



PROPOSAL

City of Pico Rivera

Rosemead/Lakewood Boulevard
Complete Corridor Vision Plan

NonCIP No. 30062

October 2024

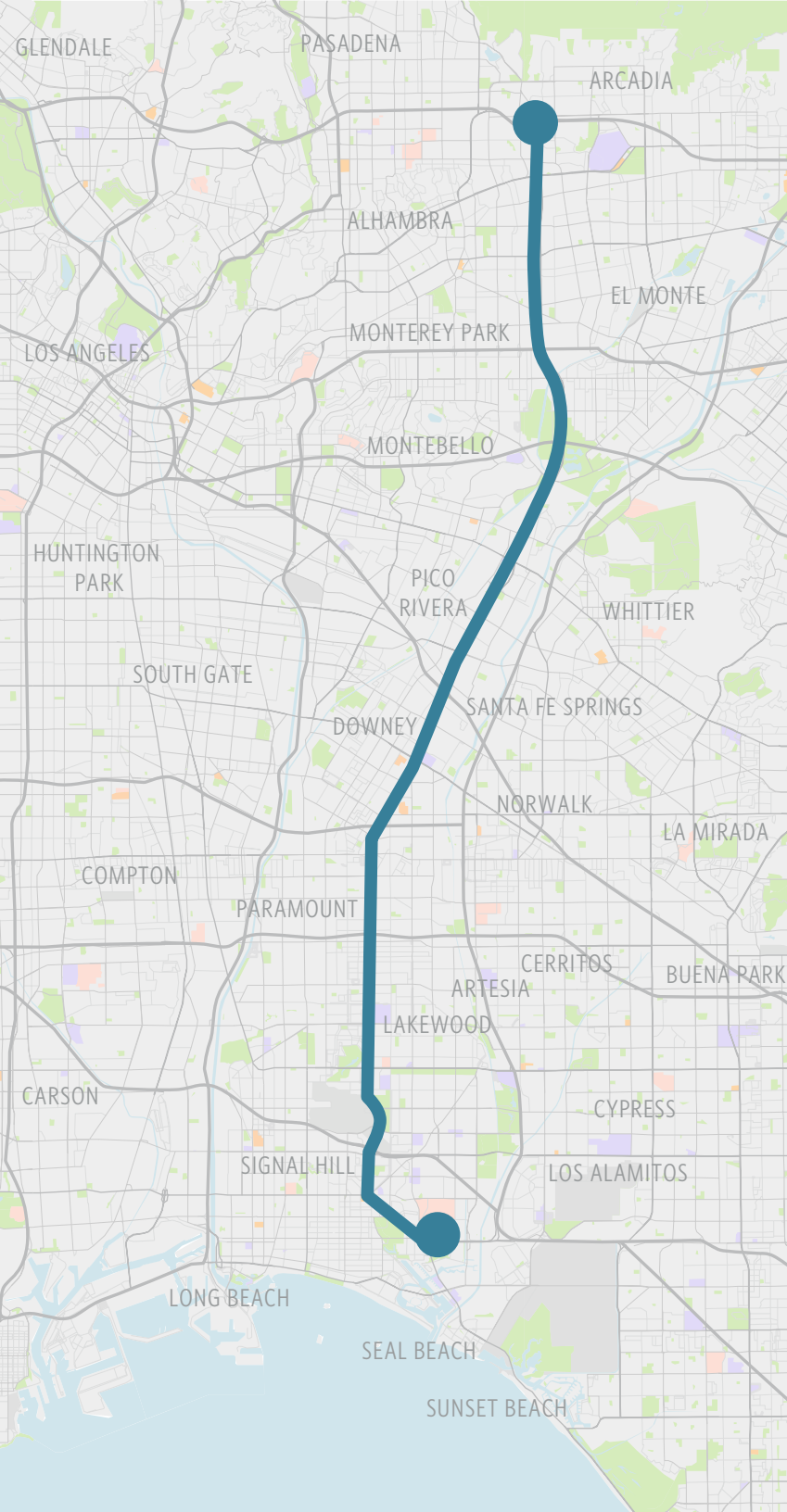


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*Front Cover:
 Rosemead-Lakewood Complete Corridor
 (Image courtesy of City of Pico Rivera)*

*Back Cover:
 Mill Plain BRT (Vancouver, WA)*



October 31, 2024

Javier Hernandez, Director of Innovation and Communications
City of Pico Rivera
6615 Parsons Boulevard
Pico Rivera, CA 90660

RE: Rosemead/Lakewood Boulevard Complete Corridor Vision Plan (NonCIP No. 30062)

Dear Mr. Javier Hernandez and Members of the Selection Committee:

The future of the City of Pico Rivera (City) is bright and promising as it leads multiple initiatives that will transform its economy, expand mobility choices, connect communities, and enhance quality of life within the City and surrounding region. HDR Engineering, Inc. (HDR) is excited for the opportunity to work with the City and a broad range of stakeholders to advance a transformative Complete Corridor Vision Plan (Vision Plan) for the Rosemead/Lakewood Boulevard Corridor (Corridor). We understand the City's goals, challenges, and vision for the Corridor, and will partner with you to develop a Vision Plan focused on equity, sustainability, mobility, and economic resiliency.

A trusted partner to the City in envisioning and planning multimodal improvements, HDR has assembled an expert team that truly understands the importance of this transformative effort. Our team is led by **Project Manager Mark Christoffels** who brings over 41 years of local experience, including tenure as the City Engineer for the City of Long Beach and Chief Engineer of the San Gabriel Valley Council of Governments (SGVCOG). Our **Deputy Project Manager, Naomi Iwasaki**, brings over 20 years of experience in multimodal planning and transportation equity, and recently served as a Senior Director with the Los Angeles County Metropolitan Transportation Authority (Metro). Mark, Naomi, and the HDR Team are committed and ready to prioritize the City's needs and mobilize quickly. Our team offers the following distinct benefits to the City:



Comprehensive understanding of the Corridor and surrounding communities. Over the past year, Mark Christoffels has led the HDR Team in supporting the City and Metro to evaluate and develop strategies that enhance regional mobility, connectivity, and transit service along the Corridor. This included working closely with Metro, Long Beach Transit, and cities along the Corridor to develop a bus rapid transit (BRT) feasibility study, the Lakewood/Rosemead Corridor Enhanced Transit Assessment, and a Joint Powers Authority white paper. Combined with our other work throughout the region, our comprehensive understanding of the local and regional context will set the Vision Plan up for success.



Unmatched transit service planning and design expertise. The HDR Team brings local and national experience performing analysis and design of BRT alternatives involving a range of attributes, such as side-running lanes, center-running lanes, transit signal priority (TSP), and other improvements and efficiencies that maximize the flexibility of BRT corridors to suit segment needs and jurisdictional priorities. Our team members have been trusted to plan, communicate, and deliver some of the most consequential transit projects in the region over the past several years, including Metro's North Hollywood to Pasadena BRT and Southeast Gateway Line (SGL).

FIRM INFORMATION

HDR Engineering, Inc.
350 S. Grand Avenue, Suite 2900
Los Angeles, CA 90071
213.239.5800
Federal Tax ID: 47-0680568

CONTACT PERSON

Mark Christoffels, PE, PLS | Project Manager
100 Oceangate, Suite 1120
Long Beach, CA 90802
562.264.1180

SUBCONSULTANTS

Kimley-Horn
660 South Figueroa Street, Suite 2050
Los Angeles, CA 90017
Greg Kyle, AICP | Senior Vice President
213.261.4109

ACKNOWLEDGMENTS

This proposal shall remain valid for a period of not less than 90 calendar days from the date of submittal.

This proposal is signed by Thomas T. Kim, who is authorized to bind HDR to the terms of the RFP.

All information submitted with the proposal, to the best of our knowledge, is true and correct.

HDR is obligated by all addenda to this RFP, and has incorporated the provisions of Addendum No. 1 into this proposal.



