan, developed in Task 4.1.
- 3.32 Online round table discussion and interactive digital feedback to identify recommended changes or additions to the draft Plan.
- 3.33 Report summarizing outreach efforts and results to date.

Task 3.4: Digital Outreach

- 3.41 Website with dual functionality as communication hub for planning and outreach efforts as well as public information portal for engaged stakeholders (Spanish and English).
- 3.42 Social media outreach campaign (Twitter, Instagram, Facebook) with the purpose of increasing age diversity of community engagement (Spanish and English).
- 3.43 Op-eds, press releases, and traditional outreach to increase knowledge of and participation in update process. (Up to 20, Spanish and English).

Task 3.5: Focused Outreach & Interviews

- 3.51 Review of community workshop online attendance and participation in digital engagement efforts and Task 1.2 (Community Needs Assessment) to verify focus communities' representation in plan development.
- 3.52 Identify issues to participation and perform additional targeted survey outreach to priority communities for feedback including identified disadvantaged communities and tribal governments. Update outreach framework as needed.
- 3.53 Develop a virtual toolkit and lesson plan for teachers to use with middle and/or high school students to learn about transportation in our county, and to gather feedback on transportation challenges and ideas from youth and families.

Task #	Deliverable
3.1	PowerPoint Presentation, Workshop Summary, Photos, Shared Visioning Statement
3.2	PowerPoint Presentation, Workshop Summary, Photos
3.3	Workshop Summary, Feedback Notes, Photos
3.4	Bilingual Interactive Website, Social Media Outreach Summary, Survey and Print Media Outreach Summary
3.5	Focused Outreach Notes and Feedback, Virtual toolkit and lesson plan

4. Comprehensive Transportation Plan Update

Task 4.1: Draft Update

- 4.11 Based on the community and agency input from Task 2, a draft report will be prepared. The draft report will be presented at Workshop #3 for public comment.
- 4.12 During plan drafting consultant will produce chapters of each of the following sections as milestones for review during the process.
- Visions, Goals, Scope
 - Connection to Existing Plans (Housing, Land Use, Transportation)
 - Existing Conditions, Current and Anticipated Issues
 - Outreach, Equity, and Affected Communities
 - Local Projections and Scenarios
 - Community Effects (HPI, VMT, Housing, GHG, Climate Change, etc.)
 - Findings and Recommendations
 - Funding and Implementation Strategies
 - Solutions and Performance Measures

Task 4.2: Present Draft to VCTC Commission

- 4.21 Based on the outreach summary report from Task 3.2: Community Workshops, and draft CTP plan from Task 4.1, a PowerPoint informational update will be presented to the VCTC Commission, including update on project status, timeline, and public feedback.

Task 4.3: Joint Committee Meeting

- 4.31 Coordinate a joint session among the VCTC committees to review the draft CTP update. Solicit feedback, respond to any questions, and resolve any critical issues.

Task 4.4: Final CTP

- 4.41 Complete the final report that addresses the comments given from Joint Committee Meeting and final round of community workshops. An ADA accessible electronic copy of the final report will be submitted to Caltrans. The final report shall credit the FTA, FHWA, or Caltrans' financial contribution on the cover or title page.

Task 4.5: VCTC Commission Meeting

- 4.51 Presentations summarizing CTP update efforts and final CTP.
- 4.52 Presentations at the VCTC Commission meeting. Resolution of any critical issues and second hearing if necessary.
- 4.53 Action taken by VCTC Board to Adopt/Accept/Reject final Comprehensive Transportation Plan.

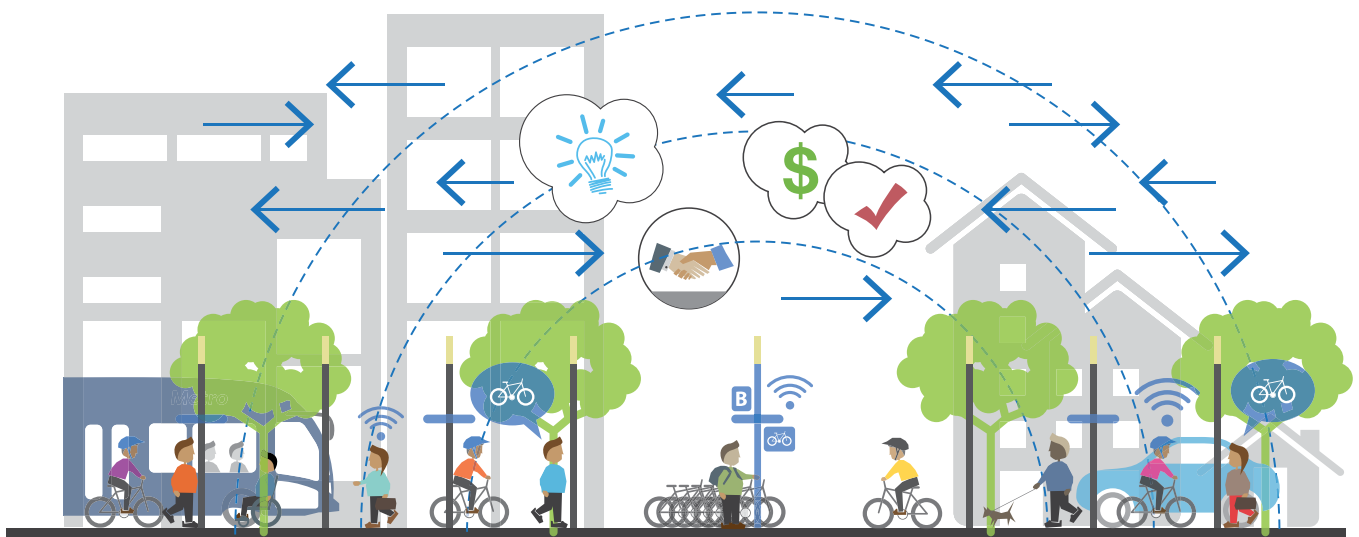
Task #	Deliverable
4.1	Draft Report, Section Milestone Chapters
4.2	PowerPoint Presentation
4.3	Joint Committee Feedback Notes
4.4	Final Draft Report
4.5	Presentation, Final Report

Project Schedule

The Consultant shall complete the CTP update within 24 months of Notice to Proceed. The Consultant shall include a draft study schedule in their proposal and a final schedule within thirty (30) days of Notice to Proceed. In accordance with provisions of the Grant Award, the CTP update must be finalized no later than February 28, 2023, and no extensions will be allowed.



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Consultant Services to Update the Ventura County Comprehensive Transportation Plan

Submitted to **Ventura County Transportation Commission**
By **IBI Group** with **KTUA, KPA, Access Planning**

FEBRUARY 5, 2021



IBI Group
18401 Von Karman Avenue, Suite 300
Irvine CA 92612 United States

Tel 949 833 5588
Fax 949 833 5511

February 5, 2021

Caitlin Brooks
Program Manager
Ventura County Transportation Commission
751 E. Daily Drive, Suite 420
Camarillo, CA 93010

Re: REQUEST FOR PROPOSAL – VENTURA COUNTY COMPREHENSIVE TRANSPORTATION PLAN

IBI Group is pleased to respond to the Request for Proposal issued by the Ventura County Transportation Commission (VCTC) to prepare a Comprehensive Transportation Plan Update (CTP) for Ventura County. Our team brings extensive experience in assisting regional planning agencies and municipalities in the development of effective, actionable, and sustainable transportation and mobility plans. Our proposal details this experience and discusses our approach to successfully develop the document envisioned by VCTC.

The environment for mobility is rapidly evolving. Changes to technology and mobility, coupled with State and regional goals centered on sustainability, climate action, and affordability are impacting how cities and counties think about serving travel demand and their approach to accommodating future population growth. IBI Group is at the forefront of the thought leadership on how cities and counties should address sustainability and mobility in 2021 and beyond. We see this project effort as an excellent opportunity to apply our knowledge and innovations to a study that will help shape the advance of policies related to sustainability and mobility across Ventura County.

When considering the ongoing evolution of mobility, we must also incorporate the diverse voices and perspectives of the communities that will experience the benefits, and potential challenges, of the changing mobility landscape. The RFP for this planning effort outlines a detailed and creative community engagement process. Our team understands VCTC's interest in maximizing community engagement in the development of this plan, and we have prepared a robust, creative, and flexible approach to involving the community and ensuring that the community shapes the recommendations and implementation actions that will result.

Beyond the creative and technical aspects of this project, we must also think about the practical elements of how the work will be performed and successfully completed. The COVID-19 pandemic has upended, the way we live, work, and interact with each other. This impact is far reaching and requires new methods for how we engage each other. To that end, IBI Group highlights that we have a well-established infrastructure in place that facilitates virtual meetings,

coordination, and collaboration. This system was created well before the pandemic and allows our global practice to communicate effortlessly across the firm regardless of physical location through “virtual studios,” utilizing a variety of collaborative technologies to keep projects moving forward on-time and on-budget. Our key staff identified in this proposal are available and capable to complete the work effort envisioned in our proposal and work plan.

We are proud of the team we have assembled – each subconsultant was purpose-selected to enhance IBI Group's technical and community engagement capabilities:

- **KTUA** – The trends toward higher energy costs, lower oil resources, and sustainable economic growth necessitate the need to provide visionary transportation plans that emphasize active transportation as the central focus. With KTUA, they will lead the effort on the active transportation side, providing creative, efficient, and effective approaches toward mobility that make healthy connections between places, people, and resources. IBI Group and KTUA have a long history of working together on similar efforts throughout Southern California.
- **Katherine Padilla & Associates** – Understanding that community outreach and engagement is critical to a successful CTP, IBI Group has teamed up with Katherine Padilla & Associates to not only lead the public outreach, but to make English to Spanish language community engagement as seamless as possible. Their diverse team will ensure that the community's voice is heard, as evidenced by their extensive experience working with underrepresented community members throughout Southern California as well as the business community, schools and parent groups, faith communities, and community-based non-traditional organizations, as a partner in creating plans that reflect the communities they serve.
- **Access Planning Ltd.** – Rounding out our team is Access Planning to serve as strategic advisors as we develop the plan, particularly when it comes to framing the needs assessment, plan alignment, growth management, prioritization of projects, and funding strategies. We will draw from their broad experience leading and advising on regional transportation plans in some of North America's largest urban areas. The Access team understands how to develop prioritization frameworks that reflect local values and consider both the strategic and implementation criteria needed to inform decision-making, which is critical to achieving the goals and objectives of the CTP.

Thank you for the opportunity to submit our proposal. We look forward to hearing from you and are excited about the opportunity to work with VCTC on this project. We are confident that you will find both our experience and qualifications to be of value with the range for the services requested. IBI Group's primary point of contact during the RFP review process is William Delo, Managing Principal. Mr. Delo can be reached at (949) 833-5588 or bdelo@ibigroup.com at your convenience.

Sincerely,
IBI Group



David Chow, PE, AICP
US Infrastructure Director
315 West 9th Street, Suite 600
Los Angeles, CA 90015
Tel (213) 769-0011
Fax (213) 769-0016
dchow@IBIGroup.com



William Delo, AICP
Managing Principal
18401 Von Karman Avenue, Suite 300
Irvine, CA 92612
Tel (949) 833-5588
Fax (949) 833-5511
bdelo@ibigroup.com

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Profile of the Proposer



1ST
INFRASTRUCTURE

4TH
TRANSPORTATION

5TH
URBAN DESIGN

6TH
OVERALL

7TH
ARCHITECTURE

IBI Group is a multi-disciplinary consulting organization, offering services since 1974. We are a leading international, multi-disciplinary provider of a broad range of professional services focused on the physical development of cities. Our expertise spans urban design and planning, building and landscape architecture, engineering, advanced transportation management and traffic systems, active transportation planning, communications specializations, and software development. We have organized these services into three streams – Intelligence, Buildings and Infrastructure – to ensure a holistic approach to creating innovative, responsive, and intelligent solutions for our clients in both the public and private sectors. The collaborative nature of our practice allows the firm to effectively address the complexities inherent in the development of sustainable environments.

Since our founding in 1974, IBI Group has grown both organically and through strategic acquisitions. Today we have 60 offices located around the world, employing more than 2,700 professionals and support staff. More than 300 of our staff architects, planners, designers, and engineers are LEED accredited. IBI Group's approach to any project balances the three pillars of sustainability: the social, environmental, and economic spheres of influence. We strive to create projects that communities can be proud of and that benefit the community now and for generations to come.

Within California, IBI Group is well-known for its innovative transportation planning practice, which focuses on identifying active and sustainable transportation solutions for a variety of public sector clients and projects. The firm's transportation planning capabilities and experience spans a variety of transportation modes, from transit to autos to walking and cycling, allowing our staff to identify and implement tailored solutions to meet the needs of the clients and communities we work for on a day-to-day basis.

LOCAL OFFICE / CONTACT

18401 Von Karman Avenue, Suite 300
Irvine, CA 92612
Contact: William Delo, AICP
Tel 949 833 5588
Fax 949 833 5511
Email bdelo@IBIGroup.com

**LOCAL OFFICE / CONTACT**

3916 Normal Street
 San Diego, CA 92103
 Contact: Joe Punsalan
 Tel 619-851-1870
 Email joe@ktua.com

Community health concerns, air quality issues, climate change and ever-increasing energy costs are among the many factors driving the desire for more sustainable growth. An important component of this vision is planning that embraces complete streets. Whether achieved through the implementation of smart growth principles, traffic calming, universal access, or more consistent integration of pedestrian and bicycle facilities within our rights-of-way, the technical challenges must be met by making our streets and communities complete and accessible to all users.

KTUA brings together land use planners, transportation planners, sustainability experts, landscape architects, GIS analysts, outreach facilitators and graphic designers to focus on creating livable communities with mobility choices. KTUA has expanded the boundaries of a traditional planning and landscape architecture office by incorporating active transportation, land use and transportation planning and resource planning practices into our portfolio. This diversity provides KTUA the ability to shape the big picture while addressing the fine-grain details that contribute to sustainable natural and built environments.

ACTIVE TRANSPORTATION/SAFE ROUTES EXPERIENCE:

KTUA provides planning and design services for projects requiring the integration of urban design and transportation, including pedestrian, bicycle, trail and transit facilities. Project types include active transportation plans, corridor master plans, alignment alternatives, design feasibility, safety evaluation, land use scenarios, urban design guidelines, sustainability best practices, active transportation strategies, transportation demand management strategies, SRTS and ADA accessibility.

KTUA offers:

- Customized Solutions – Experience in researching and recommending innovative facility treatments and programs for specific issues.
- Advanced Technology – GIS computer applications for producing alignment analysis, pedestrian and bicycle suitability modeling, maps, route selection, graphic production, estimating and 3-D visualizations.
- Integrated Plans – Expertise in pedestrian, bikeway and trail planning and a commitment to the integration of recreation, land use planning, community design, urban design and non-motorized alternatives.
- Safety – Pedestrian and bicycle safety factors, collision scenarios and countermeasures.
- Design Sensitivity – Professional experience with the integration of urban design elements within environmentally and visually sensitive areas.



LOCAL OFFICE / CONTACT

787 Merrett Drive, Pasadena, CA 91104
 26756 Banbury Drive, Valley Center, CA
 92082
 Contact: Katherine Padilla Otanez
 Tel 323-258-5384
 Email kpadilla@katherinepadilla.com

Established in 1994, **Katherine Padilla & Associates (KPA)** is a SBE, DBE, WBE, MBE-certified firm that provides strategic community outreach, stakeholder analysis, public input process management, facilitation, graphic design and website design, traditional and social media outreach. We have provided community outreach services for various cities, in Southern California with support consisting of: reviewing project descriptions for clarity for community members and recommending edits; distributing and handling mailings; public input process design and facilitation; community meeting and interactive workshop design, logistics, graphic recording, summary of input; community outreach and public information campaigns; community-based research including focus groups and interviews; proactive issues management (identifying, managing, and resolving issues before they devolve into crises). KPA has been involved with various projects requiring outreach in multiple languages, especially in disadvantaged communities. We have provided community outreach, strategic advice, and interagency collaboration, in several cases.

ACCESS.

LOCAL OFFICE / CONTACT

50 West 17th Avenue
Vancouver, British Columbia
Canada
Contact: Tamim Raad
Tel: 1-604-619-4748
Email: Tamim.raad@accessplanning.ca

Access Planning provides industry-leading transport planning advisory services, helping clients to solve the most complex problems, and build great cities and communities. We bring a strategic view to our work, beginning with an understanding of clients' end goals and creating deliverable engagements, plans and strategies to get there.

Access Planning has extensive experience guiding organizations through complex transportation decision-making and infrastructure development and design processes. We practice an objectives-driven approach to planning, delivering observations and recommendations that quickly achieve agency goals.

Our firm is a privately held company with offices in Toronto and Vancouver.

SERVICES

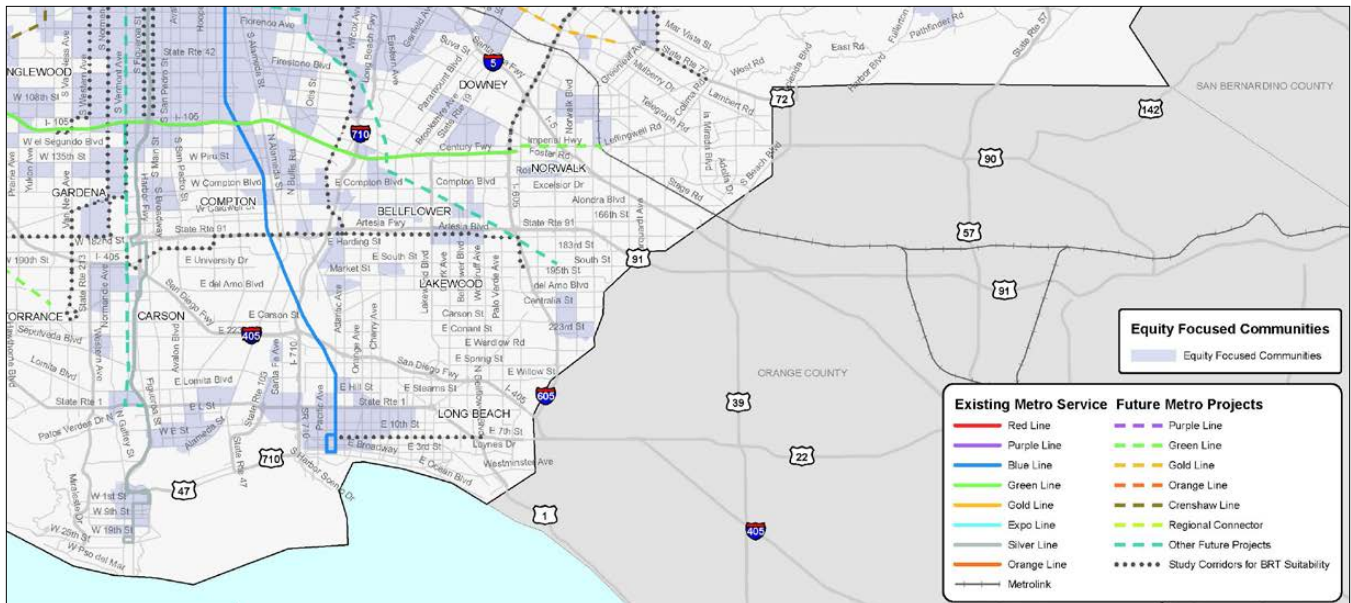
Urban & Community Planning:

- Major urban infrastructure development, planning, case-making and delivery
- Land use, urban design and community/urban integration
- Multi-modal planning: transit (rail, bus); roads; active modes (walk, bike); mobility hubs
- Regional Transportation Planning and Growth Management
- Governance, funding, project finance and system pricing

Strategic Planning and Policy:

- Strategic Planning
- Public Policy Development
- Structured Decision-making
- Negotiation and Dialogue
- Stakeholder and Community Engagement
- Advising Executives, Boards and Elected Bodies

Summary of Proposer's Qualifications



+ Project Information & Reference

Client

LA Metro

Client Contact Information

Lauren Cencic

LA Metro

Sr. Director, Countywide Planning & Development

Mobility Corridors

213.922.7417

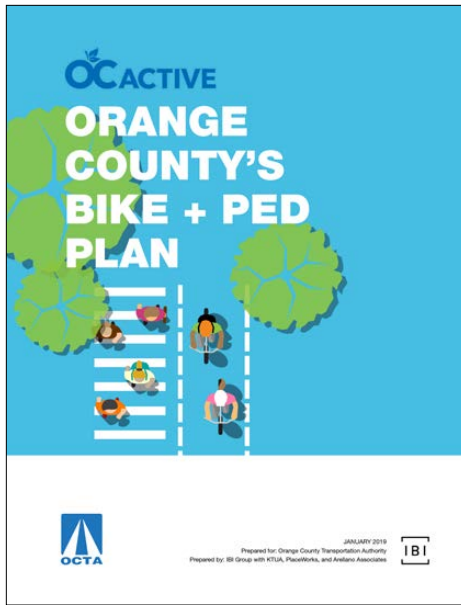
Metro Countywide BRT Vision and Principles Study

LOS ANGELES COUNTY, CA

With the passage of the Measure M sales tax which will provide \$40B in transportation funding over the next forty years, Los Angeles County Metro is embarking on an ambitious public transit program, including several new Bus Rapid Transit lines that will be the first of on-street BRT's in the County. The program also makes funding available for as-yet-unidentified future corridors. Metro selected a team featuring IBI Group for its BRT Visioning Project, which will create planning and design guidelines for the next-generation BRT's in the County, and select the future BRT corridors. IBI Group will prepare a Design Guidelines document which will cover all aspects of BRT planning and design including operations, running ways, stations, First-Last Mile amenities, support for Transit Oriented Communities, branding, and advanced technologies for transit signal priority, traveler information, fare collection and operations management. IBI Group will also employ its unique Parametric Planning tool to help Metro select the most promising BRT corridors for deployment.



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+ Project Information

Client

Orange County Transportation Authority

Client Contact Information

Greg Nord, Senior Transportation Analyst
550 South Main Street
P.O.Box 14184,
Orange County, CA 92863
(714) 560-5885



2020 WINNER
Orange Section Award for
Transportation Planning

OCTA Active Transportation Plan

ORANGE COUNTY, CA

IBI Group was engaged by OCTA to prepare the first county-wide active transportation plan, which covers all 35 local jurisdictions within Orange County. Development of the plan involves the identification of regional bikeways, pedestrian priority areas, and a bicycle/pedestrian best practices toolkit that provides strategies, case studies, and sample tools for each of the Five E's (education, encouragement, enforcement, engineering, and evaluation).

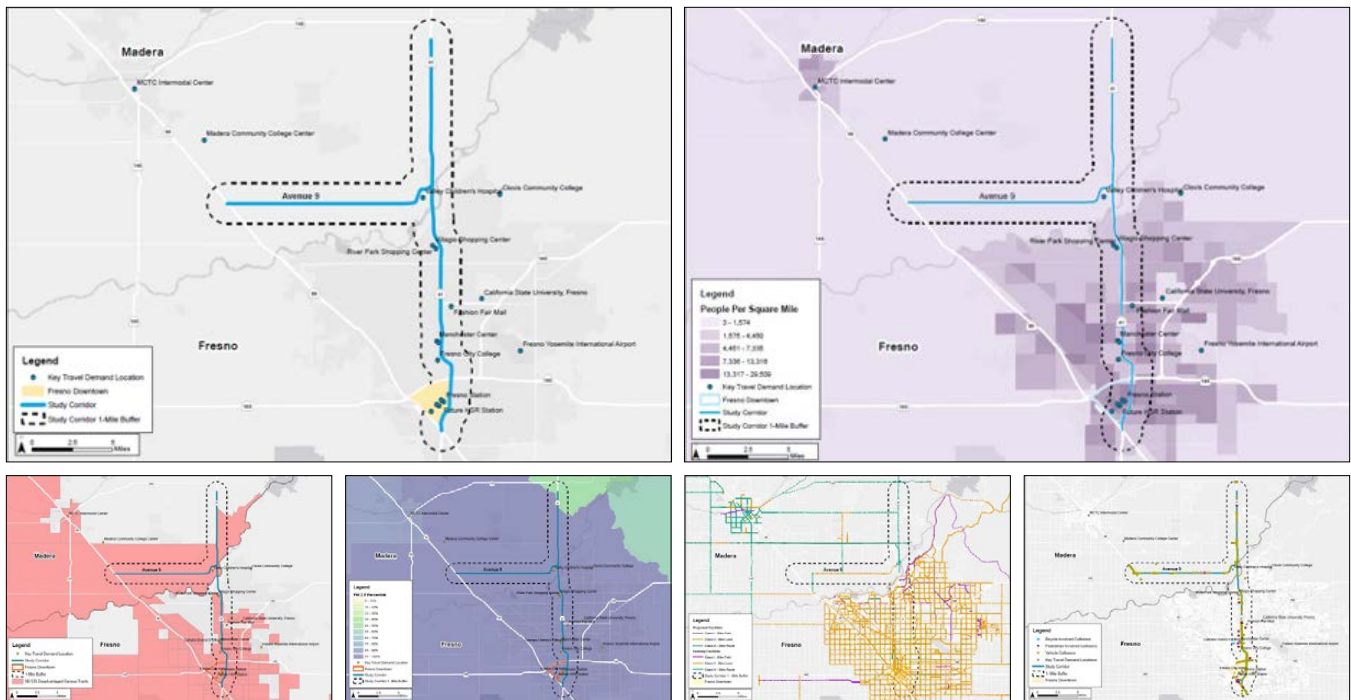
Understanding the important role active modes of transportation serve amongst disadvantaged communities, the IBI Group team recognized the need to ensure the plan was equitable and considered the needs of the many underserved communities in Orange County. The IBI Group team employed a variety of outreach methods ranging from the traditional to the more innovative to ensure outreach methods were engaging and inclusive.

The project also applied innovative techniques in geospatial data analysis. As a part of the identification of priority areas process, the IBI Group team utilized a GIS-based bicycle and pedestrian propensity model to identify priority areas for bicycle/pedestrian improvements.

The project also incorporated creative and engaging outreach. Key components included a school-focused chalk art contest, opportunities to meet and interact with police, and joint walk to school day events with the Orange County Public Health Agency.



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+ Project Information

Client

Fresno COG

Client Contact Information

Braden Duran

Assistant Regional Planner

Fresno Council of Governments

2035 Tulare St. Suite 201

Fresno, CA 93721

(559) 233-4148 Ext. 217

bduran@fresnocog.org

FCOG SR-41/AVE 9 Sustainable Transportation Study

FRESNO, CA

IBI Group was retained by Fresno COG and the Madera County Transportation Commission (MCTC) to prepare a Sustainable Transportation Study for the SR-41 and Avenue 9 corridors in Fresno and Madera Counties. Both corridors are highly impacted by existing commute and visitation traffic and future population growth in the region will increase these impacts. Both Fresno COG and MCTC are interested in identifying a range of mobility solutions for these corridors and their parallel routes to not only address future travel demand, but to also help increase the diversity of multi-modal transportation options available in both corridors. The project includes a robust community engagement process, which is being conducted under the cloud of the COVID-19 pandemic. In response, IBI Group developed an innovative and creative online engagement platform (The Digital Foyer) to allow residents of both counties the opportunity to participate in the planning process and provide meaningful input. The study also includes a Steering Committee, including various different agencies and organizations from health, law enforcement, traffic, environmental justice, and higher education



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+ Project Information & Reference

Client

Los Angeles County Metropolitan
Transportation Authority

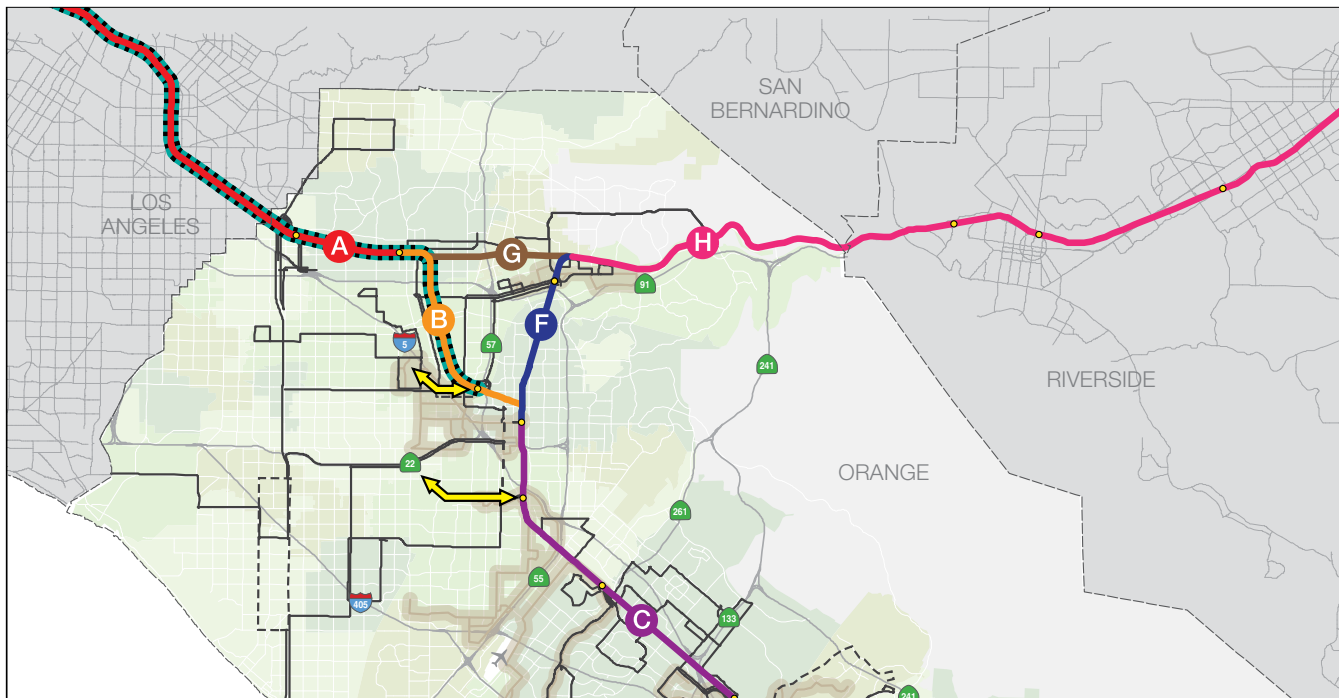
Client Contact Information

Elizabeth Carvajal
One Gateway Plaza Mail Stop:
99-18-3 Los Angeles, CA 90012
(213) 922-4156

LA Metro Transit Supportive Planning Toolkit

LOS ANGELES, CA

IBI Group worked with LA Metro and the Los Angeles Regional Collaborative (LARC) to develop a toolkit of Transit Supportive and Transit Oriented Development (TOD) strategies, policies, and implementation actions for Los Angeles County. The objective of this study was to develop a toolkit that will be relevant to local cities within the county, regardless of their experience with and knowledge of TOD. As Los Angeles County seeks to adapt to climate change and take advantage of the new funding opportunities presented by State programs encouraging and mandating reductions in greenhouse gas emissions and vehicle miles traveled, the Toolkit seeks to provide local cities with the tools and strategies to address these goals through sustainable and more compact development.



