

CHEN RYAN with PlaceWorks

technical proposal to provide

city of lake elsinore

with consultant services for

caltrans project no. 74A0976
active transportation plan / regional
commuter based access plan



June 13, 2018



Submitted to:



cover letter - exhibit A

Exhibit "A"

Proposal Cover Letter Agreement

Active Transportation Plan / Regional Commuter Based Access Plan CALTRANS Project No. 74A0976 CIP Project No. XXXXXXXX

Firm/Company Name: Chen Ryan Associates
Contact's Name: Monique Chen, PE Title: Principal
Phone: 619-795-6086 Email: mchen@chenryanmobility.com

BIDDER CONSIDERATIONS:

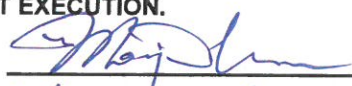
Overall Objectives:

- Develop a complete network of bikeways and walkways
- Enhance Safe Routes to Schools with identifiable pedestrian and bike safety improvements
- Connect bicyclists and pedestrians with regional destinations by ensuring the network is integrated with existing and proposed transit stops and the regional transit hub
- Establish first and last mile guidelines for bicyclists and pedestrians to connect with transit
- Engage and solicit input from community stakeholders and City staff regarding local and regional bicycle and pedestrian priorities
- Incorporate local and regional bikeways planning with City identified prioritized lists
- Develop prioritized list of local projects
- Analyze best practices that can be applied in the City
- Provide a toolbox of active transportation guidelines and treatments
- Provide an overview of active transportation funding opportunities
- Encourage demonstration projects and programs targeting the disadvantaged neighborhoods
- Provide ATP-compliant master plan for active transportation
- Integrate drop-off facilities for ride-share, hail-share and provide access to bike facilities (where appropriate) for electric bikes, electric scooters, and neighborhood electric vehicles into the plan

Summarized Scope:

- Task 1 – Project Management
- Task 2 – Community Outreach
- Task 3 – Existing Conditions Analysis
- Task 4 – Active Transportation Plan / Regional Commuter Based Access Plan
- Task 5 – Final Active Transportation Plan / Regional Commuter Based Access Plan

By signing this exhibit, I am indicating that I have carefully read the Request for Proposal (RFP), understand, and accept all conditions stated herein. **COSTS STATED WITHIN THE BUDGET PROPOSAL ARE ALL-INCLUSIVE FOR ALL TASKS AND SPECIFICATIONS LISTED. SIGNING THIS PROPOSAL GUARANTEES COMPLETION WITHIN 320 WORKING DAYS FROM CONTRACT EXECUTION.**

Signature: 

Date: 6/13/2018

Name: MONIQUE CHEN

Title: Principal

EXHIBIT A

Audrey Young, Management Analyst
City of Lake Elsinore
130 South Main Street
Lake Elsinore, CA 92530

Re: Proposal for an Active Transportation Plan / Regional Commuter Based Access Plan

Dear Ms. Young,

Chen Ryan Associates, Inc. is pleased to submit this proposal for the Active Transportation Plan / Regional Commuter Based Access Plan for the City of Lake Elsinore. The City is poised for significant growth and throughout the region, cities are realizing that they cannot build their way out of congestion. In order to move people more effectively and preserve open space, the City must establish a suite of competitive mobility choices beyond the private automobile. This effort provides an exciting opportunity to take a fresh look at Lake Elsinore's options for innovative and improved bicycle, pedestrian, transit, school, and park access environments, and to provide the level of analysis required to move key projects and initiatives forward in a comprehensive and cohesive manner.

An effective, informed, and comprehensive approach to active transportation will help the City make informed decisions regarding the development and maintenance of an **"8 to 80" sustainable transportation network for people of all ages and abilities**. We are currently assisting the cities of Carlsbad and Chula Vista on similar efforts that combine the traditional outcomes of a list of infrastructure improvements for people walking and biking with comprehensive design guidelines and recommendations in the field of emerging mobility. We are happy and bring the expertise and lessons learned from these efforts to the City of Lake Elsinore. Chen Ryan Associates has established a reputation throughout Southern California as a trusted partner in the development and implementation of Active Transportation Plans, and we view the planning effort as the first step in a long-term relationship with our clients. **In recognition of this special relationship with our clients, Chen Ryan Associates was recognized by our peers at the American Planning Association's San Diego Chapter's as the Emerging Planning and Design Firm of the Year for 2017.**

Our Project Manager, Brian Gaze, AICP, brings over a dozen years of active transportation and transit planning experience to this project. In addition to his project management experience, his background as a former Director at the regional non-profit Circulate San Diego gives him a unique perspective on how to best engage school districts, community members, and the public at large, and how to get complex and at times controversial plans adopted and implemented. Brian will be supported by in-house, exclusively Southern California-based, traffic and civil engineers who specialize in evaluating the feasibility of and designing active transportation projects, including roundabouts, cycle tracks, protected intersections, and buffered bike lanes.

Chen Ryan Associates is joined on this project by nationally-recognized professionals of **PlaceWorks, who will bring their community outreach expertise, experience with WRCOG and RTA, and their industry-leading conceptual design and visual communication experience**. In addition, key proposed PlaceWorks staff can supplement their private-sector experience with relevant public-sector work, having led the development of Design Guidelines for the Cities of Glendale and Los Angeles.

Our qualifications will show that we have successfully addressed similar issues in other jurisdictions. In fact, we are often brought in to solve complex problems where others have failed, or to enhance the single-mode-focused recommendations of our competitors with an honest quantification of the impacts and benefits for all modes. Please contact me at (619) 795-6086 if you have any questions related to this proposal.

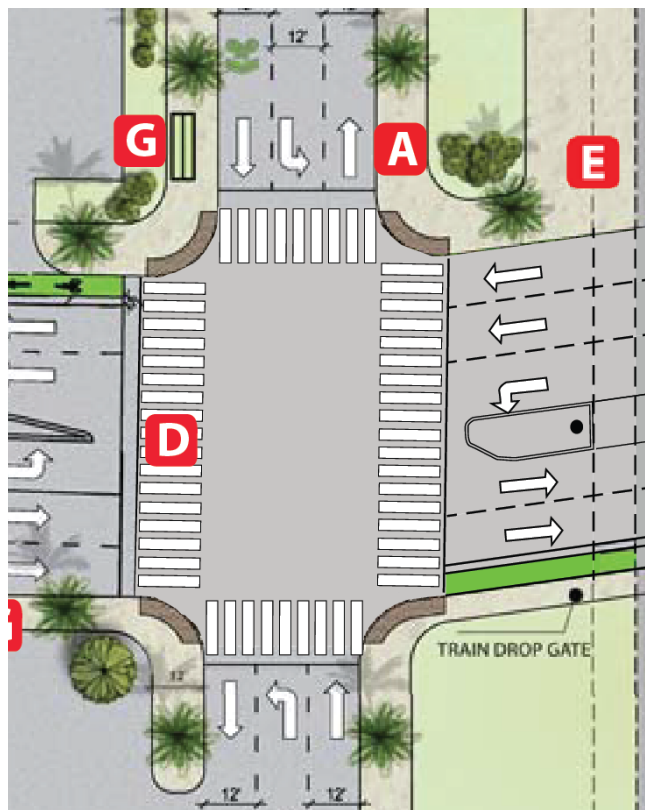
Sincerely,



Monique Chen, Principal-in-Charge
CHEN RYAN ASSOCIATES, INC
mchen@chenryanmobility.com

firm qualifications

and relevant experience



CHEN RYAN

CHEN RYAN ASSOCIATES, INC. brings a fresh vision to transportation planning and engineering in Southern California. We provide a fully multi-modal approach, building upon the multi-dimensional experiences of our staff. We understand the quality-of-life and health benefits of integrated transportation/land use planning, smart growth and active transportation. Chen Ryan Associates is committed to developing transportation systems and creating mobility improvements that enhance and support vibrant and sustainable communities.

Our experience and capabilities in these areas allow us to take on a wide range of transportation projects, bringing strong technical expertise combined with practical experience in a variety of environments and applications. Our staff members are also active in transportation and health research and publishing, as well as in service to professional and local community organizations. We are inspired to provide clients with innovative, high-quality, and cost-effective services, and is dedicated to keeping projects on schedule and within budget.

Chen Ryan Associates, founded in 2011, maintains two offices in Southern California: San Diego and Pasadena. We are both a California Department of General Services certified Small Business Enterprise (SBE), and a California Department of Transportation certified Disadvantaged Business Enterprise (DBE).



PLACEWORKS PLACEWORKS is one of the West's preeminent planning and design firms, with approximately 120 employees in six offices. Formerly known as The Planning Center|DC&E, PlaceWorks' history dates back over 40 years. PlaceWorks serves both public- and private-sector clients throughout the state in the fields of comprehensive planning, environmental review,

Proposer Information

Chen Ryan Associates, Inc.
3900 Fifth Avenue #310
San Diego, CA 92103

Years in Business - 8

Number of Employees - 15

Areas of Expertise

- Bicycle/Pedestrian Planning and Design
- Safe Routes to School Programs and Planning
- Traffic Calming
- Civil and Traffic Engineering Design
- Mobility, Multi-Modal Design and Analysis
- Transit Access and Ridership Assessments
- Transportation Planning/Land Use & Smart Growth Planning
- Traffic Operations and Simulation

Point of Contact:

Monique Chen, PE
Principal-in-Charge
619-795-6086
mchen@chenryanmobility.com

urban design, landscape architecture, community outreach, and Geographic Information Systems (GIS). Their talented, multidisciplinary team thrives on working with communities to tackle complex problems and develop workable solutions.

PlaceWorks also has extensive experience working with various agencies and jurisdictions in trails, pedestrian and bicycle planning. They are currently involved in a variety of Southern California multi-modal transportation projects, including the City of Irwindale's Active Transportation Plan and Design Guidelines, the Orange County Active Transportation Plan, the Transit to Parks Strategic Plan for the Los Angeles County Metropolitan Transportation Authority, as well as the Countywide Trails Data Inventory for the Los Angeles County Department of Parks and Recreation. In addition, their recent involvement in projects within Riverside County, including the WRCOG Non-Motorized Transportation Plan, Western Riverside BRT Route Planning, and the Santa Ana River Parkway and Open Space Plan for San Bernardino, Riverside and Orange Counties ensures that our team understands local and regional transportation and open space needs.

Developing and implementing a strong public engagement process is a cornerstone of PlaceWorks' work. Their projects reflect the interests and concerns of community members and decision makers. They employ a variety of in-person and online outreach tools—including workshops, focus groups, special events, surveys, and our proprietary, customizable online engagement platform—to elicit creative input and participation from a variety of stakeholders. By successfully opening dialogue and building support, they help to move projects from vision to final approval.

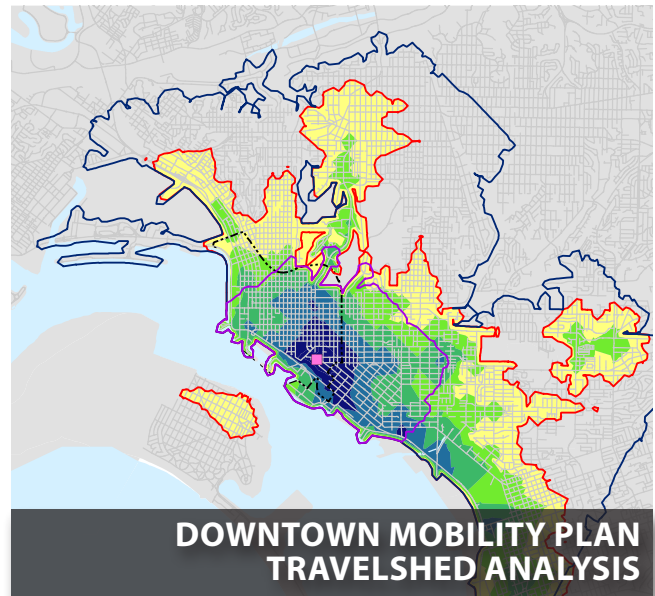
This cumulative experience of both Chen Ryan Associates and PlaceWorks will allow our team to work efficiently and provide solutions that are specific to the City of Lake Elsinore.

SELECTED PROJECT EXPERIENCE

This section highlights some of the representative projects completed by members of our proposed team.

DOWNTOWN SAN DIEGO COMPLETE STREETS MOBILITY PLAN SAN DIEGO, CA (2014-2016)

Chen Ryan Associates led the Downtown San Diego Mobility Plan identifies a multimodal mobility network and establishes policies, programs and projects to improve overall mobility throughout the Downtown San Diego area for all modes. The Complete Streets concept is predicated upon the idea that a majority of modes should be accommodated along all roadways, however, a more flexible approach to Complete Streets planning is to ensure every mode is accommodated by a complete network across the study area. The Downtown San Diego Mobility Plan is supported by this type of layered network approach, prioritizing specific corridors for specific modes, while allowing for travel by the non-prioritized modes. This approach results in well-connected "layered" networks across the community, providing multimodal mobility in a manner that minimizes conflicts and provides for comfortable and convenient travel choices community-wide.



The Plan supports improved walking and cycling environments through enhanced facilities, consisting of cycle tracks and greenways. The preferred bicycle network relies heavily on one- and two-way cycle tracks, providing multiple opportunities for cyclists to traverse the community along protected bicycle facilities in north-south and east-west directions. An extensive feasibility analysis was undertaken for development of the preferred bicycle network development, including an intersection design guide comprised of 22 distinct cycle track intersection types, identified based on the type of cycle track (one- or two-way), roadway and intersecting roadway vehicle travel direction (one- or two-way), intersecting roadway bicycle facility, and traffic control.

One of the overarching themes that drove the network development for this project is feasibility and constructability. To achieve this, the majority of improvements are intended to be implemented within the pavement area between existing curbs thereby, avoiding significant additional costs. A series of road diets (removing vehicular travel lanes) and lane diets (narrowing vehicular travel lane widths) are proposed in select locations to accommodate improvements. Close coordination with SANDAG, MTS, as well as the City of San Diego's Traffic Operations Division and Mobility Planning Division was maintained throughout the network development phase to identify and plan signal modifications to accommodate cycle track operations at intersections.

This Plan was accompanied by a Supplemental Environmental Impact Report (SEIR). The Downtown San Diego Mobility Plan was unanimously adopted by City Council on June 21, 2016.

This Plan has since won multiple planning and engineering awards from Association of Environmental Professionals (AEP), Institute of Transportation Engineers (ITE), Women in Transportation Seminar (WTS), and Circulate San Diego 2016 Momentum Awards.