Strong relationships with project stakeholders. This multi-jurisdictional project requires building successful coalitions with partner agencies. Our team, including **Mark Christoffels** and **Monica Villalobos**, brings strong existing relationships with key project stakeholders such as the Gateway Cities Council of Governments (GCCOG), SGVCOG, and cities and transit agencies throughout the Corridor. We prioritize robust outreach, engagement, and communication in all we do, from day-to-day team interactions to the design of comprehensive engagement programs. Our team sees this Vision Plan process as an opportunity for the City to build strong relationships within the community it serves, create a plan that responds to local needs, and build support for implementation of transformative mobility solutions.



Full-service team with an extensive network of active transportation (ATP) and transit-oriented development (TOD) subject-matter experts. Our team understands not only what it takes to plan a transit corridor, but also how to translate concepts into reality by integrating transit with other mobility improvements and surrounding developments. Bolstered by subconsultant partner Kimley-Horn (KH), the HDR Team brings experts in multimodal planning, ATP and complete streets, transit-oriented communities (TOC), transportation equity, funding and financing, innovative mobility, zero-emissions technology, environmental clearance, and stakeholder engagement, providing the City with the expertise it needs to plan and implement its vision.

We welcome the opportunity to meet with you and further discuss our qualifications, expertise, and approach. If you have any questions regarding our proposal, please contact Mark Christoffels at 562.264.1180 or Mark.Christoffels@hdrinc.com.

Sincerely,

HDR Engineering, Inc.



Thomas T. Kim, PE (CA #57374)
Senior Vice President



Mark Christoffels, PE (CA #40599), PLS (CA #6324)
Project Manager

B. Qualifications of Firm

Firm Profile

Founded in 1917, HDR is an employee-owned engineering, architecture, and consulting firm that has been a part of the Southern California landscape since 1973. With offices across Southern California, we provide the City with access to more than 550 local staff supported by over 13,000 employee-owners in over 220 locations worldwide. We are a 100 percent employee-owned firm with a culture that upholds strong accountability to ourselves and each other. This culture extends to how we treat those outside the company, driving us to make thoughtful decisions in the interests of our clients and communities. Our responsiveness, proven depth of resources, and strong local presence have contributed to efficient and effective transportation solutions for hundreds of projects across Los Angeles County.

Financial Condition, Strength, and Stability

Since becoming employee-owned in 1996, HDR has not merged with or been acquired by any other companies. We take pride in this strategic plan to remain independent, subsequently bringing consistency and strength to our operational efficiency. We have established strong risk controls and are committed to managing our company with an eye toward long-term financial health and stability. This

commitment has enabled us to thrive for over 100 years in every economic environment and allows us to be a reliable partner for our clients. Our financial statements are prepared and audited annually by Ernst & Young LLC. We are financially sound with gross revenues of \$3.5B, a current working capital ratio of 2.15, and stockholders' equity of \$0.76B (2023). There is no bankruptcy, pending litigation, planned office closure, or impending merger that would impede our ability to complete this project.

Workload and Availability

Our approach for this project reflects the need for flexibility in supporting the City's needs. The HDR Team is local and has been strategically organized to provide a depth of resources to support the areas outlined in the RFP's Scope of Work. Our team members were selected not only on their specialized expertise and relevant experience, but also their availability to mobilize and start work quickly. The current commitments of all key personnel were assessed before their selection to serve on the team, and these commitments will not hinder their availability to successfully deliver high-quality services and provide the responsive communication necessary for project success. All proposed key personnel are 100 percent committed to serving the City on this project.

HDR QUICK FACTS



Organization Type:
Corporation

1917 year
founded



13K+
employees



550+
employees in
Southern California



220+
offices, including:
Los Angeles, Long Beach,
Claremont, Irvine,
Riverside, and San Diego



Staffing Capability

HDR is a full-service company with project managers, discipline leads, and technical experts that have the experience and understanding to successfully execute a wide range of transportation projects. With thousands of people in hundreds of locations, we can provide experienced professionals to complement our proposed team’s existing expertise, providing depth when needed to meet the unique demands of this project.

Proven Record of Meeting Schedules on Similar Projects

Our team is well-versed in many project management tools that establish project schedules where cost, duration, and resources can be integrated into each work element for budgeting and monitoring purposes. The depth and range of HDR’s experience in meeting schedules on similar types of projects are demonstrated by the successful completion and delivery of awarded contracts for numerous agencies across Southern California. We invite you to contact our client references (provided in Section F) who can attest to our recent success in meeting project schedules on similar projects for local agencies.

Previous Experience with Subconsultants

HDR and Kimley-Horn have partnered on over 50 projects across the United States.

Table 1 to the right outlines our most relevant collaborations in relation to the specific needs of this project.

Complete Corridor Expertise

At HDR, we help communities develop BRT systems, ATP solutions, and TOD projects that improve mobility and connectivity while also achieving returns on economic investment. Our staff members bring expertise and lessons learned from similar multimodal corridor projects — giving the City the benefit of other communities’ experiences — while also understanding the context and history to plan a corridor that seamlessly integrates into its surrounding communities.

Table 1: HDR & Kimley-Horn Collaborations

CLIENT/PROJECT	HDR ROLE	KH ROLE
Metro, North Hollywood to Pasadena BRT	Prime (Final Design)	Prime (Environmental Analysis and Preliminary Engineering)
Metro, Rail to Rail (R2R) Active Transportation Corridor	Prime	Subconsultant (Civil Engineering, Utility Engineering, Stormwater Management)
Metro, Harbor Gateway Transit Center Zero Emissions Bus (ZEB) Charging Infrastructure	Prime	Subconsultant (Civil Engineering, Utility Engineering, Stormwater Management)
Metro, Division 9 and El Monte Station ZEB Charging Infrastructure	Prime	Subconsultant (Civil Engineering, Utility Engineering, Stormwater Management)
Metro, Division 18 Battery Electric Bus (BEB) Charging Infrastructure	Prime	Subconsultant (Civil Engineering, Utility Engineering, Stormwater Management)
Metro, Center Project	Prime	Subconsultant (Civil Engineering, Utility Engineering, Stormwater Management)

Our team also brings a thorough understanding of BRT system requirements, operations, and administration. We provide in-depth experience with alignment analysis, corridor functional definition, service planning, payment options, station/stop site assessment, environmental clearance, as well as a strong background in understanding the impact and benefits of transit initiatives on customers, neighborhoods, and local businesses.

HDR has a deep bench of multimodal transportation planners with local and national experience developing multimodal plans and transportation assessments for cities within heavily populated regions. Our work helps clients improve mobility, prioritize road user safety, enhance transit connectivity, and create a more integrated transportation system to help communities thrive. **Table 2** on the following page highlights a selection of our most relevant project experience.



Relevant Project Experience

Table 2 below outlines our most relevant experience as it relates to the anticipated scope, project elements, and goals of the Vision Plan.