+ Project Information

Client

Orange County Transportation Authority

Client Contact Information

Greg Nord, Senior Transportation Analyst
550 South Main Street
P.O.Box 14184,
Orange County, CA 92863
(714) 560-5885
gnord@octa.net

OCTA 2010 Long Range Transportation Plan

ORANGE COUNTY, CA

IBI Group provided technical assistance to OCTA in the preparation of the 2010 Long Range Transportation Plan (LRTP). The LRTP charts the course for transportation planning in Orange County for the next 25 years and serves as OCTA's vehicle for incorporating projects into the Regional Transportation Plan (RTP) prepared by SCAG. Key aspects of the 2010 LRTP update included coordination with the Orange County Sustainable Communities Strategy (SCS) prepared as part of the requirements of Senate Bill 375 and integration of the plan with the Regional Transportation Plan (RTP). The plan preparation effort also included the completion of special studies examining opportunities for expanded express bus services and other concepts that would improve access to transit and active transportation modes. IBI Group was responsible for preparing and writing the LRTP, including the document outline, goals and objectives, and individual chapters.



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+ Project Information

Client Contact Information

Calgary, AB

Client: Hatch, for the City of Calgary

Fabiola MacIntyre

Manager, Green Line – Transportation

Infrastructure

403 861 6267

Calgary Green Line – Design Charrettes

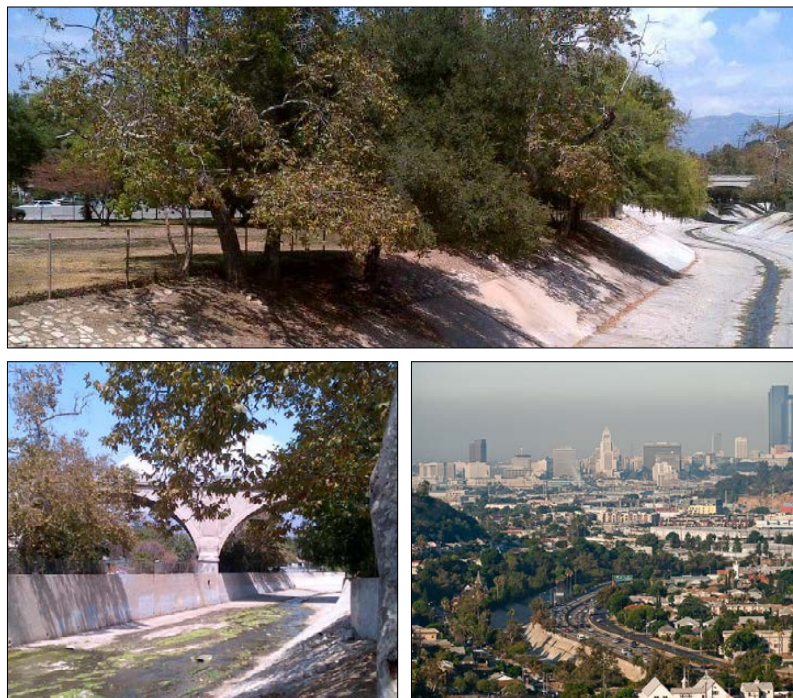
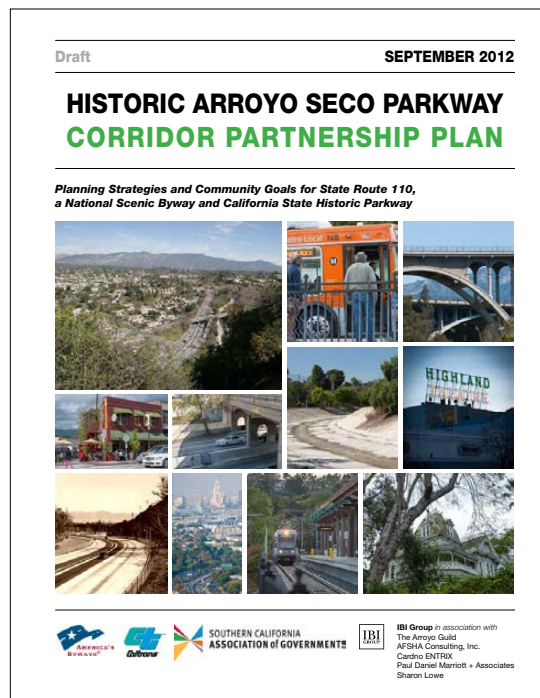
CALGARY, AB

The goal of this engagement process was to meaningfully involve stakeholders in the transit-oriented community planning process part of this large-scale transit project in Calgary, the largest infrastructure project in the city's history. It needed to allow for actionable input from diverse stakeholders: the design / consultant team, the core city team from the client, the wider city departments, developers, key property owners, neighbours and the general public.

The engagement process was organized around a series of design charrettes that compressed the planning process into an intense 5-day agenda that produced an '85%-ready' concept at its conclusion. The charrette process revolved around four cycles or feedback loops – issues, ideas, concepts and solutions – each of which had a game or exercise custom-tailored by IBI Group to capture participant insights, determine priorities and common themes, and ensure participant buy-in. As part of the charrettes, IBI Group developed specific engagement exercises such as the 'Gains & Pains' exercise and the 'TOD Boardgame' that allowed meaningful interaction with and targeted input from the public.



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+ Project Information & Reference

Client

Southern California Association of Governments

Client Contact Information

Philip Law
818 West 7th Street, 12th Floor
Los Angeles, CA 90017
(213) 236-1841
law@scag.ca.gov

Arroyo Seco Parkway Corridor Partnership Plan

LOS ANGELES, CA

IBI Group was the prime consultant of the team selected by SCAG and Caltrans to develop a Corridor Partnership Plan for the Arroyo Seco Parkway (SR 110), a critical transportation corridor in Los Angeles County, and Southern California's only federal scenic byway. This parkway links Downtown Los Angeles and Pasadena, and opened to traffic in the early 1950's.

The IBI Team conducted a multi-modal analysis of the corridor and vicinity to propose modifications and improvements to the area's transportation system, to provide benefits to overall mobility, safety, and corridor reliability, while respecting and promoting the historic qualities / aspects of this connection. Key elements of the transportation analysis managed and performed by IBI include regional modeling, microsimulation, mainline analysis, and intersection analysis.

Community engagement included workshops throughout the study corridor in each of the three cities. Residents were encouraged to think outside of the box for potential mobility solutions that would help them get around in a safe and more convenient manner.



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+ Project Information

Client Contact Information

Mark Marshall
Kooouos Real Estate
Client Representative, Dundarave
Beachside Limited Partnership
(604) 655-5031
mark@kooouos.com

Dundarave, Public Engagement

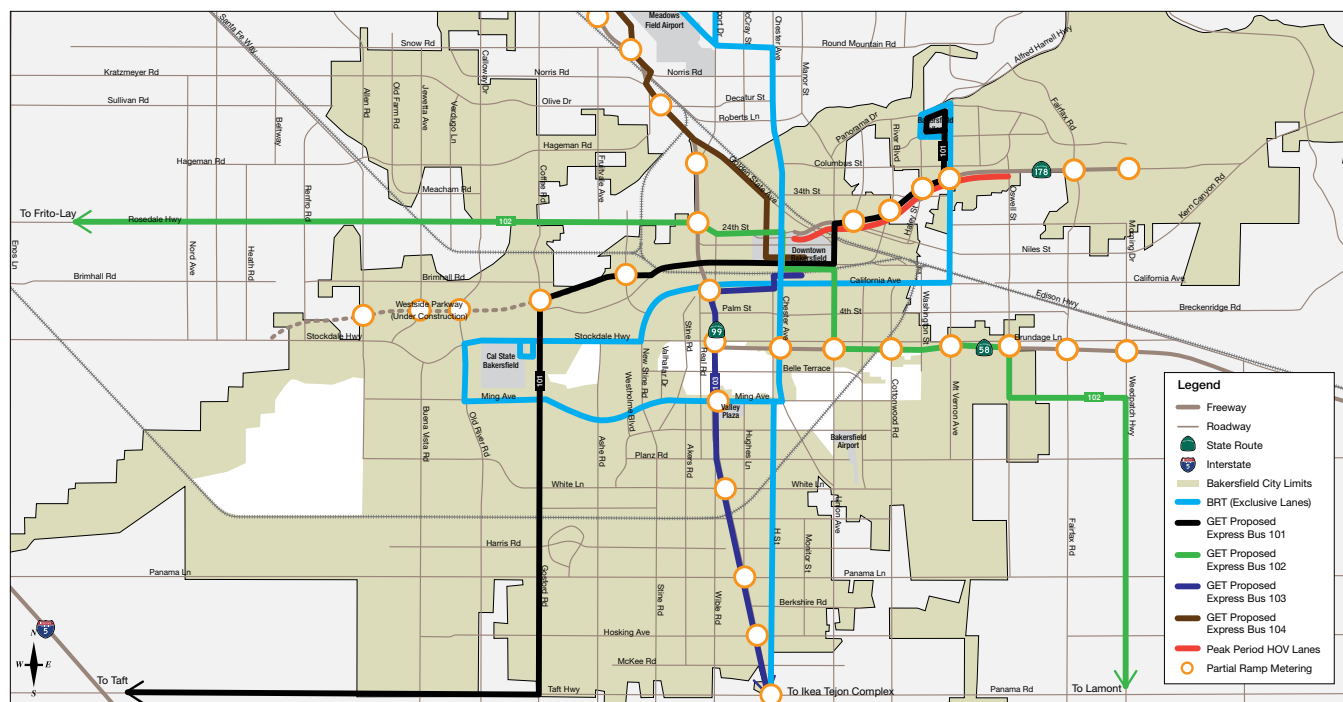
WEST VANCOUVER, BC

This public engagement and outreach strategy for a small site in West Vancouver was designed to ensure community buy-in and address neighbourhood concerns before a project was designed and proposed. This project, while small in scale, is in a contextually complex portion of West Vancouver and the project team wanted to ensure it there was ample sensitivity given to neighbourhood feedback from the earliest stages.

Using multiple stations with design exercises, the community had a chance to provide targeted, earlystage feedback and ensure their voices were heard in the preparation of the design. Four feedback stations were hosted at the workshop, with participants able to navigate the stations at their own pace and provide a variety of feedback types, from open-ended to voting on specific concepts. The stations included: “Design Elements,” ranking architectural components as the building as more or less appropriate for the neighbourhood; “Height & Form,” voting specifically on the trade-off relationship between height and streetscape design; “Look & Feel,” leaving stickers to indicate favourite design precedent images; and Dundarave, Public Engagement – West Vancouver, BC “Gains & Pains,” open-ended feedback on concerns and aspirations for the site. Additionally, participants could leave comment cards that indicated their demographics and any further comments not incorporated in the feedback stations.



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Project Information

Client

Kern Council of Governments

Client Contact Information

Ed Flickinger

1401 19th Street, Suite 300

Bakersfield, CA 93301

(661) 861-2191

EFlickinger@kerncog.org

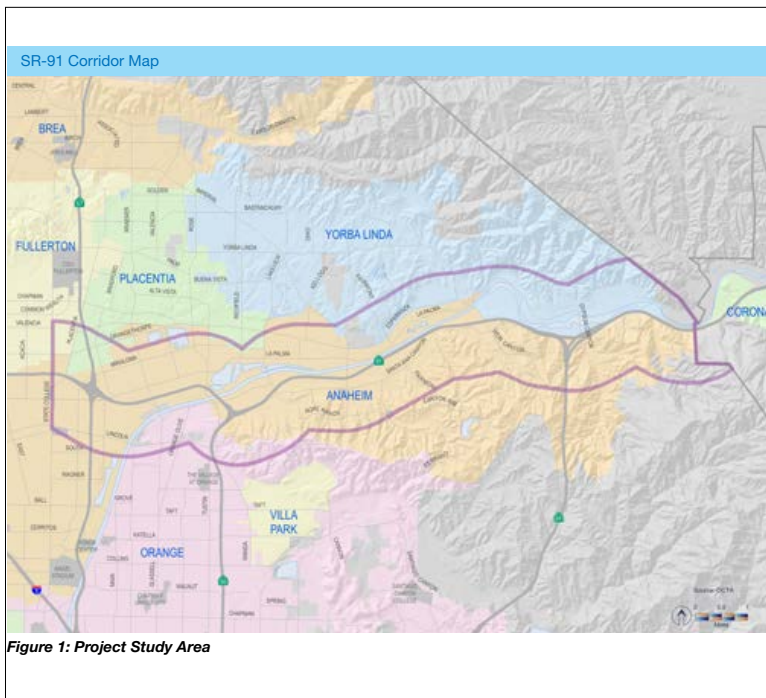
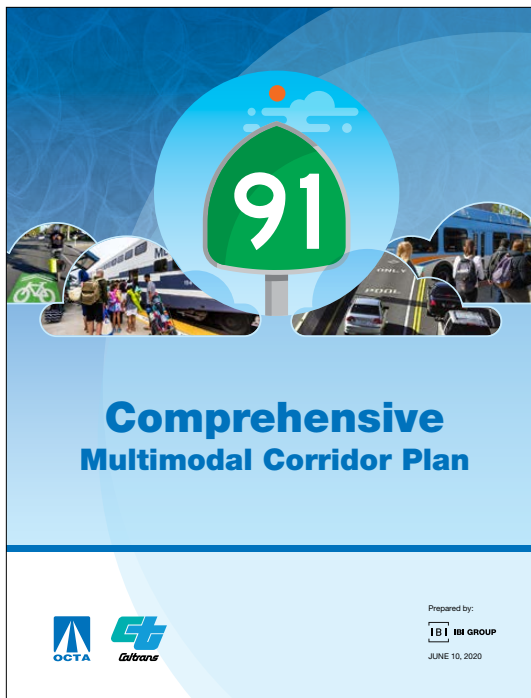
Kern COG HOV/BRT

KERN COUNTY, CA

IBI Group was retained by the Kern Council of Governments (Kern COG) to develop a long range managed lanes system plan (MLSP), and a Bus Rapid Transit (BRT) feasibility study for Metropolitan Bakersfield and the outlying Kern County areas. The IBI Group team analyzed managed lane strategies that included combinations of express bus/ BRT service with High Occupancy Vehicles (HOV) lanes and a mix of other best practices on freeways, ramps, and major streets. The IBI Group team analyzed travel demands along the proposed BRT/ HOV corridors using the Kern Regional Transportation model. The IBI Group team also identified and recommended VMT reduction strategies for consideration in the development of the Kern County Sustainable Communities Strategy (SCS).



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+ Project Information

Client

Orange County Transportation Authority

Client Contact Information

Dan Phu
Section Manager - Environmental Programs
(714) 560-5907
dphu@octa.net

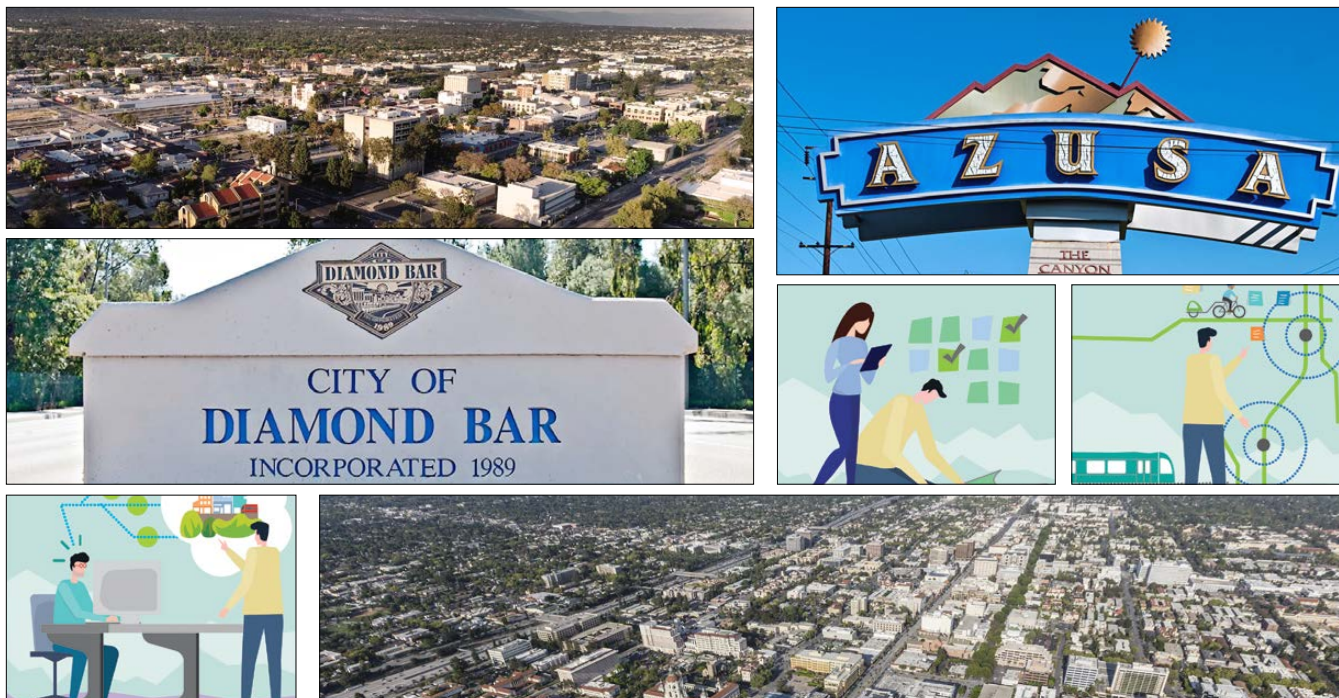
SR-91 Comprehensive Multimodal Corridor Plan

ORANGE COUNTY, CA

IBI Group has assisted OCTA in the development of the SR-91 Congested Corridor Plan. This document examines travel conditions, land use, mobility, health, and congestion along the SR-91 corridor between SR-57 and the Orange County-Riverside County Line. The objective of the plan is to position OCTA to pursue funds from the State of California through the SB 1 Congested Corridors Program. Improvements identified in the corridor include a mix of transit, active transportation, and managed lane solutions to help address travel demand now and into the future.



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Project Information

Client

SCAG / County of Los Angeles
Department of Regional Planning

Client Contact Information

Nancy Lo
Associate Regional Planner
Transportation Planning &
Programming
lo@scag.ca.gov
(213) 236-1899

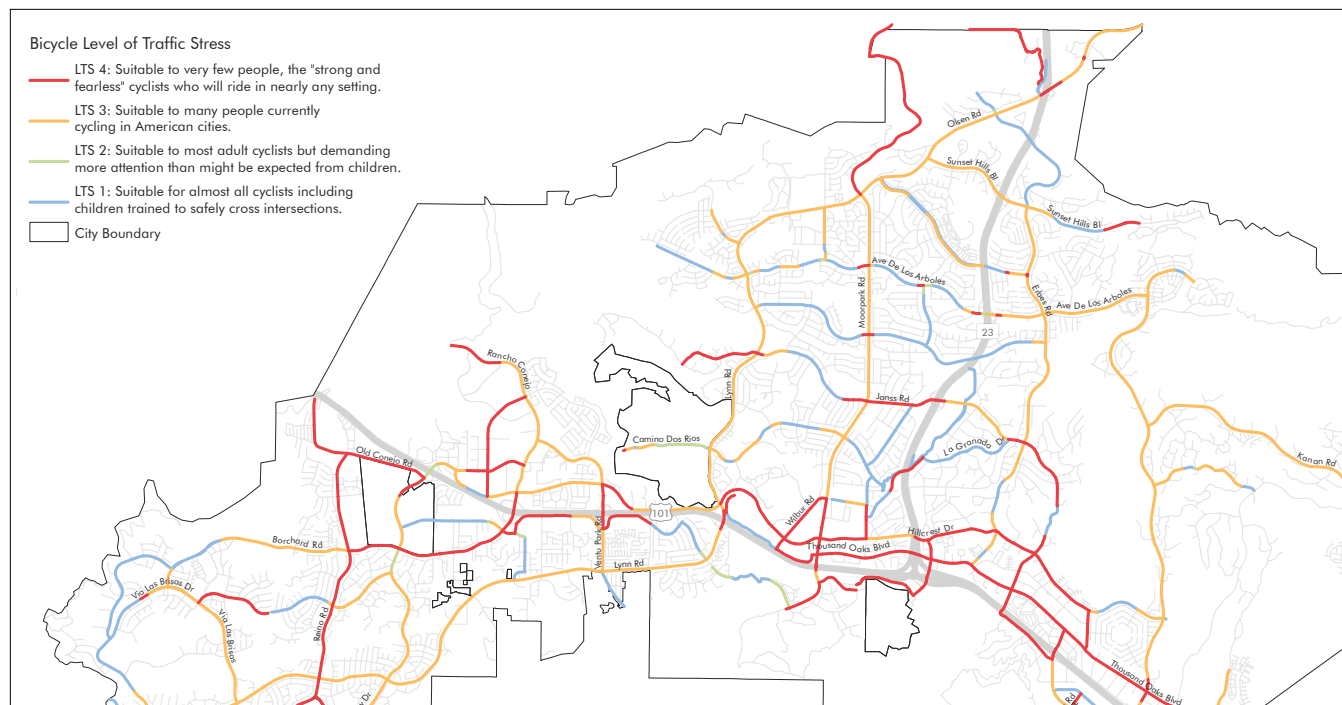
SCAG East San Gabriel Valley Mobility Action Plan

SAN GABRIEL, CA

IBI Group was selected by SCAG and the County of Los Angeles to lead the preparation of the East San Gabriel Valley Mobility Plan. This Mobility Action Plan will develop innovative, creative, and implementable mobility solutions and strategies to support the 21 cities and the unincorporated communities that make up the East San Gabriel Valley. IBI is responsible for developing strategies and recommendations to respond to the mobility challenges and opportunities of the study area, focusing on the critical role that transportation plays in the health, happiness, and well-being of nearly one million residents. Coordination between the East SGV Mobility Action and the SGVCOG Transit Study will be crucial, as the mobility strategies and ideas developed for the East San Gabriel Valley will connect to and feed into the recommended transit corridors identified in the SGVCOG study to improve and enhance mobility across the Valley.



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+ Project Information & Reference

Client

City of Thousand Oaks

Client Contact Information

Kathy Naoum

KNaoum@toaks.org

805-449-2416

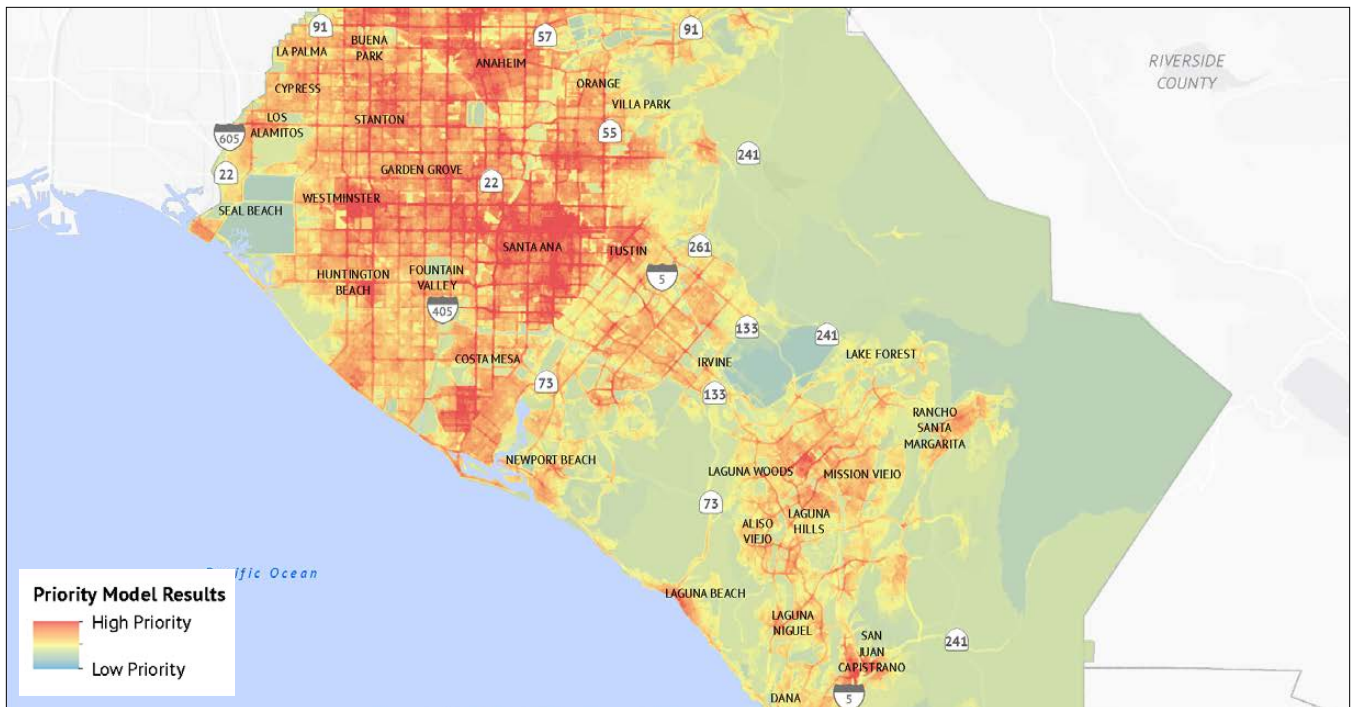
City of Thousand Oaks Active Transportation Plan

THOUSAND OAKS, CA

KTUA prepared an Active Transportation Plan for the City of Thousand Oaks to guide planning, development, and management of existing and future bicycle and pedestrian facilities, while also addressing regional connections. The City wanted to incorporate citizen input, in-depth analysis, and stakeholder group guidance to build upon the City's designation as a Bronze level Bicycle Friendly Community and a regular stop on the Amgen Tour of California, America's largest professional cycling race. Besides stakeholder group meetings and pop-up outreach at established City events, KTUA employed ArcGIS Online mapping applications that allow residents to pinpoint existing problem areas and to suggest locations where additional facilities were needed.

KTUA compiled an existing bicycling and walking infrastructure inventory, and identified deficiencies with a combination of public input, bicycle and pedestrian Level-of-Traffic Stress modeling, field review, and collision analysis. Identified priority infrastructure improvements formed the basis for project and policy recommendations, as well as Safe Routes to School project development and prioritization.





+ Project Information & Reference

Client

Orange County Transportation Authority (OCTA)

Client Contact Information

Paul Martin (now with the City of Placentia)
pmartin@placentia.org
714-993-8121

OCTA Active Transportation Plan

ORANGE COUNTY, CA

KTUA worked in partnership with the consultant team and Orange County Transportation Authority (OCTA) to develop the first countywide Active Transportation Plan to cover all 35 local jurisdictions within Orange County. To facilitate public input, KTUA developed an ArcGIS Online-based web survey to solicit feedback from residents countywide. KTUA also created a StoryMap to document the planning process and help engage citizens in the future of active transportation in Orange County.

As part of establishing existing conditions throughout the County, KTUA developed Level of Traffic Comfort scores for all roadway and sidewalk segments. The results from this analysis were used to help identify potential focus areas with the goal of improving mobility and safety for active modes of transportation. Following the completion of the existing conditions analysis, bicycle and pedestrian priority models were implemented to further refine potential focus areas in the case of the pedestrian assessment and projects in the case of the bicycle assessment. Building off input from the 35 jurisdictions, KTUA distilled GIS data down to model a variety of physical, economic, and social phenomena. Using the results from the modeling process, the project team identified potential projects and developed a project prioritization approach. KTUA then performed project prioritization, equipping OCTA with a prioritized list for future grants.





+ Project Information & Reference

Client

City of Santa Ana

Client Contact Information

Zed Kekula, Senior Civil Engineer

ZKekula@santa-ana.org

714-647-5606

City of Santa Ana Active Transportation Projects

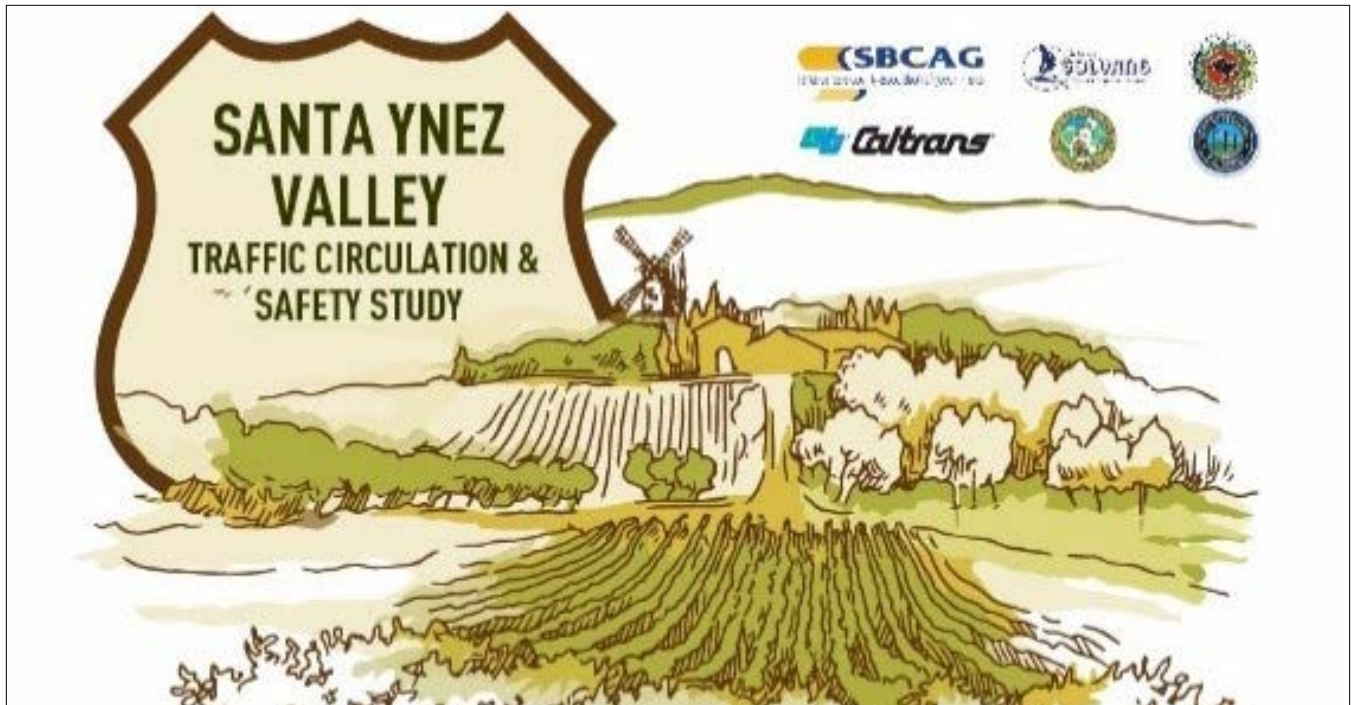
SANTA ANA, CA

KTUA continued the Complete Streets planning effort for Central Santa Ana and created StoryMaps to keep residents informed and to address technical topics. The city identified five existing corridors for the study with the goal of adding connections between them and adding new corridors for a complete network.