**Client Contact: Brad Richter, Civic San Diego | (619) 533-7115 | richter@civicsd.com
Budget: \$539,395**

SOLANA BEACH COMPREHENSIVE ACTIVE TRANSPORTATION STRATEGY SOLANA BEACH, CA (2014-2015)

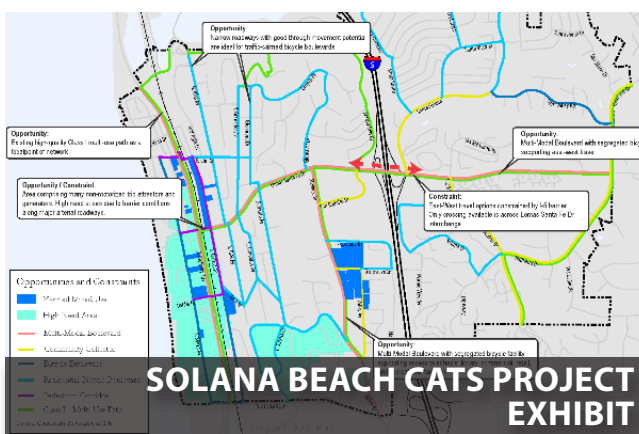
Chen Ryan Associates prepared the San Diego region's first Comprehensive Active Transportation Strategy (CATS). The Plan focuses on enhancing the safety and comfort of existing bicycle and pedestrian facilities and increasing connectivity to key attracting land uses such as regional rail stations, schools, commercial/retail districts, and recreational resources.

The CATS takes into account the many changes that have occurred over the twenty-year period since Solana Beach last adopted a comprehensive bicycle master plan, including population increases, changes in travel demand and patterns, and changes across the roadway network. The project included extensive community outreach and participation through surveys, attendance at public events and the hosting of a project website. Additional targeted outreach to schools and low-income and minority communities was also performed.

**Client Contact: Mo Sammak, City of Solana Beach | (858) 720-2470 | Msammak@cosb.org
Budget: \$136,000**

CITY OF VISTA BICYCLE MASTER PLAN UPDATE | VISTA, CA (2015-2016)

This effort involved evaluating and building upon the existing plan so that it reflects changes in cycling patterns and infrastructure development over the past decade. The project team conducted extensive "on-the-street" outreach using an



intercept survey to request information about cycling behaviors and issues. The Chen Ryan team also developed an innovative bicycle travel monitoring program for the City that identified bicycle count and survey stations so that trends over time can be understood, especially in relation to bicycle infrastructure improvements and healthy lifestyles. The master plan update includes 20 high priority project sheets providing conceptual designs and costing for critical segments of the proposed network. These project sheets will assist the City in pursuing grants and capital funds to support build out of their planned bicycle network.

**Client Contact: Adam Finestone, City of Vista
(760) 643-5393 | afinestone@cityofvista.com
Budget: \$150,000**

CORONADO ACTIVE TRANSPORTATION PLAN | CORONADO, CA (2017-2018)

The City of Coronado has retained Chen Ryan Associates to lead the development of their first Active Transportation Plan. The City is one of the premier walking and biking destination in San Diego County, and managing existing usages is a key aspect of the project. In addition to Safe Routes to School recommendations at four schools, the Chen Ryan team proposed a number of low-stress neighborhood greenways at the direction of the public and the Stakeholder Working Group as a way to increase safety with a context-sensitive and community-appropriate treatment.

Client Contact: Allie Scrivener, City of Coronado | (619) 522-2423 | ascrivener@coronado.ca.us

Budget: \$164,560

WEST COVINA ACTIVE TRANSPORTATION PLAN | WEST COVINA, CA (2017-2018)

Chen Ryan Associates is leading the development of West Covina's first Active Transportation Plan. The effort is designed to identify bicycle and pedestrian improvements within the existing right-of-way and complement the City's recently completed General Plan update. The planning process involves the development of a number of GIS-based suitability models, bimonthly

pop-up outreach, online and in-person surveys, traditional workshops, and the development of design guidelines for City use. To supplement the planning effort and provide data for eventual recommendations, Chen Ryan Associates commissioned peak-hour bicycle and pedestrian counts at fifteen locations citywide.

**Client Contact: Monica Heredia, PE, City of West Covina | (626) 939-8425 | monica.heredia@westcovina.org
Budget: \$84,318**

PALM AVENUE REVITALIZATION PLAN | SAN DIEGO, CA (2014-2015)

Chen Ryan Associates was the prime consultant for the Palm Avenue Revitalization Plan, which provides a blueprint for promoting economic development and improving vehicular, transit, pedestrian and bicycle mobility along a 1.25-mile long corridor located in the San Diego community of Otay Mesa-Nestor. The plan includes strategies to improve accessibility and comfort along Palm Avenue for all modes and user abilities – with an emphasis on active transportation modes – creating a livelier destination that in turn improves the corridor's economic vitality.

The preferred alternative design reduces all travel lane widths to 11' as a traffic calming mechanism and to provide right-of-way for 8-foot raised cycle tracks on each side of Palm Avenue. Bus stops were incorporated into the preferred alternative design to limit conflicts between buses and cyclists and vehicular traffic.



Client Contact: Nancy Graham, City of San Diego | (619) 236-6891 | ngraham@sandiego.gov
Budget: \$229,680

BIKE LANES ON BROADWAY FEASIBILITY STUDY & SIGNING AND STRIPING PLANS | CHULA VISTA, CA (2017-2018)

Chen Ryan Associates served as the prime consultant for the Broadway Road Diet and Bike Lanes project in Chula Vista. The project entailed identifying existing constraints posed by varying roadway widths throughout the corridor, the presence of a raised landscaped median in some locations, and right-turn only lanes. Broadway is a major commercial corridor for the City where many businesses rely on on-street parking, creating additional limitations. Three design alternatives were crafted to balance the need for a safe bicycle facility while maintaining acceptable vehicular operations and preserving parking. The preferred alternative which removes the existing two-way left turn lane is currently in final design.

Client Contact: Frank Rivera, City of Chula Vista | (619) 691-5045
frivera@chulavistaca.gov
Budget: \$89,700

LOS ANGELES GREAT STREETS PLANNING INITIATIVE & VISION ZERO PRIORITY CORRIDORS ANALYSIS | LOS ANGELES, CA (2017- 2018)



Chen Ryan Associates assisted the City of Los Angeles Department of Transportation to prepare a Great Streets DIY Manual and conduct an integrated planning, design and community engagement process to transform three corridors, including Lankershim Boulevard, Cesar Chavez Avenue and Crenshaw Avenue, under Mayor Eric Garcetti's City of Los Angeles Great Streets Initiative. The effort also included a technical analysis of safety improvements along 14 Vision Zero corridors, gleaned from the City's High Injury Network. The safety improvements employ strategies such as the reduction of travel or peak-hour lanes to accommodate bus-only lanes or bicycle facilities. The Technical Report documents project impact significance, change in delay for motorists, and implications to overall corridor travel time after project implementation.

Client Contact: Rick Barrett, MIG, Inc. (Prime Consultant) | (619) 677-2003 | rickb@MIGcom.com
Budget: \$189,000

SAN MARCOS SAFE ROUTES TO SCHOOL | SAN MARCOS, CA (2016)

Chen Ryan Associates partnered with a local nonprofit to complete a Safe Routes to School Plan for three disadvantaged schools in San Marcos, CA. Chen Ryan Associates provided design support to assist the City in developing project sheets for Caltrans ATP grant applications. Despite the compressed three-month project schedule mandated by the funding source, the team implemented, and delivered all of the key deliverables of a more traditional SRTS planning effort. Some of the deliverables included the identification of Suggested Routes to Schools, development and production maps as well as the production of a Draft and a Final Report that was presented to City commissions.

Client Contact: Hugo Salgado | County of San Diego Health & Human Services Agency | (619) 542-4016 | Hugo.Salgado@sdcounty.ca.gov
Budget: \$40,000

WESTERN RIVERSIDE BRT ROUTE PLANNING | WESTERN RIVERSIDE COUNTY, CA (2010)

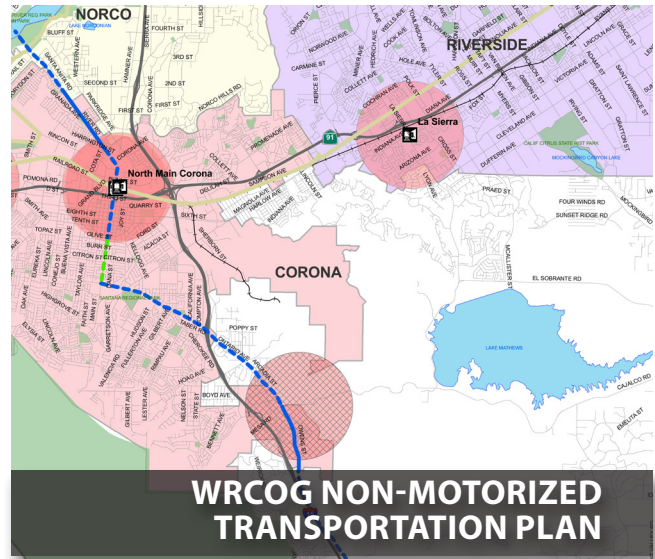
The Bus Rapid Transit (BRT) Route Planning Project, a joint effort undertaken by PlaceWorks and IBI Group, lays the groundwork for the development of a regional BRT system in Western Riverside County (WRC). PlaceWorks recognizes the importance of developing cost-effective, high quality, high-speed transit service in urban areas and sees BRT as a key component to the overall transit system in the Inland Empire.

PlaceWorks developed station area concepts and prototypical development principles for the six different station types that can be folded into future transit-oriented development overlay zones in individual jurisdictions. Each station location faced unique challenges related to existing land use patterns, future development plans, and local demographics. PlaceWorks met with key stakeholders at each location to understand their individual needs and develop the most relevant and valuable plans. For example, based on a meeting with the stakeholders at the Moreno Valley location (which is adjacent to a county medical center), PlaceWorks was able to integrate the City's plans for high-density, mixed-use development and locate the BRT station at the nucleus of future projects, resulting in a win for BRT riders, potential developers, and the city.

**Contact: Rick Bishop, Executive Director,
Western Riverside Council of Governments |
951.955.9785 | bishop@wrcog.cog.ca.us
Budget: \$41,000**

WRCOG NON-MOTORIZED TRANSPORTATION PLAN | WESTERN RIVERSIDE COUNTY, CA (2010)

The Western Riverside Council of Governments Non-Motorized Transportation Plan was originally prepared in 1996 and thoroughly updated in 2010 by PlaceWorks, Urban Crossroads, and Ryan Snyder Associates. The NMTP is a multi-jurisdictional plan linking transit and other destinations with a realistic subregional network of bicycle and pedestrian routes. The plan increases the range of transportation options for travel within and between Western Riverside jurisdictions and is a practical tool that can be strategically



incorporated with local planning efforts. To ensure stakeholder support, PlaceWorks engaged the county; 16 cities; and relevant community groups, nonprofits, and other organizations in a collaborative planning program. A series of working group meetings ultimately resulted in a coordinated plan, including projects that can be implemented in the near term as well as a defined backbone network that can be protected over the long term.

**Contact: Rick Bishop, Executive Director,
Western Riverside Council of Governments |
951.955.9785 | bishop@wrcog.cog.ca.us
Budget: \$42,000**

COMPLETE STREETS DESIGN GUIDE | CITY OF LOS ANGELES (2015)

(Project for Abraham Sheppard)

The City of Los Angeles Complete Streets Design Guide presents revised street standards as well as tools and strategies for city departments, local agencies, and community members to balance the needs of all road users—pedestrians, cyclists, transit riders, and drivers. As a mobility planner with the Los Angeles Department of City Planning, PlaceWorks' Abraham Sheppard coordinated the development of the design guide by collaborating with multiple city departments and agencies.

The design guide uses national Complete Street best practices as a framework for introducing place-specific guidance responsive to the city's



unique urban fabric and existing street design standards. The guide's wide variety of tools includes safety-enhancing strategies (e.g., traffic-calming infrastructure, pedestrian signalization, bicycle lanes), ways to improve pedestrian comfort and convenience (e.g., landscaping, trees, benches), tools to improve sustainability (e.g., stormwater management), and strategies for making streets "people spaces" (e.g., plazas, public art, outdoor dining).

As part of Mobility Plan 2035, the design guide shared in the challenge of forming long-range policy and standards for a geographically and demographically diverse city with over 4,000,000 residents, more than 6,500 miles of roadways, and a land area over 450 square miles. The plan required extensive coordination with dozens of city departments, public and community organizations, other stakeholders, and most importantly, community members across the city.

**Contact: Claire Bowin, City of Los Angeles
Department of City Planning | 213.978.1213 |
Claire.bowin@lacity.org**

GLENDALE WAYFINDING PROGRAM | CITY OF GLENDALE (2013-2017) (Project for Michael Nilsson)

As the lead project manager, Michael Nilsson managed an interdisciplinary team to develop a coordinated system of signs for Glendale—including parking signs, wayfinding signs, pedestrian signs, and parks and recreation signs—that was documented in a citywide graphics manual.

Shortly after completing the manual, Michael was part of a city staff team that secured \$694,208 of grant funding from the Los Angeles County Metropolitan Transportation Authority to fund over 100 directional, identification, and real-time parking space availability signs in downtown Glendale, thus implementing an important parking management policy component of the award-winning 2007 Downtown Mobility Study. In the fall 2015, a contractor was selected to fabricate and install signs, and all signs were installed by March 2017.

**Contact: Alan Loomis, Former Deputy Director
of Urban Design and Mobility Section for the
City of Glendale (Now City Urban Designer for
the City of Santa Monica) | 310.458.8341 | alan.
loomis@smgov.net**

GLENDALE SAFE & HEALTHY STREETS PLAN | CITY OF GLENDALE (2011) (Project for Michael Nilsson)

The Safe & Healthy Streets Plan is the City of Glendale's first citywide policy document dedicated to bicycle and pedestrian safety. Organized around the 5 E's—Education, Encouragement, Engineering, Enforcement, and Evaluation—it sets the groundwork for bicycle and pedestrian planning in Glendale. While with the city, PlaceWorks' Michael Nilsson was a key member of a team that included staff from the city's Public Works, Community Services & Parks, and Community Development departments as well as members of the Los Angeles County Bicycle Coalition. The project team was in charge of the extensive outreach effort, policy development, and implementation strategy for the plan.