Table 2: Relevant Project Experience

PROJECT CLIENT	PROJECT ELEMENTS												
	BRT	ATP/Complete Streets	TOD	Stakeholder Engagement	Community Engagement	Implementation/Funding Strategy	Transportation Equity	GIS/Mapping	Cost Estimating	Ridership Forecasting	Environmental Analysis	Roadway Design/Safety	Traffic Analysis
Lakewood/Rosemead Corridor Enhanced Transit Assessment Metro	●							●		●		●	●
San Gabriel Valley Transit Feasibility Study SGVCOG ²	●		●	●	●	●	●	●	●	●			●
North Hollywood to Pasadena BRT Metro	●	●		●	●		●	●	●	●	●	●	●
Vermont Transit Corridor BRT and Rail Integration Study Metro ³	●		●	●	●		●	●			●		
Eastside Transit Corridor Phase 2 Metro ¹		●	●	●	●		●		●		●	●	
Washington/Rosemead TOD Specific Plan City of Pico Rivera ¹		●	●	●	●			●			●		
South Orange County Multimodal Transportation Study (SOCMTS) OCTA	●	●	●	●	●	●	●	●	●	●			
Country Club Boulevard Complete Streets Corridor Plan San Joaquin County DPW		●		●	●	●			●			●	●
Staff Augmentation Support for Mobility Planning Projects City of Culver City		●		●		●		●					
Hermosa Beach Pacific Coast Highway (PCH) Mobility Improvement Project Metro		●		●	●	●	●	●	●		●	●	●
Southern California Optimized Rail Expansion (SCORE) Program Metrolink						●		●	●	●	●		
Shoemaker Bridge Replacement Project City of Long Beach		●		●					●		●	●	●
Phoenix BRT Program Management City of Phoenix	●	●		●	●	●	●	●		●	●	●	●
Arapahoe Avenue BRT Colorado Department of Transportation	●	●			●					●	●		
Tucson Rapid Transit Tucson Department of Transportation and Mobility	●	●		●	●	●	●	●	●	●	●	●	●

¹Kimley-Horn Project

²Mark Christoffels previous project

³Monica Villalobos previous project

C. Proposed Staffing

Key Personnel Qualifications and Experience

The HDR Team brings strong technical expertise, local knowledge, stakeholder relationships, and project management to the City. Our team members have led BRT, complete streets, ATP, and TOC projects and programs throughout the Los Angeles region and across the nation, including quick-build projects used to demonstrate proof of concept for permanent capital improvements. Brief bios that highlight our key personnel are included below. Full key personnel resumes and brief qualifications for our proposed support staff are provided in the Appendix.



Mark Christoffels, PE, PLS
Project Manager

Our team will be led by Mark Christoffels, who has 41 years of experience in managing grant-funded capital improvement programs across Los Angeles County, with local leadership experience in the City of Long Beach and SGVCOG. He brings unmatched local experience in multimodal transportation planning, capital infrastructure delivery, and complex multi-jurisdictional approvals to this project. His ability to coordinate the complexities of multi-jurisdictional projects and develop solutions that address the concerns of all stakeholders will be key to the success of the Vision Plan.

RELEVANT PROJECT EXPERIENCE

- Metro, Lakewood/Rosemead Corridor Enhanced Transit Assessment
- Metro, North Hollywood to Pasadena BRT
- SGVCOG, Transit Feasibility Study
- SGVCOG, Subregional Mobility Matrix
- SGVCOG, Los Angeles and San Bernardino Inter-County Transit and Rail Connectivity Study
- SGVCOG, Vehicle Miles Traveled (VMT) Study and Program Implementation
- Metro, Hermosa Beach PCH Mobility Improvement Project



Naomi Iwasaki
Deputy PM/Transportation Planning and Design Lead

Naomi is a nationally recognized transportation equity leader with 20 years of management and leadership experience in multimodal planning and project delivery, transportation policy, streetscape improvements, and infrastructure funding. She has managed multi-sector, community-led streetscape improvement projects locally in Los Angeles, and will leverage her years of active transportation and complete streets experience to develop multimodal solutions for complete corridor alternatives.

RELEVANT PROJECT EXPERIENCE

- Los Angeles Mayor's Office, Venice Boulevard Great Streets/Vision Zero Safety Corridor Project
- Los Angeles Mayor's Office, Pico Boulevard Great Streets Pedestrian Bulb-outs
- City of Culver City, Staff Augmentation Support for Mobility Planning Projects
- Metro, Measure M Five-Year Comprehensive Assessment and Equity Report
- LADOT, Dockless Mobility Program Equity Principles
- NYCDOT, Adam Clayton Powell Jr. Boulevard Safety Improvements Project
- NYCDOT, Community Planning Initiative



Marie Lewis Adams, AICP
BRT Service and Operations

Marie has 19 years of experience in transit service planning, multimodal connectivity, and stakeholder engagement. She has worked with bus systems across the nation to improve their service effectiveness and efficiency. Marie's expertise on both the technical and communications side allows her to develop plans that respond directly to community and customer needs while conveying complex information in straightforward, understandable ways.

RELEVANT PROJECT EXPERIENCE

- Metro, Lakewood/Rosemead Corridor Enhanced Transit Assessment
- Metro, Southeast Gateway Line Bus Interface Plan
- Dallas Area Rapid Transit (DART), Mobility Hub Guidelines
- OCTA, South Orange County Multimodal Transportation Study



Garrett Kaya, PE
Roadway Design

Garrett has 16 years of experience coordinating cross-functional teams in integrating various design aspects, encouraging creativity, and developing unique and cost-efficient solutions. His extensive design experience includes the development of multi-modal transportation networks that include BRT alternatives and active transportation alternatives.

RELEVANT PROJECT EXPERIENCE

- Metro, Lakewood/Rosemead Corridor Enhanced Transit Assessment
- Metro, North Hollywood to Pasadena BRT
- AC Transit, Tempo BRT
- Metro, I-605 Corridor Improvement Project



Monica Villalobos (KH)
Community Engagement Lead

Monica's 20 years of experience includes work at the intersection of transportation, planning, land use, equity, and award-winning community engagement strategies. She brings a proven track record as a technical expert and public engagement strategist on a variety of large-scale multidisciplinary transportation planning and policy projects along the Corridor and in the subregion. Monica will lead our team's outreach and engagement coordination efforts with Shared Use Mobility Center (SUMC).

RELEVANT PROJECT EXPERIENCE

- Metro, Vermont Transit Corridor BRT and Rail Integration Study
- Metro, Eastside Transit Corridor Phase 2
- SANDAG, North County Regional Corridor (SR-78) Comprehensive Multimodal Corridor Plan



Greg Kyle, AICP (KH)
Implementation/Funding Strategy

Greg has 31 years of multifaceted transportation planning and operations experience on a broad range of mobility projects, including early planning phases, environmental approvals, preliminary design, and implementation/funding strategies. Greg has led the development of BRT and rail projects through alternatives analysis and environmental documentation into subsequent phases of project development.

RELEVANT PROJECT EXPERIENCE

- SGVCOG, Transit Feasibility Study
- Metro, North Hollywood to Pasadena BRT
- Metro, Wilshire BRT Before and After Study
- Caltrain, Corridor Crossing Strategy

Organizational Chart

HDR will leverage our well-structured team, outlined in the **Figure 1** below, to carry out the effort needed for this project. We have assembled a team with extensive relevant experience supported by strong and proactive leadership. Each individual has been carefully selected due to their relevant project experience, familiarity with the Corridor and local agencies, and availability. Key personnel will be available to the extent proposed for the duration of the Professional Services Agreement (PSA), and HDR acknowledges that no person assigned to a project shall be removed or replaced without the prior written concurrence of the City.