Grassroots organizations were an integral component of the community engagement program from Central Santa Ana. Activities included tactical urbanism with a demonstration cycle track and parklet, walking and biking tours, and a bus-walk tour combination, allowing participants to experience the City streets and transit firsthand and to provide insight on improvements that improve safety and enhance their quality of life.

The eleven recommended corridors were selected based on public input, as well as in-depth analysis of land use and activity centers; existing and proposed bike and pedestrian facilities; street classifications; average daily trips; transit routes; and bike and pedestrian collisions.





+ Project Information & Reference

Client

Santa Barbara County Association of Governments (SBCAG)

Client Contact Information

Michael Becker, Director of Planning
260 N San Antonio Rd B,
Santa Barbara, CA 93110
mbecker@sbacag.org
831-915-9466

Santa Ynez Valley Traffic Circulation and Safety Study

SANTA YNEZ, CA

KPA conducted comprehensive community outreach including contacting key stakeholders and organizations via phone and follow-up emails, assisting with designing and conducting a Santa Ynez Valley Bus Tour to identify and discuss “Hot spots and key issues,” and developing a Tour Book to capture participants’ observations, which helped inform summary reports to guide project analysis and development. These preliminary ideas were presented at an interactive community meeting with 85 community members. KPA designed and collaborated to facilitate the community meeting and wrote a comprehensive summary report. In addition, KPA provided social media messages and press releases to promote understanding and public participation opportunities. The final community meeting was held as a “virtual meeting” due to the coronavirus pandemic and drew over 110 participants. The meeting was available on demand the following week, acquiring more than 450 views and over 50 comments, many expressing support for the recommended improvements. KPA handled all planning and logistics of the virtual community meeting, and coordinated the onscreen participation of technical team members, SBCAG, Santa Ynez Band of Chumash Indians, the County Supervisor, and local elected mayors.



✚ Project Information & Reference

Client

City of Inglewood

Client Contact Information

Mindy Wilcox, AICP, Planning
Manager
One Manchester Boulevard
Inglewood, CA 90301
mwilcox@cityofinglewood.org
310-412-5230

Active Transportation and Safe Routes to School Plan

INGLEWOOD, CA

Incorporating bicycle and pedestrian concerns, along with the Americans with Disabilities Act and Safe Routes to Schools analysis and planning, the City of Inglewood is developing an Active Transportation Plan (ATP) to “take back” their streets. To help the City actively realize its vision, KPA developed and implemented a singularly effective outreach program. To start, KPA developed and implemented a distinctive project branding and an inventive outreach plan. But KPA also developed and maintained an interactive website, ImagineInglewood.com to elicit input on the ATP. In addition, KPA organized and staffed Community Advisory Committee meetings, walk audits, pop-up outreach events (at the Martin Luther King Festival as well as other community events), and Safe Routes to School Workshops at all 18 Inglewood public schools.



+ Project Information & Reference

Client

LA County Metro,

Client Contact Information

Walt Davis, Program Manager
One Gateway Plaza
Los Angeles, CA 90012
daviswa@metro.net
213-922-3079

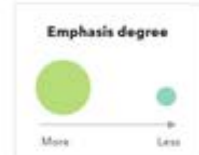
East San Fernando Valley Transit Study Pre-Scoping Alternative Analysis & EIR

SAN FERNANDO, CA

Wanting to improve north-south mobility through the East San Fernando Valley, Metro commissioned a performance analysis of various transit modes—light rail, bus rapid transit, and tram—along with an assessment of the engineering challenges of running a system from Van Nuys Boulevard to the San Fernando/Sylmar Metrolink Station. KPA provided broad community outreach services for the study through the environmental review phase. KPA conducted a wide variety of activities including planning and staffing community meetings, assisting in the design and translation of presentations, collateral materials, and talking points, and updating elected officials, neighborhood councils, and homeowner associations. KPA also reached out to economic development and business leaders like VICA and chambers of commerce, and also conducted grassroots outreach to environmental justice groups and community-based organizations. In addition, KPA performed small-business outreach to storefront establishments along the alignment including door-to-door contacts and phone calls in Spanish and English, as well as a series of informal, informational dialogues.

RESILIENCY ASSESSMENT

Resiliency analysis indicates that the Next RTP should have increasing emphasis on strategies other than rapid transit infrastructure



+ Project Information & Reference

Client

TransLink

Client Contact Information

Geoff Cross, Vice President, Planning and Policy
 Geoff.cross@translink.ca
 778-375-7633

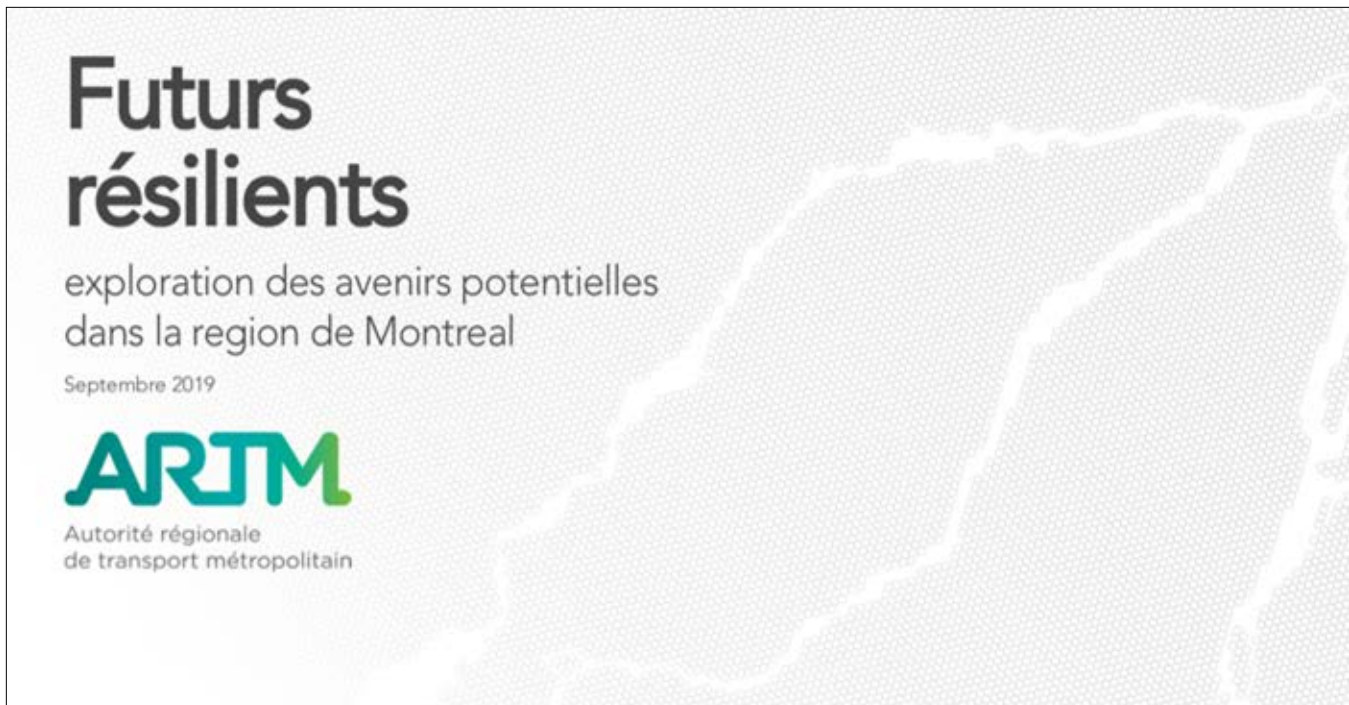
Regional Transportation Strategy

VANCOUVER, CANADA

As part of its mandate, the Vancouver area regional transportation authority TransLink is developing its next Regional Transportation Strategy (RTS), Transport 2050. The RTS must provide clear direction towards priority multi-modal transportation policies, actions, and investments for TransLink and its municipal partners that are resilient, performance-based, and affordable. Access Planning has been retained to provide advice, guidance and convene internal dialogue in support of:

1. Vision, Goals and Objectives development
2. Strategic framework and narrative, and RTS document development
3. Policy enquiry and development
4. Portfolio development and public engagement strategy
5. General plan development approaches and work program planning

ACCESS.



✚ Project Information & Reference

Client

Regional Authority for Metropolitan Transportation (ARTM)

Client Contact Information

Daniel Bergeron, Executive Direction,
Transport Planning and Mobility
dbergeron@artm.quebec
1-514-409-2786 ext. 7201

Strategic Plan for the Development of Mobility and Public Transit (PSD)

VANCOUVER, CANADA

The ARTM is a newly formed regional transportation authority for the Montreal Region with exclusive authority over public transport fares, the metropolitan arterial network, and developing a capital program, a financing policy, and a strategic transportation plan. Access Planning was selected to support the ARTM across four workstreams:

- Advising and guiding senior staff on the strategic transportation plan methodology, evaluation and prioritization approaches, and framework development
- Establishing and convening an external international expert panel to provide feedback and guidance at strategic plan milestones
- Developing a region wide structuring transit network and approaches to establishing municipal implementation.
- Leading scenario planning to identify resiliency strategies for the transportation system at a time of significant uncertainty

ACCESS.



✚ Project Information & Reference

Client

Metrolinx

Client Contact Information

Leslie Woo, former Chief Planning

Officer

Leslie.woo@civicaaction.ca

416-309-4480

2041 Regional Transportation Plan (RTP)

TORONTO, CANADA

The Toronto region's transportation authority Metrolinx began its 10-year legislated review of the RTP in 2014. Lisa Salsberg was Project Director leading an internal team of Metrolinx staff. Tamim advised this initiative as a consultant, bringing experience from his work at TransLink and providing insight on resiliency planning and assessment. The RTP deliverables included an initial Discussion Paper (2016), a draft and final plan, as well as an implementation strategy. The RTP is a multi-modal plan which sets priorities for the regional transportation network, including but not limited to goods movement, fare integration, active transportation, a frequent rapid transit network and congestion reduction.

The Toronto Region includes over 30 municipalities, nine local transit agencies and one regional transit provider. As Project Director, Lisa successfully brought together local transit agencies and municipal staff to identify shared perspectives and solutions. She developed strategies for public engagement and managed multi-disciplinary teams of consultants in providing technical analysis for plan development.

ACCESS.

Proposed Staffing



IBI Group

David Chow, P.E., AICP

Principal-in-Charge

Mr. Chow, Director of US Mobility & P3 Infrastructure for IBI Group, is a registered Professional Engineer (P.E., Civil) and certified planner with the American Institute of Certified Planners (AICP). David has been a senior leader with IBI Group for 21 years with over 30 years in the transportation and land use industry. In his current role as US Mobility Director, he oversees our practice integrating transportation, urban design, and land development in the creation of sustainable urban infrastructure and environments. David has managed some of the most challenging and complex mobility and land use projects in the United States with projects ranging from multimodal transportation and accessibility projects to large master plan areas for redevelopment. As the Principal-in-Charge (PIC), David will assist with management issues on the project and serve as a senior technical advisor as needed.



IBI Group

William Delo, AICP

Project Manager

Mr. Delo is Managing Principal of IBI Group and a Transportation Planner with 20 years of experience in transportation planning, multi-modal planning, active transportation, and traffic engineering. Mr. Delo is an experienced project manager. His transportation planning experience includes the preparation of multi-modal plans, complete streets plans, first/last mile plans, and conceptual design efforts. He has also led a variety of creative and inclusive community engagement efforts as part of his planning projects. Directly relevant experience for this project includes Mr. Delo's role as the project manager for OC Active, and the SCAG East San Gabriel Valley Mobility Action Plan, as well as his deputy project manager role on the Arroyo Seco Corridor Partnership Plan.



IBI Group

Mike Arizabal
Deputy PM/Highway Planning Lead

Michael Arizabal is a senior transportation planner with 17 years of practical analysis and management experience. He has led the technical work for numerous transportation planning and traffic engineering projects in Southern California, and is an expert on all traffic analysis software and tools. Mr. Arizabal has a broad background of professional experience, focusing on transportation planning and traffic engineering, and specializing in site access/circulation, corridor studies, transit planning, active transportation application, technical reports in support of California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) documentation, and traffic impact analysis for all modes of travel. He is currently serving as the Project Manager for Southern California Association of Governments' Wilmington Freight Mitigation Study, which is a project that is developing a set of improvement packages that address traffic, VMT, emissions, and safety issues within a disadvantaged community in Los Angeles County.



IBI Group

Cristina Martinez, AICP, LEED GA
Regional Planning Lead

Ms. Martinez is a Transportation Planner with project experience ranging from large-scale freeway and transit impact projects to local active transportation projects, transit-oriented development, first and last mile planning, master and specific plans, and parking management studies. Ms. Martinez's area of expertise lies within transportation and land use planning, complete streets, active transportation, and multimodal connectivity. GIS experience includes data management and analysis, data visualization using ArcGIS desktop and ArcGIS Online, geospatial analysis, and interactive map development. She has experience maintaining and sharing spatial data between various formats. Ms. Martinez also serves as IBI Group's Regional GIS Lead for the United States within the firm's Spatial Intelligence group, coordinating IBI Group's global network of GIS professionals and further integrating geospatial technology into IBI's project work. Ms. Martinez will lead many of the technical mapping efforts required for this project and will assist in translating the technical aspects of our analysis into public-friendly maps and charts.



IBI Group

Oliver Hartleben MPA, MCRP
Online Engagement Lead

Oliver Hartleben is an architectural graduate and city planner with a public administration degree from the Harvard Kennedy School focused on existing and evolving public outreach, demographic, mobility, built form, and innovation topics.

A lateral design thinker by nature, Oliver brings together his experience in engaging public, private and community stakeholders for the identification of new opportunities and synergies. Mr. Hartleben is NCI System™ certified to facilitate design charrettes, has experience in conducting online engagement processes, and has crafted dozens of tailored engagement exercises and games. He is currently working on several interdisciplinary IBI Group projects in the United States, Canada and Latin America with substantial stakeholder or public outreach components. Oliver focuses his efforts on leading creative and engaging community outreach programs and has done so for projects located throughout the West Coast of North America and into Central America.



IBI Group

Jason Rosenblum AICP CANDIDATE

Planning Support

Mr. Rosenblum is a Transportation Planner of IBI Group's Irvine office with project experience ranging from specific area plans to citywide parking occupancy analysis. He has expertise in transportation, alternatives evaluation, urban design, land use, and environmental planning, as well as a strong background in geographic information science, including geospatial analysis. Mr. Rosenblum has expertise in community outreach in both public and private planning sectors. Mr. Rosenblum became an American Institute of Certified Planners Candidate, and is projected to become a Certified Planner in the Fall of 2020.



IBI Group

Brooke Acosta

Planning Support

Ms. Acosta is a Transportation Planner with project experience ranging from local active transportation projects to complete corridor and multi-modal connectivity planning. Ms. Acosta's area of expertise lies within transportation planning, complete streets, active transportation, multi-modal connectivity, and first-last mile planning. Ms. Acosta also has a background in geospatial analysis with experience in spatial data creation and data management, manipulation, and visualization. She also has experience maintaining and sharing spatial data between various formats.



IBI Group

Steven Wilks

Transit Planning Lead

Combined with academic studies in Urban Planning, Steve has over forty years of professional experience in the planning and operation of public transit and next-gen mobility services including microtransit, shuttles, paratransit and other community-based transport. This has included the management of paratransit for the elderly and disability communities, working with the taxi/livery cab industry and transportation network companies (TNCs), designing SMART shuttle operations and providing creative/innovative solutions for the transportation industry including the integration of multiple modes and developing first/last mile operational and strategic solutions. Steve brings relevant experience from his work leading the Humboldt County Mobility on Demand Study and the Central Ohio Transit Authority First and Last Mile Study.



KTUA

Joe Punsalan, LEED GA

Active and Multi-Modal Planning Lead

Joe Punsalan is a principal and senior transportation planner at KTUA. Joe manages large-scale active transportation planning projects such as complete street plans and corridor studies, active transportation plans, first/last mile connectivity, etc.. He is responsible for scope development, data analysis, public engagement and facilitation of walk and roll audits and demonstration projects, report writing, grant writing and reporting, and staff and consultant team management. He has a background in GIS for mapping, research and analysis and uses a simplified approach to displaying complex methodologies. As an avid cyclist, Joe understands the roadway conditions and obstacles that face cyclists and pedestrians. Utilizing his first-hand knowledge, he applies federal, state and regional standards to address these challenges and increase user safety.



KTUA

Jacob Leon, LEED GA

Active and Multi-Modal Planning Support

Jacob Leon is an associate planner and outreach facilitator at KTUA. He is an integral member of KTUA's tactical urbanism team, raising public awareness of the benefits of thoughtful urban design, safe pedestrian and bicycle accessibility, and green infrastructure. His strong background in 3D modeling and graphic design allows him to produce effective digital and print media to communicate design concepts. His mobility planning projects include active transportation plans, complete streets plans, and bicycle and pedestrian master plans. These projects entail network and facility design, public outreach, technical drafting and 3D modeling.



KTUA

Alex Samarin, MA (Geography)

GIS Support

As an associate, Alex Samarin provides technical oversight for GIS workflows, and guides GIS analysis for assessing the impact of planning projects. He has a broad range of experience applying GIS in utilities management, transportation planning, and environmental analysis. Alex is passionate about projects that provide mutually-beneficial solutions to the human-environment relationship. His previous work spanned regional transportation modeling, regional habitat connectivity, and utility network mapping.



KPA

Katherine Padilla Otanez

KPA Principal In Charge

Principal of Katherine Padilla & Associates (KPA) for 26 years, Ms. Padilla Otanez is a communications specialist and strategist with expertise in organizational development/ systems thinking, facilitation and mediation, marketing research and integrated communications strategy, and community and government relations. Other areas of expertise include global logistics, planning, architecture, and engineering. And KPA is a certified DBE/MBE/WBE/SBE firm. Prior to forming KPA, Ms. Padilla Otanez managed and delivered drafting services for structural engineering and architecture projects, while obtaining her MBA and Bachelor of Science degrees. Other areas of education and expertise include NEPA Policies, Procedures and Practices, UCLA Extension; CEQA Overview and Policies, Association of Environmental Professionals; and Environmental Justice in Land Use Planning, 2-day American Planning Association Workshop.



KPA

Jessica Padilla Bowen

Community Engagement Lead

Ms. Padilla Bowen has more than 20 years of experience in government and nonprofit communication. She spent 15 years working in communication for the City of Carlsbad serving various departments including Community & Economic Development, Public Works, Library & Cultural Arts and more. She also served as Public Information Officer in the City's Emergency Operations Center. Prior to joining the City of Carlsbad, Ms. Padilla Bowen spent six years in nonprofit communication, handling all aspects of media relations, from photo and video shoots to pitching and coordinating hundreds of television, print and radio interviews.



KPA

Thelma Herrera

Senior Community Engagement Specialist

A community outreach specialist since 2004, Ms. Herrera has also served as a project manager and senior associate on a variety of KPA projects. Bilingual in Spanish and English, she's also skilled in synthesizing highly technical concepts involving transportation planning, environmental review, and engineering and design. And she communicates all them easily and meaningfully to people from all walks of life. She also is a highly gifted graphic artist renowned for the creative graphics she developed for the Metro and Port of LA projects. As a designer, Ms. Herrera has been instrumental in effectively positioning and branding projects with indelible and compelling images. She is also well versed in social media and has orchestrated transportation-related and master-planning campaigns for numerous public agencies.



KPA

Lorena Hernandez

Senior Community Engagement Specialist

Ms. Hernandez has eighteen years of experience developing and implementing programs in the public and private sectors and non-profit organizations. She has worked on projects in the areas of transportation, education and healthcare. She has extensive experience working with the community. She has established communication lines and partnerships with stakeholders, local agencies and elected official staff. She has extensive experience working with the community.



Access.

Tamim Raad, B.Comm, MA (Planning), MCIP

Access Planning Principal In Charge

Tamim is a passionate urbanist with twenty plus years of experience shaping the strategic agenda in cities. Working both from within major regional transport planning authorities and as a consultant, Tamim has overseen the development of megaprojects and megaproject governance, creation of new regional transport governance models, the consolidation of transit planning and operations under a single authority, and the implementation of sub-regional governance models in legislatively muddled sites like Toronto Pearson Airport. He brings visionary leadership with a proven track record of results in tackling the toughest of problems, whether guiding mega project development or supporting transit decision-making.



Access.

Elicia Elliott, BA, MCIP,RPP

Regional Planning Advisement/Support

Elicia is a transportation planning professional with 15 years of experience in the private and public sectors. She has cultivated expertise in transportation ranging from strategic planning to operations across modes and has a proven track record of delivering exceptional multimodal work for government clients across North America.



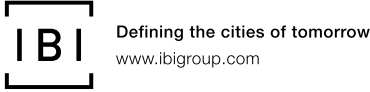



Access.

Lisa Salsberg, BA, MBA

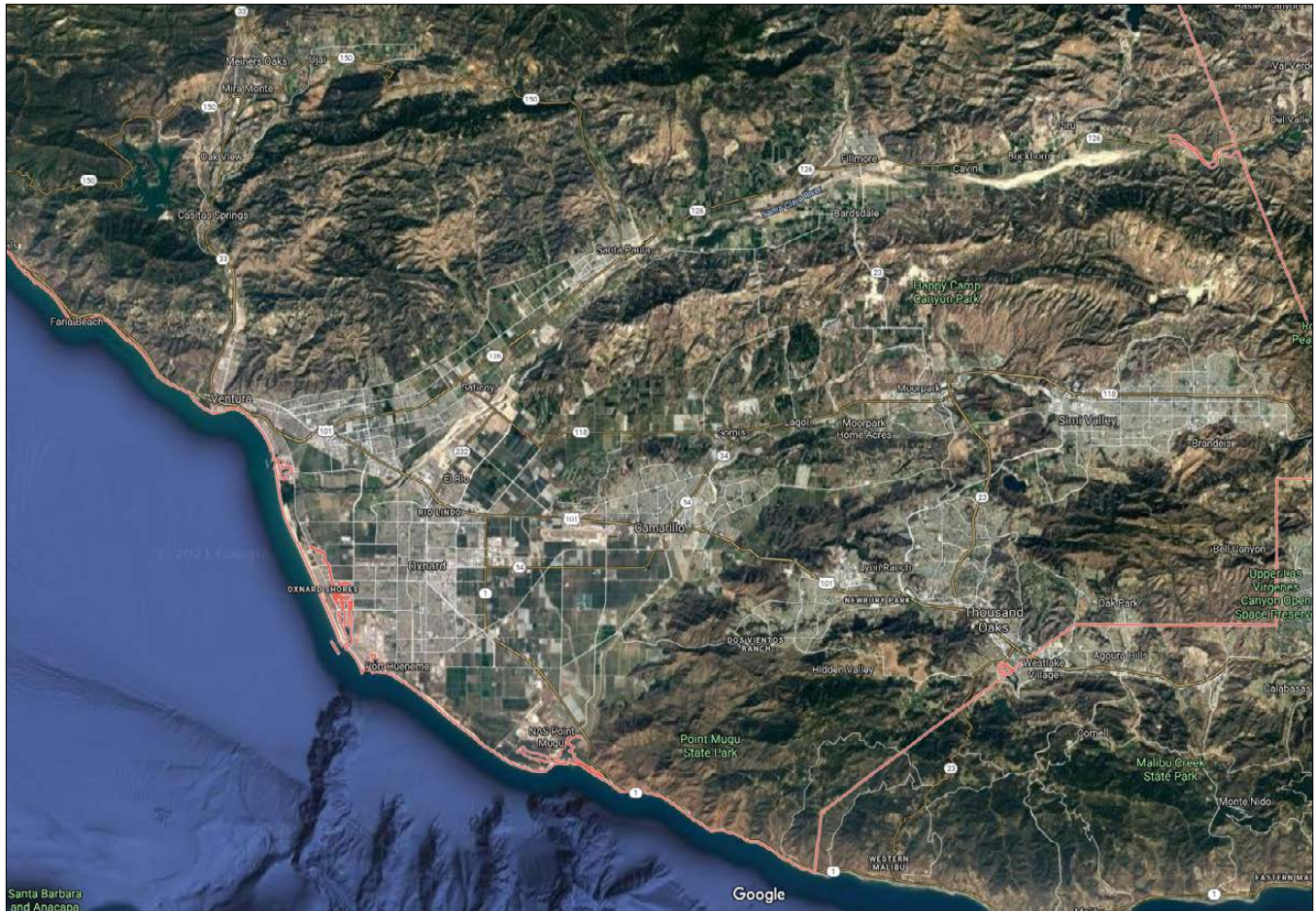
Regional Planning Advisement/Support

Lisa is a results-oriented planner with over 25 years of experience developing innovative strategies to address complex public policy challenges. She has extensive expertise in regional planning, growth management, transit and transportation planning, and multi-modal transportation policy. Lisa has played leadership roles in the establishment and implementation the regional transportation authorities in the Toronto area over the past 20 years. She is known as a skilled people leader who has built successful approaches to complex multi-stakeholder initiatives. Her strong focus on engagement processes is a crucial asset to evidence-based decision making for clients and stakeholders.

Staff Availability

Company	Name	Availability
	David Chow	30%
	William Delo	50%
	Mike Arizabal	40%
	Cristina Martinez	45%
	Oliver Hartlenben	25%
	Jason Rosenblum	40%
	Brook Acosta	50%
	Steve Wilks	35%
	Joe Punsalan	20%
	Jacob Leon	20%
	Alex Samarin	20%
	Katherine Padilla Otanez	35%
	Jessica Padilla Bowen	35%
	Thelma Herrera	30%
	Lorena Hernandez	50%
	Tamid Raad	20%
	Lisa Salsberg	20%
	Elicia Elliot	20%

Technical Approach



The Comprehensive Transportation Plan (CTP) Update is envisioned to identify and develop innovative, creative, and implementable mobility solutions and strategies to support the ten cities and unincorporated communities that make up Ventura County. The IBI Group Team recognizes that this is a vital and important project that is intended to respond to the mobility challenges and opportunities of the study area, focusing on the critical role that transportation plays in the health, happiness, and well-being of approximately 850,000 residents.

Ventura County contains all of the advantages found throughout Southern California: connections to generators of economic output, mild climate, diverse and vibrant cultures, and close proximity to beaches, forests, and mountains. Yet the area also experiences the consequences of our region's popularity: widespread traffic congestion, high housing and other costs of living, and inequitable burdens of pollution and other negative externalities caused by industry and transportation. Based on our review of the RFP and the study goals and guiding principles, the team we have assembled is very excited to have the opportunity to submit this proposal to the Ventura County Transportation Commission (VCTC) to complete this study effort. Our team is purpose-selected to bring unparalleled expertise and creativity to address the regional and local mobility challenges, while building upon and celebrating its strengths. Our robust knowledge of Ventura County and all aspects of mobility—ranging in scale from transportation network companies to the freight rail corridors—has prepared us to deliver a thorough and effective transportation plan.

Both VCTC and Caltrans are acutely aware of and invested in addressing the challenging multimodal transportation needs of Ventura County. Simply put, the old ways of focusing on Level of Service and adding roadway/highway capacity have failed to properly prepare us for a future where continued growth in travel demand and overreliance on a single mode of transportation combine to create impacts related to congestion, travel delay, air quality, and climate. Yet land use patterns and travel behavior are slow to change, and innovative transportation technology doesn't always translate into financial sustainability. The challenge to our team is clear: just as the project study area is fragmented and needs new connections, so too must we bridge the gap between the infrastructure and plans that exist now, the vision and bright ideas of the present, and the needs of the future.

Our technical approach begins with having the right people for the project. Each member of the IBI Team is purpose-selected to deliver on the stated objectives. They have their hands on the pulse of the ever-changing transportation climate and this integration of resources is why we are in a unique position to provide innovative solutions to a space we are very familiar with.

IBI Group understands that there are two main technical focal points for this study. The first focus is not just in identifying the gaps that exist in the current regional transportation network and planning to address them, but doing so in a way that incorporates the lessons of current and past planning efforts and emphasizes the local knowledge and expertise of the community, key stakeholders, and neighboring jurisdictions. The second focus is in creating prioritization and action plan that is at its core achievable and useful, but also responsive to the social equity issues that are often under-addressed or sidelined in planning studies. Over the course of the study, we will incorporate these considerations in the public engagement, needs assessment, and the overall transportation vision and recommendations.

Community and stakeholder engagement is also a key element of the study process, on-par or even elevated above the technical components. It is critical that this mobility planning effort focuses on the expansion of an equitable and fair transportation network. The CTP must plan for the mobility needs of all Ventura County residents, regardless of their location, demographic, or socio-economic condition. Community engagement is a focal point of our approach, and we have outlined an inclusive, creative, and flexible engagement program that seeks to connect with the diverse populations and cultures present in the County. We recognize the importance of listening as part of the engagement process and the involvement of as many diverse voices as possible in the planning process.

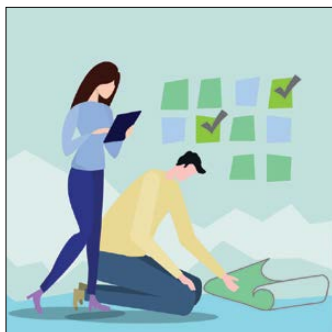
Underpinning our knowledge of the study setting detailed above is a clear understanding of the challenges created by the COVID-19 pandemic and the uncertainty that it has injected into all planning and community engagement processes. As a technology-oriented global firm with extensive experience with smart cities infrastructure, IBI Group was well-prepared to transition to a completely remote work environment and experienced no downtime at the onset of this crisis. Since that time, we have rapidly developed new digital engagement tools that have already proven successful for community outreach and will apply our lessons learned to this study. Finally, the experts included within our Southern California practices are leading our firm's global COVID-19 recovery recommendations and strategy, including the use of parametric planning and computational design to rapidly iterate reconfigurations of space in response to public health guidelines. Should these tools become potentially useful to VCTC during the course of the study, we are ready to deploy them.