Adopted in 2011, the **plan received awards from the American Planning Association and Southern California Association of Governments for its innovative policy approach to improving bicycle and pedestrian mobility in a city that previously contained little bicycle infrastructure or advocacy for such infrastructure.**

project team qualifications

and role of key staff



The Chen Ryan team handpicked the following staff and staffing plan for the Lake Elsinore Active Transportation Plan. Highlights of our approach include a team of professionals located entirely within Southern California; our civil and traffic engineers implemented over \$5,000,000 in constructed active transportation and transit projects over the last few years; senior staff with significant municipal planning and innovative outreach experience; and a decorated Project Manager (Brian Gaze) specializing exclusively in active transportation and emerging mobility. Brian is known throughout Southern California for his approach to sustainable transportation and innovative data analysis and visualization techniques. He is also an expert in Safe Routes to School projects and grant writing.

Key personnel will be available for the duration of this project, and no key member shall be removed or replaced without written concurrence from the City of Lake Elsinore.

PROJECT ORGANIZATION

The Chen Ryan team will ensure the commitment of highly qualified and dedicated staff for the duration of the project. Monique Chen, PE, will serve as Principal-In-Charge, overseeing the allocation of resources and quality control. Brian Gaze, AICP, will serve as the Project Manager, and will be responsible for the day-to-day activities, communications with City staff, and the project team.

A description of each of these individuals and supporting staff is provided in this section. The following table highlights key project staff, roles, and responsibilities. Individual staff resumes, highlighting past similar projects for each staff member can be found in the Appendix.

KEY TEAM MEMBERS



**MONIQUE CHEN,
PE**

Principal-in-Charge

AVAILABILITY: 25%

**HOME OFFICE: SAN
DIEGO**

Ms. Chen, has over 20 years of experience in providing engineering and planning services

to the public and private transportation industries. As a registered traffic engineer, she has been responsible for project management on numerous projects ranging from active transportation plans, circulation element updates to corridor studies, general plans, specific plans, mobility plan studies, transportation impact analyses, operational and demand assessments to conceptual engineering. Monique is currently leading a citywide Systemic

Safety Analysis Report Program (SSARP) for the City of San Diego as well as a number of mobilities plans throughout of Southern California.



BRIAN GAZE, AICP
Project Manager
AVAILABILITY: 30%
HOME OFFICE: SAN DIEGO

Mr. Gaze, AICP, leads the Chen Ryan Associates Active Transportation

Planning Division, and will be the Project Manager for this effort. A native of Redlands, California, he is an AICP-certified Active Transportation planner with has over 12 years of experience in the active transportation, first-last mile, and SRTS planning fields, both as a practicing planner and a Director at a mobility advocacy non-profit. He is currently managing the City of Carlsbad's Sustainable Mobility Plan and playing a significant role on the Safe Routes to School program for LADOT. He has recently completed Active Transportation Plans for the cities of West Covina, Calexico, and Coronado, and will be leading the emerging mobility aspect of Chen Ryan Associates' work on the City of Chula Vista Active Transportation Plan. While with another firm, he managed the nationally-recognized "Improving Access to Transit for Cyclists and Pedestrians" for the San Bernardino Associated Governments (SANBAG) in 2014.

report composition, drafting of goals and policies, and recommendation development.



SASHA JOVANOVIC
Transportation Planner & GIS/ Graphics
AVAILABILITY: 30%
HOME OFFICE: SAN DIEGO

Sasha will assist with conducting

collision analyses through GIS analysis and develop supporting graphics throughout the project. Sasha Jovanovic has eight years of experience both as a transportation planner and a geographic information systems (GIS) specialist. As a transportation planner, Sasha has contributed to the production of numerous bicycle and pedestrian master plans for municipalities and regional agencies providing existing conditions analysis, travel demand analysis, assistance in network development, map exhibits, and project conceptualization graphics. As a GIS specialist, he has contributed to dozens of transportation planning projects providing active transportation demand analysis, travel shed analysis, and the development of suitability models. He is experienced in ArcGIS (including ArcGIS's Network Analyst and Spatial Analyst extensions), Adobe Illustrator and SketchUp.



AARON GALINIS
Transportation Planner
AVAILABILITY: 40%
HOME OFFICE: PASADENA

Aaron Galinis is a transportation planner responsible for contributing to a wide

range of mobility related projects including bicycle and pedestrian plans, mobility elements, corridor studies, and transportation impact analyses. Aaron's responsibilities include data collection, existing conditions analyses, community outreach,



ROSS DUENAS, PE
Senior Civil Engineer
HOME OFFICE: SAN DIEGO
AVAILABILITY: 20%

Mr. Duenas has 14 years of experience on designing and managing

transportation and public works projects for public agencies. He has managed multi-disciplinary projects involving multimodal Complete Streets, roundabouts, shared use path design, cycle track design, traffic control, signing and marking plans,

drainage and water quality, utility coordination and design, and traffic calming elements. Ross also has extensive experience in providing cost estimation services and construction support.



KAREN GULLEY, AICP
PlaceWorks Principal
AVAILABILITY: 20%
HOME OFFICE: IRVINE

Ms. Gulley will serve as the Principal for PlaceWorks. Karen has a talent for strategy

and innovative problem solving that has been honed by 25 years of experience. Her skill with all facets of comprehensive planning and design for private and public-sector clients expands the opportunities for creative solutions. Karen has extensive experience in developing community participation programs and facilitating public meetings and workshops.

She provides expertise in project visioning and implementation, project processing, responding to political considerations, and handling communication between stakeholders. Karen's recent experience in Riverside County includes the WRCOG Non-Motorized Transportation Plan and the Economic & Sustainability Framework Plan for WRCOG.



MICHAEL NILSSON, AICP
Design Guidelines Lead and Community Outreach Manager
AVAILABILITY: 30%
HOME OFFICE: SAN DIEGO

Mr. Nilsson will be responsible for the day-to-day management of tasks from PlaceWorks. He has participated and led a variety of mobility-related plans and outreach initiatives statewide. Through conducting successful outreach initiatives leading over 60 community meetings, he has guided a diverse array of complex, innovative projects from vision to reality, including TOD plans, pedestrian plans, as well as green street projects. During his over seven-year tenure as Senior Mobility

Planner for the City of Glendale, Mike oversaw the installation of more than 30 miles of bicycle facilities and adoption of award-winning multi-modal policy documents, and obtained \$11 million through 17 competitive grants for planning and infrastructure improvements to increase pedestrian and bicycle safety in Glendale.



MATTHEW GELBMAN, AICP
Community Outreach Lead
AVAILABILITY: 30%
HOME OFFICE: SAN DIEGO

Mr. Gelbman has more than seven years' experience working on a range of multi-modal transportation planning projects throughout Southern California, including leading graphic production of the SANDAG Regional Bike Map Update. Matt is a skilled facilitator for public outreach, risk communication, and public-participation training. He specializes in online public outreach and has developed numerous websites and interactive online engagement tools, including work associated with the City of San Diego De Anza Revitalization Master Plan and the City of San Diego's Clairemont Mesa Community Plan. with decision makers and the public.

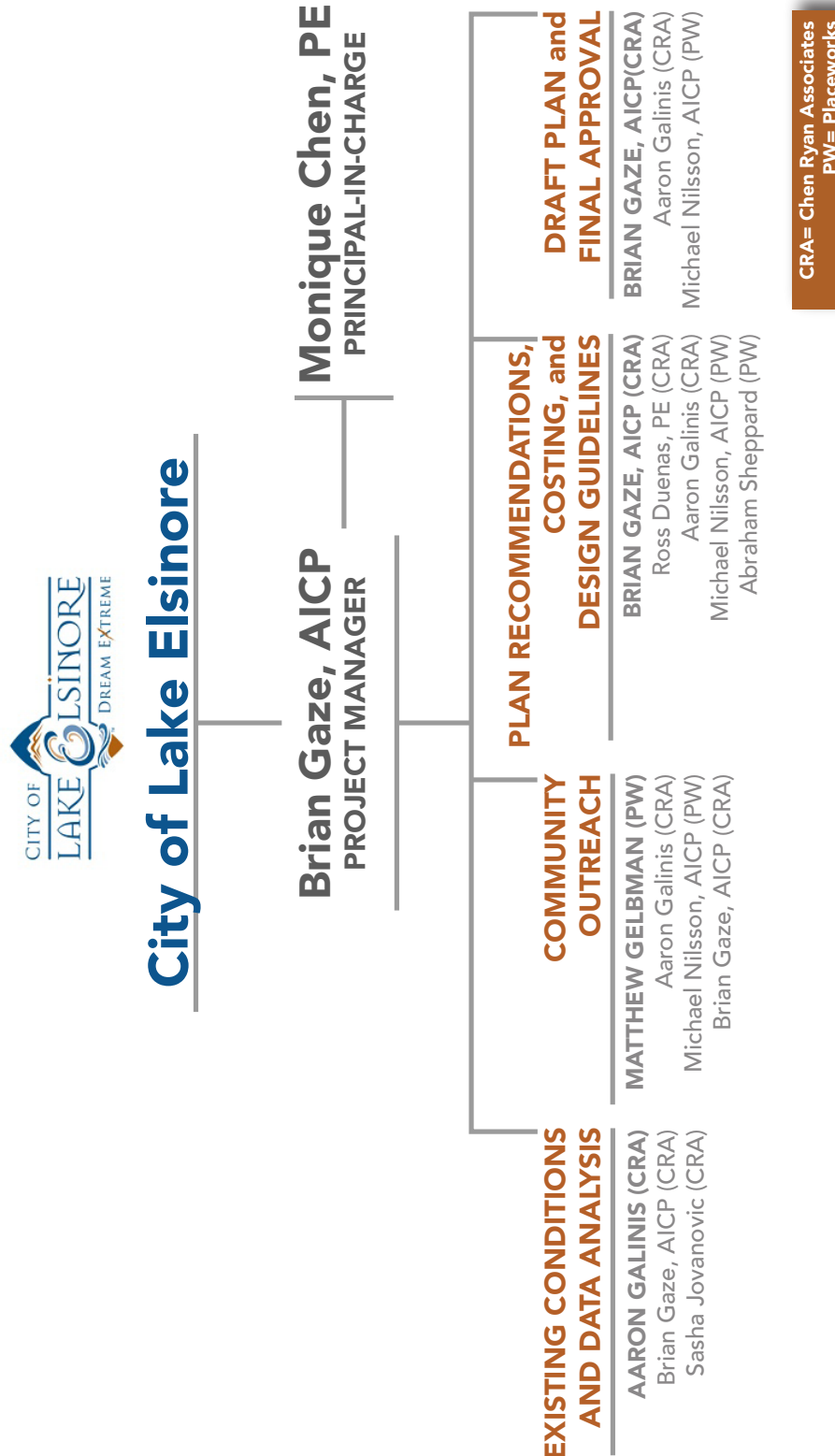


ABRAHAM SHEPPARD
Project Designer
AVAILABILITY: 40%
HOME OFFICE: BERKELEY

Mr. Sheppard uses a multidisciplinary and collaborative approach to enhance communities through innovative, community-driven and place-specific planning and design. His public- and private-sector experience includes a variety of urban planning and design projects, including design guidelines, wayfinding programs, urban design toolkits, and bicycle plan implementation. His experience includes the development of the Complete Streets Design Guide for the City of Los Angeles, PIVOT commuter wayfinding sign program for the Metropolitan Transportation Commission, Green Places Toolkit for LA Metro, and Santa Barbara Bicycle Master Plan.

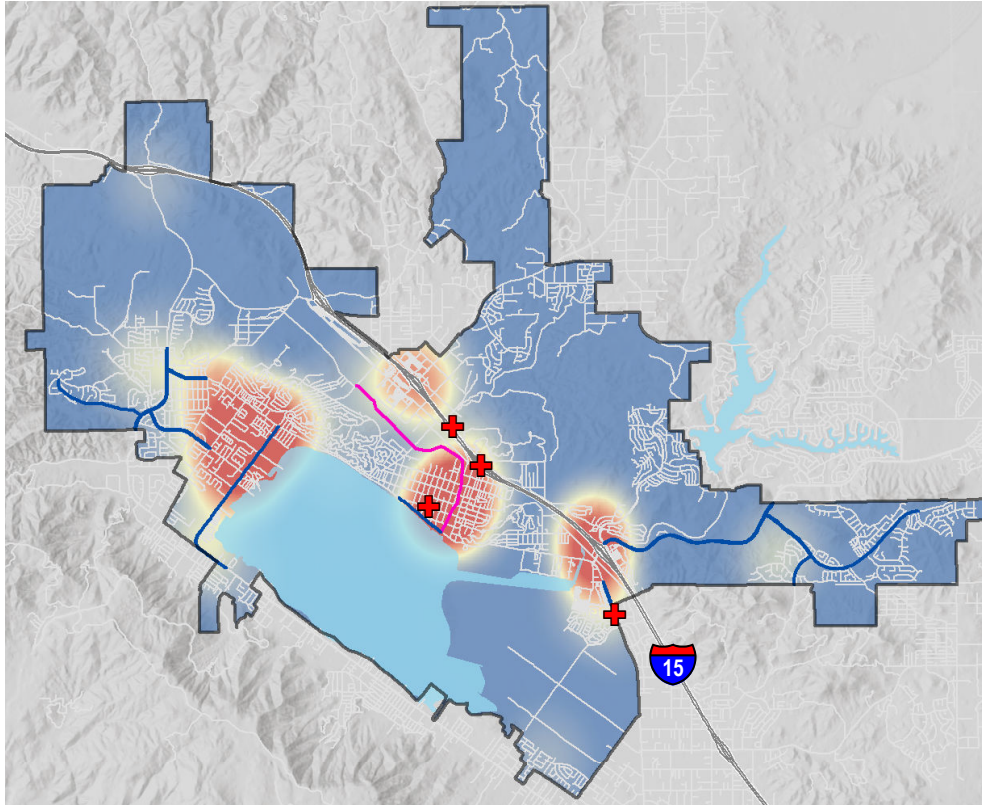
ORGANIZATIONAL APPROACH

The above professionals will provide services to the City of Lake Elsinore in the following manner.



project approach

and timeline to accomplish the work



Five years of bicycle and pedestrian collisions reveal key hotspots and several fatal collisions. Existing bicycle facilities are shown in blue and pink).