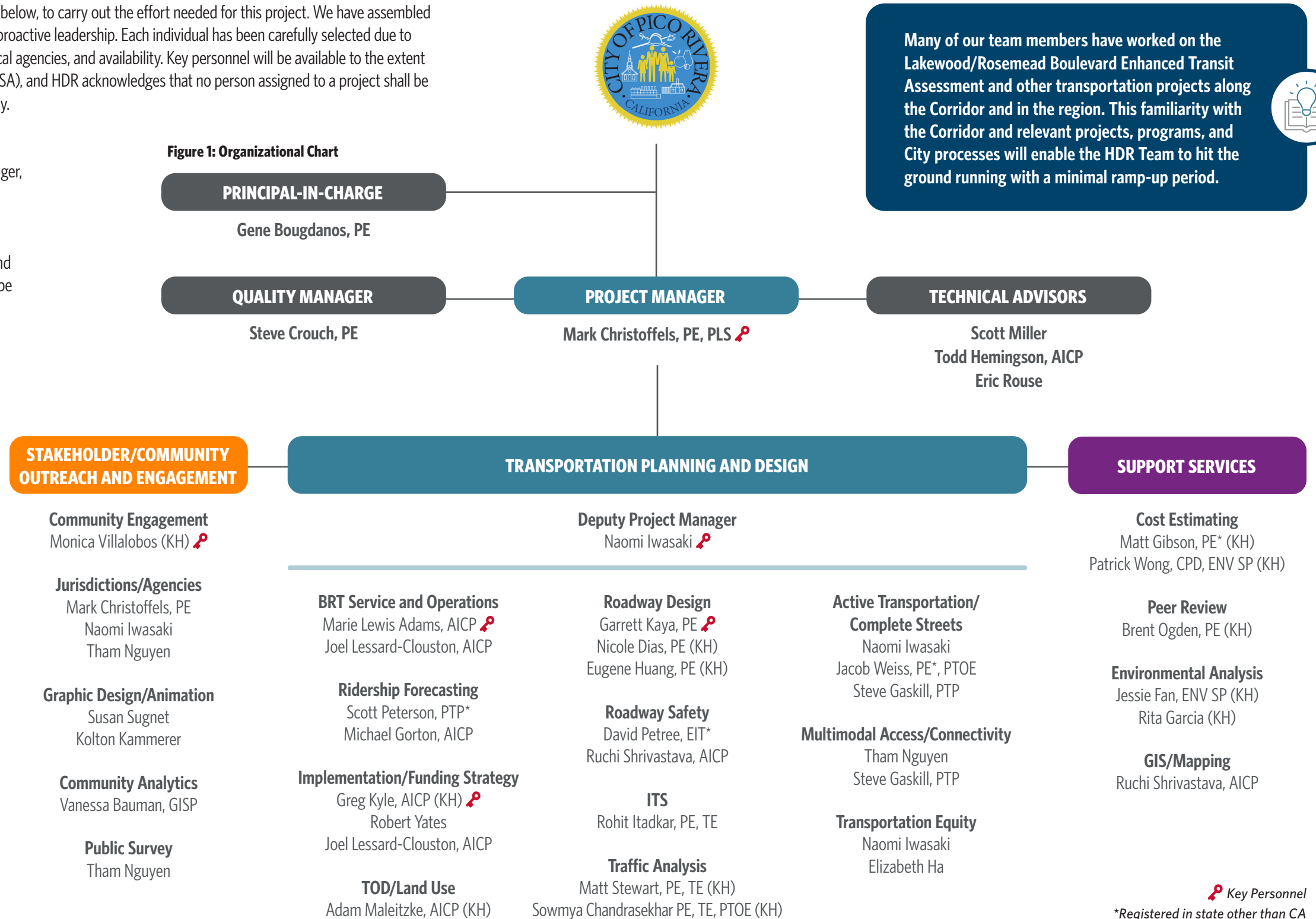
Our proposed organization provides the City with clear lines of communication. **Mark Christoffels** will be our team's Project Manager, providing project oversight and management of staff and resources to keep the project on schedule and within budget. Deputy Project Manager and Transportation Planning and Design Lead, **Naomi Iwasaki**, will be available to support Mark to create a coordinated and seamless experience for project management. Mark and Naomi will be the main points of contact for the City.

Supporting Mark and Naomi will be key personnel **Marie Lewis Adams** (BRT Service and Operations), **Monica Villalobos** (Community Engagement), **Garrett Kaya** (Roadway Design), and **Greg Kyle** (Implementation/Funding Strategy), who will lead key work streams in the project. They will draw upon the specialized expertise of our technical advisors, subject-matter experts, and support staff members to carry out the project.

Technical Advisors **Scott Miller** (BRT Operations and Capital Infrastructure), **Todd Hemingson** (Bus Service Planning), and **Eric Rouse** (Grants and Funding Strategy) — all national experts in their respective fields — will be available to assist and provide guidance to the overall HDR Team as needed.

Our team is backed by the matrix organization of HDR, which provides an extensive network of highly skilled technical experts available to provide strategic advice and additional resources to the City as needed.

Figure 1: Organizational Chart



Many of our team members have worked on the Lakewood/Rosemead Boulevard Enhanced Transit Assessment and other transportation projects along the Corridor and in the region. This familiarity with the Corridor and relevant projects, programs, and City processes will enable the HDR Team to hit the ground running with a minimal ramp-up period.



Key Personnel

*Registered in state other than CA
Staff names listed are HDR unless otherwise noted.

D. Consultants and/or Subconsultants

Kimley»Horn

Company Profile

Founded in 1967, Kimley-Horn has grown from a small group of transportation planners and traffic engineers to a full-service engineering and planning firm of more than 7,500 employees, including over 740 staff members and 12 offices in California. The diversity of the firm's mobility planning team helps in considering the connectedness between community vitality, social equity, fiscal sustainability, and economic competitiveness when developing a community/regional mobility strategy.

Responsibilities

As a subconsultant reporting to HDR, Kimley-Horn will provide expertise in community engagement, roadway design, traffic analysis, environmental analysis, cost estimating, land use and TOD analysis, and peer review of project documents.

Contact

Greg Kyle, AICP | Senior Vice President
660 South Figueroa Street, Suite 2050
Los Angeles, CA 90017
213.261.4109

References

Client/Project Name

San Gabriel Valley Council of Governments,
Transit Feasibility Study

Project Description

This two-phase project began with establishing the study area, defining mobility problems, and creating initial concepts to be screened and refined for further study. It concluded with a vision plan that identified several east/west and north/south concepts for BRT implementation. The second phase focuses on conceptual engineering and working with stakeholder agencies to develop lane configurations within existing right-of-way.

Dates

06/2021 - Ongoing

Technical Expertise

Transit Planning, BRT Conceptual Design

Staff Members

Greg Kyle (Principal-in-Charge), Brent Ogden (Project Manager), Matt Gibson (Cost Estimating), Eugene Huang (Roadway Design)

Client Contact

Roy Choi, Manager of Transportation
626.373.2687

Client/Project Name

Metro, North Hollywood to Pasadena BRT

Project Description

Kimley-Horn was the prime consultant for the alternatives analysis, CEQA environmental approval, and preliminary engineering for this 18-mile BRT route. The project includes a "showcase" of BRT prototypes applicable to a wide regime of urban roadways and provides integrated complete street solutions.

Dates

05/2018 - 12/2023

Technical Expertise

BRT Conceptual Design, Environmental Clearance, Cost Estimating, TOC Planning

Staff Members

Greg Kyle (Deputy Project Manager and Planning Environmental Task Lead), Sowmya Chandrasekhar (Traffic Lead), Brent Ogden (Project Manager), Nicole Dias (Cost Estimating), Matt Gibson (Cost Estimating)

Client Contact

Scott Hartwell, Transportation Planning Manager
213.922.2836

E. Work Approach

Project Understanding

The City of Pico Rivera sits at the intersection – literally and figuratively – of major initiatives that can reshape the way people live, move, work, and travel through the region. These initiatives include a potential new passenger rail station, a Downtown Specific Plan, TOD, a riverfront entertainment district, and the Rosemead/Lakewood Boulevard Complete Corridor Vision Plan. As the main north-south arterial through the City, Rosemead Boulevard will function as a main street that connects people via walking, biking, transit, and driving. Beyond the City, the Corridor will connect people from the San Gabriel Valley through the Gateway Cities with fast, frequent, and convenient transit options. This Vision Plan will invite the City, community members, agency partners, and key stakeholders to understand how improvements along the Corridor can lead to improved access, reduced VMT and greenhouse gas (GHG) emissions, and improved community and economic vitality.

Opportunities and Challenges

The growing demand for regional travel underscores the importance for Pico Rivera and other Gateway Cities to explore sustainable, multimodal transportation solutions as an alternative to private automobile use. As the primary corridor traveling parallel to I-605, Rosemead/Lakewood Boulevard is a crucial north-south alternative and presents an opportunity for enhanced bus service and safe pedestrian and bicycle facilities. The City envisions a united 26-mile enhanced bus corridor from the San Gabriel Valley through the Gateway Cities to facilitate connections to the regional transit network, job centers, and key destinations, while integrating pedestrian and bicycle infrastructure and supporting TOD. HDR understands this Vision Plan is an integral component in bringing that vision to life.