Planning for a Sustainable Ventura County

The project study area presents a complex mobility challenge for a variety of reasons. These include:

- The study area is home to a large number of residents spread across a 2,200 square mile county, making the provision of mobility and access complex and challenging. The travel and transportation needs of over 800,000 people requires a multi-tiered approach to the provision of transportation options and transportation infrastructure.
- The study area is a gateway for global trade, with Port Hueneme as the anchor for intermodal logistics supply chain. Goods movement significantly contributes to the economic health of Ventura County and Southern California.
- The study area is bifurcated into numerous unincorporated communities and incorporated cities, with opportunities to enhance connectivity between jurisdictions. Regional improvements require coordination and cooperation between numerous different local jurisdictions to achieve mutual benefits.
- Major transportation corridors in the study area – freeway, transit, freight – are focused on Highway 101, acknowledging the strong role of Los Angeles and Santa Barbara counties as regional trip attractors. However, not every trip is made on the 101. Mobility solutions must recognize the complex travel patterns associated with trips for work (most of Ventura County’s residents work within county boundaries), education, recreation, and shopping.
- The study area demographics are also diverse and complex, with residents from a variety of backgrounds and cultures, some who have lived in Ventura County for multiple generations and some who are recent immigrants. This unique mix and diversity of culture, economics, and language requires a robust and relative community engagement approach that seeks out people and participation rather than forcing residents to find us.

Within this context: our approach to planning for a more sustainable transportation future for Ventura County is focused on three components:



1 Investigation

Review and understand the unique conditions of the diverse, varied, and fragmented communities within the project study area. A data-oriented approach to understanding the community and its needs will be augmented by a robust and participatory community engagement effort.



2 Innovation

Create a bold vision for mobility in the area that is informed by the project team's expertise and that incorporates and updates past ideas and planning efforts. The community will also be engaged to craft this vision and contribute to the identification of solutions that meet their existing and future mobility needs.



3 Solutions

The result of this effort will be a comprehensive transportation plan that is actionable and that contains a range of solutions, addressing needs for transit, automobiles, active transportation, and goods movement.

The **Investigation** phase of work begins with the establishment of clear protocols and a project implementation plan to deliver the project in a remote work environment, with options to transition back to in-person meetings. It includes opportunities for input from the Regional Advisory Committee and Local Advisory Groups, as well as other key stakeholders, existing conditions assessments and policy reviews, and an identification of priorities. Most importantly, investigation will be informed by a robust, inclusive, and expansive community engagement that gathers local knowledge and expertise.

The **Innovation** phase of work will connect the investigation with potential solutions, supported by GIS modeling and analysis. Measures of social equity, socioeconomic data, and other analysis of the built environment will be centered in the metrics and will be responsive to community feedback, visioning, and needs.

The **Solutions** identified by the study will include not just traditional infrastructure such as bike lanes or new lines of transit service, but technology applications informed by our team's decades of experience with smart cities infrastructure and our expertise with emerging market disruptors. The solutions will include concrete recommendations to reduce greenhouse gas emissions, improve travel safety, increase accessibility, and provide for a more equitable and sustainable transportation network.

We have found that organizing our approach to complex, multi-agency projects similar to this study around these three primary components helps to guide the project work plan, maintain the project schedule, and communicate these project goals, progress, and process effectively to stakeholders and the community. With this approach, project participants can understand how the study process will flow and progress and how their input and participation will be incorporated within the planning process. These project phases also help to tell

the story of the project development process and study effort, forming the organization of the final plan and providing valuable and organized input that can be utilized for the development of grant applications, funding, and actions for project implementation.

The Emerging Mobility Landscape

In addition to our deep and nuanced understanding of the transportation landscape in Ventura County, the IBI Group Team provides unparalleled expertise in the area of emerging mobility concepts such as first/last mile strategies, shared use mobility, microtransit, mobility-on-demand (MoD) and mobility-as-service (MaaS). We also have experience with technologies and solutions enabling concepts such as connected and autonomous vehicles, advanced wayfinding, advanced e-hailing, advanced customer information and cashless payments. This combination of knowledge and capability is likely unique among the teams applying for this project opportunity and we believe this experience presents a key differentiator in our approach and qualifications. We are aware that there are various types of mobility options available to travelers within county study area, but there are limitations on these mobility options due to geographic, infrastructure, and technology constraints. In terms of the transportation landscape within Southern California and our general understanding of emerging mobility paradigm in the transportation industry and beyond, our technical approach to the CTP will incorporate the following major themes:

1

Cost-Effective Service Planning with Consideration of Appropriate Mobility Options

Mobility needs vary a lot by community, age group, time of day, day of week, car ownership status and many other factors. These mobility needs may include local access to goods services and activities within the immediate vicinity; access to higher order medical, retail, entertainment, recreational and public service attractions in neighboring cities and beyond; access to regional transportation; and access to regional manufacturing and service employment opportunities (especially for entry level or part-time employees).

Our approach will be to consider all current and potential future options that meet mobility needs within the County. While a plethora of mobility options are available today, sustainability is a big concern. A key consideration will be understanding the underlying cost of launching, operating and maintain mobility platforms and services so options provided to customers are sustainable in the long-term.

2

Focus on Travel Needs and Patterns

Understanding who is traveling and what they want is perhaps the most critical aspect of comprehensive transportation plan. Our experience suggests that there is a need for new ways to respond to changing demographics, growing demand for travel to diverse destinations, and a shift away from group travel. It is also pertinent that younger people think differently about personal mobility than do their parents and grandparents. Younger people are especially receptive to Uber and Lyft among a growing industry of TNC and smart cab providers using fully accessible small vehicles. Equity and accessibility continue to be a concern that will be part of our mobility alternatives discussion with the communities in the study area.

3

Community Engagement for Adoption of Transportation Solutions

An effective community engagement plan is extremely necessary to convince customers to use new or improved mobility services. We have proposed a multi-faceted public participation plan that relies on both conventional and digital media to engage customers from all socio-demographic groups. Our intent will be to provide as many options for community engagement as possible to minimize the barriers to participate and to respond to distinct user demographics, such as youth, non-native English speakers, and traditionally underserved populations.

Project Management Approach

It is unglamorous and often thankless work. But failure to establish and use systems for maintaining control over budget, scope, schedule, and design products can make even the most talented planning team appear to be unorganized, and inefficient. Over that time, we have adapted and fine-tuned IBI Group's standard firm-wide ISO-Certified and audited Project Controls processes and tools to support local client needs. The tools and procedures we use are state-of-the-art and commensurate with the scope, scale, and complexity of the projects IBI Group undertakes with its staff of 2,700 people in 60+ offices around the globe.

Project Management Tools — The availability of project management tools is almost ubiquitous these days, and they certainly are required as part of project control. However, the emphasis is often on days planned/ days expended as opposed to real tracking against critical path elements which truly drive the overall project implementation timeline. We will set up the tools around a true critical path which focuses on “big picture” elements, as well as the detailed task.

Design Integration – Consistency — IBI Group has been working with subconsultants on projects that involve a new approach to design integration and consistency checks. This approach more directly involves the client in earlier stages of design development, even prior to completion of all internal team QA/QC. This allows the client and key stakeholder agencies to note potential conflicts and bring up questions and concerns earlier. As different elements of planning and outreach proceed, they are checked against each other on a recurring basis. IBI Group would like to work with VCTC to enhance the level of early and proactive planning integration and consistency checks as part of the overall approach to project controls.

Implementing Project Management Tools Up Front — The IBI Group has numerous management tools at our disposal that are used to various degrees depending on the size and complexity of a project at hand. These tools include ASANA/SharePoint for file and project information sharing, Microsoft Project, and MindJet Project Management Tools. For example, IBI Group has fully migrated to video teleconferencing tool Teams. This tool allows directed file sharing/storage, as well as on-line discussion channels specific to individual projects. For IBI Group, Teams has proven to be an integral tool for on-going discussions across offices and across a variety of areas of technical expertise, including drawing on international experience. In the modern project management environment, these tools are linked and integrated to support one another as project needs dictate.

Scope of Work

The work plan proposed by the IBI Group Team addresses the key scope elements identified by VCTC in the RFP scope of work. We have incorporated specific value add innovations into our approach, specifically in Task 2 and Task 3, where we believe that our approach to the outreach framework and community engagement will help to enhance the work scope and the final plan developed for VCTC.

Task 1: Project Initiation

Project management is a crucial element to ensure that a project of this size, complexity, and duration remains on schedule and on budget, while also achieving the overall project goals and objectives. The IBI Group Team will be managed by William Delo, AICP, an experienced project manager, who has successfully led the completion of a range of multi-agency, regional planning projects having a similar scope and budget. Mr. Delo will be supported by Mike Arizabal as the Deputy Project Manager, a senior transportation planner who has managed and led the technical work on a wide variety of complex multimodal transportation planning and traffic engineering projects. Mr. Delo will establish regular status meetings and check-ins with the VCTC project manager to proactively manage the project throughout the 24-month duration.

Task 1.1: Project Team Meeting

Our first order of work will be to schedule a two-hour project kick-off meeting with VCTC's Project Manager, VCTC key staff, and other relevant parties that would be involved in the study effort after receiving the notice to proceed (NTP) for the study. The RFP calls for an in-person meeting, but it is difficult to forecast what social distancing guidelines may be in place by the time of the kick-off for this project. IBI will be prepared to host a kick-off meeting virtually via Microsoft Teams. The application allows for screen sharing (document viewing) and promotes interaction among participants with features such as a virtual whiteboard for markups and full chat capabilities.

This meeting will have the purpose to introduce the team, review project objectives and requirements, and establish lines of communication and procedures/protocol. It is anticipated that this meeting will be the forum to present and discuss project issues, discuss any gaps in data, discuss critical path items, and determine if any refinements to the work plan or schedule are necessary. Should refinements come out of the kick-off meeting, IBI will provide the team with an updated scope of work and schedule. IBI will also provide the team with the recorded meeting file and corresponding notes and action items.

Task 1.2: Community Needs Assessment & Existing Conditions Report

Working with the project team, our subconsultant Access will lead work on framing the Needs Assessment, drawing on the team's broad experience leading and advising on regional transportation plans in some of North America's largest urban areas. We recognize that the collective success of any comprehensive transportation planning process is founded on a shared view of the objectives and desired outcomes of the work, and that a carefully scoped needs assessment is crucial to setting the stage for the development of plan options to analyze in the subsequent phases of the work.

Prior to diving into a needs assessment, we will develop a strategic framework that reflects VCTC’s vision, goals, and objectives for success, and identifies the key study questions to be addressed. This framework will provide a foundation for defining the key indicators for the Needs Assessment, with particular attention to disadvantaged communities and market segments. The strategic framework will serve as tool for aligning considerations addressed in the various plans at play in the County. We will draw on our extensive experience developing regional transportation plans where there are unclear objectives, multiple stakeholders and overlapping plans. We understand that Ventura County’s CTP update needs to meet State and regional goals, as well as provide a framework for the next Regional Transportation Plan and Sustainable Communities Strategy development.

Task 1.2.1: Existing and Planned Infrastructure/Facilities Inventory and Mapping

The IBI Group Team will coordinate with VCTC and local jurisdictions to obtain current GIS data for existing and planned transportation infrastructure throughout the county. Information relating to project context, existing conditions, as well as recent planning and engineering studies in the County will be reviewed and considered for their impact on the CTP. Our team will also gather and review data relating to land use, demographics, the countywide roadway network, active transportation infrastructure, and existing and future travel patterns. Additionally, because the focus of this study effort is creating a comprehensive countywide transportation plan in the network, IBI Group will also review recent approved transportation policies adopted by the local jurisdictions in and around the study area that may support or hinder that effort.

Data such as transit boardings and alightings, if available, will also be collected to identify high- demand stops and stations to determine if there is a transit service and amenity deficiency within the County.

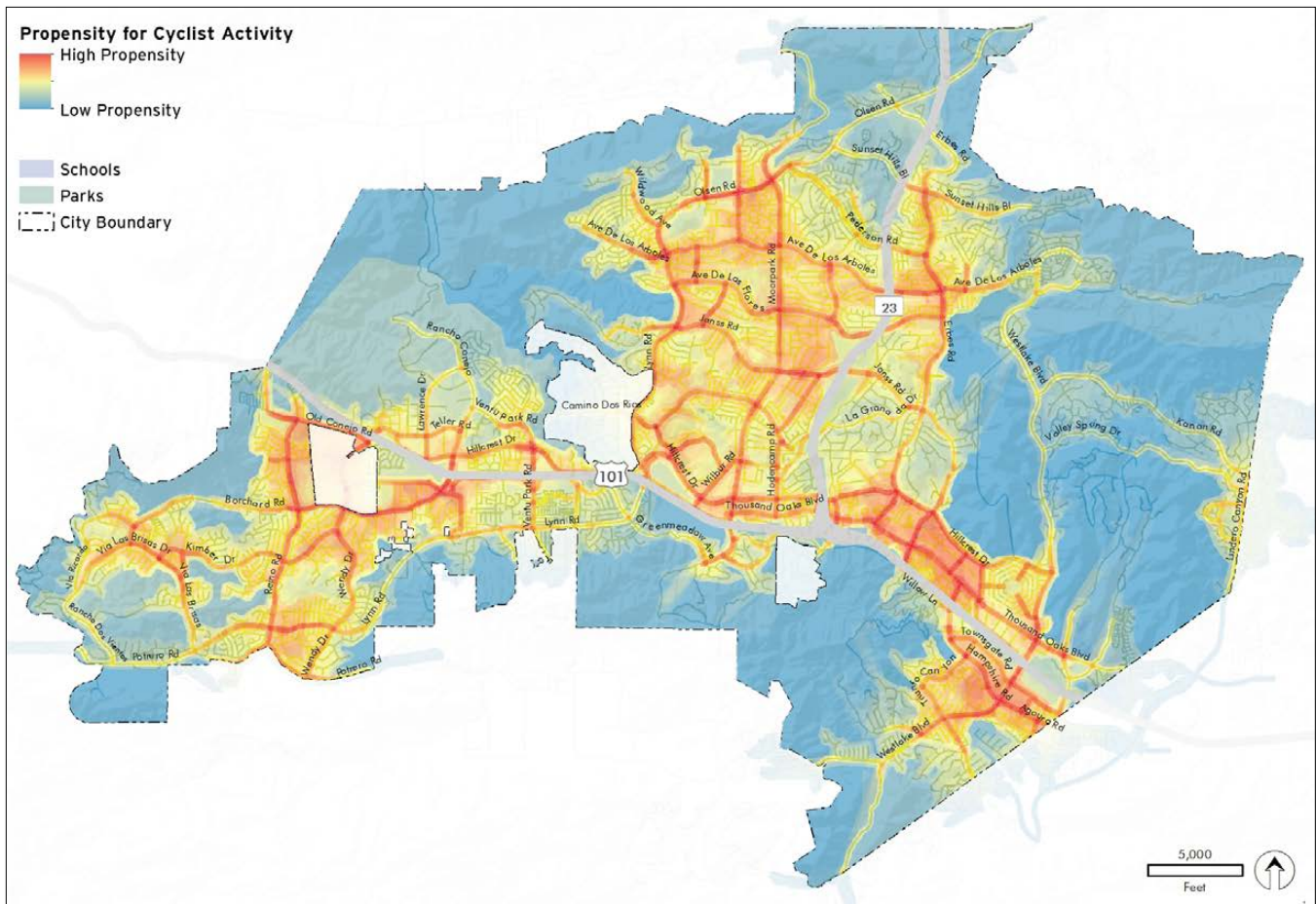
Bicycle-Pedestrian Propensity Analysis

As part of this data collection and analysis phase, We will develop a GIS-based Bicycle and Pedestrian Propensity Model specific for the county to highlight areas where bicycle and pedestrian improvements are most likely needed through a data-driven approach. We believe a specific focus on active transportation modes will enhance the CTP and provide VCTC and the local jurisdictions with a leg up on implementing projects that will positively contribute to meeting regional GHG and VMT reduction goals, while also creating a more equitable mobility network.

This aggregate model:

- Identifies destination clusters through modeling quarter-mile walksheds around community attractions such as schools, parks, recreation, and transit;
- Incorporates aggregated census, CalEnviroScreen, and Free-Reduced Meal Program layers to highlight disadvantaged populations that are more dependent upon active transportation; and
- Delineates mobility barriers including collision locations, high-volume and high-speed vehicular routes, major intersections, and freeways.

Due to the size of the County, this analysis will fully reflect the County’s unique socioeconomic and mobility landscape to help identify focus areas where people are more likely to bike and walk but may also be more dangerous. Since our team already has an extensive archive of data and spatial model components, the team will be able to efficiently and objectively model focus areas throughout the County with consideration for unique geography, social characteristics, and mobility challenges. This analysis will also be used to objectively rank projects as well as be used to identify areas for community engagement pop-up events.



Collision and Safety Analysis and Mapping

The IBI Group Team has extensive experience working with bicycle- and pedestrian-involved collision data in California from the Statewide Integrated Traffic Records System (SWITRS). With the most recent five years of data downloaded and geolocated, We will produce maps depicting the crash location for all modes. We will also analyze the collision data to identify key collision types throughout the County, which can help to target additional phases of the project such as the project recommendations or locations for community engagement.

Task 1.2.2: Equity Analysis

Based on the team's experience developing prioritization methodology for goals and objectives on similar plans, assessment will include:

- **Disadvantaged communities.** We will examine criteria from CalEnviroScreen to identify areas that are particularly disadvantaged to ensure that these census tracts receive improvements. Additionally, we can utilize a regional definition of disadvantaged communities developed by SCAG.
- **Health conditions.** Using reliable surveys on health (e.g., diabetes, obesity, physical handicap), we will prioritize the selection of locations to ensure areas in need are addressed.
- **Demographic characteristics.** We will review demographic patterns to ensure that areas where the potential of bicycle and pedestrian infrastructure is high are also represented with linkages to community assets, preferred routes, or facilities. Free-Reduced Meal Program schools can also be included.
- **Mobility surveys.** Using surveys, we will consider improvements that facilitate access to schools, parks, WIC-approved grocery stores, and medical care. Additional data from state and federal agencies that define food and services access can be used.

These potential criteria will also be used in the technical analysis to tie in goals and policies with the data-driven approach of project prioritization.

Task 1 Deliverable:

- *Project Meeting Notes*
- *Community Needs Assessment and Existing Conditions Memo*

Task 2: Outreach Framework

The IBI Group Team understands that a successful plan will need to reflect community-based, local priorities as developed by an inclusive and wide group of stakeholders. The IBI Group Team intends on building upon previous outreach efforts to establish and strengthen Local Advisory Groups, using our direct experience as well as a series of framework best practices as a guide.

Due to the ongoing COVID-19 pandemic and social distancing recommendations, we have assumed that the work efforts and engagement efforts conducted in 2021 will likely require use of online teleconference or video conference meetings. IBI Group offers full capability to host these meetings using the Microsoft Teams platform, which allows for screen sharing and collaboration within the virtual meeting setting. The IBI Group team also understands that not all stakeholders have access to Wi-Fi or smart phones – we have strategies in place to increase our ability to engage disadvantaged communities.

Our subconsultant, KPA, would be primarily responsible for public engagement and communication strategy development, branding and outreach material development, planning community outreach events, and collecting and compiling community input. Since the start of the pandemic in early 2019, KPA has coordinated numerous online community meetings for clients such as Santa Barbara County Association of Governments, Los Angeles County, City of Los Angeles, and the LA County Metro. The KPA team is well-versed in tools for online engagement and ready to pivot back to in-person engagement when it is deemed safe to do so.

All public notices and outreach will be provided in English and Spanish, including live Spanish interpretation at online and in-person meetings. Additional outreach will be conducted to Native American Tribal Governments, indigenous communities, and environmental justice and social/health equity groups, ADA and active transportation advocates, as well as an engagement program for youth and families.

KPA will develop a Stakeholder Engagement Plan, two iterations, Draft and a Final version, identifying key stakeholders and detailing strategies and methods to engage the public and reach disadvantaged communities, as well as list of responsibilities for implementing the strategies, including enlisting community-based and grass-roots organizations. The plan will describe virtual activities to meet social distancing requirements and in-person outreach events, such as the farmer's market, city festivals, and other community events as allowed when in-person activities can resume. KPA shall develop the plan, launch schedule, and public process diagram to illustrate how engagement activities are congruent to project milestones.

Task 2.1: Regional Advisory Group Convened

The IBI Group Team will work alongside VCTC to identify and facilitate the formation of a Regional Advisory Committee (RAC) with the goal of 1.) providing a countywide, interdisciplinary outlook 2.) providing strategic oversight vision in plan development, and 3.) assist in the development of Local Advisory Groups. It is anticipated that the RAC would be comprised of representatives and stakeholders interested in transportation and mobility within study area. Possible members of the committee may include Caltrans, Metrolink, Amtrak, Gold Coast Transit, and other State agencies. Based on our work on similar studies, we would recommend and anticipate a RAC membership of no more than 10 people. This ensures that a wide variety of interests and voices are heard, but also creates a manageable-sized group.

Proper management of the RAC is essential to ensuring that the project stays on schedule, on budget, and fulfills the scope of work. The initial RAC meeting will set the stage for defining the role of the committee, how and when information will be presented, and the level of input and form of input that committee members will

provide into the work products. Prior to the first committee meeting, the IBI Team will discuss composition of the committee, the committee role, and approach to committee presentations with the VCTC Project Managers to ensure consistency in approach and expectations. Meeting notes, agendas, and an action item list with responsible party identified will be submitted for review by VCTC and distributed to a standard list of recipients within 8 working days of each meeting.

The IBI Group Team brings vast experience working with RACs on a range of regional planning projects. Proper management and guidance for the RAC is essential to ensuring that we get the most value out of their input and perspectives and to ensure that the RAC members feel like their time is well utilized during their participation. A key element of our experienced approach is timing the meetings to occur when they provide the most value to the work plan, not just at a regular interval. We have budgeted to conduct up to eight meetings during the course of the project and will schedule these to help guide the technical work and engagement activities conducted in the subsequent tasks.

An important focus of discussion the RAC will be on the alignment of land use and transportation policies and objectives. As the County and surrounding areas grow in the future, and municipalities set out how and where they will grow, it will be important for the Transportation Plan to consider how transportation investments can best support the management of that growth at the County and regional level. The IBI Group Team has significant experience working across transportation agencies and municipalities to develop strategies and approaches that align land use development and transportation considerations. Through a series of working sessions with the RAC members, we will create a unified outlook of the future development across the region and discuss transportation scenarios and opportunities to support that growth in a sustainable and effective manner.

Task 2.2: Local Advisory Groups Identified

In order to develop the foundation of the CTP based on local priorities, the IBI Group Team will coordinate with both the VCTC and the RAC to identify and build Local Advisory Groups (LAG) to serve as outreach conduits to local communities and interest groups. Pain-points and specific areas of concern identified through the LAG will be instrumental as the CTP is updated. The IBI Group Team will create an extensive database of key stakeholder groups as follows:

- VCTC Commissioners
- Neighborhood Organizations
- Transportation Advocates
- Businesses and Large Employers
- Staff from Local Jurisdictions and Partner Agencies
- Open Space Advocates
- Members of Underserved/Disadvantaged Communities
- Youth and Families
- Elected Officials
- Local Transit Providers
- Native American Tribal Representatives
- Active Transportation Advocates
- Environmental and Natural Resource Advocates
- Non-profit and Social Service Agencies
- Chambers of Commerce and Small/Local Business Organizations

Our plan intends to build upon and update the advisory group participants identified as part of the 2013 CTP. The LAGs represent an inclusive and expansive stakeholder base of traditional and non-traditional interests, with the goal of engaging them early and regularly in the process.

The IBI Group Team will assist VCTC staff in identifying appropriate stakeholders and recruiting members of the Advisory Committee, if requested, draft invitation letters/emails, with background info about the Plan and its objectives as well as roles and responsibilities of the Advisory Group. The IBI Group Team will schedule and organize the meetings, and will assemble and distribute agendas, record notes, develop and distribute meeting materials as necessary, and provide meeting draft and final summary notes.

LAG meetings will be scheduled to occur concurrent with the various phases of the community engagement effort. These meetings are discussed further later in the scope of work.

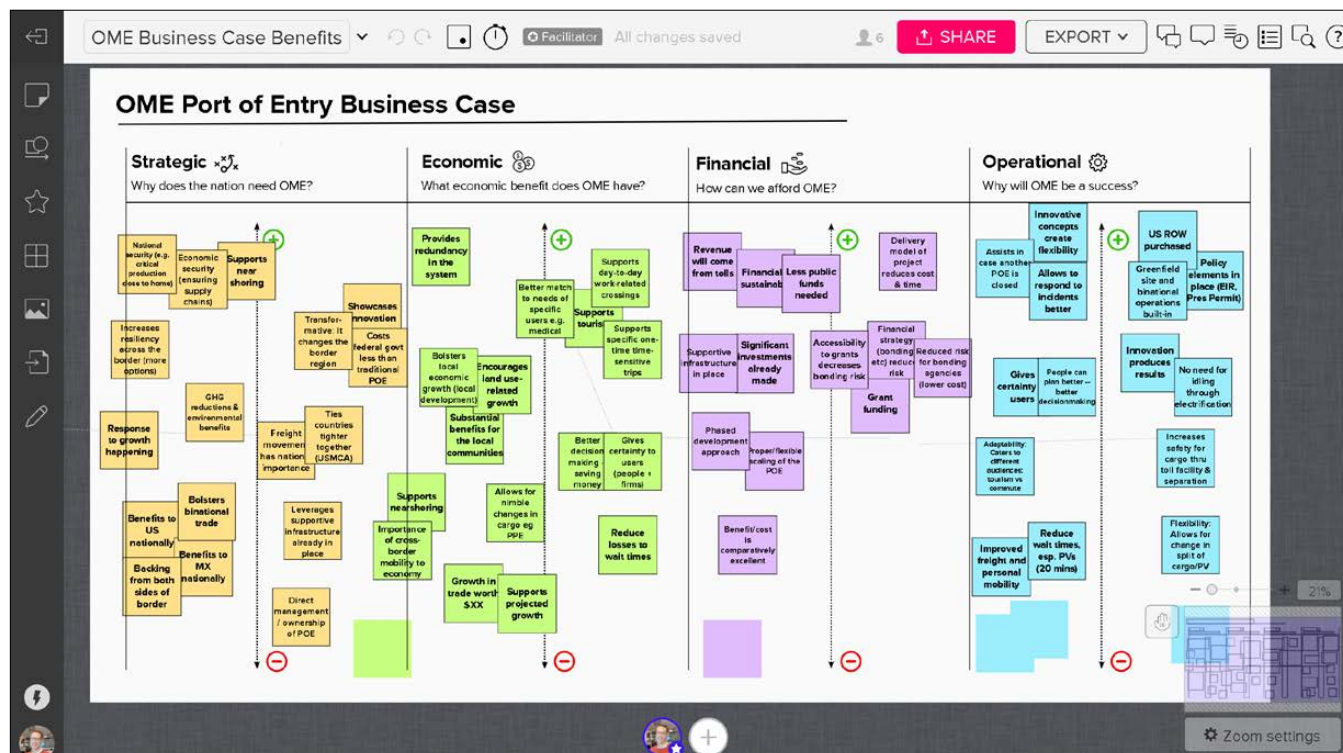
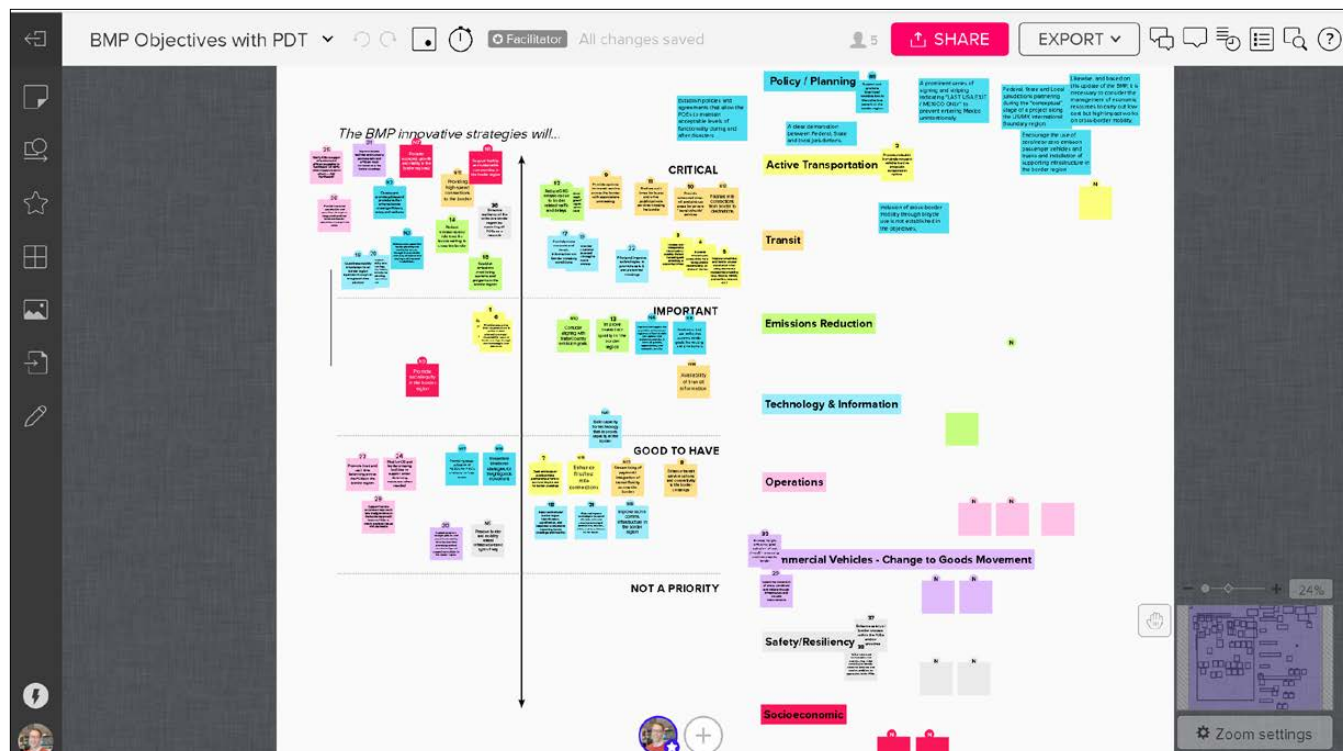
Task 2.3: Public Outreach Framework

The comprehensive outreach and engagement plan will be amended into a framework that is shareable with the RAC. An important element of the public outreach framework will be the focus on facilitation and best practices, whether these events and meetings occur in person or online. The ongoing COVID-19 pandemic creates unique challenges for conducting engagement during the course of the study timeline as it has upended, the way we live, work, and interact with each other. While both the long-term effects on how we relate to each other and the impacts on our urban environments are still to be determined, we will soon need to rethink the way we discuss the interaction with citizens and other stakeholders.