In order to effectively create new walkers and cyclists and increase the competitiveness of walking and biking among Lake Elsinore's population, facilities must be perceived as safe for all users- whether eight years old or eighty.

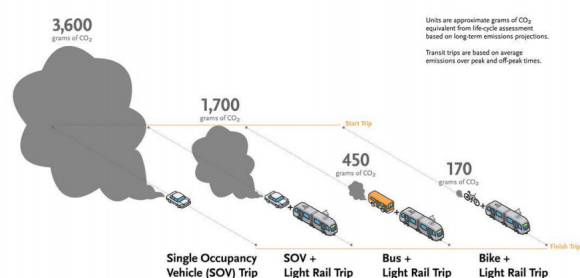
PROJECT UNDERSTANDING

The Western Riverside Council of Governments (WRCOG) has undertaken several planning initiatives to promote sustainability in the region. WRCOG's sustainable transportation goals include supporting efforts to streamline planning and construction of transportation projects which improve pedestrian, bicycle and transit mobility and reduce vehicles miles traveled.

According to estimates from the Southern California Association of Governments (SCAG), Lake Elsinore has several positive signs indicating it would be an ideal candidate for active transportation investment. Compared to the SCAG region as a whole, the City is younger, has higher rates of growth, home ownership and children per household, and its residents commute to work by means other than driving alone less than other cities. These markers indicate a young, growing, and family-friendly community open to

active transportation modes. A majority of Lake Elsinore residents who work (approximately 90%, according to US Census LODS data) commute to jobs outside of the city. 85% of the working population residing in Lake Elsinore travel beyond 10 miles for work, placing most commutes well outside of the typical travel time budget of a bicycle commute.

Greenhouse Gas Emissions Per Person Per Trip



Because of these realities, a reasonable short-term goal for decreasing vehicular usage in favor of walking and bicycling would be to hone in on opportunities to better connect schools, parks and other recreational amenities to their surrounding neighborhoods. Regional connections to the larger Riverside Transit Agency (RTA) can benefit from these connections as well, particularly when combined with comprehensive recommendations designed to make commuting trips more competitive with driving, including encouragement and education strategies for students and their parents.

As the city continues to grow, there will be opportunities to diversify its land uses, particularly in the older neighborhoods surrounding the lake where there are many potential target areas for infill. As the local population's access to a greater variety of destinations increases with future growth and development, an improved active transportation mobility network will be in place to capture even more mode shift opportunities. The street networks in the neighborhoods surrounding the lake are grid-like, featuring lower speed, lower volume streets, which are better suited for walking and cycling.

PROJECT APPROACH

The Chen Ryan team will work with City staff and key stakeholders to clearly identify the desired results for this planning effort early on. We developed a preliminary list of desired planning outcomes and that will serve to continue expanding and improving upon the City's active transportation network, including:

- Accommodating the needs and increasing the safety of students and families walking and cycling to commercial uses downtown, schools, parks and local recreational amenities
- Identifying context-sensitive projects and recommendations to complement the existing transportation and transit networks
- Improved access to the I-15 transit corridor and commuter-focused infrastructure recommendations
- An Active Transportation / Commuter-

Based Access Plan that is reflective of community concerns and desires, including programmatic recommendations for young families designed to make active transportation a healthy, safe, and attractive part of daily life

- Grant-ready projects for future implementation

The Chen Ryan team is very well positioned to deliver these outcomes based on our extensive experience in preparing Active Transportation Plans, Safe Routes to School projects, and interacting with community members of diverse backgrounds.

Our team is comprised of transportation planners and engineers who are well in tune with the issues and concerns facing walking and bicycling populations. We also have an astute understanding of the issues faced by local governments trying to encourage cycling and achieve Climate Action Plan goals. Our unique experiences will assist the City of Lake Elsinore and community members in developing the best possible planning document that will guide the City into a future of improved multi-modal mobility.

Provide A Viable Path to Implement the Region's Climate Action Plan Targets by Improving Active Linkages to Destinations - WRCOG's Climate Action Plan has an emissions reduction target of 50% below 2010 levels by 2035, and the Lake Elsinore Climate Action Plan identifies transportation as responsible for over 60% of all emissions citywide. As stated in the City's Climate Action Plan, "The key to lower transportation-related emissions is to implement strategies that decrease vehicle miles traveled and encourage the replacement of traditional vehicles with fuel efficient and alternative energy vehicles."

Currently, over 78% of Lake Elsinore residents drive alone to work, and as stated previously, most of these jobs are located at a distance outside the City that cannot effectively be served by walking or biking. Where the City can and should invest in active transportation, however, is by creating safe, attractive active transportation linkages to regional

transit facilities, including mobility hub concepts designed to accommodate end-of-trip facilities so that commuters can access the regional transit network without driving to the station and parking prior to making their commute. When combined with competitive transportation choices, regional and local climate goals can more effectively be met.

The project team emphasizes safe routes to schools since these users comprise some of the most vulnerable populations. According to SCAG, Lake Elsinore is home to over 12,000 public school students- roughly one in five residents. Riverside County has recently invested over \$1 million in Safe Routes to School programming, and a successful Active Transportation Plan will need to leverage these efforts to incorporate school locations into the existing conditions analysis and network development process to ensure proper consideration is given to this population.

Develop an Outreach Approach for a Population That Cannot Participate Effectively in Traditional Outreach

- To reach busy young families and long-distance commuters, our team advocates using innovative and efficient outreach strategies such as pop-up workshops, demonstration projects, online webforms, social media, and school-based outreach. Given the City's commuting characteristics, we believe these types of outreach events will be more effective in reaching a larger section of the public in Lake Elsinore than conventional workshops, which hosted during weeknights and often overlap with commuting periods. PlaceWorks and Chen Ryan Associates have been regional innovators in developing outreach approaches that complement peoples' daily lives through pop-up outreach and online interactions, rather than merely asking residents to attend special meetings - meetings that can often become dominated by negative perspectives, counterproductive to the development of a truly representative approach to active transportation.

Adopt a Plan Intended for Implementation

- A major strength of Chen Ryan Associates is that we have in-depth active transportation planning, facility design and implementation experience. We are focused on implementation and constructability – not just lines on a map.

Our planners and engineers will work together in an integrated process that ensures a network of feasible and implementable active transportation facilities that address the City's current and future needs. This strengthens planning and will ensure realistic recommendations. Another key to plan implementation is funding. A variety of federal, state, regional, and non-profit/private grants and funding sources exist for safety improvements and the expansion of bicycle networks, and we have been very successful in securing grant funding (over \$50 million) for municipalities with an application success rate of over 70%.

PROPOSED METHOD TO ACCOMPLISH THE WORK

Several key planning efforts and legislative actions of the past decade have redefined the way community transportation planning is carried out. An important unifying theme is to achieve a more balanced, multi-modal transportation system that allows people of varying physical and economic conditions to accomplish daily activities without making a single-occupant vehicle trip. These developments and associated planning initiatives reflect a growing recognition that our communities should be working to reduce reliance on automobile travel and to increase the ease of walking, bicycling and using transit to support daily life.

The Lake Elsinore Active Transportation Plan and Regional Commuter Based Access Plan will identify a blueprint for the future development of the transportation system and associated strategies that may reduce demand on the local network. To build upon the scope of services presented in the RFP document, the Chen Ryan team proposes the following project scope. This scope is based upon our collective experience in delivering Active Transportation, Complete Streets, and Mobility Plans for other Southern California agencies, and is offered as our understanding on how to best deliver the City's proposed Scope of Work.

Task 1: Project Management and Coordination

Task 1.1 - Project Kick-off Meeting with Caltrans

As outlined in the RFP, the City of Lake Elsinore will handle this task.

Task 1.2 - Project Kick-off Meeting with Consultant and City

The Chen Ryan team will hold a project kick-off meeting with the City of Lake Elsinore to review project goals and strategies, refine the scope of work and objectives, identify current available data, establish communication channels and outreach support strategies, and finalize the project's schedule, timeline, and approach. Of importance will be review of a data request memo, to be developed by Chen Ryan Associates in advance of the meeting, and how best to integrate outreach efforts, the project's survey and counts component, Design Guidelines, and key messages for social media.

Deliverables: Meeting agenda, minutes, data request memo, and project work plan

Task 1.3 - Team Progress Meetings

We believe that consistent communication, even if brief, is the key to keeping projects on schedule and within budget. Our project manager, Brian Gaze, AICP, will conduct bi-weekly status calls/monthly meetings with the City's Project Manager to provide updates on current tasks and progress toward key deliverables. Whenever appropriate, key staff from the project team will be available to join the meetings/phone calls.

When necessary, we will utilize screen-share software during calls to enable all parties to view the conductor's screen, which increases meeting efficiency and ensures all participants are on the

same page. In addition, we will maintain open lines of communication at all times with the City for the duration of this contract.

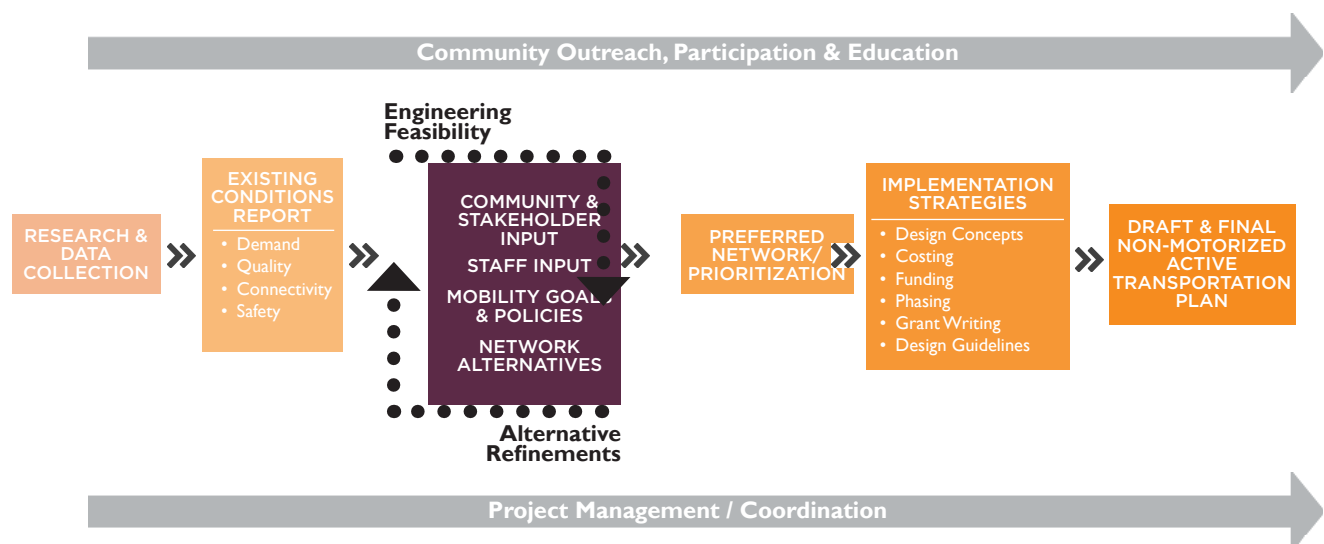
Deliverables: Up to thirty (30) progress meetings and/or phone calls with City of Lake Elsinore, meeting minutes for all meetings

Task 1.4 - Progress Reports, Invoicing, Schedule and Quarterly Reports

Our Project Manager, Brian Gaze AICP, is currently managing a Caltrans Sustainable Communities planning grant for the City of Carlsbad, and through his familiarity with the reporting process, he will be able to assist the City to prepare progress reports and other required documentations throughout this project. Invoices will include a cover sheet, detailed description of work performed, copies of all reimbursable expense receipts, and subconsultant invoices. Additionally, an accounting table will be prepared to track project expenditures by task, identifying the budget allotted, total and percent of budget expended, and percent of task completion. Upon completion of the project, Brian will submit a project closeout report and deliver all associated datasets and budgetary materials necessary to close out the project to the satisfaction of the City of Lake Elsinore Project Manager.

Deliverables: Monthly invoices and progress reports, support for Caltrans Quarterly Reporting Requirements

OUR PLANNING APPROACH



Task 2: Community Outreach

Task 2.1 - Outreach Plan

Following the kick-off meeting, the Chen Ryan team will develop a Public Involvement and Outreach Plan that outlines the approach, activities, roles, responsibilities and schedule for public involvement, including strategies to engage local media to encourage community participation in the planning process. The Plan will detail key outreach events, timelines, social and media engagement opportunities, and language/translation needs, among other elements. Social media themes and hashtags will be developed, and the protocol for posting project content and updates will be developed.

Deliverables: Draft and Final Outreach Plan

Task 2.2 - Online Community Input and Social Media

Online information is a critical step in this project's engagement strategy, especially because it needs to reach a broad cross-section of the City's constituents. This includes Lake Elsinore's large school age population and their parents, as well as those who do not reside in the City but frequently visit and enjoy Lake Elsinore's many shopping and recreational amenities, and "hard-to-reach" constituents that are unlikely to attend in-person events. Based on our experience conducting outreach on similar projects within the Inland Empire and throughout the state of California, we feel that online engagement may also be more appealing to youth who prefer online platforms versus in-person meetings when expressing their opinions.

PlaceWorks will coordinate with the City of Lake Elsinore to launch the project web page shortly after the project kick-off meeting is held (Task 1.2) and the outreach plan (Task 2.1) is approved to begin the education and dialogue process with the broader community. The Lake Elsinore Active Transportation Plan/Regional Commuter Based Access Plan web page will be hosted on the City's website and will include a brief description of the project as well as relevant imagery and graphics. The web page will provide a background on the planning effort and the overall goals and objectives of the Project. A project timeline will show important dates and deadlines and will

be updated as needed. Outreach events will be advertised, and summaries of past events will be accessible to the public for review. Any relevant, City-approved reports and maps will be available for download. Other items on the web page may include frequently asked questions, key contacts, a data library, and comment page.

We will also provide links to surveys on the City's Facebook and Twitter pages. A key component to our online survey would be the development of an interactive map-based platform, which allows users to identify mobility challenges and desired options within the City. Another opportunity to survey constituents is a short text-based survey to identify opportunities and challenges associated with walking, bicycling and transit use throughout Lake Elsinore. We propose that both surveys be advertised on the project website, bus shelters, ad cards on RTA buses, and on flyers distributed at popular civic destinations.