Over the past year, the HDR Team has been a steadfast partner to the City and Metro in developing and evaluating strategies to improve regional mobility and connectivity along the Corridor. Enhanced bus service along the Corridor would capitalize on the

high volume of travel between the Gateway Cities and Long Beach, especially to California State University, Long Beach (CSULB), the Veteran Affairs (VA) Medical Center, and central Long Beach. Current transit services making this connection are infrequent and require transfers between bus operators, limiting their effectiveness.

The Lakewood/Rosemead Corridor Enhanced Transit Assessment, prepared by HDR, found that rail connections were major drivers of Corridor ridership, and planned rail improvements in the City are potential future connection points. HDR is intimately familiar with the rail systems in the study area through our work on Metrolink's SCORE Program and Metro's Southeast Gateway Line.



The Vision Plan presents a pivotal opportunity to:

- **Develop a vision in tandem with the community.** Robust stakeholder and public engagement throughout the process will allow the City to develop closer ties with community members and organizations and strengthen collaboration with agency partners. Our team will work collaboratively with the City and SUMC to develop an outreach and engagement strategy that prioritizes early stakeholder and community involvement in order to gain input on overall vision, goals, and objectives before developing more detailed recommendations. The process will be designed around transparent, straightforward communication and meaningfully listening and incorporating feedback from stakeholders and community members.

- **Define the elements needed to create an interconnected, multimodal Corridor.** The City has plans for a multi-layered, enhanced Corridor that incorporates high-quality transit services, ATP, transit-oriented communities, and new mobility technologies. This project provides an opportunity to look at these elements holistically, identify issues and opportunities to connect to the greater multimodal network, and chart a path forward.
- **Identify funding opportunities and implementation action plans.** Pico Rivera needs a plan that bridges the gap between vision and execution. This project will go beyond defining transportation improvements by laying out specific, actionable steps and funding opportunities to achieve the City's goals. Our team includes experts that understand the shifting funding landscape and ways to position the City's efforts effectively for obtaining grant funding. Our team's expertise will provide the necessary steps needed to turn the plan into reality.



Since May 2023, HDR has supported the City of Culver City in creating strategies, messaging, and presentations that effectively engage agency partners to build support and momentum for key mobility planning initiatives, funding opportunities, and partnerships that turn plans into actions.

Approach to Scope of Work

Based on the RFP Scope of Work, the HDR Team will lead Tasks 1, 2, 5, 6 and 7. Tasks 3 and 4 will provide technical support to SUMC, the City's engagement partner for this project. The project team will provide the necessary resources and relationships to SUMC to optimize engagement with jurisdictions, community members and organizations, and other stakeholders along the Corridor. The HDR Team will provide one (1) round of review for each draft deliverable. The City will provide the HDR Team with feedback on each draft deliverable within seven (7) business days of receiving the draft deliverable submittal. Feedback from the City will include a consolidated set of non-conflicting comments.

Task 1: Project Management

1.1 Contract Kickoff and Project Management

Kicking It Off Right. Upon notice to proceed (NTP), a virtual project kick-off meeting will be scheduled between City staff, SUMC, and the HDR Team. The key purpose of this meeting will be to discuss project goals, expectations, requirements, approach, and tasks; confirm a mutual understanding of scope, budget, timeline, and key milestone dates; develop communication protocols and assign points of contact; clarify roles and responsibilities; and build upon the strong working relationship between the HDR Team and the City.

Establishing an Effective Work Plan. Within 14 calendar days of NTP, the HDR Team will prepare a detailed work plan for the Vision Plan. At a minimum, elements of the work plan will include the following:

- A description of project workflow and task deliverables
- A schedule that identifies the timing of key milestones required to complete the Vision Plan
- Milestones that include start dates, critical path items, estimated activity durations, and anticipated completion dates of key deliverables
- An organization chart that outlines required staffing and responsibilities for the City, SUMC, and HDR Team
- Sample invoice and monthly progress memorandum
- Communication protocol for the City, SUMC, and HDR Team

HDR will organize the work plan, as well as other project deliverables, schedules, and resources, in a project dashboard with shared access between HDR, the City, and SUMC. The project dashboard will be formatted in an Excel spreadsheet and will be the primary source of tracking tasks, deliverables, and overall progress toward completing the Vision Plan. The dashboard will be updated at least one (1) business day prior to every project team meeting (Task 1.2). Project team meeting schedules may vary based on project flow and key milestones.

1.2 Coordination and Communication

The HDR Team will prepare agendas for project team meetings with the City and provide minutes after each meeting to document key decisions and action items. We will leverage the project dashboard to provide updates during these meetings and identify current action items. Project team meetings are assumed to start on a biweekly schedule, which will be updated as needed for efficient project flow and key milestones. HDR assumes that each project team meeting will be 1 hour in length with an option to attend virtually. The HDR Team will participate in up to 25 project team meetings during the life of the project; participation in and preparation for further project team meetings will require additional resources.

HDR will develop detailed data request lists identifying information needed from the City or other project partners. HDR will also set up a cloud-based file sharing system to house and share data, deliverables, and other relevant project materials, including the project dashboard. HDR will also be available for up to 20 hours over the course of 12 months after the contract expiration date to answer questions and/or provide clarification and guidance regarding deliverables.

Task 2: Research, Discovery, and Existing Conditions

Several studies and planned improvements along the Corridor provide a catalyst to achieve the City's transportation vision. As outlined in the GCCOG's Lakewood/Rosemead Boulevard Master Plan and Complete Street Evaluation, and the Lakewood/Rosemead Boulevard BRT White Paper on Project Feasibility HDR prepared by HDR, Rosemead Boulevard is identified as the priority for a north-south BRT alignment in the region. Phase 2 of the Eastside Transit Corridor Project plans to bring light rail to Pico Rivera with a station at Rosemead Boulevard, and Metro recently initiated a study for a new Metrolink commuter rail station in the City.

As mentioned above, HDR supported the City with a feasibility white paper for BRT on the Corridor, which included key findings regarding access to transportation connections, recreational destinations, and major medical and educational institutions, TOD opportunities, and potential scalable BRT design scenarios. In 2024, HDR completed the Lakewood/Rosemead Corridor Enhanced Transit Assessment for Metro to inform potential service enhancements along the Corridor.

Further, HDR will coordinate with the City's Active Transportation Master Plan (ATMP) consultant during this task's existing conditions analysis (Task 7). Our team will create an organized inventory of existing conditions to inform future transit and streetscape alternatives and provide context for stakeholder engagement.

2.1 Existing/Current Plans, Studies, Policies, Projects, and Programs

Our team understands the need for the City to establish a clear and comprehensive baseline of existing plans, policies, and programs to support development of multimodal improvements. Having worked on the Lakewood/Rosemead Corridor Enhanced Transit Assessment, we bring an understanding of plans and policies relevant to the Corridor. Agree. How about:

Our review will establish a clear understanding of adopted and in-progress plans and policies that address multimodal transportation and land use planning coordination.

This understanding will inform development of feasible multimodal improvement alternatives along the Corridor.

The HDR Team's existing data and knowledge of the Corridor will help streamline data collection and analysis.