The obvious, and simple, answer to this challenge is to deploy technology. While many engagement roadmaps already involve the use of technology, e.g., online engagement, social media, etc., these engagement channels are usually a ‘side show’ of the main, official engagement process.

Based on review of the procurement timeline in the RFP, it would be prudent to plan for continuation of some level of social distancing mandates and restrictions on gatherings of multiple people still being in place for the balance of 2021, and perhaps for subsequent meetings as well. IBI Group is fully prepared to operate under these conditions and to facilitate effective and successful public outreach within an online forum.

Our staff members identified in this proposal, including our Project Manager and Community Engagement Lead, are experienced in conducting remote video conference and web-based meetings, and have been leading IBI Group’s response and flexibility working with our public sector clients to ensure that meetings can continue to occur in a virtual environment and be just as effective as they would be in-person.



IBI Group is actively utilizing digital canvas applications like Miro and Mural to conduct more in-depth meetings with the client, steering committees and stakeholders. The above example showing the use of digital sticky notes could be employed here to facilitate conversations.

At outset of the project work effort, IBI Group will develop a detailed approach to overall outreach framework, including our proposed methodology for presenting materials and ensuring participation and engagement from all meeting participants. We will facilitate this meeting using Microsoft Teams, which allows for screen sharing presentation and video conferencing. As the schedule progresses, we will revisit our approach and continue to monitor local and state mandates related to COVID-19 to determine if future committee meetings will be conducted in-person or online.



IBI Group developed this stakeholder engagement infographic to highlight our firm's capability to continue to host and conduct effective and productive stakeholder meetings, even when these meetings need to be conducted online.

Task 2.4: Interagency Outreach

The IBI Group Team will conduct additional outreach to local agencies, such as cities, counties, and transit agencies, to identify any existing or upcoming updates to relevant housing, transportation and existing land use plans that will inform the CTP update. The purpose and goal of interagency outreach is to ensure consistency from a county-wide perspective, carefully considering both existing and future updates to plans relevant to the CTP. We will collect appropriate and relevant plans from each jurisdiction and will develop a comprehensive list of recent planning documents that would be incorporated and referenced in the CTP.

Task 2 Deliverable:

- *One (1) comprehensive outreach and engagement plan*
- *2.1 Identify and Convene Regional Advisory Group*
- *2.2 List of 8-10 Local Advisory Groups and Members*
- *Letter and/or email invitation to potential group members*
- *Draft and Final Outreach Framework Document*
- *One (1) list of Existing and Planned Housing, Transportation, Climate, and Land Use Plans/Policies Relevant to CTP*

Task 3: Public Workshops and Meetings

We know that some of the best decision-making and outreach sessions occur in face-to-face charrettes, where participants can take pen to paper and come up with great ideas together. The project approvals process usually involves a series of touchpoints with multiple stakeholders that may now need to be changed.

Virtual meetings certainly are not anything new, so the question is not if, but how we use technology to ensure transparency and meaningful stakeholder input. The public engagement effort is a focal point in the development of the CTP. It will be essential for the consultant team to understand existing needs, challenges, and opportunities related to mobility from current residents, commuters, students, and stakeholders. We have outlined a comprehensive approach to community engagement, recognizing the diverse geographic, economic, cultural, age, and language conditions that we will be to embrace and work within to deliver this project. We have also developed a flexible approach to community engagement that recognizes the every-changing environment surrounding the COVID-19 pandemic. This flexibility will allow us to move from online/virtual engagement to in-person engagement and back if necessary, during the course of the project.

Task 3.1: Community Listening Session/Workshops #1

The primary goal of this initial workshop is to introduce the public to the project, define project parameters, inform about project opportunities and constraints, and solicit opinions from the community to shape outreach framework. Engaging the Local Advisory Groups early and regularly in the process will help improve stakeholders' understanding of the interconnectedness of the region's transportation system and policy directions, provide an open channel for local pain-points and issues, and help identify priorities for transportation improvements at the local level (and for regional connectivity).

We call this round of engagement the Needs phase with two primary agenda items: issues and vision components. For the former, we will use IBI Group's time-tested 'Gains & Pains' exercise, where people are able to express and prioritize, in real time, values, concerns and aspirations regarding mobility in their communities. (Here is where we will capture input for existing conditions and missing transportation amenities.) For the latter, we will draft a "starter kit" of vision components, in close collaboration with the VCTC Project Manager and likely with input from the RAC. These vision components will be portrayed in cards to use in IBI Group's 'Prioritization Card Game', where participants discuss the relative importance of each item with the opportunity to add or eliminate components. The ranked outcomes will then be used by the project team to draft a vision statement and a series of goals and objectives as part of the plan.



The IBI Group Team will plan to host up to ten (10) virtual workshops on the Microsoft Teams platform (or Zoom if preferred by the public). Understanding that some of the best outreach sessions occur in-person taking pen to paper, IBI Group will closely monitor state mandates and gathering restrictions to identify if there will be opportunities to conduct these meetings in the local communities of Camarillo, Conejos Valley, Moorpark, Ojai, Oxnard, Port Hueneme, Simi Valley, Fillmore, Santa Paula, and Ventura). In the event these meetings can occur in-person, local and state COVID-19 safety and health protocols will be strictly adhered to. The IBI Group Team will provide one staff member to provide Spanish translation services as needed.

A single meeting with each of the LAGs will also be conducted during this phase of engagement to receive input from these groups regarding transportation and mobility needs and challenges. The meeting exercises and engagement activities will mirror those used in the public sessions, with opportunities to have more in-depth discussion of specific issues relevant to the members of each LAG.

Task 3.2: Community Workshops #2

The second round of community workshops, what we call Direction, will be focused on giving the LAGs and the community an opportunity to guide the plan development and to gain insight on the countywide perspective. Here is where we want the workshops to be highly graphical and interactive by introducing as whiteboard canvas application like Mural, Miro, or Metimeter, with synchronous participation by stakeholders via a videoconferencing service like Teams or Zoom. These tools give us the capability to provide creative and engaging exercises such as a digital whiteboard, digital sticky notes, real-time polling, and breakout rooms.

KPA will assist with outreach activities including e-blasting listening session notices to a project database, making phone calls to community-based organizations, and ensuring that LAGs receive a “kit” of informational notices to help get the word out through their social network channels.

This will set the stage for the core engagement portion of the agenda, where preliminary actions being considered by the planning team will be discussed with participants to assess how well each initiative responds through the lens of actual community needs and aspirations. For this we will be utilizing a tailored version of our “User Needs” exercise, which links suggested actions to stated aspirations and challenges, and further ranking the actions in order of importance.

We will need to calibrate and manage participation rates if the workshops are run digitally, as the dynamics are different, and we need to account for technical knowledge gaps of participants or bandwidth/hardware limitations. For example, we may need to run more, smaller-group online workshops to reach the expected participation levels and still make it meaningful for the participants.

The workshops will also allow the LAGs to provide input on the budgeting and visioning process to identify priority projects and issues by testing the levels of support and acceptances of alternative funding strategies.



The input received will be crucial in developing a funding strategy for the plan that is balanced, feasible, sustainable, community-supported, and linked to project growth and trends.

Surveys will be conducted during each of these workshops and will be used to refine the overall outreach framework. The goal is to make all subsequent outreach events as streamlined and efficient as possible with high participation levels; ironing out the wrinkles and getting feedback from the initial sessions will help us achieve that. The IBI Group Team will provide workshop summary reports including photos, interviews, public project preferences, priorities, feedback, and other public input.

Task 3.3: Community Workshops #3

The third and final round of community workshops, which we call Outcomes, will give an opportunity for community input on the Draft Comprehensive Transportation Plan Update. Using the digital tools mentioned previously, the IBI Group Team will facilitate and moderate round table discussion to receive feedback and identify and recommended revisions or additions to the Draft Plan.

We will produce the required boards and set up a series of interactive exercises, including dot voting on agreement on plan components, and comment cards, to capture final community sentiment regarding the draft plan. In case the activity needs to be conducted online, the Digital Foyer (see Task 3.4 below) will be updated with a virtual version of open-house specific activities, likely PDF documents, visual surveys, and before/after sliders. In consultation with the VCTC Project Manager we can supplement the open house with an in-person presentation of the plan outcomes or an online webinar with Q&A's.

Once completed, we will provide an outreach summary report that culminates results of all outreach efforts to date.

Task 3.4: Digital Outreach

As the project website and online information portal, we are proposing to use IBI Group's "Digital Engagement Foyer" as the communication hub for planning and the public information portal that the RFP requires. The Digital Foyer as the engagement entry portal for the CTP, where we recreate a "digital twin" of an existing place in the community or create a fully virtual one. Please refer to a descriptive presentation video of the Digital Foyer [here](#).

IBI Group has longstanding experience with two-way digital engagement tools and 3D visualization. Crafted as a direct response to the COVID-19 pandemic, the public will be able to access a series of information touchpoints and interactive tools with content produced by the consultant team or the client. The Foyer will contain links to all the online workshops and open houses (in case they are to be run digitally), as well as to project information, comment forms and insights gained from citizens throughout the process. It can also be linked to the project website's individual pages through pop-up windows, enhancing the online experience and making it easier for the user to explore content and provide input. We are planning to have content shift on the Digital Foyer as it transitions through the three workshop rounds; some material may stay throughout the process, while other may be updated, appear, or disappear as the project progresses.



IBI Interactive Digital Foyer Sample

The Digital Foyer can support links to the following digital engagement experiences. From this menu the client can choose the appropriate mix to meet the project's needs:

- Existing client or third-party webpages
- PDF documents or open house “digital boards”
- Embedded YouTube or Vimeo videos
- Map analytics sites, including those from our urban analytics team
- Before-after visual “sliders” with photorealistic renderings
- 360° virtual reality views
- Virtual reality walk-through models
- Surveys, including IBISwipe, our visual, no-frills binary survey tool
- Interactive mapping such as IBI's proprietary map comment tool
- Crowdsourced design through IBI's parametric engagement 3D model

Social Media Campaign

Ventura County contains a culturally diverse population. In order to engage directly with this wide variety of residents, our subconsultant KPA will oversee our social and ethnic media outreach. They have led several successful online campaigns related to transportation and have established procedures to gaining and maintaining a strong bilingual social media presence.

For this element of the engagement plan, we will seek to “virtually meet people where they are” by utilizing ethnic and location-based social media platforms, such as Weibo, WeChat, Nextdoor, and Citizen, as well as major social media platforms, including Twitter, Facebook, and Instagram. These apps will help to inform the public of events and project updates, which will be provided in English and Spanish, and will also serve as an alternate channel to receive feedback. Social media users will be driven to the Digital Foyer project portal to promote the project, generate email list signups, and participate in surveys/provide feedback on the plan. For this project, we are assuming that we will be leveraging VCTC's and other participating agencies' and organization's social media channels to “spread the word”. To do this, we will liaise with these partners through our established Regional and Local Advisory Groups.

Our plan is to conduct three (3) social media campaigns with up to 50 messages that correspond to the needs, direction, outcomes phases of the engagement process.

Traditional Outreach

Knowing that technology can be a barrier, especially to those in disadvantaged communities, the IBI Group Team will also deploy a traditional outreach strategy, including, but not limited to, up to 20 newspaper opinion pieces, press releases, fact sheets, and fliers.

Task 3.5: Focused Outreach and Interviews

The IBI Group Team will review the attendance and participation levels of Tasks 3.1 to 3.4, coupled with the Community Needs Assessment in Task 1.2 to determine whether the communities' input (especially disadvantaged and tribal communities) are adequately represented in plan development. As part of this task, we will key in on specific barriers and issues related to participation and conduct additional (up to 5) targeted surveys to those communities for feedback and will update the outreach framework accordingly.

In order to extend the reach to youth and families, the IBI Group Team will develop a virtual toolkit and sample lesson plan for teachers to use with middle and/or high school students to learn about transportation in Ventura County with the goal of garnering new ideas and feedback on what they view as transportation challenges.

Task 3 Deliverables:

- *Meeting materials, including flyers, and presentations in English and Spanish*
- *Schedule of engagement activities/engagement workflow diagram*
- *PowerPoint Presentation Workshop Summary, Photos and Shared Visioning Statement for first round of community workshops*
- *PowerPoint Presentation Workshop Summary, and Photos for second round of community workshops*
- *Workshop Summary, Photos, and Feedback Notes for third round of community workshops*
- *Digital Foyer Interactive Website, Social Media Outreach Summary, Survey and Print Media Outreach Summary*
- *Develop and distribute one (1) survey to collect input from up to five (5) additional targeted (underrepresented) groups*
- *Focused Outreach Notes and Feedback, Virtual toolkit, and Lesson Plan*

Task 4: Comprehensive Transportation Plan Update

Task 4.1: Draft Update

As the core set of deliverables that summarize and compile the research, input, and analysis gathered in the previous tasks, the scope of Task 4 represents the final product of the Comprehensive Transportation Plan Update, which will be presented at Workshop #3 for public comment.

During plan drafting, the IBI Group Team will produce chapters for each of the following sections as milestones for review:

- Visions, Goals, Scope
- Existing Plans Context (Housing, Land Use, Transportation)
- Existing Conditions, Current and Anticipated Issues
- Needs Assessment
- Outreach, Equity, and Affected Communities
- Local Projections and Scenarios
- Community Effects (HPI, VMT, Housing, GHG, Climate Change, etc.)
- Findings and Recommendations
- Prioritization, Funding, and Implementation Strategies
- Solutions and Performance Measures

Highlights of our technical approach to Task 4.1 are presented below:

Visions, Goals, and Scope

Communicating the overarching visions, goals, and scope of the project early and often through our extensive outreach plan to an inclusive and expansive list of stakeholders is paramount to the success of the CTP. The fundamental concept of preserving and enhancing quality of life for residents, businesses, and visitors while providing a regional and local transportation system to support all modes is the focus of the CTP.

Existing Plans Context, Existing Conditions, and Needs Assessment

The elements from Tasks 1 through 3 will culminate in a “state of the system” chapter of the CTP. This will include socioeconomic data, land use and land use policies, major origin/destination patterns (residential to employment centers), roadway conditions (volumes and levels of service), and public transit.

The IBI Group team will use the data from the existing conditions analysis, previous planning efforts and public outreach feedback to design and map the proposed future transportation network. Connectivity to existing and planned facilities in adjacent cities will be considered to develop a complete and detailed list of future projects that will be prioritized for implementation. Each project will include a brief project description, including project-specific information and potential constraints, such as right-of-way acquisition and grades.

Project Prioritization

Prioritization directly supports future grant applications since most grants require evidence that prioritization was considered when ranking potential projects. The IBI team will work with County staff to create a framework and metrics for prioritizing and ranking projects based on the data and input collected during previous tasks, giving special emphasis to values and priorities expressed by the public. Criteria may be weighted to reflect relative importance for achieving active transportation and other planning goals. The criteria may be presented to the Regional and Local Advisory Groups, or publicly via community engagement events or the website, for feedback to verify the prioritization approach.

The prioritization process will also consider community needs; regional, county, physical and social barriers, safety, and statewide policy and funding frameworks; and the timeframe for implementation, including Regional and Local Advisory Group and County staff input.

The IBI Group Team has extensive experience developing prioritization frameworks that reflect local values and consider both the strategic and implementation criteria needed to inform decision making. Strategic criteria are used to inform program design, reflecting core values and longer-term ambitions, whereas implementation criteria include elements such as readiness and partner support.

Project Recommendations

The outreach and engagement effort, coupled with the existing context and challenges for the future of the transportation system, will inform the potential solutions that will be developed. The IBI Group team will focus on recommendations that address equity, safety, and community concerns, while maintaining the regional perspective.

Funding Sources and Programs

The IBI Group Team collectively brings a deep and diverse understanding of local, state, and federal funding sources and programs. Additionally, our team's extensive work with regional planning agencies allows us to provide VCTC with the benefit of our experience in evaluating how available funding should be allocated as part of a regional plan to ensure equitable access to funding opportunities. As part of this element of the CTP, we will prepare a funding matrix that identifies sources, pursuit requirements, potential uses of funding, timelines, and eligible projects and programs.

Solutions and Performance Measures

The IBI Group Team will build upon and identify performance metrics that will fulfill the goal of balancing the needs of multiple users. We will evaluate metrics that allow for safe and efficient goods movement while providing multimodal, complete, and safe streets. Along with goals and objectives for each solution, there will also be evaluation criteria and an analysis methodology to ultimately assess the degree to which a transportation solution is satisfying performance objectives. IBI Group has begun to identify core principles for this task on which to base potential solutions upon, which are currently in line with the region's mobility initiatives. These include, but are not limited to

- Accessibility
- Reliability
- Safety and Comfort
- Culture and Community
- Equity and Transparency
- Ease of Implementation
- Feasibility
- Cost/Revenue Considerations

Task 4.2 Present Draft to VCTC Commission

Based on the outreach summary report from Task 3.2: Community Workshops, and draft CTP plan from Task 4.1, a PowerPoint informational update will be presented to the VCTC Commission, including update on project status, timeline, and public feedback.

Task 4.3 Joint Committee Meeting

The IBI Group Team will coordinate a joint session among the VCTC committees to review the draft CTP update, solicit feedback, respond to any questions, and resolve any critical issues.

Task 4.4 Final CTP

The final report that addresses the comments given from Joint Committee Meeting and final round of community workshops will be completed. An ADA accessible electronic copy of the final report will be submitted to Caltrans. The final report will credit the FTA, FHWA, or Caltrans' financial contribution on the cover or title page.

Task 4.5 VCTC Commission Meeting

The IBI Group Team will present both the CTP update efforts and the final CTP at the VCTC Commission meeting. Any critical issues identified by the Commission will be resolved ahead of a second hearing, if necessary, as the VCTC Board will take action to Adopt/Accept/Reject the Final CTP.

Task 4 Deliverables:

- *Draft Report, Section Milestone Chapters*
- *PowerPoint Presentation*
- *Joint Committee Feedback Notes*
- *Final Draft Report*
- *Presentation, Final Report*

Preliminary Schedule



Cost Structure

Title	IBI Group (Prime)										KTUA (Subconsultant)						Access Planning Ltd. (Subconsultant)				Katherine Padilla & Associates (Subconsultant)							Project Totals	
	Principal	Project Manager	Deputy PM/ Highway Lead	Regional Planning Lead	Online Engagement Lead	Planning Support	Planning Support	Transit Planning Lead	Graphic Design/Web Design	IBI	Principal	Senior Associate	Associate	Senior Planner	Planner	KTUA	Senior Strategic Advisor	Strategic Advisor	Planner	Access Planning	Principal	Senior Associate	Senior Outreach Specialist	Senior Outreach Specialist	Outreach Specialist	KPA			
Staff	David Chow	Bill Delo	Mike Arizabal	Cristina Martinez	Oliver Hartleben	Jason Rosenblum	Brooke Acosta	Steve Wilks	Staff		Joe Punsalan	Tom Bertulis	Jacob Leon / Alex Samarin	Juan Alberto Bonilla	Marissa Tietz		Tamim Raad	Lisa Salsberg/ Elicia Elliott	Michelle Kearns		Katherine Padilla	Jessica Padilla	Thelma Herrera	Lorena Hernandez	J.A Rosel				
Billing Rate	\$360.00	\$260.00	\$155.00	\$105.00	\$190.00	\$90.00	\$80.00	\$190.00	\$95.00		\$175.00	\$165.00	\$125.00	\$120.00	\$105.00		\$250.00	\$215.00	\$120.00		\$210.00	\$180.00	\$175.00	\$165.00	\$80.00		Hours	Fees	
Task 1: Project Initiation																													
1.1 Project Team Meeting	1	6	4	2	2					15	2		2			4		8		8	4	4				8	35	\$7,010	
1.2 Community Needs Assessment & Existing Conditions Report	1	4	20	24		48	72	16		185	8		28	32	48	116		32	40	72						0	373	\$45,600	
1.3 Project Management	2	50	70							122								16	16	32						0	154	\$29,930	
SUBTOTAL	4	60	94	26	2	48	72	16	0	322	10	0	30	32	48	120	0	56	56	112	4	4	0	0	0	8	562	\$82,540	
Task 2: Outreach Framework																													
2.1 Regional Advisory Group Convened	1	8	12			16	5			42						0	2	8	16	26	2	6	4			12	80	\$12,480	
2.2 Local Advisory Groups Identified		8	12			8				28						0				0	6	16		20	16	58	86	\$13,380	
2.3 Public Outreach Framework	1	4	10		24	2	4			45						0	2			2	6	40	12			58	105	\$19,070	
2.4 Interagency Outreach		4	8	2		32	12			58						0				0						0	58	\$6,330	
SUBTOTAL	2	24	42	2	24	58	21	0	0	173						0	4	8	16	28	14	62	16	20	16	128	329	\$51,260	
Task 3: Public Workshops and Meetings																													
3.1 Community Listening Session/Workshops #1	2	10	12		10		8			42						0	2	8	12	22	6	56	20	60	64	206	270	\$41,240	
3.2 Community Workshops #2	1	12	12		10		8			43						0	2	8	12	22	4	72	20	60	40	196	261	\$41,940	
3.3 Community Workshop #3	1	12	12		10		8			43						0				0	4	30	20	20	24	98	141	\$22,840	
3.4 Digital Outreach	1	12	16		68		12		160	269						0				0	2	48	36			86	355	\$50,400	
3.5 Focused Outreach & Interviews	1	12	12			2	12			39						0				0	10	20		20	24	74	113	\$17,400	
SUBTOTAL	6	58	64	0	98	2	48	0	160	436	0	0	0	0	0	0	4	16	24	44	26	226	96	160	152	660	1140	\$173,820	
Task 4: Comprehensive Transportation Plan Update																													
4.1 Draft Update	2	18	40	50		60	80	30	40	320	32	10	36	90	110	278	24	40	80	144						0	742	\$96,450	
4.2 Present Draft to VCTC Commission	2	6	8				8			24						0				0						0	24	\$4,160	
4.3 Joint Committee Meeting	2	6	8				8			24						0				0						0	24	\$4,160	
4.4 Final CTP	4	8	16	16		24	32	8	20	128	8	2	4	10	10	34	4	16	32	52						0	214	\$28,580	
4.5 VCTC Commission Meeting	2	6	8				8			24						0				0						0	24	\$4,160	
SUBTOTAL	12	44	80	66	0	84	136	38	60	520	40	12	40	100	120	312	28	56	112	196	0	0	0	0	0	0	1028	\$137,510	
Total Project Person Hours	24	186	280	94	124	192	277	54	220	1451	50	12	70	132	168	432	36	136	208	380	44	292	112	180	168	796	3,059		
Total Project Fees	\$8,640	\$48,360	\$43,400	\$9,870	\$23,560	\$17,280	\$22,160	\$10,260	\$20,900	\$204,430	\$8,750	\$1,980	\$8,750	\$15,840	\$17,640	\$52,960	\$9,000	\$29,240	\$24,960	\$63,200	\$9,240	\$52,560	\$19,600	\$29,700	\$13,440	\$124,540		\$445,130	
																									Travel Time		\$0		
																									Travel Expenses		\$850		
																									Material/Survey Costs		\$4,000		
																									TOTAL PROJECT COST		\$449,980		

David Chow PE, AICP Principal-in-Charge

Mr. Chow, Director of US Mobility & P3 Infrastructure for IBI Group, is a registered Professional Engineer (P.E., Civil) and certified planner with the American Institute of Certified Planners (AICP). David has been a senior leader with IBI Group for 21 years with over 30 years in the transportation and land use industry. In his current role as US Mobility Director, he oversees our practice integrating transportation, urban design, and land development in the creation of sustainable urban infrastructure and environments. David has managed some of the most challenging and complex mobility and land use projects in the United States with projects ranging from multimodal transportation and accessibility projects to large master plan areas for redevelopment. As the Principal-in-Charge (PIC), David will assist with management issues on the project and serve as a senior technical advisor as needed.

Representative Experience

City of Santa Ana Circulation Element – Mr. Chow is the PIC for a major overhaul of the City's circulation element to examine and include the complete streets, sustainable mobility and mobility options. The program included the performance of the circulation element and identification of mobility gaps in the city.

OCTA Masterplan of Arterial Highways Strategic Plan – Mr. Chow was PM in the development of a countywide strategic plan for arterial roadways called the Master Plan of Arterial Highways (MPAH) for Orange County. The MPAH is a regional strategy used to standardize higher-order roadway facilities within the County.

Los Angeles Civic Center Master Plan – David is the PIC for the complete reshaping of the LA Civic Center by the 2028 Olympics with a focus on technology to enhance accessibility, mobility and user experience.

SCAG Arroyo Seco Corridor Partnership Plan – Mr. Chow was PIC for the transportation analysis on the Arroyo Seco Parkway Corridor for Caltrans District 7. Unique aspect included examining multimodal impacts and different freeway configurations to enhance mobility and safety in this historic corridor.

North San Fernando Valley Bus Rapid Transit – Mr. Chow is the Project Manager (PM) for this regional study, environmental design and preliminary engineering of a bus rapid transit system for LA Metro. Extensive community engagement and stakeholder meetings were conducted to identify and develop the preferred route.

OC Active Transportation Plan – Mr. Chow was PIC for IBI Group's effort to prepare the first Active Transportation Plan for Orange County. Project elements include identification of pedestrian priority areas, regional bikeways, and pedestrian and bikeway design toolboxes.

Metro First Last Mile Strategic Plan and Planning Guide – David was the PIC for this 2015 APA National Best Practice Award winning planning guide for all first and last mile assessments of transit stations in Los Angeles County.

Education

Bachelor of Science (Civil Engineering), University of California, Irvine, CA, 1989

Experience

2017–present

IBI Group, US P3 & Mobility Director

2016–2017

IBI Group, US Infrastructure Director

2013–2016

IBI Group, US West Regional Director

2009–2016

IBI Group, Los Angeles Office Lead / Director

1998–2009

IBI Group, Director

1994–1998

Meyer, Mohaddes Associates, Los Angeles, Senior Engineer/Planner

1989–1994

DKS Associates, Los Angeles, Senior Engineer/Planner

1986–1989

Barton Aschman Associates, Pasadena, Assistant Engineer/Planner

Memberships

Institute of Transportation Engineers

American Society of Civil Engineers

American Planning Association

Chi Epsilon, Civil Engineering Honor Society

Registration

Professional Engineer, Civil

- Arizona #47449
- California #C59428
- Connecticut #33037
- Michigan #55640
- Nevada #17928
- New Mexico #19028
- New York #86606
- North Carolina #34632
- American Institute of Certified Planners, #016827



Caltrans I-405 HOV Lane Over Sepulveda Pass (I-10 to US-101) Project Traffic Analysis –

Mr. Chow was the PM for this operational assessment and conceptual design for a High Occupancy Vehicle (HOV) lane on the I-405 between I-10 and US-101 in the County of Los Angeles.

Caltrans SB 1-405 to US-101 Connector Improvement Project – David was the PM for the analysis and conceptual redesign of the southbound I-405 freeway connector to northbound US-101.

SANDAG Design Services for the I-805 Widening – David was one to the technical advisors responsible for engineering design to widen the I-805 freeway in south San Diego to accommodate managed Bus Rapid Transit (BRT) and High Occupancy Vehicle lanes (HOV) within the freeway median.

City of Anaheim Ball Road Raised Median and Beautification Project – Mr. Chow was the PM for this project to develop a roadway master plan for Ball Road in Anaheim. Key aspects includes lane configuration, safety and urban design enhancements along the corridor.

City of Irvine Red Hill Project Design Report – Mr. Chow was the PM for the Project Design Report (PDR) for Red Hill Avenue. The project defined a vision for the corridor addressed deficiencies for Red Hill Avenue between I-5 Freeway and Barranca Parkway.

Santa Monica Boulevard Transit Parkway Project Report EA/EIR – Mr. Chow was technical lead in charge of helping to redesigning 3 miles of Santa Monica Boulevard for enhanced traffic and transit operations.

Wilshire Avenue Bicycle Boulevard – Mr. Chow was the PIC for this feasibility study examining the implementation of a bicycle boulevard on Wilshire Avenue east of Downtown Fullerton.

Metro BRT Visioning Study – Mr. Chow is the PIC for developing the new standards for BRT design in Los Angeles County and identifying the next generation of BRT corridors in the region.

Metro Purple Line First/Last (F/L) Mile Study and Design – David is the PIC for this study to identify first and last mile connections to the new Metro Purple Line in Los Angeles. The study included design of the identified F/L Mile improvements.

Metro Vermont Boulevard BRT Conversion to LRT Conceptual Engineering – Mr. Chow is the PIC for this design effort to develop design specifications for a BRT line built to LRT envelope requirements for easy future conversion to LRT.

LADOT Accessibility Platform Development – David is a senior advisor on this project to develop an accessibility platform for the City of Los Angeles and to train LADOT staff on its use.

Metro TOD Toolkit, Los Angeles, CA – David is the PIC for Metro's Transit Supportive Plannit Toolkit, a program that details specific policies and programs used to promote Transit Oriented Communities (TOC).

SCAG Norwalk to Green Line Extension – David is the PIC for this study to evaluate alternatives to extend the Green Line LRT east to the Santa Fe Springs Metrolink station and provide an eastern connection to LAX.

OCTA Centerline LRT Preliminary Engineering – Mr. Chow was the traffic engineering lead responsible for preliminary engineering of this proposed LRT system in Orange County, CA.

Metro Gold Line Extension Station Interface Plan – David was the PIC for the study to develop detailed station and bus interface plans for the 12 stations along the 16 mile extension of the LRT.

Anaheim Fixed Guideway Program Management Consultant – Mr. Chow was retained by the City of Anaheim and OCTA to be the program management consultant (PMC) for an elevated transit system for located in the Disney Resort and Anaheim Convention Center / Entertainment District.

SCAG High Speed Maglev Deployment Program – Mr. Chow was the Project Manager for this \$2.4m preliminary engineering project for high speed maglev in the region.



William Delo AICP Managing Principal

Mr. Delo is Managing Principal of IBI Group and a Transportation Planner with 20 years of experience in transportation planning, multi-modal planning, active transportation, and traffic engineering. Mr. Delo is an experienced project manager. His transportation planning experience includes the preparation of multi-modal plans, complete streets plans, first/last mile plans, and conceptual design efforts. He has also led a variety of creative and inclusive community engagement efforts as part of his planning projects.