PlaceWorks has proprietary platforms for both map-based and text-based tools and has successfully and affordably applied these methods on Active Transportation Plans and General Plan Mobility Elements throughout California. Once feedback is received from surveys, we will evaluate all responses and prepare an infographic that will summarize participant comments. PlaceWorks will also provide translation services in English and Spanish for printed and online materials.

Deliverables: Draft and Final Project Webpage and Webmap, Summary of all comments and webmap locations in digital format. Infographic summary of all comments received, up to thirty (30) social media posts across platforms as directed by City Staff.

Task 2.3 - Citywide Pop-up Workshops

In our experience conducting outreach on multi-modal plans, greater citizen participation is elicited through participation in existing events, effectively "going where the people are" versus creating traditional public meetings focusing on one project. Concurrently with our preparation of existing conditions in Task 3 and later in the process during review and prioritization of project/program recommendations in Tasks 4.1 and 4.2, we propose to "pop-up" at four popular community events geographically dispersed throughout the

City to encourage feedback from the public. PlaceWorks will coordinate with Healthy LE on all four events, with one of them being coordinated with SCAG's GoHuman Demonstration Event in Fall 2018 as well. PlaceWorks and Chen Ryan Associates staff have experience in conducting all aspects of pop-up events, from coordinating with transportation agencies and non-profits to leading events as municipal staff.

At the first series of pop-up workshops (two separate events in close conjunction with one another), activities may have participants map their homes, schools, and places of employment and recreation and highlight desirable multimodal routes and amenities, identifying mobility opportunities and challenges residents, visitors and employees face when walking and bicycling. Feedback obtained during the event will help inform the proposed pedestrian and bicycle network, suggest gap-closure projects to improve access to existing park and open spaces, and identify underutilized easements or vacant properties that may be converted into active transportation infrastructure.

During the second series of workshops (two separate events in close conjunction with one another), the outreach events will include a small interactive demonstration project where participants can experience proposed bicycle and pedestrian infrastructure solutions. In addition, a map-based exercise visualizing project recommendations and gap closures may be provided to give residents the opportunity to prioritize mobility recommendations.

Display boards will also be provided at both series of workshops to highlight existing conditions, safety statistics and project benefits to engage participants and provide examples of bicycle and pedestrian infrastructure improvements that are implementable. All input received will help prioritize locations for infrastructure investments within Lake Elsinore.

PlaceWorks will have staff proficient in English and Spanish at all in-person meetings and events mentioned. Our translators are planners and



POP-UP OUTREACH CAN REACH COMMUNITY MEMBERS WHO MAY NOT OTHERWISE PARTICIPATE IN THE PLANNING PROCESS

transportation engineers out of our Southern California offices that understand how to communicate active transportation planning policies and projects clearly and simply to stakeholders. The first series of workshops will focus on identifying mobility challenges and issues residents and stakeholders have, and the second series of workshops will inform the development of the mobility recommendations.

Deliverables: Up to four (4) pop-up workshops and all associated content (draft and final content in PDF format, sign-in sheets, children's activities), not to exceed eight (8) display boards per event.

Task 2.4 - Final Workshop

One combined traditional workshop will be held to allow previous workshop participants to review the suggested improvements, design guidelines, and proposed prioritization of potential projects throughout the City and provide final comments. The workshop will be advertised using the multimedia approach outlined in the Outreach Plan and will feature bi-lingual materials where appropriate. The project team is very familiar with how to present information- whether through an open-house format, public hearing, facilitated discussions, or other methods as requested by the City of Lake Elsinore. The format of this event will be discussed at the project kick-off meeting and included in the Outreach Plan.

Deliverables: Draft and Final Workshop materials, sign-in sheets, and all associated content, not to exceed twelve (12) display boards.

Task 2.5 - Outreach with Local Schools

The Chen Ryan team understands the role students and their parents can play in enacting meaningful change in the walking and bicycling environment. To support this effort, the Chen Ryan team will work with the Lake Elsinore Unified School District to incorporate the findings of the National Center for Safe Routes to School (NCSRTS) parent surveys. Printing, distribution, collection, and coding of take-home NCSRTS surveys will be the responsibility of the City of Lake Elsinore in collaboration with the School District. Chen Ryan Associates will review the results and incorporate findings into the larger bicycle and pedestrian network.

To ensure school populations are engaged in the process, the Chen Ryan team will present at up to six (6) school site councils, PTA, ELAC, or similar events. Owing to the large number of schools in Lake Elsinore, we will work with City and School District staffs to consolidate events geographically to present the overall findings of the ATP in a logical and cost-effective manner. Spanish language services will be provided if desired.

Deliverables: Up to six (6) school-focused presentations at campus events citywide and all associated content.

Task 2.6 - Project Development Team Meetings (PDT)

In addition to input and direction received from City staff, input from a diverse cross-section of community and agency stakeholders is critical to the success of the Plan. The Chen Ryan team, will work closely with the City to develop a robust Project Development Team (PDT) list of local and regional representatives, including representatives from the Chamber of Commerce, RTA, WRCOG, Inland Empire Biking Alliance, local mountain bike clubs, high school mountain bike clubs, Healthy LE Collaborative, Riverside Active Transportation Network, Sheriff's Department and Lake Elsinore Unified School District staffs, homeowner's associations, emergency responders, local business, and key employers. In addition, it is anticipated that multiple City departments will have a role on the PDT, including economic development, recreation, and communication staff.

The Chen Ryan team will facilitate at up to six

(6) PDT meetings with City staff and community leaders during the planning process. The purpose of the stakeholder meetings is to understand key issues/opportunities and public participation priorities among specific interests in the City, as well as to provide stakeholders with a high-level overview of the project's purpose. The Chen Ryan team will, in coordination with City staff, develop meeting content, PDT meeting locations, dates and times; and the City will secure meeting locations. The Chen Ryan team will provide real-time, graphic recording of discussion points and outcomes on large "wallgraphics," including a concise, written summary report and photo-reduction of the wallgraphics of each PDT meeting. The City will conduct all noticing and PDT outreach, as well as coordination of meeting venues.

When meetings occur in traditional settings, we will provide PDT members unable to attend in person with the ability to attend via alternative technologies, including conference calls and "GoToMeetings". We will utilize screen-share software to enable all parties to view the conductor's screen, which increases meeting efficiency and ensures all participants are on the same page.

The Chen Ryan team will produce a summary memorandum documenting the overall findings of the PDT meetings, as well as meeting-specific findings.

Deliverables: Planning and facilitation of up to six (6) PDT meetings, including meeting agendas, minutes, and all associated content.

Task 3: Existing Conditions

Task 3.1 - Document Review

Local and regional planning documents and policies relevant to transit, bicycle and pedestrian planning, and Safe Routes to School in Lake Elsinore will be reviewed to ensure consistency with currently adopted plans. We will consult with City staff to identify all relevant documents, however, at a minimum the review will include the following:

- City of Lake Elsinore Circulation Element
- Sixteen City of Lake Elsinore District Plan
- City of Lake Elsinore Climate Action Plan
- WRCOG Active Transportation Plan

- WRCOG and SCAG Sustainability Frameworks
- Capital Improvement Projects that have been completed or are in progress

The document review process will provide insights into the policy framework governing the development of active transportation and commuter access networks and policies, and will also provide an opportunity to resolve potential conflicts and ensure consistency in planning policies during the plan development process in Task 4.

Deliverables: Relevant Documents Review Memorandum

Task 3.2 - Existing Conditions and Field Survey

Field Survey: The Chen Ryan team will audit field conditions and key roadway features within a half-mile of Lake Elsinore schools and within three miles of any key regional transit facilities. Our effort in the field will be aided by a project-specific data collection app using esri's Survey123 platform, which enables instant georeferencing and cataloging of data collection. This process will significantly accelerate our data collection and back-end workflow, allowing the project team to quickly document deficiencies, opportunity sites, and other characteristics to be used in Task 4's plan development.

If desired, a meeting from Task 2 can be hosted as a group walk or bike field tour of areas of interest within the City. The field review will include a focus on gaps, barriers, conflict zones and potential

networks. Stakeholders will be invited to attend the audit, creating an authentic mechanism to provide input on specific issues. The field reviews will entail:

- A short training session to review the process and objectives of the exercise
- Development and distribution of maps of the area
- Discussion, photographs, and observations during the tour
- Discussion and observations after tour ride to solicit input regarding concerns and infrastructure improvements

Existing Conditions: Chen Ryan Associates will obtain and review transportation and roadway characteristics datasets available from various sources, including the City, WRCOG, Riverside County, SCAG, SWITRS, and Riverside Transit for the purposes of mapping existing conditions to the specifications of Caltrans' ATP requirements.

Some of this data will also be utilized to inform the multi-modal and safety analyses described subsequently in the scope, as well as when considering the feasibility of recommendations (Section 4.1). The Chen Ryan team will assist with the gathering of data for some roadway characteristics which do not have existing datasets. Data to be mapped and analyzed as a part of existing conditions will at a minimum include:

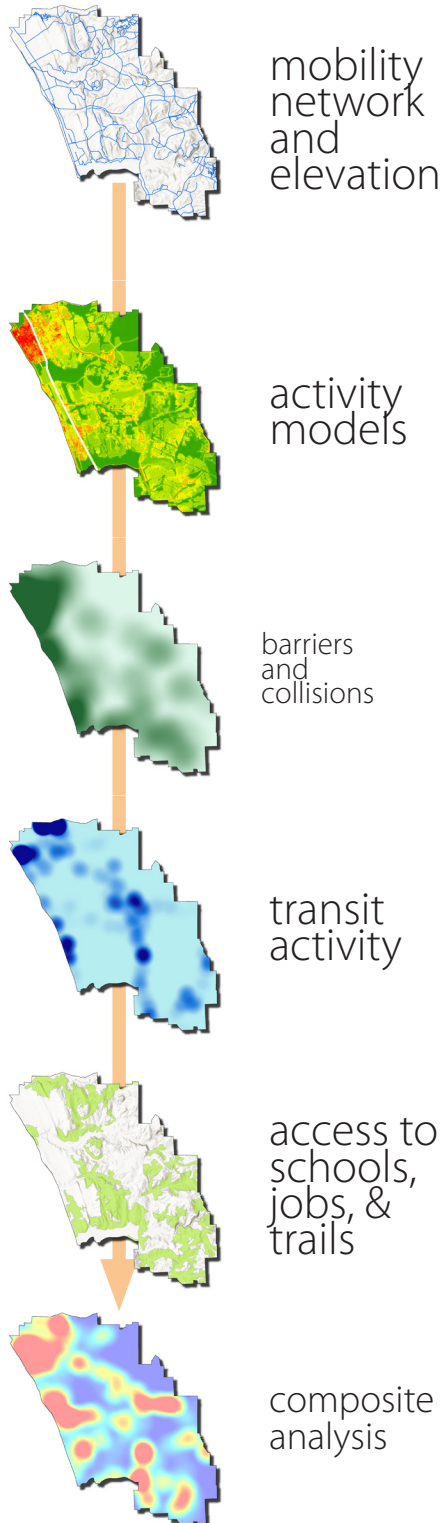
- Roadway widths and number of lanes
- Posted speed limits
- Traffic signals
- Transit services and infrastructure
- Sidewalks
- Existing bicycle facilities
- Traffic collisions
- Barriers/obstructions to pedestrians and cyclists
- Land uses

Our team will apply the following evaluation analyses:

Bicycle Level of Traffic Stress – LTS, developed by Merkuria et. al. (2012) of the Mineta Transportation Institute, has become a widely-accepted and utilized bicycling performance measure around the transportation industry.



OUR MULTI-LAYERED APPROACH TO ASSESSING EXISTING CONDITIONS



LTS classifies the street network according to the estimated level of stress it causes cyclists, taking into consideration a cyclist's physical separation from vehicular traffic, posted speed limits and number of travel lanes along a roadway, as well as factors related to intersection approaches with right-turn lanes and uncontrolled crossings. LTS scores range from 1 (lowest stress) to 4 (highest stress) and correspond to roadway conditions that different cycling demographics would find suitable for riding on the basis of stress tolerance. LTS scores are attributed to roadway links and may be used to model low-stress bicycling connectivity between sets of origins and destinations.

Pedestrian Environmental Quality Evaluation (PEQE) – PEQE is a method for assessing pedestrian infrastructure developed by Chen Ryan Associates. This scoring system is a function of several factors shown to influence pedestrian comfort, such as lateral separation from vehicular travel flows, vehicular speeds, lighting, crossing treatment, etc. The quality of all pedestrian facilities (roadway segments, intersections and mid-block crossings) can be evaluated using the PEQE tool under existing and future conditions and categorized as Poor, Fair or Good.

Regional Multimodal Commuter Access Evaluation – Existing transit ridership data will be compared to bus stop amenities (benches, wastebaskets, maps, shelters etc.) to ensure that adequate amenities are provided to serve the number of transit patrons that utilize each bus stop. Gaps will be assessed with an understanding that a transit user is more likely to access the transit network if they are originating a trip within a feasible distance (identified as up to one-half mile on foot and up to 3 miles on bike), and able to make that trip on foot or on bike with minimal diversions or safety concerns identified as part of the above technical analyses.

Deliverables: Field Inventory and Summary section in Existing Conditions Report, Multimodal Assessment section in Existing Conditions Report, up to one (1) field tour with PDT members or similar

Task 3.3 - GIS Inventory

As described in the previous task, Chen Ryan Associates will obtain and assemble citywide datasets for the purposes of completing existing conditions analysis to the specifications of Caltrans' ATP requirements. At the conclusion of the project, the Chen Ryan team will update the inventory of available data and deliver GIS files to the City at the end of the project in either shapefile or geodatabase format as desired.

This inventory will include updates to existing facilities based on field review, proposed improvements for people walking and biking, bicycle parking recommendations, and candidate site locations for ride-share and hail-share pick up/drop off locations or similar regional transit amenities.

Deliverables: Updated project shapefiles in .SHP or .GDB geodatabase format

Task 3.4 - Safety Analysis

Five years of pedestrian-involved and bicyclist-involved collision data history will be obtained from the California Highway Patrol's Statewide Integrated Traffic Records System (SWITRS), unless the City maintains their own dataset or has another preferred data source.

Chen Ryan Associates will examine the collision data to determine leading types of crashes, causes, violations, and assess party at fault. We will map the locations for all of the collisions, in the process identifying the highest incident locations around the City. Other collision attributes will be examined as well, to determine if there are any other noteworthy factors (time of day frequency, victim demographics, intoxication, etc) are prevalent. Chen Ryan Associates will summarize key collision attributes by frequency. The analysis will ultimately be used to help in identifying locations to recommend for safety countermeasures.