Our team will review existing plans, policies, and programs to understand the project scopes and impacts, and evaluate how these initiatives align with and support a multimodal corridor on Rosemead/Lakewood Boulevard. Documents our team has already analyzed through our previous work in and around the Corridor include:

- Lakewood/Rosemead Boulevard Master Plan and Complete Street Evaluation
- Circulation Elements of the General Plan for the six corridor cities
- Metro BRT Vision & Principles Study
- Metro BRT Design Guidelines, Metro NextGen Bus Plan
- Metro Street Design Improvement Study
- Southern California Association of Governments (SCAG) 2024 Regional Transportation Plan/Sustainable Communities Strategy

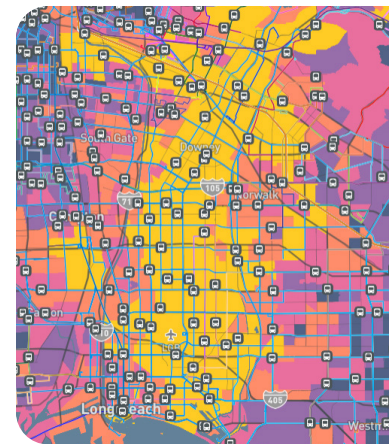
We will also review additional local and regional documents, including:

- Pico Rivera General Plan
- Pico Rivera Strategic Plan
- Pico Rivera Five-Year Capital Improvement Plan
- Pico Rivera Local Roadway Safety Plan
- Pico Rivera Historic Whittier Boulevard Multimodal Plan
- Washington Boulevard Transit-Oriented Development Specific Plan
- Pico Rivera Urban Greening Plan
- Land Use Elements of the General Plan for the six corridor cities
- LA28 Games Plans
- Long Beach Transit East Regional Transit Center Feasibility Study

Aligning the Vision Plan with other regional and local plans will help position the project for short- and long-term success. Our team will pay particular attention to understanding the key drivers, visions, goals, and objectives of each plan to assess how they complement or conflict with one another. This task also provides an opportunity to identify gaps in data and information to support ongoing efforts on the Corridor. An inventory of documents, data, images, and summarizations will be housed in the cloud-based file management system. This analysis will inform and be summarized into the Existing Conditions, Needs, and Opportunities Report (Task 2.6).

2.2 Project Mapping

The HDR Team will build upon the relevant data layers we previously developed for the Lakewood/Rosemead Corridor Enhanced Transit Assessment to prepare detailed aerial base maps. We will incorporate mapping layers to illustrate existing transit routes, active transportation infrastructure, and network connectivity in compelling, graphic-rich maps. Our team will verify our data is up to date, including roadway networks, bus and rail routes (including service frequencies and spans), active transportation facilities, first/last mile services, and available ridership information. Special attention will be paid to services that connect with the Corridor. Our team will assess connectivity gaps and opportunity areas in terms of current and future needs. The map design will consider their use in design and analysis efforts as well as stakeholder/community outreach materials.



The HDR Team has licenses to powerful data analytics platforms such as ArcGIS Pro, ArcGIS Online Web platform, and Replica, which we will use to inform our technical analyses while minimizing cost of data acquisition and licensing.



HDR will implement a comprehensive geographic information system (GIS) that will serve as a common operating platform for the project team to review existing data and perform analyses. This system will allow for seamless integration of data and will support data integrity, efficient map production, and geospatial analyses, providing the project team with deep insight into the Corridor's existing conditions and the ability to identify opportunities for transportation improvements.

The project base mapping will be produced in large print format, as well as digital format housed in the project cloud-based file sharing system. The consultant team will provide one (1) printed copy of each base map to the City. The HDR Team assumes these maps will capture existing conditions to be utilized for the project and they will not be updated as part of this project after completion.

2.3 Site Visits

Site visits are essential to directly observe and evaluate current conditions, which is crucial for understanding real-world context to identify practical constraints and opportunities. SUMC will lead coordination, planning, and logistics of site visits, including coordinating with the cities and stakeholders (Task 3.1) who will participate in the site visits to enable collaborative discussions and insights.

The HDR Team will support a detailed city-by-city field review of the Corridor to assess existing right-of-way, roadway configuration, traffic control measures, and the quality of pedestrian, bicycle, and transit facilities. Traffic engineering and transit planning specialists from the HDR Team will participate in up to two (2) site visits along the Corridor. HDR will document existing physical characteristics along the Corridor, including cross sections, existing parking, signage restrictions, signal operations, and existing transit loading areas. Assessment of and feedback on the Corridor during the site visits will inform the Existing Conditions, Needs and Opportunities Report (Task 2.6).

2.4 Transit Demand, Propensity, and Service Analysis

To evaluate transit propensity and understand existing and future demand, we will utilize a comprehensive approach that includes analyses of demographics, land uses, socioeconomic factors, travel patterns, and transit service.

Demographic, Land Use, and Socioeconomic Analysis. The HDR Team will analyze information related to existing and forecasted population and employment densities and land uses. We will also analyze demographic information such as household incomes, zero-car households, employment and employment density, limited-English populations, and relevant age cohorts, such as seniors and students. We will leverage the prior demographic analysis conducted for the 2024 Lakewood/Rosemead Corridor Enhanced Transit Assessment, augmenting any additional analysis with data from the U.S. Census Bureau to update demographics and include relevant forecasts based on the 2024 SCAG Regional Transportation Plan. Information will be collected in GIS format and displayed using maps and graphics. This analysis will help the team understand the characteristics of the Corridor and how mobility improvements can be targeted to community needs. Improvements and developments included in the plans reviewed in Task 2.1, including existing and proposed land use from the Corridor cities' General Plan elements, will be incorporated into this analysis to understand how future projects will affect demand patterns.

The 2024 Enhanced Transit Assessment's Study Corridor was defined as Lakewood/Rosemead Boulevard from Gallatin Road in the City of Pico Rivera to SR-1/Pacific Coast Highway in the City of Long Beach, and the Study Area was defined as a one-mile buffer around the length of the Study Corridor. Key demographic and land use findings from this assessment include:

- Density and growth in both population and employment are spread relatively evenly across the Study Corridor, although significant population growth is projected in Pico Rivera. Areas near the Long Beach Airport are not expected to grow significantly.
- More key origins/destinations, higher densities, and greater transit propensities are shown just beyond the southern end of the Study Area, including CSULB, the VA Medical Center, and central Long Beach.
- Overall, the Study Corridor does not show high levels of need according to Metro's equity metrics, but portions are classified as High Need or Very High Need, including areas in Pico Rivera, Downey, and Bellflower.

The HDR Team brings extensive local experience developing BRT and ATP alternatives for long corridors with a range of land uses and community demographics, such as the Metro North Hollywood to Pasadena BRT and Vermont BRT projects.



Travel Demand and Propensity Analysis. Understanding travel demand is key to developing effective transportation networks. Our team will utilize a "big data" provider and the travel demand model to understand volume of travel to, from, and within the broader service area. We will develop graphics that summarize travel pattern information in straightforward and informative ways. HDR will also utilize travel analyses performed for the 2024 Enhanced Transit Assessment, specifically the Transit Propensity Score (TPS) methodology applied to the Study Corridor.

Key travel pattern findings from the 2024 Enhanced Transit Assessment include:

- The highest activity stops are primarily located between Lakewood Center and Telegraph Boulevard, with boardings per revenue hour and revenue mile most productive within the same area. The Lakewood Station stop, offering transfers to the C Line, is the highest activity stop in the Study Corridor, showing the importance of regional connections in generating ridership.
- Areas with a medium TPS score are seen near the middle of the Study Corridor, in portions of Downey, Paramount, Bellflower, and Lakewood. Higher levels of transit propensity are also shown in Long Beach, south of the Study Corridor.
- The portion of the Study Corridor within Pico Rivera shows strong boarding activity. Development planned in Pico Rivera would further boost the potential for ridership along the Corridor.
- While long-term trends in post-pandemic ridership are still unclear, improving frequencies (along with other operational and convenience enhancements) can boost ridership by changing the way riders view and experience the service.



HDR has a fully developed ridership model using the Federal Transit Administration (FTA) Simplified Trips-on-Project Software (STOPS) utilizing the preliminary alternatives developed for the 2024 Enhanced Transit Assessment. This will allow new alternatives to be easily added to the model to run new scenarios without having to recode the background conditions.

Transit Service Analysis. To assess transit conditions, our team will leverage our established relationships and prior experience working with transit agencies that operate along the Corridor to make efficient use of the Transit Agency Subcommittee Meetings (Task 3.3).

2.5 Corridor Infrastructure and Operations

The Corridor is currently characterized by a wide variety of auto-oriented cross sections, serving expected auto demand, capacity needs, and municipal priorities. HDR's previous analysis on the Enhanced Transit Assessment identified development patterns, travel patterns, cross sections, corridor ridership and productivity, and right-of-way characteristics to determine feasibility of enhanced transit alternatives. Other relevant data gathered for the Enhanced Transit Assessment included 2023 observations of existing bus traffic conditions, a high-level traffic analysis, and field observations of potential issues needing mitigation.