Representative Experience

OCTA Active Transportation Plan, Orange County, CA – Project Manager for IBI Group's effort to prepare the first ATP for Orange County. Project elements include identification of pedestrian priority areas, regional bikeways, and pedestrian and bikeway design toolboxes. Project involved extensive and creative community engagement efforts.

Purple Line First/Last Mile Plan, Los Angeles, CA – Project Manager for this project involving the planning, community engagement, and preliminary engineering efforts for first/last mile active transportation improvements at four proposed Purple Line subway stations in West Los Angeles.

Metro First and Last Mile Strategic Plan, Los Angeles, CA – Mr. Delo was the deputy project manager for this study effort focused on developing a set of First/Last Mile guidelines and policies for Metro and SCAG.

Coast Highway Corridor Study, Oceanside, CA – Project manager for this study examining the operational feasibility of implementing a road diet with roundabouts for this 3.5 mile corridor.

IBC Trails Feasibility Study, Irvine, CA – Mr. Delo is the Project Manager of this feasibility study, examining the potential for implementation of multi-use trails along rail and flood control channels.

VTA TOD Station Access Studies, San Jose, CA – Project manager for two light rail station access studies for VTA in San Jose. Examining strategies to improve bicycle and pedestrian access to the Tamien and Blossom Hill light rail stations.

Wilshire Avenue Bicycle Boulevard, Fullerton, CA – Project Manager for this feasibility study examining the implementation of a bicycle boulevard on Wilshire Avenue east of Downtown Fullerton.

Broadway Streetscape Traffic Analysis, Los Angeles, CA – Mr. Delo led the preparation of a traffic analysis for the Broadway corridor in Downtown Los Angeles. The Streetscape Plan examined the potential for reducing the number of traffic lanes on Broadway in order to improve pedestrian facilities.

Metro Transit Supportive Planning Toolkit, Los Angeles, CA – Mr. Delo was the project manager for this Metro-led effort to create a web-based countywide toolkit of TOD policies, plans, and strategies.

Education

B.A. (Environmental Analysis and Design),
University of California, Irvine, CA, 2000

Experience

2001–Present

IBI Group, Irvine, CA, Transportation
Planner/Associate

2000–2001

Civic Solutions, Inc. (City of Santa Monica, City of
Ontario, City of Rancho Santa Margarita),
Assistant Planner

1999–2000

Orange County Transportation Authority,
Orange, CA, Assistant Transportation Analyst

Memberships

American Planning Association

Association of Pedestrian and Bicycle
Professionals

Registrations

Certified Planner, American Institute of Certified
Planners #019993



West Carson TOD Specific Plan, West Carson, CA – IBI Principal in Charge overseeing the development of the mobility and infrastructure elements for this Specific Plan.

Fourth District Bikeways Strategy, Orange County, CA – Mr. Delo was the project manager for IBI Group on this project, tasked with identifying regional bikeway priorities in this section of the county.

Arroyo Seco Parkway National Scenic Byway Corridor Management Plan – Mr. Delo was Deputy Project Manager and task lead for the transportation analysis for this project that involved the preparation of the Arroyo Seco Parkway Corridor Management Plan for Caltrans District 7.

Figueroa Corridor Streetscape Plan, Los Angeles, CA – This project proposes to recreate the streetscape along Figueroa Street in Los Angeles between the Financial District/Staples Center and Exposition Park/USC. Primary project elements include a separated and protected bike lane, pedestrian improvements, and streetscape improvement. Mr. Delo was the task leader for the traffic analysis and traffic design portions of the work effort.

West Athens/Westmont TOD Specific Plan, West Athens, CA – IBI Principal in Charge overseeing the development of the mobility and infrastructure elements for this Specific Plan.

Orem State Street Corridor Master Plan, Orem, UT – Transportation task lead, examining the feasibility of implementing a multi-way boulevard with high capacity transit along State Street.

Metro Gold Line Foothill Extension Bus Interface and Parking Garages, Arcadia to Azusa, CA – Mr. Delo managed IBI Group's efforts as a subconsultant on this project. IBI was responsible for the identification of possible refinements to bus operations and the development of conceptual designs for six park-and-ride facilities that will serve the proposed light rail stations along this extension of the Metro Gold Line.

Agua Caliente Section 14 Complete Streets Plan, Palm Springs, CA – Project manager for this study focused on the development of a Complete Streets plan and vision for the Section 14 Master Plan.

Michigan Avenue Neighborhood Greenway, Santa Monica, CA – Mr. Delo was IBI Group's task lead for the conceptual design element for the neighborhood greenway.

Crenshaw-LAX Light Rail Bicycle Station Access Study – Mr. Delo led the completion of an assessment of potential strategies for improving bicycle connections to three Inglewood light rail stations.

Districts 1 and 2 Bikeways Strategy, Orange County, CA – Mr. Delo was the task lead for the development of the Feasibility Studies and was charged with overseeing the preparation of conceptual design plans for over 50 miles of bikeways in four separate corridors.

Santa Ana General Plan Circulation Element, Santa Ana, CA – Mr. Delo is the deputy project manager of this current IBI Group effort to assist the City of Santa Ana in updating their General Plan Circulation Element. The update is being conducted to incorporate Complete Streets policies into the Element and to reflect current planning efforts for Streetcar in the city. The update is focused on rethinking the city's transportation network, focusing on moving people rather than cars, and making city streets safer for all users of the transportation system.

Yucaipa General Plan Update, Yucaipa, CA – IBI Group is responsible for updating the City's Circulation Element as part of the larger General Plan Update. Mr. Delo is the task lead for the Circulation Element update. Project elements include traffic modeling, Complete Streets planning, evaluating future roadway capacity needs, and updating planned bicycle facilities.

Evaluation of Pasadena Road Diets, Pasadena, CA – Project Manager of this study that evaluated the performance of completed and planned road diet projects in the City of Pasadena. The analysis for the project included the completion of a multi-modal level of service analysis for each corridor, a SimTraffic simulation, and a comprehensive report.



Mike Arizabal

Senior Transportation Planner

Michael Arizabal is a senior transportation planner with practical analysis and management experience. He has led the technical work for numerous transportation planning and traffic engineering projects in Southern California, and is an expert on all traffic analysis software and tools. Mr. Arizabal has a broad background of professional experience, focusing on transportation planning and traffic engineering, and specializing in site access/circulation, transit planning, corridor analysis, route feasibility, parking studies, active transportation application, technical reports in support of California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) documentation, and traffic impact analysis.

Representative Experience

San Diego Association of Governments (SANDAG), Central Mobility Hub Comprehensive Multimodal Corridor Plan, San Diego, CA –

Currently serving as Deputy Project Manager in the development of a comprehensive multimodal corridor plan that includes the transportation components associated with a new Central Mobility Hub and airport supporting roadway features. The role involves the coordination between internal team members, the client team, stakeholders, and multiple subconsultants. The document is envisioned to help inform future decision-making on funding and project development.

Los Angeles County Metropolitan Transportation Authority (Metro), Eastside Extension EIR/EIS, Los Angeles, CA –

Assisted the environmental team by preparing the traffic and circulation impact analysis for the DEIR/DEIS. The traffic impact analysis evaluated intersection, highway, and roadway conditions for existing and future scenarios (with and without the LRT project), and any potential impacts to parking, bicycle/pedestrian facilities, freight, and transit. Utilized Metro's Policy for Grade Crossing Safety for Light Rail Transit to determine feasibility and minimum traffic controls for at-grade crossings and to identify locations where grade separation was required. Mitigation measures to reduce or eliminate any impacts will be recommended.

Caltrans District 12, Interstate 5 from State Route 55 to State Route 57 HOV Improvement Project, Orange County, CA –

Served as the primary technical analyst for the Project Approval/Environmental Document (PA/ED) phase of the HOV Improvement Project. The primary focus of this traffic assessment report was to provide a comprehensive and integrated analysis of the potential future operations of the four-mile section of the I-5 Freeway from the SR-55 to the SR-57, including freeway facilities, ramps, and local intersections. The purpose of the analysis was to inform the design of the freeway project based on Caltrans' Measures of Effectiveness (MOE) and levels of service (LOS). The strategies generally included the provision of a second HOV lane northbound and southbound with associated ramp and arterial improvements needed to accommodate the right-of-way for the HOV lanes. Specific strategies were employed to reduce bottlenecks at weaving sections of the freeway.

Education

B.S. (Civil Engineering)
University of California, Irvine, CA, 2004

Experience

2015–Present

IBI Group, Irvine, CA, Senior Transportation Planner

2009–2015

AECOM, Orange CA, Senior Transportation Planner

2004–2009

LSA Associates, Inc.,
Irvine, CA, Transportation Engineer

Memberships

Institute of Transportation Engineers (ITE)

American Society of Civil Engineers (ASCE)

Orange County Traffic Engineering Council
(OCTEC)

References

City of Costa Mesa SR-55 Access Analysis, Pritam Deshmuk, 714-754-5183

Century Boulevard Reconstruction, Keith Lockard, 310-412-5383

Tehachapi City-Wide Traffic Model, Jay Schlosser, 661-822-2200



City of Santa Ana General Plan Circulation Element, Santa Ana, CA – Mr. Arizabal led the technical effort to assist the City of Santa Ana in updating their General Plan Circulation Element. The update is being conducted to incorporate Complete Streets policies into the Element and to reflect current planning efforts for the Streetcar in the City. The update is focused on rethinking the City's transportation network, focusing on moving people rather than cars, and making City streets safer for all users of the transportation system.

SCAG Wilmington Freight Mitigation Study, Wilmington, CA – Mr. Arizabal is currently serving as the Project Manager to assess the impacts of increased truck travel on a disadvantaged community in the Wilmington Area of Los Angeles. The project will recommend both traffic and general land use mitigations to improve the quality of life for residents in the community. Main components of the analysis include an assessment of existing and forecast traffic conditions and traffic modeling to understand gaps and deficiencies, development and comparative evaluation of potential mitigation packages, and development of design treatments to accommodate goods movement within the built environment while also providing multimodal, complete and safe streets.

City of Anaheim, Fixed Guideway EIR/EIS, Anaheim, CA – Served as the primary staff for traffic planning and operations for the Anaheim Rapid Connection (ARC) Project on behalf of the City of Anaheim. Conducted route planning principals for the operation of a BRT, LRT, and streetcar to and from the Anaheim Regional Transportation Intermodal Center (ARTIC) to the Disneyland Resort. Evaluated side-aligned, center median, and elevated alternatives within the context of the existing and planned circulation system. Conducted a technical review of the ridership forecasts for two project alternatives to determine preliminary traffic assignments and trip diversion. Currently preparing a traffic impact analysis consistent with the requirements of the City of Anaheim and Caltrans guidelines.

Orange County Transportation Authority (OCTA), State Route 55 (SR 55) Access Study, Costa Mesa, CA – Served as the primary staff in the analysis and identification of alternative transportation strategies through the Newport Boulevard (SR 55) corridor, from the current terminus of the SR 55 freeway south to 16th Street in Newport Beach. The current plan includes the construction of a limited-access freeway in this segment on an easterly alignment through homes and businesses in Costa Mesa. As a result of the significant potential impacts, the Orange County Transportation Authority (OCTA) facilitated a cooperative effort between Caltrans and the Cities of Costa Mesa and Newport Beach to identify alternatives. Using methodologies from each of the jurisdictions, seven alternative strategies were identified. As a result of the screening process, three strategies were recommended for further study.

Century Boulevard Reconstruction Project, Inglewood, CA – Mr. Arizabal served as the primary technical analyst on the Century Boulevard Reconstruction Project on behalf of the City of Inglewood and the Los Angeles County Metropolitan Authority. The purpose of the project was to enhance flow of traffic and increase level of safety for motorized vehicles and pedestrians alike. Other benefits included improved security enforcement as a result of the improved lighting illumination in the area, reduction of excess fuel emissions, which improves air quality, and calmer traffic flows. The traffic analysis investigated opportunities and constraints to provide a corridor that was consistent with the City's "Complete Streets" objective and vision - streets that intertwine all modes of traffic (vehicular, bicycle, pedestrian) while promoting enhanced mobility and safety.

City of Burbank, Clybourn Avenue Grade Separation and Configuration Project, Burbank, CA – Prepared a traffic memorandum to determine the change in traffic volumes in the study area due to the reconfiguration of the Clybourn Avenue grade crossing. Existing, future year 2035, and future year 2035 with project conditions were evaluated. Coordinated with city staff to obtain and analyze future model data with and without the improvements to the streets.



Cristina Martinez AICP, LEED GA Transportation Planner

Ms. Martinez is a Transportation Planner with project experience ranging from large-scale freeway and transit impact projects to local active transportation projects, transit-oriented development, first and last mile planning, master and specific plans, and parking management studies. Ms. Martinez's area of expertise lies within transportation and land use planning, complete streets, active transportation, and multimodal connectivity. GIS experience includes data management and analysis, data visualization using ArcGIS desktop and ArcGIS Online, geospatial analysis, and interactive map development. She has experience maintaining and sharing spatial data between various formats. Ms. Martinez also serves as IBI Group's Regional GIS Lead for the United States within the firm's Spatial Intelligence group, coordinating IBI Group's global network of GIS professionals and further integrating geospatial technology into IBI's project work.

Representative Experience

Purple Line & First Last Mile Guidelines, Los Angeles, CA – IBI Group is developing systemwide First-Last Mile Guidelines for LA Metro and a First-Last Mile Plan for the four transit stations that comprise Sections 2 and 3 of the Los Angeles Metro Purple Line Extension across Interstate 405, identifying needs and potential solutions for station access and connectivity improvements, including active modes of transportation. Ms. Martinez assembled extensive best practices research and participates in working group meetings with Metro and outside entities to inform and develop the First-Last Mile Guidelines. Ms. Martinez is also leading first-last mile analysis and planning for each of the four Purple Line extension stations.

OC Active Transportation Plan, Orange County, CA – IBI Group developed the first countywide Active Transportation Plan for Orange County with the Orange County Transportation Authority (OCTA). Ms. Martinez led the analysis of existing local active transportation plans and efforts within the county to inform the development of a regional plan and evaluated existing conditions to develop prioritization strategies for bikeway and pedestrian improvements countywide. This includes analyzing demographic and socioeconomic data as well as metrics related to bicycle and pedestrian infrastructure and safety to create GIS-based maps and engage stakeholder and community feedback. Additionally, she analyzed wayfinding signage in each jurisdiction and developed a best practices toolkit regarding bikeway development in Orange County and incorporated all project tasks into the Final Plan.

Brea Connecting the Core Active Transportation Plan, Brea, CA – Ms. Martinez managed the task of developing recommendations for active transportation improvements to be made to the Brea Downtown Core. The recommendations incorporated analysis of existing conditions and input from the community and City of Brea staff. Recommendations were presented on a corridor-by-corridor basis, with multiple improvement options for each corridor, and an implementation plan. This required coordination of concept drawings, cost estimates, and funding strategies.

Education

Master of Urban and Regional Planning,
University of California, Irvine, 2016

B.S. Environmental Science and Policy,
Chapman University, 2013

Experience

2015 – Present

IBI Group, Irvine, CA, Transportation Planner

2014 – 2015

Metrolink, Los Angeles, CA, Research and
Planning Intern

Memberships

American Planning Association

Registrations

Certified Planner, American Institute of Certified
Planners #31139

U.S. Green Building Council (USGBC) LEED
Green Associate #10930484



VTa Tamien Station TOD Access Study, San Jose, CA – IBI Group is conducting an access and parking study surrounding the Tamien Station in San Jose for the Santa Clara Valley Transportation Authority (VTA) to identify improvements to multimodal station access, including infrastructure and wayfinding elements. In addition to assessing conditions for multimodal access, Ms. Martinez is assessing the impact on circulation and parking in light of future rail/bus ridership and two proposed transit-oriented developments adjacent to the station.

Irvine Business Complex (IBC) Trails Feasibility Study and Implementation Plan, Irvine, CA – IBI Group is conducting a feasibility study for the City of Irvine to implement a proposed network of trails and multi-use facilities that would enhance connections to existing active transportation facilities. Ms. Martinez is serving as the Lead Planner for this project that plans to use existing flood and rail rights-of-way to make convenient connections to several major corridors and destinations in the IBC. This requires extensive coordination with several stakeholder entities as well as strategic public outreach to inform the plan.

Hamilton Parking Master Plan, Hamilton, ON, Canada – Ms. Martinez is leading an existing and future conditions analysis of the on-street and off-street parking system in Downtown Hamilton and 13 Business Improvement Areas for the City of Hamilton's Parking Master Plan. This includes data management and analysis of parking counts, creating parking utilization maps in GIS, a technical report analyzing utilization adjusted to seasonal demand, and a technical report analyzing future conditions based on projected growth factors.

Metro Freeway Beautification Program Site Selection Evaluation Criteria, Los Angeles County, CA – Ms. Martinez provided support in an ongoing study to assist Metro with an evaluation of the Los Angeles County freeway system to identify qualifying locations throughout the freeway system in order to expand Metro's Freeway Beautification Program. Based on a three-tiered evaluation criteria which aligned with Caltrans existing freeway maintenance goals, as well as, Metro's Freeway Beautification Program, Ms. Martinez assisted in project management, field evaluation, communication with stakeholders, data management, spatial analysis, and developed an interactive map of the selected freeway segments out of ArcMap for client use in Google Earth and ArcGIS Online.

Vernon Transit Service Study, Vernon, CA – Ms. Martinez is providing transit planning support in conducting a feasibility study for addressing gaps in the current transit system that runs through the City of Vernon. Sponsored by SCAG, this study includes analysis of the potential for customized first-last mile connections between existing transit services and places of employment for commuters who rely on alternative modes of transportation. Given that the City consists of mostly industrial uses with a small, mostly Latino, residential population, Ms. Martinez assists in developing creative and bilingual outreach strategies.

Los Angeles Civic Center Master Plan, Los Angeles, CA – Ms. Martinez provided transportation planning support in developing a Master Plan for the Civic Center of the City of Los Angeles. Ms. Martinez analyzed public parking and a multitude of existing and proposed active transportation initiatives to improve access for bicyclists and pedestrians and enhance the walkability of the Civic Center core.

West Athens – Westmont TOD Specific Plan, Los Angeles County, CA – Ms. Martinez provided assistance in developing the mobility element of the West Athens – Westmont TOD Specific Plan. This included updating GIS shapefiles of existing conditions and producing maps of proposed active transportation improvements.



Oliver Hartleben MPA, MCRP

Senior Engagement Strategist

Oliver Hartleben is an architectural graduate and city planner with a public administration degree from the Harvard Kennedy School focused on existing and evolving public outreach, demographic, mobility, built form, and innovation topics.

A lateral design thinker by nature, Oliver brings together his experience in engaging public, private and community stakeholders for the identification of new opportunities and synergies. Mr. Hartleben is NCI System™ certified to facilitate design charrettes, has experience in conducting online engagement processes, and has crafted dozens of tailored engagement exercises and games. He is currently working on several interdisciplinary IBI Group projects in the United States, Canada and Latin America with substantial stakeholder or public outreach components.

Representative Experience

BRT Vision and Principles Study, Los Angeles County, CA – This Bus Rapid Transit study for LA's regional transit agency, Metro, seeks to develop the overall vision, guiding principles, goal, objectives and standards for the future BRT network, and to identify the opportunities and challenges for the new system. As part of this project, Mr. Hartleben was in charge of advising the project team on agency stakeholder engagement activities, crafting specific exercises and games for participants, and conducting part of these activities to ensure relevant input was provided, ensuring stakeholder buy-in. (2019)

Regional Smart Mobility Strategic Plan, San Diego, CA – Mr. Hartleben was in charge of the internal stakeholder engagement process of the San Diego ITS plan update which will serve as the roadmap and playbook for the deployment of mobility technology in the Region. His mandate included preparation of the outreach plan and the planning and conduction of tailored visioning, guiding principles, objectives, strategies and performance measures sessions with agency, user and industry stakeholders. As part of his role, he is crafting project-specific exercises and games to ensure actionable participant insights and activities that are both engaging and fun. (2018-2019)

Port Land Use Plan Update, Vancouver, BC – IBI Group is in charge of the write up and stakeholder engagement support activities for the Vancouver Fraser Port Authority's update of its 5-year old land use plan. As part of his role, Mr. Hartleben is overseeing the text and document structure updates, the in-house development of a tailored online map-based engagement tool, and the production of graphic materials required to convey technical and policy matters to a wide range of audiences in an intuitive, easily understandable way. Mr. Hartleben is the main liaison between IBI Group's activities and the project's communications & engagement prime consultant. (2019-ongoing)

Dundarave Village Engagement, West Vancouver, BC – Mr. Hartleben led an interactive open house for this small-scale but contentious project in a local commercial street in West Vancouver, where views, density, and small village character were key community concerns. Activities included

Education

Master in Public Administration, John F. Kennedy School of Government, Harvard University, 2012

Master in City and Regional Planning, Georgia Institute of Technology, 2003

Licentiate Degree in Architecture, Summa Cum Laude, Universidad Rafael Landívar, 2000

Experience

Private Sector

2019–Present

IBI Group, Vancouver, BC, West Coast Urban Planning and Design Lead

2014–2019

IBI Group, Vancouver, BC, Head of R&D Unit

2012–2019

IBI Group, Vancouver, BC, Strategic Urban Planner

Public Sector

2004–2010

Municipality of Guatemala, City Planning Director

2003–2004 and 2000–2001

Head of Traffic Engineering Department

Academia

2016–Present

Simon Fraser University, "Designing Design Guidelines" Course Instructor, City Program

2012

Harvard University, Research Assistant for Professor Nicolas P. Retsinas, Harvard Business School

2012

Research Assistant for Professor Eric Belsky, Joint Center for Housing Studies

2012

Research Assistant for Professor Arthur I. Segel, Harvard Business School

2004–2011

Universidad Francisco Marroquin, Faculty Member, Architecture Department

Awards

Hacienda De Las Flores Development, Villa Nueva, Guatemala, National Prize for Most Progressive Housing Development, 2009

Outstanding Student Award, American Institute of Certified Planners, 2003

Colegio de Arquitectos Award for Thesis of the Year, Guatemalan Architect's Association, 2000

Certifications

NCI Charrette System Certificate Training™



tables for concerns & aspirations, design components, project look & feel, and height vs. design tradeoffs, where participants were able to express their opinions through dot-voting, agreement ranges and post-it commenting. The event, held before the building was designed and proposed, had a very positive response by the participants, city officials and the clients, allowing the project to move ahead with the approvals process. (2019)

Harris Green Village Redevelopment, Victoria, BC – This master planned redevelopment of two sites totaling five acres is expected to become a new neighbourhood core at the gateway to downtown Victoria. To match community aspirations with the planned 1.2 million square feet of development, Mr. Hartleben led a results-centered public engagement strategy that focused on translating public input into design reality. As lead facilitator, he planned an interactive open house and crafted a series of exercises, including a development vs. open space tradeoffs game, that engaged participants in tactile, imaginative ways to clearly convey complex information and capture participants' priorities. (2019)

Edmonton Mass Transit Study, Edmonton, AB – Mr. Hartleben planned and led a day-long session with City of Edmonton staff to explore how the mass transit system would need to evolve to respond to the different growth scenarios being considered in the City's long range planning process. The workshop consisted of two parts: A 'gains & pains' exercise, where participants determined key opportunities and challenges for the transit system given each of the growth scenarios, and a highly tactile transit investment exercise, where groups visually illustrated, on maps with the three growth scenarios, the type and location of transit interventions and the places that needed to be connected. (2019)

Green Line Charrettes, Calgary, AB – Mr. Hartleben led the planning, conduction and synthesis of Transit Oriented Development (TOD) design charrettes for this new LRT corridor in Calgary. The six charrettes that were conducted produced a series of viable community-supported station area concept plans that, in addition, compressed the traditional planning process from many months to a few days, aligning everybody's expectations in the process. As part of his activities, Mr. Hartleben co-developed specific exercises and games to get actionable and relevant feedback from participants. (2014-2017)

High Performance Transit Network Facility Design and Service Communication Standards, Spokane, WA – Mr. Hartleben was in charge of the stakeholder outreach task of this project, which resulted in a branding and a facilities manual for a differentiated transit service in Spokane. In his role, he has proposed an information, online outreach, and physical engagement strategy and schedule that was deployed in early 2015. The online engagement site had over 33,000 visits with 1,400 interactions and responses. In addition, Mr. Hartleben provided strategic advice in terms of system branding from the perspective of the new transit service's end user. (2014-2016)

State Street Corridor Master Plan, Orem, UT – For this transportation planning and urban design exercise of re-defining a high-volume commercial arterial in the suburbs of Salt Lake City, Mr. Hartleben proposed the online public outreach strategy, set up the web-based platform, and trained our local office's staff to post topics, update the platform, conduct the online conversation, produce reports, and assess results and insights derived from the online feedback received. (2014-2015)

Richmond Public Library Public Outreach Process, Richmond, BC – Mr. Hartleben coordinated various activities in this project that informs the long-term future of the Public Library system of Richmond, British Columbia. A key task in the process was the conduction of a user-tailored public consultation, which included the use of web-based crowdsourcing tools. This medium made it possible to engage users with varying time commitments in a two-way dialogue. It provided participants, on one side, with updates about the evolving project and, on the other, allowed them to affect its outcomes through different online tools such as instant polls, text- and image-based surveys, photo sharing, idea submission, idea seconding, idea prioritization, and connections to social media. Over 2,600 people participated and provided in excess of 1,700 ideas and 5,800 written comments that directly informed the conceptual designs of the 'library of the future.' (2013-2014)



Jason Rosenblum AICP CANDIDATE Transportation Planner

Mr. Rosenblum is a Transportation Planner of IBI Group's Irvine office with project experience ranging from specific area plans to citywide parking occupancy analysis. He has expertise in transportation, alternatives evaluation, urban design, land use, and transit planning, as well as a strong background in geographic information science, including geospatial analysis. Mr. Rosenblum has expertise in community outreach in both public and private planning sectors. Mr. Rosenblum became an American Institute of Certified Planners Candidate, and is projected to become a Certified Planner in the Winter of 2020.

Representative Experience

Caltrans Orange County Freeway-Arterial Transit Enhancement Study, Orange County, CA – Lead as deputy project manager for OC FATES. Developed the Purpose and Need Report, lead the parametric analysis for to determine best corridor scenarios for enhanced transit, and will lead the development of service alternatives for freeway bus rapid transit on high-performing freeways in Orange County. Leading project management tasks such as PDT meetings and client check-ins.

Metro Orange Line Sepulveda Station First Last Mile Plan, Los Angeles, CA – Conducted a walk audit of the Metro Orange Line Sepulveda Station. Analyzed, consolidated, and visualized all barriers, strengths, and observed behaviors within a half mile radius of the station. Analyzed and documented existing site conditions for a wide range of pedestrian and bicyclist factors. Created an in-depth first last mile improvements map based upon corridor-specific treatments.

OCTA Freeway BRT Concept Study, Orange County, CA – Developed the Purpose and Need Report to study the introduction of Freeway BRT in Orange County on the Interstate 5 and State Route 55. Analyzed data and created high-level GIS maps related to existing conditions and no build scenarios regarding demographics and travel conditions. Thoroughly aggregated data related to prior studies from OCTA, Caltrans, and others. Conducted a freeway BRT peer review to study takeaways from existing freeway BRT in Los Angeles, San Diego, Minneapolis, and Ontario.

Metro Purple Line Extension First Last Mile Plan, Los Angeles and Beverly Hills, CA – Created and prioritized actionable pedestrian and bicyclist improvements to mitigate the first last mile dilemma. Analyzed the existing site conditions for four future Purple Line extension stations based upon LA Metro's First and Last Mile Strategic Plan. Created point of interest, land use, key access corridor, pedestrian shed maps, among other data in a spatial network for the alignment initial report.

Irvine Business Complex (IBC) Trails Feasibility Study and Implementation Plan, Irvine, CA – Created the final report and performed the opportunities/constraints analysis for the IBC Trails study, which focuses on potential active transportation and linear park amenities in a residential growth area. Assisted the City in outreach efforts to solicit public feedback on potential trail characteristics. Created GIS maps for numerous transportation characteristics such as ADT, transit routes, level

Education

Master of Urban & Environmental Planning,
Arizona State University, AZ, 2018

Bachelor of Science in Urban Planning, Arizona
State University, AZ, 2017

Experience

2018 – Present

IBI Group, Irvine, CA, Transportation Planner

2017 – 2018

City of Mesa, AZ, Planning Intern

2017

City of Tempe, AZ, Community Development and
Planning Intern

2016

Flood Control District of Maricopa County, AZ,
Planning and Project Management Intern

Memberships

American Planning Association



of stress, and bike/ pedestrian collisions. Prioritized the implementation of trails in a three-term strategy by weighing design components, cost estimates, and avenues for funding.

City of Hermosa Beach Parking Study, Hermosa Beach, CA –

Analyzed occupancy and inventory counts for on-street parking on a street by street basis for multiple varying times of week throughout the entire city. Analyzed off-street public and private parking occupancy and inventory counts. Analyzed land use patterns in conjunction with occupancy reaching over maximum capacity and made specific recommendations to City Staff to lessen parking demand for peak times and events.

Parking Demand and Generation Study for the City of Costa Mesa, Costa Mesa, CA –

Created a report for the City of Costa Mesa that assessed the delta between traditional office and creative office, assessed the efficiency of shared parking between office use and event use, and determined if a mix of uses created additional parking demand by administering parking inventory counts at comparative site locations.

City of Orange Parking Standards and Regulations Assessment, Orange, CA –

Conducted a full revision of City of Orange off-street parking regulations. Revision included an analysis of current City of Orange code, six peer cities, the ITE Parking Generation Handbook, and independent field studies. Proposed a new parking rate for every land use in the City of Orange, and justified each recommended rate based on multiple factors. Consolidated all data into a final report.

On-Street Parking and Intersection Turning Movement Study for the North San Fernando Bus Rapid Transit Corridor, San Fernando Valley, CA –

Researched recent EIS reports and traffic studies of new developments along proposed alignments of the future North San Fernando BRT line. Consolidated reports and findings into quantitative data for analysis. Studied segments of on-street parking requirements for multiple locations within the San Fernando Valley. Study included an analysis of existing parking restrictions among all segments of the potential alignment.

Rancho San Antonio Preserve Access Study, Midpeninsula Regional Open Space District, CA –

Analyzed and evaluated a host of multimodal Transportation Demand Management strategies that would benefit the open space Preserve to mitigate their parking demand and supply constraints by improving Preserve access. TDM strategies were evaluated by scoring strategies based upon numerous factors to rank the strategies most suitable for the region. Documented current conditions, existing parking demand, and extensive public input to effectively determine the most suitable TDM strategies.