Deliverables: Collision Summary section in Existing Conditions Report

Task 4: Active Transportation Plan

Task 4.1 - Recommended Projects

The existing conditions evaluations, workshop input, pop-up events, demand assessment, and identified needs and opportunities will guide the development of conceptual network/design alternatives for Complete Streets improvements, considering opportunities for green streets, pedestrian connections, and bicycle amenities. These concepts will include graphics and precedent imagery that will help illustrate design ideas that relate to streetscaping, visual identity, and overall "street life".

Potential projects must plan for people who are currently not walking, cycling or riding transit if we want to see real modal shifts. This population should be our target audience for the Plan as this group of people, which make up the majority, do not feel

comfortable sharing a street with high speed, high volume traffic.

Bicycle network recommendations will seek to improve bicycle safety and separation, improve linkages between neighborhoods and community destinations, schools and transit, and improve safety and comfort for all users, including people driving.

Similarly, pedestrian network recommendations shall ensure sidewalk connectivity, emphasize safe walking facilities near community schools, and recommend intersection treatments that increase pedestrian safety and comfort where needed.

The refined active transportation network will take into account several key factors that are critical to achieving more balanced mobility network and travel choices. These include:

- Creating a layered network where each mode (walking, cycling, transit and driving) has a "complete network" that is well-connected, serves neighborhood centers, businesses and major attractions and destinations, as well as transit stops/stations
- Providing high-quality, intra-neighborhood bikeway connections that encourage cycling for shorter trips within the City. These connections, in addition to inter-neighborhood linkages to the adjacent communities and to the regional bicycle network, will create a comprehensive



CYCLETRACKS CAN PROVIDE EXCELLENT PROTECTION AND CREATE NEW BICYCLISTS

network of facilities that get people where they want to go without relying on a car

- Connecting Lake Elsinore to neighboring jurisdictions with high-quality separated bikeways to encourage commute trips by bike as well as bike-to-transit trip-making whenever possible
- Identifying pedestrian improvements for specific streets or nodes that prioritize comfort and safety for the pedestrian. Alternatives will also consider sustainable “green streets” features that accommodate stormwater infiltration, and runoff and flooding reductions
- Providing for auto mobility on selected roadways
- Providing for transit-bikeway integration, and auto-bikeway integration on selected roadways

Deliverables: List and accompanying maps of proposed projects, including potential roadway modifications necessary to implement the projects as proposed

Task 4.2 - Project Prioritization

The prioritization process will focus on identifying community priorities and evaluating projects from a data-driven perspective to determine which projects may be candidates for locally-funded improvements, and those likely to require outside funding from grants, corporate partnerships, or other nongovernmental sources. Based on PDT feedback, we will develop a prioritization methodology including, but not limited to the following measures:

- Population and employment within 1000’ of the improvement
- Key destination land uses such as adjacent retail centers, parks, or schools within a quarter-mile of the improvement
- Collision histories near potential improvements
- CalEnviroScreen and HealthyPlaces scores of the project area
- Free and Reduced Meals Percentages of project area schools
- Ability to bundle the improvement with other nearby potential

improvements for a corridor or citywide improvement project through HSIP or similar

Our team has written numerous successful capital grants for our municipal partners, and our focus is on getting projects funded, whether they are small intersection improvements or larger corridor efforts. The top-tier of projects will include up to ten (10) priority projects, followed by equally-distributed second and third tier projects for future planning purposes.

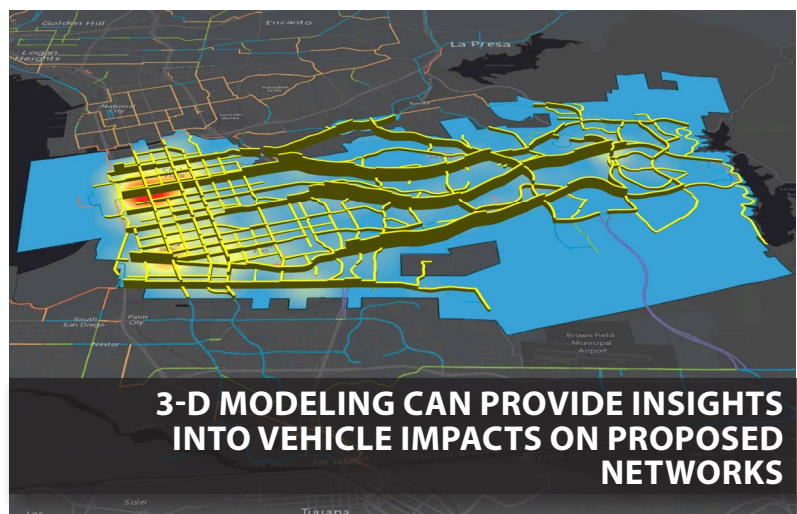
Deliverables: Draft and Final Project Prioritization Memo and accompanying spreadsheets

Task 4.3 - Detailed Project Descriptions

The Chen Ryan team will develop conceptual designs for up to ten (10) priority projects selected from the tiered prioritization effort. Each project will be depicted on two 11 x 17 sheets that includes the following:

- One plan view rendering in color
- Order of estimate probable cost of construction (from Task 4.4)
- Basic project facts and figures such as project assumptions, length, square footage
- Grant-ready metrics for each of the priority projects, including population and employment estimates around project site, CalEnviroScreen 3.0 score of project site

The Chen Ryan team will utilize base sheets to indicate and label improvement elements such as



new or upgraded bicycle lanes or bicycle route signage, crosswalks, parkway planting areas, new and/or widened sidewalks, street trees, stormwater planter opportunities, and gateway elements, potential conversion of soft surface trails to paved Caltrans Class I or IV facilities, and will submit one draft and one final of each project.

The conceptual design will consist of 10% plan sheets overlaid against existing aerial photos for up to ten (10) priority projects and include proposed transportation facilities, striping, and curbs on aerial photographs. These improvements will be presented to the City for review and comment. This scope assumes one (1) revision to the conceptual designs based upon City review.

Deliverables: Draft and Final Priority Project Sheets for up to ten (10) high-priority projects

Task 4.4 - Cost Estimates

Chen Ryan Associates' Civil Engineer, Ross Duenas, PE will prepare a detailed preliminary Opinion of Probable Construction Costs (OPCC) for each of the conceptual designs completed as part of Task 4.3. The preliminary OPCCs based on quantity takeoffs from the conceptual design and current unit prices (from readily available recent bid results). The preliminary OPCCs will identify the design items, unit prices, contingencies, and an overall cost. An Excel document of these Cost Estimates will be developed and provided to the City of Lake Elsinore to update as unit costs change to better plan for CIP programming.

Deliverables: Draft and Final Cost Estimates for up to ten (10) high-priority projects

Task 4.5 - Wayfinding

PlaceWorks staff will provide guidance and develop criteria where wayfinding is appropriate in directing bicyclists and pedestrian to appropriate sidewalks, bikeways, multi-use trails, transit, schools, retail, recreational amenities, downtown and other locations identified by the community and City. A concept design of standard wayfinding signage will be prepared as part of this task and will be presented as part of a graphics-rich memorandum. One consolidated set of comments from

the Project Team will be provided in advance of preparing the final wayfinding sign program for the Lake Elsinore ATP and the Regional Commuter Based Access Plan.

Deliverables: Draft and Final Wayfinding Plan Technical Memo, including placement criteria, standard signage design, and map showing high-priority locations

Task 4.6 - Funding Sources

The Consultant will develop a compiled matrix of funding sources for pursuit of grants to plan and implement active transportation improvements. The funding list shall include public and private sources and shall include details on what each funding source can address such as feasibility analysis, environmental review, right-of-way acquisition, final design, construction, and maintenance.

Deliverables: List of funding sources as a section in Draft and Final Active Transportation Plan

Task 4.7 - Design Guidelines

PlaceWorks will highlight key best practices for bicycle and pedestrian infrastructure elements that best address existing needs in Lake Elsinore. These will include descriptions of all types of facilities recommended in this plan as part of recommended projects, which may potentially include unpaved trails, paved multi-use pathways, protected bike lanes, enhanced pedestrian crossings, sidewalk pedestrian amenities, bicycle parking, first and last mile connections to transit, etc. PlaceWorks will assess suitable designs for



safe interaction between pedestrians, recreational and commuter cyclists, and users of equestrian infrastructure. When appropriate, we will provide references to existing best practice design guides, such as the National Association of City Transportation Officials (NACTO) Urban Street Design Guide and Urban Bikeway Design Guide and the Federal Highway Administration's Manual on Uniform Traffic Control Devices (MUTCD).

Deliverables: Draft and Final Design Guidelines

Task 4.8 - Draft Active Transportation Plan / Regional Commuter Based Access Plan

The Chen Ryan team will prepare the Draft Plan based upon the needs and findings of the Existing Conditions Report, consultation with the City, and public feedback obtained through the community outreach process described in Task 2.

We will ensure the Draft Plan maintains full incorporation of, but not limited to:

- Results of all outreach events, public meetings, and working group meetings
- Comprehensive set of multi-modal goals, objectives, and policies reflecting the latest in regional, state, and national guidance
- Accessibility recommendations for schools and regional transit facilities
- Bicycle parking and amenity siting recommendations in the public realm, including transit mobility hub recommendations
- Opportunities for multimodal connectivity and potential capital improvements, including linkages between activity centers, residential neighborhoods, and first-last mile transit solutions
- Inclusion of innovative and recently emerging technology and standards, such as Class IV Cycle Track standards and potential shared Neighborhood Electric Vehicle (NEV) lane arrangements
- Suggestions to incorporate recent state laws and policies, such as the 3-foot passing law for vehicles overtaking cyclists and recent guidance for wide bicycle lanes on high-speed streets
- Opportunities to bolster active transportation support services and programs, such as bike sharing, bike signals

at roadway intersections, wayfinding, or programmatic solutions such as a sustainable Safe Routes to School program

- Comprehensive mapping of all existing and recommended facility and amenity locations, as well as key points of multimodal interconnectivity
- A robust discussion of commonly-utilized funding mechanisms and sources for implementing recommended projects and programs, as well as resources to guide additional facility design

Deliverables: Draft Active Transportation / Regional Commuter-Based Access Plan

Task 5: Final Active Transportation Plan / Regional Commuter Based Access Plan

Task 5.1 - ATP Checklist Review

The Chen Ryan team develops active transportation plans from the Project kick-off meeting onwards with an eye towards the Caltrans ATP Checklist. While several of these checklist items are straightforward, others, such as the estimated new users item, will require consultation and refinement with City staff to ensure consistency with outside efforts, such as the Climate Action Plan methodology, WRCOG Active Transportation Plan, or other academic methodologies. The ATP Checklist will feature prominently in the introduction of the Plan for easy reference by Caltrans staff.

Deliverables: ATP Checklist in Draft and Final Active Transportation Plan

Task 5.2 - Final Active Transportation Plan / Regional Commuter Based Access Plan

The Chen Ryan team will incorporate results of all prior tasks into the Final Active Transportation Plan / Regional Commuter Based Access Plan and submit after addressing any last comments remaining after the draft completion level.

Deliverables: Final Active Transportation Plan, including up to four (4) printed and bound copies, and two (2) digital versions on CD or similar

Task 5.3 - Presentation to City Council

The Chen Ryan team brings a wealth of experience assisting City staff in adoption proceedings for long-range active transportation plans and presenting to elected officials. We will assist the City with the development of the Staff Report, present the content of the Final Plan to City Council, and be prepared with responses to anticipated questions. We recommend that City staff walk through the plan proposals with individual councilmembers before any hearings so that surprise reactions are minimized during proceedings.

Deliverables: Presentation support and attendance at one (1) City Council meeting for adoption of Active Transportation Plan/Regional Commuter Based Access Plan.

BUDGET

As requested in the RFP, detailed cost proposal information has been provided in a separate sealed envelope.

LITIGATION

Chen Ryan Associates and its subconsultants are not the subject of any current litigation within the last five years.

AGREEMENT

Chen Ryan Associates has reviewed the City's standard professional services agreement and is in agreement with all terms, including insurance coverage, license requirements, and employment requirements identified in the agreement.

In addition, Chen Ryan Associates understands that a portion of project funds will be provided by Caltrans and that all activities must comply and remain consistent with the Restricted Grant Agreement provided in Exhibit C of the RFP.

HOLD HARMLESS

Chen Ryan Associates shall defend, indemnify, and hold the City of Lake Elsinore and Caltrans, its officers, agents, volunteers, and employees harmless from any and all causes of action or claims of damages arising out of or related to the willful misconduct or negligent acts or omissions by the firm.

PROJECT SCHEDULE

Chen Ryan Associates will complete the project tasks consistent with the following schedule of tasks and deliverables as shown below.

CHEN RYAN ASSOCIATES Proposed Budget - RFP Project No. Caltrans 74A0976, Active Transportation Plan/Regional Commuter Based Access Plan

I hereby understand that if approved for providing services, I shall provide all of the services indicated in my Proposed Scope for this agreed upon not to exceed proposed budget amount

TASK DESCRIPTION		2018				2019				2020						
		July	August	September	October	November	December	January	February	March	April	May	June	July	August	September
1	Project Management and Coordination															
1.1	Project Kick-off Meeting with Caltrans	n/a														
1.2	Project Kick-off Meeting with Consultant / City															
1.3	Team Progress Meetings															
1.4	Progress Reports, Invoicing, Schedule and Quarterly Reports															
2	Community Outreach															
2.1	Outreach Plan															
2.2	Online Community Input and Social Media															
2.3	Citywide Pop-up Workshops															
2.4	Final Workshop															
2.5	Outreach with Local Schools															
2.6	Project Development Team Meetings (PDT)															
3	Existing Conditions															
3.1	Document Review															
3.2	Existing Conditions Mapping and Field Survey															
3.3	GIS Inventory															
3.4	Safety Analysis															
4	Active Transportation Plan															
4.1	Recommended Projects															
4.2	Project Prioritization															
4.3	Detailed Project Descriptions															
4.4	Cost Estimates															
4.5	Wayfinding															
4.6	Funding Sources															
4.7	Design Guidelines															
4.8	Draft Active Transportation Plan/Regional Commuter-Based Access Plan															
5	Final Active Transportation Plan / Regional Commuter Based Access Plan															
5.1	ATP Checklist Review															
5.2	Final Active Transportation / Regional Commuter Based Access Plan															
5.3	Presentation to City Council															

Key

	Task Working Period
	Project Development Team Meeting
	Community Outreach Activity
	On-the-Street/Pop-Up Event Outreach
	Draft Deliverable
	Final Deliverable/Approval

appendix - project team resumes

Brian Gaze, AICP | CHEN+RYAN

Project Manager

Education

Master of City Planning, San Diego State University (2007)
BA, Communication, UC San Diego (1999)

Licenses/Registrations

American Institute of Certified Planners

Years of Experience

13

Brian Gaze has thirteen years of experience in the active transportation planning field. His areas of expertise include grant-writing for master planning efforts, designing and conducting student, cyclist and pedestrian needs assessments, safe routes to school, innovative first-last mile transit access program design and implementation, improving bicycling and pedestrian connections with transit, and evaluating the feasibility and implementation of other alternative modes of transportation.