Further, the HDR Team will work with the City's ATMP consultant to integrate potential impacts on traffic flow, safety, and adjacent properties into the Corridor analysis (Task 7.3). This inventory of information will be corroborated in coordination with project site visits (Task 2.3) and augmented with additional analyses, such as pedestrian and bicycle connectivity.

The following activities will be conducted to augment the existing analyses:

- Readily available existing traffic counts will be obtained from existing sources and the consultant team will use the Replica "big data" platform as a source of traffic volume information.
- A refreshed high-level traffic analysis will be performed by applying the readily available traffic volume information to identify Corridor segments and locations that are experiencing substantial congestion during periods of the day. These may be strong candidate locations for bus priority treatments to improve travel time and trip reliability for transit riders.
- An existing conditions assessment for multimodal facilities to evaluate infrastructure for pedestrians, cyclists, and other forms of active transportation. The objective will be to identify gaps and barriers in the multimodal infrastructure and opportunities for enhancements (e.g., address gaps in protected bicycle lanes).

The existing Corridor infrastructure and operations assessment will be documented in the Existing Conditions, Needs, and Opportunities Report (Task 2.6).

2.6 Existing Conditions, Needs, and Opportunities Report

In this task, the HDR Team will collect information to identify issues that will help establish the improvements to be considered in the Vision Plan, provide alternatives to traditional vehicle congestion, increase passenger throughput and mode shift, improve safety, and create more equitable access to the transportation network. The HDR Team will conduct high-level TOD analysis to support this task. The Existing Conditions, Needs, and Opportunities Report will summarize the data and information collected in Tasks 2.1 through 2.5; the priorities, assets, and constraints identified from engagement activities in Tasks 3 and 4; and reflect the coordination efforts from Task 7. The graphically oriented report and executive summary will be framed around the locations and types of transit, transportation, and development improvements that would be most impactful to enhancing mobility, connectivity, and livability along the Corridor.

2.7 Prepare Mobility Problem Definition Statement

The HDR Team will prepare a Mobility Problem Definition Statement describing the purpose and need for the proposed mobility improvements. The Definition Statement will include a set of project goals and objectives reflective of past studies, existing plans, additional analyses, and the consultation engagement activities in Tasks 3 and 4. The goals and objectives will be the foundation of the project's conceptual and analytical development. The Definition Statement will also identify primary and secondary transit markets to be served, as well as unmet transportation demands. The Definition Statement will:

- Document travel patterns along, to, and from the Corridor using the data collected in Task 2 and Replica
- Determine existing and future potential transit market conditions and whether there is any unmet transit need based on the updated demographic, land use, and transit propensity analysis
- Determine connectivity deficiencies in potential ridership within the Corridor
- Examine the Corridor's growth projections to determine the benefits of potential transit upgrades for various BRT alternatives
- Examine current land use and zoning guidelines to assess potential for future TOD

Task 3: Project Planning Committees and Groups

To support implementation of this multi-city effort, HDR will partner with SUMC to maintain information exchange and regular engagement with jurisdictions and agencies in the Corridor area. Where useful, HDR is prepared to utilize our strong experience and relationships with civic leaders and staff to strengthen communication and consensus-building. As a starting point, the consultant project team will meet with SUMC and other knowledgeable partners to establish a shared understanding of the diverse communities along the 16.7-mile Corridor. This initial alignment meeting will be one (1) hour in length, with an option to join virtually, and will establish roles and responsibilities between SUMC and the consultant team. SUMC will take the lead on scheduling and agenda development for this meeting, and HDR will provide input on agenda items.

HDR will work closely with SUMC to provide technical presentations and materials, engagement staffing support, and project context drawn from our extensive prior work along the Corridor and its jurisdictional agencies. At least one representative from the HDR Team will attend all Task 3 meetings to thoroughly document discussions and action items in order to cross-reference them for common themes or competing priorities.

Project Manager Mark Christoffels established critical early consensus from the Corridor agencies for the 2024 Enhanced Transit Assessment by leveraging his established relationships, conducting multiple meetings with each agency to work through potential issues and concerns, and attending many Council, Board, and Council of Government meetings.





HDR partnered with Metro, Long Beach Transit, and Corridor cities to develop a BRT feasibility study, the Enhanced Transit Assessment, and a Joint Powers Authority white paper for the Corridor. HDR also worked with the GCCOG to incorporate the Lakewood/Rosemead Boulevard Master Plan, Complete Street Evaluation Report, and the SGVCOG Transit Feasibility Study into these efforts. We will build upon the relationships and knowledge gained through these successful partnerships to facilitate efficient and productive meetings.

3.1 Individual City Meetings

HDR will work closely with SUMC to understand the unique needs and priorities of the six Corridor cities (Pico Rivera, Downey, Paramount, Bellflower, Lakewood, and Long Beach) and to include their consideration in proposed transit and streetscape enhancements. HDR assumes that each meeting will be 1 hour in length with an option to attend virtually. HDR also assumes that up to 12 individual city meetings will occur during the project life cycle (2 per city). The HDR Team will identify the appropriate staff to attend individual city meetings and will assign staff based on agenda topics accordingly. At least one representative from the HDR Team will attend each individual city meeting. HDR will support SUMC with agenda and content development, meeting materials, and in-meeting facilitation, note-taking, and technical support as needed. HDR will offer support needed with convening city staff to meetings by utilizing our team's existing relationships with staff from the Corridor cities.

3.2 Corridor Technical Advisory Committee Meetings

HDR will work closely with the City, GCCOG, and SUMC to solicit feedback and solutions from key technical city and transit agency staff, as well as other utility and energy authorities. HDR assumes that each meeting will be 1 hour in length with an

option to attend virtually. HDR also assumes that up to six (6) Technical Advisory Committee (TAC) meetings will occur during the project life cycle. The HDR Team will identify the appropriate staff to attend TAC meetings and will assign staff based on agenda topics accordingly. At least one representative from the HDR Team will attend each TAC meeting. HDR will support the City and SUMC with agenda and content development, meeting materials, and in-meeting facilitation, note-taking, and technical support as needed.

3.3 Transit Agency Subcommittee Meetings

HDR will work closely with the City and SUMC to ensure any proposed transit and streetscape enhancements are aligned with the plans, service, and operations of the transit agencies operating in the Corridor. HDR assumes that each meeting will be 1 hour in length with an option to attend virtually. HDR also assumes that up to three (3) Transit Agency Subcommittee (TAS) meetings will occur during the project life cycle. The HDR Team will identify the appropriate staff to attend TAS meetings and will assign staff based on agenda topics accordingly. At least one representative from the HDR Team will attend each TAS meeting. HDR will provide agenda and content development, meeting materials, and in-meeting facilitation, note-taking, and technical support as needed.

3.4 Long Beach Subcommittee Meetings

HDR will work closely with the City and SUMC to support a targeted effort with key Long Beach stakeholders, identifying opportunities to support proposed transit and streetscape enhancements for this project. HDR assumes that each meeting will be 1 hour in length with an option to attend virtually. HDR also assumes that up to three (3) Long Beach Subcommittee (LBS) meetings will occur during the project life cycle. The HDR Team will identify the appropriate staff to attend LBS meetings and will assign staff based on agenda topics accordingly. At least one representative from the HDR Team will attend each LBS meeting. HDR will support the City and SUMC with agenda and content development, meeting materials, and in-meeting facilitation, note-taking, and technical support as needed.

3.5 Blue Ribbon Committee Meetings

HDR will work closely with the City and SUMC to coordinate policy considerations, funding opportunities, and project advocacy with elected officials and their representative staff. HDR assumes that each meeting will be 1 hour in length with an option to attend virtually. HDR also assumes that up to four (4) Blue Ribbon Committee (BRC) meetings will occur during the project life cycle. The HDR Team will identify the appropriate staff to attend BRC meetings and will assign staff based on agenda topics accordingly. At least one representative from the HDR Team will attend each BRC meeting. HDR will support the City and SUMC with agenda and content development, meeting materials, and in-meeting facilitation, note-taking, and technical support as needed.