San Clemente Arterial Study, San Clemente, CA –

Utilized GIS to create maps that analyzed a potential widening of the Interstate-5 corridor for the length of San Clemente, CA. Analysis included creation of new spatial data that outlined the existing width of the Interstate-5 and on/off ramps, as well manipulation the data to create a potential new width to the corridor. Spatially analyzed created data against existing San Clemente parcel data to determine affected parcels from a new widening project.



Brooke Acosta

Transportation Planner

Ms. Acosta is a Transportation Planner that specializes in Geographic Information Systems (GIS) in IBI Group's Irvine office. Ms. Acosta's area of expertise as a planner includes local active transportation projects, complete corridor planning and multi-modal connectivity planning. Her GIS experience includes spatial data creation, geospatial analysis, and data management, manipulation, and visualization. Ms. Acosta also has experience using various components of the ArcGIS toolbox on ArcGIS Desktop and creating interactive maps through ArcGIS Online. She also has experience maintaining and sharing spatial data between various formats.

Representative Experience

Fresno-Madera State Route 41 & Avenue 9 Sustainable Corridors Study, Fresno/Madera County, CA – IBI Group is conducting a study to identify sustainable and multimodal mobility solutions for a quickly-growing region with increasing travel demand among residents, commuters, and visitors. The study is particularly focused on expanding mobility options for disadvantaged communities and overcoming barriers stemming from income, environmental justice, and safety. Ms. Acosta assisted in developing several technical reports and comprehensive project lists which propose sustainable improvements to the existing transportation network, future studies, and potential policies. In addition, Ms. Acosta produced maps detailing current multimodal infrastructure, demographic data, and planned developments within the study area.

SANDAG Central Mobility Hub Comprehensive Multimodal Corridor Plan, San Diego, CA – IBI Group is conducting a study which aims to refine the Central Mobility Hub site concept and integrate sustainable transportation connections throughout the surrounding community which includes the Airport People Mover (APM), the freeway and surface road network, and connections to Coronado. The study integrates existing and planned transit services, intercity rail, intercity high-speed rail, local roadway connections, highway connections, active transportation connections, and APM service. Ms. Acosta planned several Next Gen Rapid routes within the study area and proposed several satellite mobility hubs with enhanced multi-modal connections. In addition, she created maps which utilized demographic and origin-destination data and reflected the proposed transportation network improvements.

VTA Blossom Hill TOD Access Study, San Jose, CA – IBI Group is conducting an access and parking study surrounding the Blossom Hill Station in San Jose for the Santa Clara Valley Transportation Authority (VTA) to identify improvements to multimodal station access. Ms. Acosta assisted with reviewing the existing conditions at the station, as well as throughout the surrounding area, and proposing multi-modal access improvements for station visitors. Additionally, Ms. Acosta assisted with analyzing and visualizing data gathered from several public outreach events.

Education

B.S. Biological Science, California State University, Fullerton, 2020

B.A. Geography & the Environment, California State University, Fullerton, 2020

Certificate in Geographic Information Systems (GIS), California State University, Fullerton, 2020

Experience

2020 – Present

IBI Group, Irvine, CA, Transportation Planner

2019 – 2020

IBI Group, Irvine, CA, Transportation Planning Intern



Dracaea Avenue Greenway, Moreno Valley, CA – IBI is providing recommendations for traffic-calming improvements to be made to Dracaea Avenue in Moreno Valley to develop it into a greenway accessible to bicyclists and pedestrians. The street currently serves several schools as well as residential and commercial uses. Ms. Acosta assisted with conducting the physical inventory and public life surveys, developing a traffic calming toolkit tailored to Moreno Valley, and drafting preliminary design guidelines for the proposed greenway plan.

SCAG Torrance Citywide Wayfinding and Signage Plan, Torrance, CA – IBI is conducting a SCAG (Southern California Association of Governments)-sponsored project collecting wayfinding signage inventory for the City of Torrance and developing a citywide wayfinding and signage plan to increase accessibility to alternative modes of transportation. The project scope includes assessment of resident and commuter travel patterns to determine optimal signage placement to increase connectivity, especially to the planned Torrance Regional Transit Center. In addition to collecting the required geospatial data throughout the City of Torrance, Ms. Acosta is also analyzing, managing, and visualizing the collected data using GIS.

Irvine Business Complex (IBC) Trails Feasibility Study and Implementation Plan, Irvine, CA – IBI Group is conducting a feasibility study for the City of Irvine to implement a proposed network of trails and multi-use facilities that would enhance connections to existing active transportation facilities. Ms. Acosta assisted with the management, analysis, and visualization of data received from public outreach events used to inform the plan.

Purple Line & First Last Mile Guidelines, Los Angeles, CA – IBI Group is developing systemwide First-Last Mile Guidelines for LA Metro and a First-Last Mile Plan for the four transit stations that comprise Sections 2 and 3 of the Los Angeles Metro Purple Line Extension, identifying needs and potential solutions for station access and connectivity improvements, including active modes of transportation. Ms. Acosta assisted in creating maps which reflected key access corridors, preliminary station locations, points of interest, and land use.



Steven Wilks Associate

Combined with academic studies in Urban Planning, Steve has over forty years of professional experience in the planning and operation of public transit and next-gen mobility services including microtransit, shuttles, paratransit and other community-based transport. This has included the management of paratransit for the elderly and disability communities, working with the taxi/livery cab industry and transportation network companies (TNCs), designing SMART shuttle operations and providing creative/innovative solutions for the transportation industry including the integration of multiple modes and developing first/last mile operational and strategic solutions.

His experience covers the development and assessment of new and emerging operational (e-hailing) and technologies/information systems relating to next-gen mobility solutions and Mobility as a Service (MaaS) platform. Further, Steve has managed various operational and technology projects that have included procurement processes on behalf of several transit agencies, including schedule and budget control, identification of technical specifications, authoring RFP documents, vendor evaluations and negotiations.

Complementing his operating experience, Steve has been responsible for conducting a variety of service and program evaluations (including COAs and SRTPs), review of alternate delivery frameworks, strategic, operational, service and policy planning including quality planning facilitation through the successful conduct of consultative sessions in workshop and focus group settings.

Steve has been engaged by private and public-sector clients throughout North America and the United Kingdom.

Representative Experience

First and Last Mile Strategies Study - Central Ohio Transit Authority (COTA), Columbus, OH – Project Manager responsible for the analysis of exiting conditions, best practices, current and emerging technologies, and opportunities for the deployment of potential pilot projects.

Analysis of Mobility Options - Regional Transit Service (RTS), Rochester, NY - Responsible for the analysis of best practices, current and emerging technologies, development of conceptual alternatives/service modes, evaluation framework/analysis and opportunities for the deployment of potential pilot projects including service planning.

North San Diego County CA Transit (NCTD) 2020 Mobility Plan, San Diego, CA – Responsible for service planning and financial analysis specific to community-based transit services: substitution of non-traditional service for marginal fixed routes in lower density areas for marginal fixed routes. The NCTD Mobility Plan included transit access to Camp Pendleton.

Mobility-On-Demand Strategic Plan – Humboldt County Association of Governments (HCAOG), Eureka, CA - Developing a shared vision for mobility-on-demand concepts and deployments in Humboldt County. Work plan includes an analysis of existing conditions, identification of unmet needs, next-generation mobility best practices including current and emerging technologies, and opportunities for the deployment of potential pilot projects.

Anaheim Transportation Network/Anaheim Resort Transportation – Service Evaluation and Capacity Building Plan – Project manager and principal author of comprehensive evaluation and outreach efforts resulting in an enhanced passenger transportation system as part of Anaheim's short and long-range transportation solutions. Responsible for the preparation of the Anaheim

Education

Bachelor of Applied Arts (Urban Planning),
Ryerson University, 1978

International Politics, McMaster University, 1977

Experience

1995–Present

IBI Group, Associate, Irvine, California

1993 – 1995

Transportation Management Inc. (TMI), Senior Consultant (1994 & 1995: Paratransit Coordinator management contract with Ann Arbor Transportation Authority (AATA), Ann Arbor, MI

1989 - 1993

Hickling Corporation, Toronto, Ontario, Manager of Practice in Disability & Ageing

1986 - 1989

WheelTrans Department & Corporate Planning, Toronto Transit Commission, Toronto, Ontario, Policy Analyst

1982 - 1986

Edmonton Transit/ DATS, City of Edmonton, Alberta, Planning Supervisor

1981 - 1982

BC Transit, Victoria, British Columbia, Custom Transit Planner

1978 - 1981

Transportation Systems Design Department & Edmonton Transit, City of Edmonton, Alberta, Transportation Planner



Resort Transportation's "ART 2035," a plan to guide the future of ART services including the feasibility of alternate service delivery scenarios, financial/fiscal analysis, ridership estimation, and deployment of advanced technologies. Key study outcomes included the development of microtransit delivery scenarios within a framework of first-last mile strategies.

Short Range Transit Studies: Morongo Basin Transit Authority; Visalia Transit; Porterville Transit. Review of transit service needs and requirements and development of service improvement options to best meet mobility needs, review of current transit policies and procedures; and the development of an action plan to guide the implementation of transit service improvements over the next 5+ year period.

Transit Shuttle/Circulator Feasibility Studies: Fountain Valley, City of Tustin, City of Vernon. Feasibility of a local transit circulator and other microtransit solutions addressing the transportation/mobility needs of city residents, the business community and visitors to the City. First/last mile solutions providing connectivity to higher capacity transit services.

(Chicago) Regional Transportation Authority (RTA) – ADA Paratransit Innovation Study – Project manager for this recently awarded study to undertake a comprehensive analysis of innovations to enhance paratransit service efficiencies, effectiveness and the customer experience. Work plan includes the identification of challenges to future sustainability, identification and analysis of potential innovations, literature review and state of practice, modeling and analysis of potential innovations, and the development of an action plan including the identification of potential pilot projects.

OCTA Go Local Step Two Detailed Transit Service Planning - Project Manager responsible for further refinement of the Go Local Step One concepts of Subregion 2 and Subregion 5 and evaluate each service's viability to provide community based transportation solutions for First/Last Mile - Metrolink station connectivity. Subsequently retained to develop a sketch up ridership estimation tool for new bus transit systems.

SANDAG Short-Distance Vanpool Feasibility Study & Pilot Project, San Diego, CA – Evaluate the feasibility of vanpool or similar services to address first and last-mile service for transit riders. Steve was the Project Manager for this transportation study addressing marketing study, operations plan, pilot project plan, implementation and monitoring/evaluation of a six-month pilot project.

Santa Barbara County Association of Governments (SBCAG), TDA Triennial Performance Audit, Santa Barbara, CA – As a Subconsultant to PMC, responsible for the review of the County's SMOOTH and Easy Lift CTSA's including evaluating their effectiveness and recommending key performance measures and providing a commentary on ITS applications.

San Diego Association of Governments (SANDAG) – Specialized Transportation Strategic Plan – 2035 – Sub consultant on this recently awarded contract. Primary responsibility for the development of operational and service delivery strategies.

Greater London Area, UK: Evaluated the services and operations of the Dial-A-Ride, Taxicard and Community Transport services throughout the Greater London Area and developed practical solutions for enhanced co-ordination of services for older adults and the disability community.

Arcadia Transit Development Plan – Local and Commuter Services: Project Manager for the preparation of a FY 2016-2020 Transit Development Plan for the City of Arcadia CA. Key issues included first-last mile operational solutions to provide station connectivity to the extension of the Gold Line LRT line from Pasadena; enhanced performance metrics; and public outreach.

Specialized Transit Audit – ADA Program Consulting and Auditing Services - North County Transit District (NCTD), San Diego, CA. Currently auditing the policies, procedures and operations of all bus, rail and specialized/paratransit operations for contractual and legislative compliance. Specific focus of audit program is the review of specialized transit service provider's (MV Transportation) contractual compliance including performance metrics, data management/reporting and utilization of scheduling software (Trapeze v.16).

Joe Punsalan is a principal and senior transportation planner at KTUA. Joe manages large-scale active transportation planning projects such as complete street plans and corridor studies, active transportation plans, first/last mile connectivity, etc.. He is responsible for scope development, data analysis, public engagement and facilitation of walk and roll audits and demonstration projects, report writing, grant writing and reporting, and staff and consultant team management. He has a background in GIS for mapping, research and analysis and uses a simplified approach to displaying complex methodologies. As an avid cyclist, Joe understands the roadway conditions and obstacles that face cyclists and pedestrians. Utilizing his first-hand knowledge, he applies federal, state and regional standards to address these challenges and increase user safety.

City of Thousand Oaks Active Transportation Plan

Team leader responsible for overseeing project managers and sub-consultants on task assignments, budgeting, and scheduling. Additional duties include outreach coordination, facilitating stakeholder meetings, interviews, workshops and data collection. Assisted in utilizing GIS-based tools for identifying routes conducive for shared bicycle facilities. Developed criteria for bicycle and pedestrian facility assessment, bicycle, pedestrian and Safe Routes to School project development and prioritization.

OCTA Active Transportation Plan

Team leader in charge of overseeing the day-to-day tasks as a subconsultant. Tasks included developing the pedestrian propensity model, bicycle project prioritization criteria and overseeing the GIS-based data development. Developed pedestrian hot spot maps for each city to identify the areas where the return on investment for pedestrian projects would be the highest. Assisted in stakeholder meeting facilitation and presentations.

RTA Riverside County First and Last Mile Mobility Plan

Project manager. The goal of this project was to create a toolbox for cities and agencies to use to complement their planning and design efforts around transit stop and stations. Responsible for scope development, sub-consultant task oversight, GIS modeling, station typology development, planning and report writing. Led additional research on first and last mile best practices both in Southern California and nationally. Developed presentations for RTA staff for briefings and other regional efforts. Coordinated regional outreach efforts for public input including pop-up events, station surveys and online participation.

City of Santa Ana Active Transportation Plan

Project manager in charge of organizing and overseeing all tasks for the project. Scheduled, facilitated and presented at all workshops and advisory group meetings. Coordinated outreach efforts, existing conditions, community engagement, project development, cost estimation and document production. Assisted in project identification, prioritization and design and Story Map development. Coordinated team efforts on 35 priority project cutsheet assignments, design and review.

City of Santa Ana Complete Streets Plans (Downtown & Central)

Project manager. As a result of the award-winning success of the Downtown Complete Streets Plan, similar planning, design and outreach efforts were provided for Central Santa Ana. The project included a five-day workshop incorporating a demonstration project, walking and biking tours, and workshop activities. As project manager, responsible for the coordination of the workshops, activities, presentations and staffing, as well as community advisory presentations. Analysis included bicycle and pedestrian level of traffic stress and collision assessment. Responsible for the coordination between traffic engineering and outreach subconsultants for all aspects of the projects. Managed corridor prioritization, data collection, and preliminary engineering design review for ten corridors selected by the community.



AVAILABILITY

- 20%

COMMITMENTS

- City of Los Alamitos ATP
- SCAG Soboba Reservation ATP
- City of Artesia ATP
- City of El Monte Vision Zero

EDUCATION

- B.A., Geography, California State University, Sacramento, 1998

REGISTRATION

- ITE Professional Transportation Planner
- LEED Green Associate
- 2006 GISP, GIS Certification Institute #53646
- League of American Bicyclists League Certified Instructor #2005

AFFILIATIONS

- Association of Pedestrian and Bicycle Professionals, Student Outreach Chair, San Diego Chapter
- Rails to Trails Enhanced Bicycle Facilities Document Peer Review
- Mira Mesa Planning Group: Transportation Subcommittee Chair

RECENT AWARDS

- 2020 Circulate San Diego Healthy Community Award; APA San Diego Transportation Planning Award of Merit; National City INTRA-Connect Plan
- 2020 ASLA San Diego Award of Merit;; 2019 APA California, Comprehensive Plan Small Jurisdiction; 2019 APA Inland Empire Comprehensive Plan Small Jurisdiction, San Jacinto Trails Master Plan, Award of Excellence
- 2019 SCAG Sustainability Award for Active, Healthy and Safe Communities; and 2019 APA OC Transportation Planning Merit Award: City of Santa Ana - Central Complete Streets Plan

Jacob Leon is an associate planner and outreach facilitator at KTUA. He is an integral member of KTUA's tactical urbanism team, raising public awareness of the benefits of thoughtful urban design, safe pedestrian and bicycle accessibility, and green infrastructure. His strong background in 3D modeling and graphic design allows him to produce effective digital and print media to communicate design concepts. His mobility planning projects include active transportation plans, complete streets plans, and bicycle and pedestrian master plans. These projects entail network and facility design, public outreach, technical drafting and 3D modeling..

City of Goleta Bicycle and Pedestrian Master Plan

Project planner and outreach facilitator for improvements to the bike and pedestrian network in Goleta. Facilitated workshops and pop-up events at neighborhood meetings, community events, farmers markets and on the UCSB campus. Community input was crucial in identify network issues, gaps and other facility needs. Over 1,600 people completed the online survey and contributed to the online comment map.

City of El Centro Combined Active Transportation/Safe Routes to School Master Plan

Assistant project manager for the development of a combined ATP/SR2S plan to assess existing active modes of transportation and provide infrastructure and policy recommendations that address existing barriers and promote an increase of biking and walking throughout the community. Responsibilities included scheduling project meetings, coordinating community outreach events, Spanish translation and interpretation, project analysis, recommendations, project branding and document design. This project required detailed collaboration with various stakeholders simultaneously working on several projects throughout the city.

City of Santa Ana Downtown Zone Complete Streets Plan

Project planner responsible for branding the project by creating fun, attractive and unique logos and support graphics for flyers, postcards, and digital media. Assisted with all community outreach coordination, workshop support and Spanish translation. Assisted in developing pilot projects with a "Complete Streets" approach emphasizing safe access for pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Created 3D models and support graphics to communicate the designs. Assisted in developing a project film that showcases the project process from the initial three-day workshop to the development of the top ten pilot projects.

SBCTA Safe Routes to School

Assistant project manager. Coordinated, scheduled, and prepared materials for fourteen safe routes to school walk audits throughout San Bernardino County and one pop-up workshop at Cal State San Bernardino. Spanish translation and interpretation were provided for all materials and events. Assisted in developing infrastructure recommendations for the fourteen schools.

City of San Jacinto Trails Master Plan

Project manager responsible for all project correspondence and tasks including community outreach coordination, existing conditions analysis, field investigations, project development, and document design. Responsibilities also included coordinating with neighboring jurisdictions, stakeholders, and city staff to develop a comprehensive Trails Master Plan that will guide the City with future grant opportunities for project implementation.

City of Grand Terrace Active Transportation Plan

Project planner responsible for scheduling project meetings, coordinating community outreach events, Spanish translation and interpretation, project analysis, recommendations and document design. Actively involved in conducting all school walk audits and analyzing the information collected.



AVAILABILITY

- 20%

COMMITMENTS

- City of Los Alamitos ATP
- SCAG Soboba Reservation ATP
- City Artesia ATP

EDUCATION

- Bachelor of Landscape Architecture, Cal Poly, San Luis Obispo

REGISTRATION

- 2014, LEED Green Associate

AFFILIATIONS

- American Society of Landscape Architects
- Association of Pedestrian and Bicycle Professionals

AWARDS

- 2020 APA Inland Empire, Comprehensive Plan- Large Jurisdiction, Prado Regional Park Master Plan
- 2020 Circulate San Diego Healthy Community Award; APA San Diego Transportation Planning Award of Merit; City of National City IN-TRA-Connect Plan
- 2020 ASLA San Diego Award of Merit; 2019 APA California, Comprehensive Plan Small Jurisdiction; 2019 APA Inland Empire Comprehensive Plan Small Jurisdiction, San Jacinto Trails Master Plan, Award of Excellence
- 2019 APA Central Coast; 2018 APWA-California Central Coast Project of the Year, Special Studies Under \$2M Category; Goleta BMP Award of Excellence
- 2019 APA Central Coast-Paso Robles BMP Award of Merit

SPECIAL SKILLS

- Spanish Fluency

As an associate, Alex Samarin provides technical oversight for GIS workflows, and guides GIS analysis for assessing the impact of planning projects. He has a broad range of experience applying GIS in utilities management, transportation planning, and environmental analysis. Alex is passionate about projects that provide mutually-beneficial solutions to the human-environment relationship. His previous work spanned regional transportation modeling, regional habitat connectivity, and utility network mapping.

OCTA Active Transportation Plan

GIS manager for the countywide Active Transportation Plan covering all 35 local jurisdictions. Developed Level of Traffic Comfort scores and sidewalk inventory exhibits for all roadway and sidewalk segments and the results were used to identify focus areas to improve mobility and safety for active modes of transportation. After the existing conditions analysis, pedestrian and bicycle priority models were implemented to further refine potential focus areas (for the pedestrian assessment) and projects (for the bicycle assessment). Using the results from the modeling process, the project team identified potential projects and developed a project prioritization approach. KTUA then performed project prioritization, equipping OCTA with a prioritized list for future grants.

SBCTA Santa Ynez Trail Alignment Study, Santa Barbara County

GIS manager/lead analyst for the Trail Alignment Study, developed a trail suitability model that incorporates environmental and biological constraints in conjunction with origin, destination, and routing input from the project Technical Advisory Committee. The model was used in a least-cost trail routing algorithm run iteratively from multiple trail vertices to generate trail segment alternatives. Final trail routing and braiding, user-types, and cost-estimates will be determined for seven trail alternatives with site input from the team biologist, including a trail alternative in Caltrans right-of-way.

City of Irvine Active Transportation Plan

GIS manager. Provided technical knowledge on project ranking criteria and forecasting methodology for the City of Irvine Strategic Active Transportation Plan. Ranking criteria for active transportation projects were recommended based on consistency with regional plans, addressing areas of need in terms of user safety and demand, and maximizing the economic efficiency and physical connectivity of the bicycle and pedestrian network at buildout. To project the future use of active transportation facilities, the forecasting methodology provided by KTUA utilized the Caltrans Active Transportation Benefit-Cost tool and trends of mode-share data from the U.S. Census Bureau American Community Survey.

City of National City INTRA-Connect

GIS manager for a sustainable communities project focusing on identifying areas for compact infill development, and development of recommendations for 10-minute walk neighborhoods, 10-minute drive communities, and 10-minute to transit connections. As GIS manager, conducted community-level land-use and transportation analysis utilizing LEED Neighborhood Development standards.

City of Corona Trails Master Plan Inventory

GIS manager for citywide trail inventory. Managed public outreach applications for data collection. Data collection included mobile and desktop applications for collecting public input on frequented trails, as well as public stakeholder outreach meetings and events.



AVAILABILITY

- 20%

COMMITMENTS

- City of El Monte Sidewalk Inventory
- San Diego County Needs Assessment
- Riverside County OHV Study

EDUCATION

- M.A. Geography, (Natural Resource Management and Environmental Policy), San Diego State University, 2015
- B.A. Geography, (Geographic Information Systems), Minor, Environmental Law and Planning, UC Santa Barbara, 2008

AFFILIATIONS

- Association of Environmental Professionals (AEP)
- Association of Pedestrian and Bicycle Professionals

AWARDS

- 2020 APA Inland Empire, Comprehensive Plan- Large Jurisdiction, Prado Regional Park Master Plan
- 2020 Circulate San Diego Healthy Community Award; APA San Diego Transportation Planning Award of Merit; City of National City INTRA-Connect Plan

JOE PUNSALAN | PRINCIPAL IN CHARGE | TRANSPORTATION PLANNER

Joe Punsalan is a principal planner at KTUA, managing large-scale transportation planning and urban greening projects. He is responsible for scope development, data analysis, public engagement and facilitation of walk and roll audits and demonstration projects, report and grant writing, and staff and consultant team management. Additionally, Joe has a background in GIS for mapping, research and analysis and takes a simplified approach to displaying complex methodologies. As an urban cyclist, he understands the roadway conditions and obstacles that face cyclists and pedestrians. Utilizing his first-hand knowledge, he applies federal, state, and regional standards to address these challenges and increase user safety. Joe holds certificates as an ITE Professional Transportation Planner, LEED Green Associate, and GISP - GIS Certification Institute #53646.

JACOB LEON | SENIOR PLANNER | OUTREACH FACILITATOR

Jacob Leon is an associate planner and outreach facilitator at KTUA. His project responsibilities entail network and facility design, public outreach, technical drafting and 3D modeling. His strong background in 3D modeling and graphic design allows him to produce effective digital and printed media to help communicate design concepts. His experience in mobility planning projects include active transportation plans, complete streets plans, bicycle and pedestrian master plans. These projects entail network and facility design, public outreach, technical drafting and 3D modeling. His experience in landscape architecture includes feasibility studies, site analysis and park design. He provides Spanish translation and interpretation for meetings and project materials. Jacob is a LEED Green Associate.

ALEX SAMARIN | PROJECT MANAGER | GIS TECHNICAL MANAGER

Alex provides technical oversight for GIS workflows and guides GIS analysis for assessing the impact of planning projects. He has a broad range of experience applying GIS in utilities management, transportation planning, and environmental analysis. Alex is particularly passionate about projects that provide mutually-beneficial solutions to the human-environment relationship. He holds B.A. in Geography, (Geographic Information Systems) from University of California, Santa Barbara, and an M.A. in Geography, (Natural Resource Management and Environmental Policy) from San Diego State University.



JESSICA PADILLA BOWEN

Senior Associate

✉ JPadillaBowen@katherinepadilla.com

EDUCATION

Master of Public Administration
San Diego State University, San Diego

Bachelor of Arts, Theater & Economics
Occidental College, Los Angeles

TRAINING/CERTIFICATIONS

Public Participation,
International Association of Public
Participation (IAP2)

Accredited in Public Relations, Public
Relations Society of America

Certified Professional Coach,
Institute for Professional Excellence in
Coaching

Associate Certified Coach,
International Coach Federation

AVAILABILITY

35%

REPRESENTATIVE PROJECTS PRIOR TO JOINING KPA:

- **City of Carlsbad, 2005–2020, Community Relations Manager.** Ms. Padilla Bowen began as Community Coordinator with the City of Carlsbad in 2005 and progressively took on more responsibilities until being promoted to newly created position of Community Relations Manager in 2010. During her time in Carlsbad, Ms. Padilla Bowen served as communication representative and media contact crafted strategic messages for website, social media, print and electronic platforms; managed social media, including Facebook, Twitter and e- newsletters; organized special events from annual fundraisers to festivals to community meetings; oversaw the work of photographers and videographers, producing numerous videos for the community; and managed and cultivated relationships with community and civic organizations.
- **Village & Barrio Parking Study and Management Plan, City of Carlsbad, 2016-2017, Community Engagement Project Manager.** Ms. Padilla Bowen produced the Community Outreach Plan, which identified outreach strategies to inform the public of the project, as well as gain their participation. Organized and promoted community meetings as well as intercept and online survey opportunities. Solicited and reviewed public feedback.
- **Tamarack Area Coastal Improvement Project, City of Carlsbad, 2016-2017, Community Engagement Project Manager.** Ms. Padilla Bowen produced the Community Outreach Plan, which identified outreach strategies to inform the public of the project, as well as gain their participation. Organized and promoted community meetings as well as online survey opportunities. Ms. Padilla Bowen presented at pop-up events to elicit public feedback on the coastal project, directing documentation of the process through photo and video.
- **Village & Barrio Master Plan, City of Carlsbad, 2015-2017, Community Engagement Project Manager.** Ms. Padilla Bowen played a key role in the implementation of the outreach plan, organizing and promoting community meetings as well as promoting the availability of the plan for public feedback.
- **La Jolla Playhouse, 2003-2005, Public Relations Manager.** Ms. Padilla Bowen served as media spokesperson for the nationally renowned performing arts theater, securing publicity that resulted in hundreds of feature articles and reviews on TV/radio and in major newspapers, magazines, from national to local. She also worked with photographers and videographers to visually tell the theater's story as well as publicized and participated in community events school residencies, and public performances for all ages.



KATHERINE PADILLA OTANEZ

Owner/Managing Principal

✉ kpadilla@katherinepadilla.com

EDUCATION

Master of Business Administration, California State University, Los Angeles.
Bachelor of Science, Business Administration, California State University, Los Angeles.

TRAINING

Certified Charrette Planner, Certified Charrette Manager, Certified Public Meeting Facilitator, National Charrette Institute; Trained in Mediation, LA City Attorney's Office, Dispute Resolution Program; Trained (and experienced) in Project Management and Interpersonal Communication, UCLA Extension; Completed coursework for Global Logistics Specialist®, Professional Certification Program, CA State University Long Beach; Completed training in "The Art of Hosting Conversations that Matter", Facilitative Techniques, Berkana Institute, Bangor, PA.

AVAILABILITY

35%

REPRESENTATIVE PRIOR PROJECTS INVOLVING COMMUNITY OUTREACH INCLUDE:

- **Santa Ynez Valley Traffic Circulation and Safety Study, Santa Barbara County Association of Government (SBCAG) and Santa Ynez Band of Chumash Indians, San Ynez Valley, CA, 2019- Summer 2020, Project Manager.** Katherine Padilla Otanez, with KPA, is leading the outreach program involving five cities. Responsibilities include conducting a bus tour to discuss problems area in the Valley, communicating with and convening the Steering Committee, developing an outreach plan. organizing and facilitating community meetings, compiling public comment reports, public relations.
- **Transit Oriented District Toolkit Atlantic Whittier, Los Angeles County, CA, 2019-Summer 2020, Project Manager.** KPA is serving on the KOA team and Ms. Padilla Otanez is leading the outreach strategy and program on behalf of the County. Responsibilities include developing a community engagement plan, stakeholder interviews, community meeting planning, survey development, student poster contest, public relations and social media, and website development.
- **Pedestrian and Bike Plan and Safe-Routes to School, City of Inglewood, City of Inglewood, CA, 2016-2017, Managing Principal.** Ms. Padilla Otanez developed and managed the outreach program and messaging. Ms. Padilla Otanez and KPA staff helped conduct walk audits, developed the website, collateral materials, and planned and facilitated steering committee meetings and community workshops.
- **Transit Operations and Maintenance Facility, City of Pasadena, City of Pasadena, CA, 2018-2019, Project Manager.** As a subconsultant of MDG (now HDR), Ms. Padilla Otanez led the public outreach program and oversaw the development and implementation of the outreach plan, including the creation and distribution of meeting materials and the organization, promotion, and staffing of community meetings.
- **Metro East San Fernando Valley Light Rail Project AA, EIR, and First-Last Mile Plan, San Fernando Valley, CA, Expected completion: Summer 2020, Managing Principal.** Since 2011, KPA has provided community outreach services for the East San Fernando Valley Transit Corridor Study—from the Alternative Analysis through to the current Environmental Review phase. As principal-in-charge, Ms. Padilla Otanez' responsibilities include overseeing all tasks and aspects of the Public Participation activities as well as attending appropriate Project Development Team Meetings.