He is an effective communicator and prides himself on designing outreach activities that create fun, engaging opportunities to involve the community in designing the spaces that shape their lives.

Relevant Experience

City of Carlsbad Sustainable Mobility Plan, Carlsbad, CA Project Manager. Brian is managing this Caltrans Sustainable Communities-funded project designed to identify active transportation implementation measures to help the City meet its Climate Action Plan transportation goal of a 10% reduction in vehicle miles travelled in ten years. The project includes an update of the City's Bicycle and Pedestrian Master Plans, the development of Safe Routes to School recommendations, citywide design guidelines, and an evaluation of emerging mobility technologies including bikesharing, e-bikes, neighborhood electric vehicles, and regional mobility hubs at existing transit centers.

City of West Covina Active Transportation Plan, West Covina, CA. Project Manager. Chen Ryan Associates led the development of West Covina's first Active Transportation Plan. The effort was designed to identify bicycle and pedestrian improvements within the existing right-of-way and complement the City's recently completed General Plan update. The planning process involved the development of a number of GIS-based suitability models, bimonthly pop-up outreach, online and in-person surveys, traditional workshops, and the development of design guidelines for City use. To supplement the planning effort and provide data for eventual recommendations, Chen Ryan commissioned peak-hour bicycle and pedestrian counts at fifteen locations citywide.

City of Calexico Bicycle Master Plan, Calexico, CA

Project Manager. Brian Gaze managed this update to the City's Bicycle Master Plan. The plan will provide the City with a solid implementation plan to support the City's renewed emphasis on infrastructure, including connections to Class I facilities currently under construction.

LADOT Safe Routes to School Program, Los Angeles, CA. Subconsultant Project Manager. Chen Ryan Associates led the development of a field data collection application designed to help parents and school personnel identify barriers to school access in real time. The smartphone application was created to assist the City of Los Angeles in cataloging and prioritizing needed improvements, as well as to help in the development of "Suggested Routes to School" student and parent handouts at 50 high-need schools throughout the City.

San Bernardino Associated Governments (SANBAG) Improving Access to Transit for Cyclists and Pedestrians Study, San Bernardino, CA*

Brian Gaze managed this 2014 National Planning Achievement Award-winning project, which aimed to provide a series of first-last mile recommendations designed to improve access to ten transit stations. The stations include Metrolink commuter rail stations and BRT stations. Specific improvements include wayfinding measures, intersection improvements, bicycle parking solutions at stations, the identification of bicycle corridors for possible conversion to bicycle boulevards, and freeway interchange treatments designed to improve the pedestrian and cyclist environment around the ten stations.

LA Metro First-Last Mile Strategic Plan, Los Angeles, CA* Task Lead. While at a previous firm, Brian Gaze assisted the project team with the development of a First-Last Mile Strategic Plan, which will form the basis for a new Metro Active Transportation Policy. Brian led the development of station area walkshed analyses, and worked with the consultant team to help define station typologies and appropriate active transportation access measures.

*Project was completed while at a previous firm

Monique Chen, PE | CHEN✚RYAN

Principal-In-Charge

Education

BS, Civil Engineering

Licenses/Registrations

Professional Engineer (Traffic), CA

Years of Experience

20

Monique Chen has twenty years of experience providing engineering and planning services to the transportation industry, including both public and private sector clients. As a registered traffic engineer and an experienced mobility planner, she has been responsible for project management on numerous projects ranging from general plans, master plans, specific plans, mobility studies, corridor studies, transportation impact analysis, operational and demand assessments to conceptual engineering. Specific areas of experience and expertise include traffic engineering and operations, local and regional transportation planning, smart growth planning, multimodal planning, development of specifications and cost estimates, and traffic impact studies.

Relevant Experience

Vision Zero 2017 Priority Corridors Technical Study, Los Angeles, CA. Project Manager. Chen Ryan Associates prepared a Technical Report for 14 priority corridors in support of the City of Los Angeles' 2017 Vision Zero initiative to eliminate all traffic deaths citywide by the year 2025, through implementation of various roadway safety improvements. The 14 priority corridors represent a diverse cross section of urban environments throughout Los Angeles. Roadway safety improvements, implemented in June 2016, employ strategies such as reduction of travel or peak-hour lanes to accommodate alternative travel modes such as bus-only or bike lanes. Other corridors received enhancement of on-street parking. Corridor-specific safety improvements were chosen based upon the highest degree of suitability for the individual roadway in question. The Technical Report documents project impact significance, change in delay for motorists, and implications to overall corridor travel time after project implementation. The Report considered a number of timeframes and scenarios, including existing conditions and near-term conditions, both with and without project implementation. This Technical Report, supplemented by NEPA-level analysis where necessary, also considered additional factors, such as 57 cumulative projects proximate to the corridors that are expected to generate significant additional trips, the likelihood for motorist diversion onto parallel corridors, as well as the potential for mode shift to bicycling for trips of three miles or less.

Downtown San Diego Mobility Plan, San Diego, CA. Project Manager. Chen Ryan Associates served as the prime consultant preparing the Downtown San Diego Mobility Plan. The Plan identifies a multimodal mobility network and establishes policies, programs and projects to improve overall mobility throughout the Downtown San Diego area for all modes. The Mobility Plan is resulted in well-connected "layered" networks across the community, providing multimodal mobility in a manner that minimizes conflicts and provides for comfortable and convenient travel choices community-wide. The plan supports improved walking and cycling environments through enhanced facilities, consisting of cycle tracks and greenways. The Downtown San Diego Mobility Plan was unanimously adopted by City Council June 21, 2016, and proceeded to win multiple planning awards from WTS, AEP, ITE, and Circulate San Diego.

City of Calexico Bicycle Master Plan, Calexico, CA

Principal-In-Charge. Brian Gaze is managing this update to the City's Bicycle Master Plan. The plan will provide the City with a solid implementation plan to support the City's renewed emphasis on infrastructure, including connections to Class I facilities currently under construction.

West Covina Active Transportation Plan, West Covina, CA. principal-In-Charge. Chen Ryan Associates led the development of West Covina's first Active Transportation Plan. The effort was designed to identify bicycle and pedestrian improvements within the existing right-of-way and complement the City's recently completed General Plan update. The planning process involved the development of a number of GIS-based suitability models, bimonthly pop-up outreach, online and in-person surveys, traditional workshops, and the development of design guidelines for City use. To supplement the planning effort and provide data for eventual recommendations, Chen Ryan commissioned peak-hour bicycle and pedestrian counts at fifteen locations citywide.

Aaron Galinis | CHEN RYAN

Transportation Planner

Education

Master of City Planning
BS, Business Management

Licenses/Registrations

American Planning Association

Years of Experience

5

Aaron Galinis is a transportation planner responsible for contributing to a wide range of mobility related projects including bicycle and pedestrian plans, mobility elements, corridor studies, and transportation impact analyses. Aaron's responsibilities include data collection, existing conditions analyses, community outreach, report composition, drafting of goals and policies, and recommendation development. Mr. Galinis brings five years of experience from rail and aviation operations management, where he planned and oversaw corridor and network operations.

Relevant Experience

SCAG Regional Active Transportation Database, Los Angeles County, CA.

Transportation Planner. Chen Ryan Associates is supporting Cambridge Systematics in developing the Southern California Association of Governments (SCAG) Regional Active Transportation Database for potential database upgrades, as well as to develop enhanced flexibility in processing diverse data, such as feeds from automated counters or inputs from manual observation. This project includes a comprehensive review of existing data input processes, as well as a best-practices literature review, with interviews from key stakeholders familiar with the rapidly evolving landscape of bicycle and pedestrian count technology and database design. Additionally, final deliverables will include a regional automated counter siting framework, for use as jurisdictions throughout the SCAG region wish to add local counters to the regional network.

West Covina Active Transportation Plan, West Covina, CA. Transportation Planner. Chen Ryan Associates led the development of West Covina's first Active Transportation Plan. The effort was designed to identify bicycle and pedestrian improvements within the existing right-of-way and complement the City's recently completed General Plan update. The planning process involved the development of a number of GIS-based suitability models, bimonthly pop-up outreach, online and in-person surveys, traditional workshops, and the development of design guidelines for City use. To supplement the planning effort and provide data for eventual recommendations, Chen Ryan commissioned peak-hour bicycle and pedestrian counts at fifteen locations citywide.

Vision Zero 2017 Priority Corridors Technical Study, Los Angeles, CA.

Transportation Planner. Chen Ryan Associates prepared a Technical Report for 14 priority corridors in support of the City of Los Angeles' 2017 Vision Zero initiative to eliminate all traffic deaths citywide by the year 2025, through implementation of various roadway safety improvements. The 14 priority corridors represent a diverse cross section of urban environments throughout Los Angeles. Roadway safety improvements, implemented in June 2016, employ strategies such as reduction of travel or peak-hour lanes to accommodate alternative travel modes such as bus-only or bike lanes. Other corridors received enhancement of on-street parking. Corridor-specific safety improvements were chosen based upon the highest degree of suitability for the individual roadway in question. The Technical Report documents project impact significance, change in delay for motorists, and implications to overall corridor travel time after project implementation. The Report considered a number of timeframes and scenarios, including existing conditions and near-term conditions, both with and without project implementation. This Technical Report, supplemented by NEPA-level analysis where necessary, also considered additional factors, such as 57 cumulative projects proximate to the corridors that are expected to generate significant additional trips, the likelihood for motorist diversion onto parallel corridors, as well as the potential for mode shift to bicycling for trips of three miles or less.

LADOT Safe Routes to School Program, Los Angeles, CA. Transportation Planner. As a subconsultant on this project, Chen Ryan Associates led the development of a field data collection application designed to help parents and school personnel identify barriers to school access in real time. The smartphone application was created to assist the City of Los Angeles in cataloging and prioritizing needed improvements, as well as to help in the development of "Suggested Routes to School" student and parent handouts at 50 high-need schools throughout the City.

Sasha Jovanovic | CHEN RYAN

Transportation Planner/GIS Specialist

Education

Master of City Planning
BA, Sociology and Metropolitan-Urban
Studies

Licenses/Registrations

American Planning Association

Years of Experience

9

Sasha Jovanovic has nine years of experience both as a transportation planner and a geographic information systems (GIS) specialist. As a transportation planner, Sasha has contributed to the production of numerous bicycle and pedestrian master plans for municipalities and regional agencies providing existing conditions analysis, travel demand analysis, assistance in network development, map exhibits, and project conceptualization graphics. As a GIS specialist, he has contributed to dozens of transportation planning projects providing active transportation demand analysis, travel shed analysis, and the development of suitability models. He is experienced in ArcGIS (including ArcGIS's Network Analyst and Spatial Analyst extensions), Adobe Illustrator and SketchUp. The rare combination of strong analytical ability and artistry makes Sasha's mapping skills second to none. Sasha is a regular bicycle commuter.

Relevant Experience

SCAG Regional Active Transportation Database, Los Angeles County, CA.

Transportation Planner. Chen Ryan Associates is supporting Cambridge Systematics in developing the Southern California Association of Governments (SCAG) Regional Active Transportation Database for potential database upgrades, as well as to develop enhanced flexibility in processing diverse data, such as feeds from automated counters or inputs from manual observation. This project includes a comprehensive review of existing data input processes, as well as a best-practices literature review, with interviews from key stakeholders familiar with the rapidly evolving landscape of bicycle and pedestrian count technology and database design. Additionally, final deliverables will include a regional automated counter siting framework, for use as jurisdictions throughout the SCAG region wish to add local counters to the regional network.

West Covina Active Transportation Plan, West Covina, CA.

Transportation Planner. Chen Ryan Associates led the development of West Covina's first Active Transportation Plan. The effort was designed to identify bicycle and pedestrian improvements within the existing right-of-way and complement the City's recently completed General Plan update. The planning process involved the development of a number of GIS-based suitability models, bimonthly pop-up outreach, online and in-person surveys, traditional workshops, and the development of design guidelines for City use. To supplement the planning effort and provide data for eventual recommendations, Chen Ryan commissioned peak-hour bicycle and pedestrian counts at fifteen locations citywide.

City of San Diego Pedestrian Crosswalk Guidelines, San Diego, CA.

Transportation Planner/GIS. Chen Ryan Associates prepared the Pedestrian Crosswalk Guidelines, systematically assessing roadway locations for the potential installation of marked crosswalks and additional pedestrian safety and traffic calming treatments. The analysis of 14 years of pedestrian collision data and the creation of a pedestrian risk model informed the development of an uncontrolled crossing location warrant system, crossing treatment thresholds and crossing treatment option tables. The Pedestrian Crosswalk Guidelines also outlines education, awareness and encouragement, and enforcement programs to help improve safety. The project resulted in an update to Council Policy 200-07, previously adopted in 1990. Chen Ryan Associates and subconsultant SafeTREC received the Excellence in Safety Research for Active Living at the 2015 Active Living Research national conference for our work on this project.

Designing Transit Accessible Communities (DTAC), Maricopa County, AZ.

Transportation Planner/GIS. A key goal of the DTAC project was to develop a toolkit of recommendations to assist local governments in creating safer, more comfortable environments for transit users as they access bus stops by foot or by bicycle. Chen Ryan Associates led the development of an innovative cluster analysis to categorize the 5,800+ bus stop areas within the MAG region. Based on the identified clusterings, a hierarchy of bus stop areas was identified and used to develop prototypical pedestrian and bicycle improvement concepts.