- **Metro Transit Oriented Development Toolkit, Los Angeles County, CA, 2016 – 2017, Project Manager.** Funded by a Sustainable Communities Planning Grant (from the California Strategic Growth Council), the project sought to produce a countywide climate action and sustainability plan with a core element assessing sustainable TOD land use planning tools, strategies, and best practices. Ms. Padilla Otanez developed a Public Participation Framework for best practices (including messages and strategies) to communicate the benefits of TOD to a broad range of stakeholders.
- **Grand Terrace Active Transportation and Safe Routes to School Plan, City of Grand Terrace, CA, 2017, Managing Principal.** As a subconsultant to KTUA, Ms. Padilla led the outreach program, helped staff walk audits, interacted with students, teachers, parents administrators, staffed pop up events at Back to School Nights and community festivals, administered surveys, and compiled results.
- **Metro Mobility Matrix – San Fernando Valley and Las Virgenes/Malibu Subregion, Metro, Los Angeles County, CA, 2016, Project Manager.** As a subconsultant to STV, KPA helped the Project Development Teams (Councils of Government Directors and City Planning Department staff) advance the “bottom-up” study approach by identifying promising transportation projects that meet each sub-region’s unique, self-identified goals, objectives, and performance measures and through meeting coordination and facilitation.
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- **Desert Hot Springs Bike and Pedestrian Plan, City of Desert Hot Springs, Desert Hot Springs, CA, 2014-2016, Managing Principal.** As a principal-in-charge, Ms. Padilla Otanez provide overall community engagement plan to target the wide range of Desert Hot Springs residents (especially Latino populations), businesses, and community members. Ms. Padilla Otanez played a crucial role in providing strategic plan on how to facilitate meetings to encourage residents and community members to participate as well as volunteers to take charge in obtaining crucial information for the City staffs.
- **Glendale-Hyperion Bridge Complex and Seismic Retrofit, City of Los Angeles BOE, City of Los Angeles Atwater Village, CA, 2008-2015, Managing Principal.** As principal-in-charge for community outreach and public participation services, Ms. Padilla Otanez partnered with City staff and project team members to complete the environmental review of this historic and complex six-bridge structure connecting Atwater Village and Silverlake.
- **Asilomar Blvd. Stabilization Project, City of Los Angeles BOE, Pacific Palisades, CA, 2016-2017, Project Manager.** As a subconsultant to Fugro, Ms. Padilla Otanez served as principal-in-charge of the community outreach program, overseeing development of all aspects of the outreach plan including the writing and design of fact sheets and process diagrams, door-to-door outreach on Asilomar Boulevard, and outreach to the community at large. KPA also organized and facilitated community meetings.
- **Glendale Riverwalk Narrows, City of Glendale, Glendale, CA, 2016-2017, Managing Principal.** Ms. Padilla Otanez and KPA staff developed project branding, fact sheet, meeting invitations, organized and staffed field hikes, provided public relations, planned and facilitated community meetings, developed project databases.
- **Diagonal Parking Feasibility Study for Ventura Boulevard and Parking Study, City of Los Angeles BOE, City of Los Angeles Woodland Hills, CA, 2016 – 2017, Managing Principal.** Ms. Padilla Otanez planned and facilitated community dialogues and meetings in collaboration with KPA staff and elected officials.
- **South Gate Parking Study, City of South Gate, South Gate, CA, 2018-2019, Managing Principal.** Ms. Padilla Otanez and her team conducted outreach. Responsibilities included a Community Engagement Plan, project branding, community survey, planning and conducting community meetings in English and Spanish, compiling results and implications.
- **Santa Monica North Beach Trail Project, City of Santa Monica, CA, 2019-Summer 2020, Managing Principal.** Ms. Padilla Otanez and her team are developing construction notices, informational materials, social media and blogs, holding community meetings, developing way-finding signage for Santa Monica Pier and surrounding area and promotional videos with drone flyovers to show the progress of construction of North Beach Trail near Santa Monica Pier.
- **Los Angeles Civic Center Master Plan, City of Los Angeles, Los Angeles Downtown, CA, 2017, Managing Principal.** This project served as the foundation for the Parker Center Demo above. As a subconsultant to the IBI Group, KPA served as expert outreach advisors. Partnering with City staff, KPA facilitated and coordinated Community Advisory Committee meetings and notifications and delivered meeting summaries, incorporating attendees’ comments.
- **Los Angeles Demolition of Parker Center Project, City of Los Angeles, BOE, Los Angeles Downtown and Little Tokyo, CA, 2018 – 2019, Managing Principal.** As principal-in-charge, Ms. Padilla Otanez oversaw construction communications to the public, local businesses and community- based organizations surrounding Parker Center in LA Civic Center.



LORENA HERNANDEZ

Project Manager

✉ lhernandez@katherinepadilla.com

EDUCATION

Bachelor of Arts in Psychology & Spanish
Loyola Marymount University,
Los Angeles

COMMUNITY LEADERSHIP

Pasadena Educational Foundation, Board
Member (July 2019 – Present)

City of Pasadena Commission on the Status
of Women, Commissioner (2014-2018)

AVAILABILITY

50%

REPRESENTATIVE PRIOR PROJECTS COMPLETED BY MS. HERNANDEZ INCLUDE:

- **Telfair Multimodal Bridge over the Pacoima Wash, City of Los Angeles Bureau of Engineering (BOE), Los Angeles, November 2019 – February 2020, Project Manager.**
As Project Manager Ms. Hernandez led efforts to create the project's key messages, fact sheet, frequently asked questions in both English and Spanish. Coordinated the community site logistics, community meeting flyer, press release and social media messages. These were distributed through the elected official office. Flyers were distributed through an email blast and dropped off at public counters.
- **LA CO Transit Oriented District Toolkit Atlantic Whittier, Los Angeles County, CA, 2019-Summer 2020: KPA is serving on the KOA team and Ms. Padilla Otanez, as a project manager, is leading the outreach strategy and program on behalf of the County.** Responsibilities include developing a community engagement plan, stakeholder interviews, community meeting planning, survey development, student poster contest, public relations and social media, and website development
- **Wilmington Freight Mitigation Study, SCAG, San Pedro, February 2020-Present, Project Manager.** As Project Manager, Ms. Hernandez lead outreach efforts to identify and engage stakeholders, raise awareness of the study and encouraged participation. Ms. Hernandez assisted in developing project communication for stakeholder participation in focus groups, such as a project overview and interview questions. Ms. Hernandez led business and resident focus groups and produced a focus group report that identified key observations in the identified project area.
- **Floodplain Management Plan, Los Angeles, City of Los Angeles Bureau of Engineering (BOE), Los Angeles, July 2019 – June 2020, Project Manager.** Project Manager, Ms. Hernandez, led public outreach efforts for the 2020 Floodplain Management Plan update. She coordinated efforts with the City of Los Angeles Bureau of Engineering and Floodplain Management Plan Steering Committee. As Project Manager she worked with the outreach team to develop the outreach plan that was implemented to increase stakeholder participation the draft of the plan and increase public input during the public comment period. Efforts included reaching out to stakeholders at public events and coordinating FMP community meetings (both virtual and in-person). Ms. Hernandez coordinated the production of the project informational materials, such as meeting flyers, press releases and social media messages used to increase the stakeholder participation. Ms. Hernandez worked closely with the City's Public Information Officer to support the project's outreach efforts to Community Based Organizations and Elected Officials.

- **NoHo to Pasadena BRT, Metro, Los Angeles, July 2019 - November 2019, Outreach Specialist.** Ms. Hernandez assisted with the implementation of the outreach plan and project scoping meetings in the communities of North Hollywood, Burbank, Glendale, Eagle Rock and Pasadena.
- **East San Fernando Valley Light Rail Project First Last Mile (FLM), Metro, East San Fernando Valley, Fall 2019, Outreach Specialist.** Ms. Hernandez assisted in the public outreach implementation and reaching local stakeholders. She has assisted in collecting stakeholder feedback and project presentations.
- **San Fernando Citywide Parking Study, City of San Fernando, San Fernando Valley, March 2020-Present, Deputy Project Manager.** As Deputy Project Manager, Ms. Hernandez produced the Community Outreach Integrated Plan which identified an outlined of outreach strategies to inform the public of the project, as well as gain their participation.



THELMA HERRERA

Sr. Project Manager, Creative Director

✉ therrera@katherinepadilla.com

EDUCATION

Bachelor of Arts in Industrial Arts with an emphasis in Graphic Design, San Francisco State University.

Associate Degree, City College of San Francisco, California.

AVAILABILITY

30%

REPRESENTATIVE PRIOR PROJECTS COMPLETED BY MS. HERRERA INCLUDE:

- **East San Fernando Valley Transit Corridor (Pre-Scoping Alternative Analysis and EIR), Metro, East San Fernando Valley (Los Angeles), 2011 – Present, Creative Director and Deputy Project Manager.** As the project manager, Ms. Herrera provided updates to the public and assisted in developing community meetings. She also designed and translated presentations and summary reports, managed door-to-door outreach to mom-and-pop business along the five-mile corridor, organized nine coffee meetings to discuss small-business concerns, and staffed more than ten large community meetings throughout various phases of the study.
- **Santa Ynez Valley Traffic Circulation and Safety Study, Santa Barbara County Association of Governments (SBCAG), Santa Barbara, 2019 – Present, Creative Director and Outreach Specialist.** Designed project branding and collateral materials. Assisted with in-person community meeting. Lead and produced in-house live stream community meeting for project team, area supervisor and mayors from the immediate area.
- **East San Fernando Valley Light Rail Project First Last Mile (FLM), Metro, San Fernando Valley Los Angeles, 2018 – 2019, Project Manager.** As the project manager, for the ESFV TC, Ms. Herrera worked closely with the Metro and FLM Technical Team to reach out to community members, schools, and organizations along the corridor for the First/Last Mile portion of the project. Helped locate sites for walk audits and workshops, helped coordinate logistics and staffed the meetings. Assisted with translation of materials and creation of displays.
- **Colton Active Transportation Plan, City of Colton, Colton, 2016 – 2017, Outreach Specialist.** Ms. Herrera assisted in outreach efforts for the Taste of Colton event where she explained the project and its goals to participants. She also leveraged the event to conduct intercept surveys in English and Spanish, gaining comprehensive meaningful stakeholder input. In addition, she developed branding materials and designed and distributed bilingual flyers to encourage participation at the Safe Routes to School (SRTS) workshops, assisted with SRTS walk audits, and provided simultaneous translation for workshop attendees. After explaining the project's purpose and goals, Ms. Herrera persuaded 12 of 16 large employers to complete employer surveys and provide staff access for employee surveys.
- **City of Santa Ana Main Street/Transit Zone Complete Streets, City of Santa Ana, Santa Ana, 2014, Creative Director and Outreach Specialist.** Seeking to optimize community meetings, Ms. Herrera provided essential outreach services including translation and simultaneous interpretation at Community Advisory Committee meetings and general community workshops.

- **Barstow Active Transportation, City of Barstow, Barstow, 2016 – 2017, Outreach Specialist.** Facilitating Safe Routes to School (SRTS) walk audits at numerous schools, Ms. Herrera also developed branding materials and designed bilingual flyers inviting stakeholders to attend SRTS workshops. She staffed an Active Transportation Plan booth at the Barstow Route 66 Festival, conducted intercept surveys, and encouraged attendees to ride in a demonstration bike lane.
- **General Plan Update, City of Fontana, Fontana, 2015 – 2016, Outreach Specialist.** Served as an outreach specialist for the project. Ms. Herrera helped established working relationships with three school districts that serve Fontana students in order to partner with the City and promote the participation of students and families at the “Fontana of the Future” Youth Art Contest. As a result, the General Plan drew widespread publicity. Ms. Herrera also worked closely with the City to implement an integrated communications program that included all their communication vehicles.
- **Comprehensive Operational Analysis and Ten-Year Plan, Antelope Valley Transit Authority (AVTA), Antelope Valley, 2013 – 2014, Creative Director and Deputy Project Manager.** As both a designer and a deputy project manager, Ms. Herrera assisted in developing an outreach plan for the Comprehensive Operational Analysis. That included designing outreach materials in English and Spanish, field-based research forms, small focus-group materials, and a final report that summarized the findings/implications that helped shape key recommendations for operational changes. She also interviewed individuals and small groups of college students (on campus and at transit centers) for a second round of surveys.
- **Gold Line Eastside Stations Access Project, Metro, East Los Angeles, 2011 – 2013, Assistant Project Manager and Creative Director.** Serving as assistant project manager for the outreach program, Ms. Herrera provided presentations (in English and Spanish) to groups and organizations, interacted with community stakeholders, successfully established proactive project champions, and produced effective graphic designs for project communications including meeting flyers, banners, and posters.
- **MYFIG Complete Streets, City of Los Angeles Department of Transportation (LADOT), Los Angeles Downtown, 2013, Outreach Specialist.** Canvassing door to door along the Figueroa corridor, Ms. Herrera conducted several highly effective outreach actions to ensure diverse participation at a key community meeting, that resulted in more than 200 attendees.
- **Traffic Calming Study for Union Pacific Neighborhood, Los Angeles County Department of Public Works (LADPW), East Los Angeles, 2011 – 2012, Project Manager.** As project manager, Ms. Herrera interacted with community stakeholder and facilitated community meetings in both English and Spanish.
- **SR-710 Electronic Media and Communications Support of the Gap Closure Project Public Information and Scoping Program, Metro, Los Angeles County, 2010 – 2011, Outreach Specialist.** In addition to outreach efforts, Ms. Herrera created unique branding project graphics.
- **Intermodal Container Transfer Facility Intermodal EIR, Union Pacific, San Pedro, 2008, Creative Director and Outreach Specialist.** Providing graphic design services, Ms. Herrera also delivered unique community outreach support.
- **Wilmington Waterfront Development Program and Buffer Plan, Port of Los Angeles, (POLA), San Pedro, 2005 – 2009, Outreach Specialist and Creative Director.** As a community outreach specialist, Ms. Herrera provided support for a satellite information site that enlightened the community about the project. In addition, she provided graphic design and developed collateral materials.
- **Transit Operations and Maintenance Facility Design, City of Pasadena, Pasadena, 2016 – Present, Creative Director and Deputy Project Manager.** As deputy project manager, Ms. Herrera developed an outreach plan and conducted door-to-door visits with project-adjacent businesses. In addition, she handled mass mailing to residents and businesses without a ½-mile radius before each community meeting. She designed project fact sheets, meeting notices, and eblasts, as well as organized and staffed community meetings.
- **Calexico Transit Study, SCAG, Calexico, 2016, Deputy Project Manager.** As a deputy project manager, Ms. Herrera conducted intercept surveys at major bus stops to capture the transit needs of existing and potential riders. Through her bilingual support she was able to document discussions from all riders.
- **Safe Routes to School Regional Master Plan, Imperial County Transportation Commission (ICTC), Imperial County, 2015 – 2016, Outreach Specialist.** As an outreach specialist, Ms. Herrera designed and prepared bilingual schools flyers. She also provided translation services during the Safe Route to Schools community workshops.
- **Los Angeles River Path, Metro, Los Angeles County, 2018 – Present, Project Manager.** Serves as the KPA lead outreach project manager for the southern region of the project which includes Vernon, Maywood, Boyle Heights, East LA and Huntington Park. Ms. Herrera has helped form relationships with community stakeholders, particularly helping bring to the table underserved communities as part of Metro’s outreach effort. She has also participated in pop-up events, conducted presentations to parents at schools, and staffed community meetings.



Elicia Elliott

BA, MCIP, RPP

778.788.2453 | elicia.elliott@accessplanning.ca

Elicia is a transportation planning professional with 15 years of experience. She has cultivated expertise in transportation ranging from strategic planning to operations across modes, including drayage, freight, and marine goods movement. Elicia has a proven track record of delivering exceptional multimodal work for government clients across North America.

Education

IAP2 Foundations in Public Participation, 2017

Bachelor of Arts, Human Geography, 2007

Recent & Relevant Professional Experience

Managing Associate, Access Planning, Current

Manage key projects at a growing boutique planning consultancy, where we create industry-leading policies, plans and strategies to help clients solve complex transportation problems.

Senior Transportation Planner & Transportation Planning Lead for Western Canada, Mott MacDonald, 2017-2020

Provided transportation planning, project management, and facilitation expertise on multimodal transportation projects across North America.

Transportation Planner, Major Investment Planning, Infrastructure Program Management, TransLink, 2015-2017

Provided transportation planning and project management expertise for a diverse portfolio of key transit projects in the lower mainland.

Senior Transportation Planner, BC Transit, 2014-2015

Provided transportation planning and project management expertise to the monitoring, optimization, and development of urban and rural bus transit systems in British Columbia. Worked collaboratively with government / interagency stakeholders including First Nations, BC Ferries, Islands Trust, municipalities and regions, and the BC Ministry of Transportation and Infrastructure.

Memberships & Designations

Registered Professional Planner, Canadian Institute of Planners
Planning Institute of British Columbia, Current
Canadian Institute of Public Planners, Current

Recent & Relevant Project Experience

Michigan Central District Arts Strategy Engagement Plan

Designing engagement and developing material for client workshops in creation of an Arts Strategy Engagement Plan for the substantial Ford redevelopment in Detroit's Corktown

Greater Vancouver Gateway 2030 - Program Management & Technical Advisory Services, Vancouver Fraser Port Authority, Lower Mainland, BC
Senior Transportation Planner and Lead Facilitator for interagency engagement on various goods movement infrastructure projects. Led the development and overview of the use of various Multiple Account Evaluation frameworks, and reviewed proponents' multimodal transportation design packages.

West Virginia State Rail Plan, West Virginia State Rail Authority, Charleston, WV

Project Manager and Lead Strategic Planner for this freight, passenger, and tourist state-wide rail plan. This plan included analysis of operations, infrastructure, intermodality, funding and governance, and culminated in a phased strategic plan to 2050. Elicia also led a robust, phased stakeholder and public engagement plan in support of the development of the overall strategy.

Integrated Transportation & Development Plan, BC MoTI & MAH, Fraser Valley, BC

Project Manager, Multimodal Transportation Lead and Lead Facilitator of project foundations for a new Integrated Transportation and Development Planning process being undertaken by the BC Ministry of Transportation and Infrastructure and the Ministry of Municipal Affairs and Housing. This process will develop a collaborative vision for transportation and affordable development needs that contribute to an efficient and accessible multimodal transportation network that connects communities, regions, and global markets.

Burrard Inlet Rapid Transit Feasibility Study, BC Ministry of Transportation & Infrastructure and TransLink, Vancouver, BC

Transportation Planning Lead. Led the development of a Multiple Account Evaluation framework for options evaluation and contributed to multimodal route options generation and analysis. Also acted as Lead Facilitator for intergovernmental Partner Working Group, helping collaboratively develop project foundations such as problem definition, goals, fatal flaws, and the MAE framework.

JFK Airport Masterplan & Redevelopment Project, Port Authority of New York & New Jersey, New York, NY

Senior Landside Transportation Planner, focusing on multi-year, multimodal scenario development.

BC Transit Strategic Plan, BC Transit, Victoria BC

Co-led the facilitation, engagement, and strategic plan writing for this corporate strategic plan. Included liaising with internal staff and intergovernmental partners to refine the vision, goals, and objectives of the strategic plan. Mott MacDonald supported Watt Consulting on this project and Elicia was MM's Project Manager and Strategic Planning Lead.

Broadway Subway Project & Surrey-Langley SkyTrain Project, TransLink, Vancouver & Surrey, BC

Completed project phases 1-3 as staff at TransLink and Mott MacDonald.

Phase 4 (current) - TransLink, Arbutus-UBC SkyTrain Design Development

Project Manager, overseeing alignment and station design and evaluation, analysis, costing, and preliminary business casing for the SkyTrain extension of the Broadway Subway Project west to UBC. Leading client team through complex decision process in collaboration with municipal, regional, Indigenous, and provincial partners to achieve regional and local transportation objectives.



Tamim Raad

B.Comm, MA (Planning), MCIP

604.619.4748 | tamim.raad@accessplanning.ca

Tamim is a passionate urbanist with twenty plus years of experience shaping the strategic agenda in cities. Working both from within major regional transport planning authorities and as a consultant, Tamim has overseen the development of strategic multi-modal regional transportation plans in complex multi-stakeholder environments, creation of policy to support land use and transportation integration at the regional scale, prioritization of transportation projects through strategic evaluation frameworks, and the implementation of sub-regional governance models in legislatively complex sites. He brings visionary leadership with a proven track record of results in tackling the toughest of problems, whether guiding long range regional plan development or supporting near-term transit decision-making.

Education

Diploma in Negotiation and Dialogue, Simon Fraser Wosk Centre for Dialogue, 2007

Master of Arts (Community Planning), UBC School of Community & Regional Planning, 1998

Bachelor of Commerce (Business Administration), UBC Sauder School of Business, 1993

Recent Professional Experience

Principal and Co-Founder, Access Planning Consultants, Current

I lead a growing boutique planning consultancy. We create industry leading policies, plans and strategies to help clients solve the most complex urban problems and build great cities.

Director, Strategic Planning and Policy, TransLink, 2010-2015

Provided senior leadership for one of the most successful transportation agencies and systems in North America. Oversaw TransLink's strategy, policy and network development. Included planning for all modes, system pricing and funding, major infrastructure (road, bridge, rapid transit), active modes, and community integration. Drove a sea-change in design philosophy, with users, seamlessness and city building at the core.

Director, Corporate Initiatives, TransLink, 2009-2010

Reporting to the CEO, provided oversight and management for key initiatives led from their Office. As part of the Executive team, shaped corporate policies, programs, & strategies.

Senior Manager, Project Planning, TransLink, 2006-2009

Led the development of a new department with a mandate to lead complex projects requiring a high level of inter-agency and inter-disciplinary collaboration. Accountable for long-range network planning for rapid transit, alternatives analyses, project business casing, passenger facility design and transit-oriented communities.

Program Manager, Urban Showcase, TransLink, 2004-2006

Developed a \$35m suite of regional-municipal partnership projects for a national competition to reduce GhGs in urban transportation, receiving the largest federal award -- \$9m.

Memberships & Designations

Registered Professional Planner (RPP, MCIP), Canadian Institute of Planners

Select Project Experience

Greater Toronto Airports Authority (Pearson Airport), Regional Transit Centre

Project Director, Project Management Office for one of Canada's largest, most complex, and most transformative rail projects from vision to realization. Integrating a new "Union Station West" with a new air terminal and advancing a new city-building vision for the airport precinct. Directed all strategy, governance, and technical programs for four major heavy and light rail connections and supporting road connections. Directed inter agency stakeholder liaison. Led mandating and management of inter-agency steering committee process, comprised of six federal and provincial deputy ministers and the Pearson Airport CEO, to address governance in regional zone of Greater Toronto that lacked effective intergovernmental transit coordination.

ARTM (Autorité Régionale de Transport Métropolitain), First Regional Strategic Plan

Lead advisor for development of Greater Montreal's new region-wide transit authority (transit network manager), whose foundational mandate is to harmonize standards across many municipal and regional transit operators. Created a strategic framework to guide transit network development to support seamless and integration across fares, services and infrastructure between 80 local jurisdictions in a region of 4m people.

Agence de mobilité durable (AMD) City of Montréal, Establishing Organization's First Strategy

Developing the first strategic plan and business plan for this new City of Montreal (pop 2m within 4m Region) agency. This work includes mandate definition, internal governance and change management considerations to evolve this City agency from single mandate (parking) entity to a broader 'new mobility' mandate covering new mobility services, street infrastructure transformation, curbside management and public realm improvements.

TransLink, Funding Source Evaluation and Selection

Directed technical work and political engagement processes for the assessment and selection of funding sources for Metro Vancouver transport. Worked directly with provincial, regional

and municipal executives, and elected representatives, to forge consensus.

TransLink, Mayors' Plan for Transportation and Transit

Designed and led process to create Metro Vancouver's a 10-year \$7.5b capital program in a compressed 6-month period that set a 'blueprint' for future growth. Reported to Metro's Board Chair and worked directly with a sub-committee of 8 mayors. Plan and process forged rare regional political consensus and received accolades.

TransLink, Municipal-Regional Partnership Agreements

Conceived, led development and brokered approval of a Partnership Agreement process between the regional agency and its two-dozen partner local governments to ensure all major investments are leveraged reciprocal transportation, financial and land use commitments. Process adopted by 23-member Council of regional mayors/local governments.

TransLink, Regional Transportation Strategy (2050)

Creating an integrated strategic framework for TransLink's new (2050) strategic plan, including development of new policy in the areas of equity, resilience, new mobility and pricing. Also developing policy analysis and recommendations to evolve regional transportation governance to 2050.

TransLink, Metro Vancouver Goods Movement Strategy

Scoped, directed and delivered a comprehensive strategy, technical and stakeholder engagement process to develop Metro Vancouver's first integrated regional goods movement strategy. Convened multi-interest stakeholder roundtables and steering process consisting of government, port, goods and other interests to build constituency for regional goods strategy.

TransLink, Rail Network Plan

Directed project selection and prioritization for 250 km rail and BRT network as well as station and intermodal hub planning and design.

Metrolinx, Strategic Evaluation Framework

Developing a scenario planning and project prioritization process for Metrolinx to guide its update to the Big Move plan.



Lisa Salsberg

BA, MBA

647.242.8699 | lisa.salsberg@accessplanning.ca

Lisa is a results-oriented planner with over 25 years of experience developing innovative strategies to address complex public policy challenges. She has extensive expertise in regional planning, growth management, transit and transportation planning, and multi-modal transportation policy. Lisa is known as a skilled people leader who has built successful project teams to address complex multi-stakeholder initiatives. Her strong focus on engagement processes is a crucial asset to evidence-based decision making for clients and stakeholders.

Education

Broadening Opportunity through Leadership Diversity, Schulich School of Business Executive Education, 2013

Master of Business Administration, Rotman School of Management, University of Toronto, 1999

Bachelor of Arts (Honours, Geography), McGill University, 1985

Professional Experience

Managing Associate, Access Planning, Current

Create industry leading policies, plans, and strategies to help clients solve the most complex urban problems and build great cities. Provide independent advisory and owner's representative services and convene specialized teams with larger firms for major initiatives.

Senior Manager, Network Planning, Metrolinx, 2014-2018

Led team responsible for strategic regional transportation planning, including developing the Regional Transportation Plan. A key focus was engagement of internal, municipal and provincial planning stakeholders, to ensure strategic directions reflect collective aspirations.

Manager, Strategic Policy & Systems Planning, Metrolinx, 2008-2014

Developed and initiated Metrolinx's early work programs for: transit network planning; mobility hub and station area planning; goods movement planning, travel demand modelling; geomatics; multimodal transportation policy; and municipal plan review.

Manager, Urban Planning Office, Ontario Ministry of Transportation – 2007-2008

Managed a large team of professional staff leading provincial environmental assessments and transport planning studies for large Ontario urban regions.

Team Lead, Growth Planning & Analysis, Ontario Ministry of Public Infrastructure Renewal, 2004-2007

Led staff team responsible for the policies and technical analysis for the Draft, Proposed, and final Growth Plan for the Greater Golden Horseshoe. In 2007, this plan was the first international plan to win the American Planning Association's Daniel Burnham Award.

Memberships & Designations

Transportation Association of Canada – Chair, Mobility Council and past Chair, Finance Committee
Women in Transportation Toronto Area Chapter – Board Member and Mentor
Championship Team member, Women’s Leadership Initiative, Urban Land Institute 2018
Ontario Healthy Communities Coalition, Past Board Chair and Management Committee Chair

Recent Project Experience

Agence de mobilité durable (Montréal), Strategic Plan, Current

Providing strategic advisory services in support of the agency’s first Strategic Plan for the City of Montreal. Directing and facilitating internal stakeholder engagement, municipal policy review and development of recommendations.

TransLink, Regional Transportation Strategy Review, Current

Providing strategic advisory services to TransLink in a range of work planning and tasks for an update to the Metro Vancouver region’s regional transportation strategy including development of the strategic framework and strategic policy directions.

Greater Toronto Airports Authority, Regional Transit Centre, Current

Business case and regional planning lead in the Program Management Office for one of Canada’s most complex and transformative transit initiatives - Toronto Pearson’s Regional Transit Program. Specific focus on business case framing and analysis for component projects and the full transit program, and multi-modal planning for Pearson within the wider Airport Economic Zone. Also responsible for leading overseeing an intergovernmental working group of senior level senior government officials.

City of North Vancouver, Mobility Strategy Phase One, Current

Strategy and Policy Lead for the City’s Phase One Mobility Strategy, responsible for developing the overall strategy and scope, overseeing structured decision-making processes, and coordinating workshop engagement.

ARTM (Autorité Régionale de Transport Métropolitain), Strategic Plan, 2019–2020

Creation of a strategic framework for this new agency’s first regional plan. Aided in developing a new transit network strategy for operators, developed a resiliency strategy through scenario planning, and coordinated expert panel engagement.

Metrolinx, 2041 Regional Transportation Plan, 2015–2018

Project Director responsible for research and analysis, scenario development, plan strategy development, document production, executive and Board presentations, consultant management and stakeholder engagement strategy for this legislatively mandated 25-year multimodal transportation plan. Also led the development of a public-facing Discussion Paper examining key trends and issues to prepare for the 2041 Regional Transportation Plan.

Metrolinx, Transit Project Prioritization, 2011–2014

Manager responsible for leading the development of Metrolinx’s initial and updated project prioritization framework, used to advise the Board and Provincial government of funding priorities of the Regional Transportation Plan.

Metrolinx, GTHA Urban Freight Strategy

Manager responsible for the development of this regional multi-stakeholder strategic plan to improve the efficiency and accessibility of goods within a rapidly growing region where cars, truck and buses compete for limited road space. Work included convening a regular roundtable of public and private partners over several years to develop the strategy and report on its progress.

Metrolinx, Big Move Baseline Monitoring Report, 2009–2011

Responsible for the development of the first monitoring plan and report for the 2008 Regional Transportation Plan, focused on measuring and monitoring the implementation of the plan’s actions, policies and their impacts on the plan’s objectives.

Metrolinx, Mobility Hub Guidelines & Implementation, 2009–2011

Manager overseeing the Strategic Policy and Systems Planning team responsible for developing guidelines for the implementation of the Mobility Hub policies of the Regional Transportation Plan. Managed subsequent work to implement the guidelines through a program of Mobility Hub Studies and station master plans, mobility hub profiles and implantation strategies.