Ross Duenas, PE | Chen Ryan Associates

Lead Project Engineer

Education

BS, Civil Engineering

Licenses/Registrations

Professional Engineer (Civil), CA, AZ

Years of Experience

13

Ross' experience has focused on designing and managing transportation and public works projects for public agencies. He has managed multi-disciplinary projects involving multimodal Complete Streets, roundabouts, shared use path design, traffic control, signing and marking, drainage and water quality, utility coordination and design, and traffic calming elements. Ross' engineering and management responsibilities have included roadway design, traffic engineering, storm water analysis and design, wet utility design, construction support, and stakeholder coordination.

Relevant Experience

City of Oceanside, Mission Avenue Streetscape, Oceanside, CA. Project Manager – Construction Phase Services. Ross led the design services during construction for this ATP grant funded Green/ Complete Street project in Oceanside. The project included a traffic calming design that reduced Mission Avenue from four lanes to two lanes, forming a one-way couplet covering the major connection from the I-5 freeway to Pacific Coast Highway. Mission Avenue is now one-way westbound, and parallel Seagaze Drive is one-way eastbound from Clementine Street to Cleveland Street. Improvements included pedestrian enhancements, infiltration basins, transit stop design, street improvements, intersection pop-outs, signal design and modification, low impact development, lighting, landscape and irrigation, street furnishings, and utility relocation. Ross' team developed a construction staging plan to minimize impacts to the local businesses along the corridor which required the contractor to complete the improvements in the initial work areas before being able to move to subsequent work areas. This approach prohibited long stretches of the corridor from being disrupted for lengthy periods of time by concentrating the contractor's efforts.

A Avenue Green Street and Pedestrians Enhancements, National City, CA. Project Engineer. Ross worked with the team that designed this Prop 84 grant funded Green Street along A Avenue between 8th Street and 14th Street through Kimball Park, to 16th Street. Tasks included Prop 84 grant management assistance, preparing color concept designs and landscape pallets, and preparing construction plans, specifications, and cost estimates. The project incorporates features such as curb extensions, crosswalk enhancements, lighting enhancements, landscaping and irrigation, a new gateway entrance into Kimball Park, and many innovative and green design elements such as infiltration basins, permeable paving, and a rain water harvesting system. The rainwater harvesting system will intercept runoff, which will be re-used for irrigation in an educational, native plant garden.

El Portal Pedestrian Undercrossing, Encinitas, CA. Project Engineer. Ross is working with the team that is currently providing engineering design services to the City of Encinitas for the El Portal Pedestrian and Bicycle Rail Undercrossing Project. The project involves the construction of a grade separated pedestrian and bicycle rail crossing near El Portal Street in Leucadia as well as an at-grade pedestrian crossing of Highway 101. The project includes close technical coordination with the City's proposed roundabout at El Portal St. and analysis of pedestrian crossings to access the undercrossing.

Bayshore Bikeway Segment 5, National City, CA. Project Engineer. Ross led the preliminary engineering for this gap segment of the Bayshore Bikeway network. The project includes Class IV on-street separated bikeway facilities, a Class I shared use path, traffic signal modifications, a Caltrans encroachment permit for widening an existing I-5 freeway on-ramp, retaining wall design, utility adjustments and relocations, streetscape improvements, and a road diet.

SANDAG, North Park Mid-City Bikeways Ph 1 Final Design, San Diego, CA. Project Manager. Ross worked led the consultant team through the initial final design efforts for the Regional North Park – Mid-City Bikeways Ph 1 project. The project consisted of six (6) low-stress urban bikeway segments in San Diego's urban core: Georgia-Meade, Monroe, Howard-Orange, University, Robinson, and Landis. The corridors were designed with a "bike boulevard" approach that enhances the safety and comfort for users of all ages and abilities. The project focused on the final design of over 20 circulatory intersections designed in accordance with modern roundabout theory.



KAREN GULLEY
Principal

Karen has a talent for strategy and innovative problem solving that has been honed by 25 years of experience. Her skill with all facets of comprehensive planning and design for private and public sector clients expands the opportunities for creative solutions. She has led six general plans, including for the cities of La Palma, Rancho Cucamonga, and Temecula; more than forty specific plans, including the MCAS Tustin Specific Plan/Reuse Plan and Harmony Specific Plan for Lewis Corporation and the County of Orange; dozens of long-range conceptual plans for transit-readiness, and vision plans to reposition large areas within Carson, Yorba Linda, and Brea. Her deep understanding of the real estate and development fields inform all facets of her public-sector projects—master plans, transit plans, conceptual design studies and park plans, coding, design guidelines, and implementation programs.

Karen has extensive experience in developing community participation programs and facilitating public meetings and workshops. She is adept at establishing a rapport with her audience and communicating complex and often controversial issues clearly and accurately. She provides expertise in project visioning and implementation, project processing, negotiating conditions of approval, responding to political considerations, and handling communication between stakeholders.

As Principal, Karen is responsible for leading a team of people and projects within the Community Planning & Design Team and maintaining quality control. Karen's strengths include handling the day-to-day management of large project teams, where information sharing, issue management, problem solving, and policy development require extensive coordination. She is responsive to client needs and desires on a project, and is dedicated to ensuring that the project stays on track and within budget.

EDUCATION

- » BA, Economics, University of California, Santa Cruz
- » Masters Program, Urban & Regional Planning, California State Polytechnic University, Pomona (all but thesis)

CERTIFICATIONS

- » Certificates from the International Association for Public Participation
 - Planning for Effective Public Participation
 - Strategies for Dealing with Opposition and Outrage in Public Participation

AFFILIATIONS

- » American Planning Association
- » Urban Land Institute

Team member since 1991

HIGHLIGHTS OF EXPERIENCE

TRANSIT PLANNING/TRANSIT-ORIENTED DEVELOPMENT

- » Metro Transit to Parks Strategic Plan | Los Angeles County CA
- » Metro Green Line Extension | Norwalk CA
- » West Carson Specific Plan | County of Los Angeles CA
- » Irwindale TOD Specific Plan | Irwindale CA
- » Morena Boulevard TOD Specific Plan | San Diego CA
- » Bellflower Station TOD Specific Plan | Bellflower CA
- » Bellflower Station Design Study | Bellflower CA

CORRIDOR PLANNING

- » Beach Boulevard Specific Plan | Anaheim, CA
- » Harbor Boulevard Specific Plan | Santa Ana CA
- » Midtown Corridor Specific Plan | Long Beach CA
- » Katella and Los Alamitos Boulevard Corridor Plan | Los Alamitos CA
- » Corridor revitalization: planning and implementation projects for the cities of Glendora, Covina, Azusa, San Dimas, Irwindale, and Chino as part of SCAG's Compass Blueprint Demonstration Program





MICHAEL NILSSON, AICP CTP
Senior Associate, Active Transportation

Michael Nilsson understands how to link land use, environmental, and mobility policies to create high-quality sustainable environments. His 15 years of public- and private-sector experience cover urban/mobility planning, policy, and outreach; CEQA/NEPA environmental review; and project funding/implementation. Working with regional and municipal government agencies, private developers, nonprofit organizations, and advocacy organizations, he has guided a diverse array of complex, innovative projects from vision to reality, including cap parks, pedestrian plans, and complete-/green-street projects. He has participated in the successful adoption of parking management plans, zoning ordinances, and transportation infrastructure projects, many of which have received awards from the American Planning Association, Southern California Association of Governments, and the Westside Urban Forum.

During his tenure as a mobility planner for the City of Glendale, Michael oversaw more than 30 miles of bicycle facilities and \$11 million of planning and infrastructure improvements to increase pedestrian and bicycle safety. He helped the community realize its vision for a vibrant, walkable downtown and transit-oriented development around the Metrolink/Amtrak station.

EDUCATION

- » BS, Urban and Regional Planning, California State Polytechnic University, Pomona

CERTIFICATIONS

- » AICP Certified Transportation Planner
- » American Institute of Certified Planners

AFFILIATIONS

- » American Planning Association

Team member since 2015

HIGHLIGHTS OF EXPERIENCE

TRANSPORTATION PLANNING

- » Mariners' Mile Corridor Revitalization Plan | Newport Beach CA
- » Active Transportation/Safe Routes to School Plan | Avenal CA
- » Regional Bicycle and Pedestrian Count Web Portal/Database Implementation Plan | San Francisco Bay Area CA
- » Bicycle and Pedestrian Master Plan | Los Gatos CA
- » Tejon Ranch Centennial Specific Plan | Gorman CA
- » Orange County Active Transportation Plan | Orange County CA
- » Countywide Trails Data Inventory | Los Angeles County CA

GRANT WRITING

- » US Department of Transportation's Smart City Challenge Grant for City of Long Beach
- » CA State Department of Parks' Youth Soccer Recreation Grant for City of South Gate | LA County Department of Public Health
- » CA State Department of Parks' Youth Soccer Recreation Grant for City of San Fernando | LA County Department of Public Health

ENVIRONMENTAL ANALYSIS

- » Morena Corridor Specific Plan | San Diego CA

PRIOR EXPERIENCE

BICYCLE, PEDESTRIAN, MOBILITY PLANNING

- » Citywide Safety Education Initiative | Glendale CA
- » Citywide Pedestrian Plan | Glendale CA
- » Harvard Street Green Streets Demonstration Project | Glendale CA





MATT GELBMAN, AICP
Associate Planner

Matt has more than seven years' experience working on a range of comprehensive planning projects throughout southern California and beyond. He provided comprehensive planning support for several community plan updates in San Diego, assisted with the Port of San Diego Master Plan Update (and Local Coastal Plan), and helped create the Regional Transit Oriented Development Strategy for the San Diego Association of Governments. He also worked on zoning code updates for South Gate and Imperial Beach and has experience with planning public transportation, bicycle, and pedestrian projects.

Matt is a skilled facilitator for public outreach, risk communication, and public-participation training. He specializes in online public outreach and has developed numerous websites and interactive online engagement tools. Matt is committed to thorough research in order to understand places, what makes them work, and the problems they face. He strives for the best possible communication through written, visual, and verbal methods to share findings and recommendations with decision makers and the public.

HIGHLIGHTS OF EXPERIENCE

- » Morena Boulevard Corridor Specific Plan and EIR | San Diego CA
- » Clairemont Mesa Community Plan Update | San Diego CA

PRIOR EXPERIENCE

- » South Gate Zoning Code Update | South Gate CA
- » Commercial / Mixed-Use Zones and Regulations Review | Imperial Beach CA
- » Best Practices for Implementation of SCAG's Sustainable Communities Strategy | Los Angeles CA
- » Hurricane Sandy Housing Recovery Strategy | New York NY
- » Kearny Mesa Community Plan Update | San Diego CA
- » Midway-Old Town Community Plan Update | San Diego CA
- » SANDAG Regional Transit Oriented Development Strategy | San Diego CA
- » High Speed Rail Station Area Master Plan | Fresno CA
- » TOD Feasibility Study | Rancho Cucamonga CA
- » Pacific Electric Right-of-Way / West Santa Ana Branch Corridor Alternative Analysis Planning Study | Los Angeles and Orange counties CA
- » SANDAG Regional Bike Map Update | San Diego CA
- » Main Street Promenade, Phase II | Lemon Grove CA
- » Comprehensive Active Transportation Strategy / Trails Master Plan | Carlsbad CA

PUBLICATIONS

- » "LiDAR Scanning for Historic Preservation: A Summary of the Historic Encinitas Boathouses Project," *Urban Design and Preservation Division Newsletter* [APA], Summer 2011

EDUCATION

- » Master of Urban and Regional Planning, University of California, Irvine
- » BA, Sociology, minor in Economics, Boston University

CERTIFICATIONS

- » American Institute of Certified Planners

AFFILIATIONS

- » American Planning Association
- » Founding Board Member, Encinitas Preservation Foundation

Team member since 2016





ABRAHAM SHEPPARD

Project Planner

Abraham Sheppard takes a multidisciplinary, collaborative approach to enhancing communities through innovative, community-driven and place-specific planning and design. His public- and private-sector experience includes a variety of planning and design with emphases on active transportation and urban design, including complete streets projects, long-range active transportation plans, design toolkits, and bicycle plan implementation. Mr. Sheppard embraces community-driven planning and design, using interactive and collaborative charrettes, workshops, and forums to foster healthy collaboration among community members, municipal agencies, and other stakeholders. Mr. Sheppard has recently worked on the Bicycle and Pedestrian Master Plan for the Town of Los Gatos and the Active Transportation and Safe Routes to School Plan for the City of Avenal. Before joining PlaceWorks, Mr. Sheppard coordinated the City of Los Angeles' Complete Streets Design Guide and assisted in implementing their Citywide Bicycle Master Plan

EDUCATION

- » Master of City & Regional Planning, Cal Poly San Luis Obispo
- » BA, Urban Studies, Brown University, Providence, Rhode Island
- » BA, Architectural Studies, Brown University, Providence, Rhode Island

AFFILIATIONS

- » American Planning Association

Team member since 2016

HIGHLIGHTS OF EXPERIENCE

- » Bicycle and Pedestrian Master Plan | Los Gatos CA
- » Non-motorized Transportation Plan | Avenal CA
- » MTC Commuter Mobility Hub Branding Program | San Francisco CA
- » MTC Bicycle and Pedestrian Count Database Project | San Francisco CA
- » Active Transportation Grant and Outreach Assistance | Long Beach CA
- » Urban Design and Mobility Staff Assistance Services | Glendale CA
- » Stockton 2035 General Plan Update | Stockton CA
- » Healdsburg North Entry Area Plan | Healdsburg CA
- » Grand Boulevard Initiative Contract Planning | San Mateo County CA
- » Mariners' Mile Revitalization Master Plan | Newport Beach CA

PRIOR EXPERIENCE

- » Complete Streets Design Guide | Los Angeles CA
- » Metro Active Transportation Strategic Plan | Los Angeles County CA
- » Bicycle Master Plan | Santa Barbara CA
- » Metro Urban Greening and Placemaking Toolkit | Los Angeles County CA
- » Metro Transit Oriented Development Toolkit | Los Angeles County CA
- » Los Angeles Streetcar Preliminary Engineering | Los Angeles CA
- » Space 134 Freeway Cap Park | Glendale CA
- » Terminal Island Decommissioning Project | Long Beach CA
- » West Long Beach Livability Plan | Long Beach CA
- » Historic Resource Design Guidelines | Santa Barbara CA

AWARDS

- » 2016 Transportation Planning Award, APACA Los Angeles | Mobility Plan 2035
- » 2016 Urban Design Award, APACA Los Angeles | Terminal Island Freeway Transition Plan
- » 2016 Neighborhood Planning Award of Merit, APACA Los Angeles | West Long Beach Livability Implementation Plan