3.6 Stakeholder Advisory Group Meetings

HDR will support the City and SUMC's efforts to recruit and convene key community leaders (approximately 20-30) representing diverse communities across the Corridor. At the initiation of this task, the HDR Team will review the list of proposed Stakeholder Advisory Group (SAG) members prepared by SUMC. The HDR Team will provide input to help inform the final list. SAG members will represent different interests and groups from across the Corridor such as:

- Faith-based institutions
- Educational institutions
- Non-profit and community-based organizations
- Youth and sports organizations
- Business groups
- Interest groups addressing the needs of seniors, veterans, and other marginalized groups

HDR assumes that each meeting will be 1 hour in length with an option to attend virtually. HDR also assumes that up to four (4) SAG meetings will occur during the project life cycle at key milestones for engagement (Task 4.2, Task 4.3) and Plan Development (Task 5). The HDR Team will identify the appropriate staff to attend

SAG meetings and will assign staff based on agenda topics accordingly. At least one representative from the HDR Team will attend each SAG meeting. HDR will support the City and SUMC with agenda and technical content development, meeting materials, and in-meeting facilitation, note-taking, and technical support as needed. The HDR Team will pay particular attention to supporting aligned messaging and goals with the Stakeholder Focus Groups (Task 4.2), and we are ready to support facilitation of SAG feedback on developing project Public Surveys (Task 4.4) if needed.

HDR will leverage our existing relationships with the Corridor's stakeholder agencies and knowledge of each audience to offer customized presentations and materials that preemptively address specific concerns and priorities.



Task 4: General Community Outreach and Engagement

Similar to Task 3, HDR will be a supportive partner to SUMC as they lead engagement for community organizations, members, and other Corridor stakeholders. The HDR Team brings deep experience conducting grassroots community engagement, including work with the City of Pico Rivera and other cities along the Corridor, and is ready to bolster engagement efforts as needed. HDR will work closely with SUMC to provide technical presentations and materials, engagement staffing support, and project context drawn from our extensive prior work along the Corridor and its jurisdictional agencies. The HDR Team will support development and maintenance of a project stakeholder list to create a database that the City can use for this project and future efforts. The list will be built upon recommendations from the City and other stakeholders in Task 3, as well as the HDR Team's organizational and institutional relationships.

Further, HDR's Community Analytics tool can utilize available public data to understand the community characteristics of the Corridor, including demographic and socioeconomic profiles; race, ethnicity, and language; digital access; health and safety; and civic engagement variables. Our preliminary study of the Corridor, detailed to the right, can contribute to our role in supporting outreach strategies.

4.1 Graphic Design, Visualizations & Collateral Materials

The HDR Team will work closely with SUMC to draft and design a series of high-quality, easy-to-understand, and bilingual (English and Spanish) informational materials and other helpful resources, including:

- **Project Branding.** Our team will lead the logo design and overall branding for the Vision Plan, consistent with any City communications style guidelines.
- **Targeted Messaging.** HDR will work with SUMC and the City to develop collateral templates, customized by audience and engagement format, for efficient materials development that maintains key project messaging.
- **Access Matters.** Collateral content will be reviewed for readership accessibility, including middle school grade reading levels, language translation, and disability accessibility factors such as compatibility with screen readers or high color contrast.

HDR assumes graphic design development of each material, including project logo and branding, will go through one (1) round of review and edits with SUMC and the City. Additional edits after this round are anticipated to require additional resources. HDR assumes SUMC will lead the translation of materials into languages other than English and Spanish as needed.

4.2 Stakeholder Focus Groups

HDR will support efforts by SUMC and the SAG (Task 3.6) to convene focused listening sessions to learn from community members, advocacy organizations, service providers, employer and business associations, and institutional representatives served by the Corridor. The goal of this task is

THE COMMUNITY ANALYTICS ADVANTAGE

HDR's Community Analytics tool harnesses multiple data sources to deliver insights into community characteristics. Our team analyzed the Corridor to understand how community analytics could target opportunities for engagement and mobility improvements for the Vision Plan. The detailed report can be viewed here:

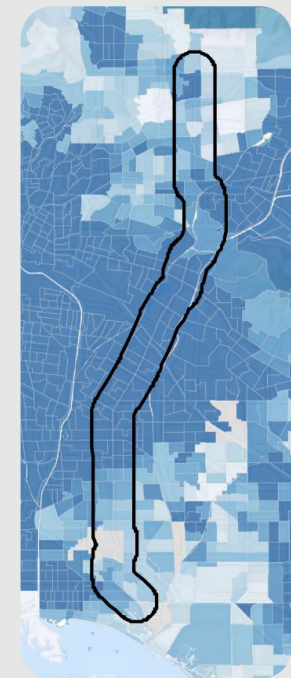
[Rosemead/Lakewood Community Analytics Study.](#)

HOW CAN COMMUNITY ANALYTICS HELP?

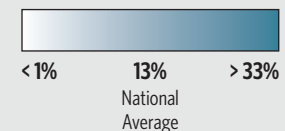
Equity and Engagement. The Corridor is adjacent to some disadvantaged communities in Pico Rivera, Downey, Paramount and Bellflower. Our community analytics have identified language proficiency and preferences to better customize engagement strategies and materials, as well as homeowner/renter statistics to better understand housing security when discussing TOD opportunities.

Opportunities to Grow Ridership. Regions across the country are continuing to rebuild transit service after the COVID-19 pandemic, and our community analytics can identify opportunities to encourage ridership along the Corridor. Improving transit services and first/last mile options may attract new riders and encourage existing customers to ride more often.

Targeted Mobility Options. The Corridor has a slightly higher senior (65+) population compared with Los Angeles County as a whole, suggesting opportunities to enhance senior mobility options.



Percent of Population Age 5+ Who Speaks Spanish at Home



to better understand the needs, perceptions, and preferences of local stakeholders to inform the selection of project alternatives and components. Listening sessions will be organized as small focus groups, providing an opportunity to share project information and gauge feedback from participants. Members of the HDR Team have led many focus groups related to transportation projects and understand the valuable insights and information they provide.

The HDR Team will work closely with SUMC to identify the goals, objectives, question types, and format of each focus group. The participant list will be developed by SUMC with input from the consultant team and SAG members. HDR assumes focus group listening sessions will be hosted online for up to 1 hour each to maximize participation, provide geographic coverage, and keep participants engaged in the discussion. The HDR Team assumes SUMC will take the lead in verifying virtual access is supported with language and disability access features when needed.

The HDR Team will also coordinate with SUMC on overall focus group approach, provide direction on desired participant feedback, develop sample questions for refinement by SUMC, and participate in up to five (5) focused listening sessions. HDR assumes that SUMC will take the lead in coordinating logistics, identifying participants, scheduling, noticing, facilitating listening sessions, and documenting outcomes. The HDR Team will staff up to two (2) listening session preparation meetings (up to 1 hour each) with SUMC. Participation in additional listening sessions is contingent on identifying additional resources. The HDR Team also assumes SUMC will synthesize and summarize input from the listening sessions, whether or not the HDR Team is in attendance. HDR will review listening session notes to verify the input informs the development of project alternatives.

HDR will support agenda and content development, meeting materials, and in-meeting facilitation, note-taking, and technical support as needed. HDR will pay particular attention to supporting aligned messaging and goals with the SAG (Task 3.6).

4.3 Walking Tours

The HDR Team assumes SUMC will take the lead in scheduling, organizing, planning, and facilitating walking tours to observe precedent BRT projects, services, and conditions in other parts of the region. Participation in these walking tours will require travel to project locations such as the San Fernando Valley or San Bernardino County. HDR assumes each walking tour duration will be up to 1 hour (excluding travel to and from the tour site). At least one representative from the HDR Team will attend up to two (2) 1-hour walking tours to document questions, observations, and feedback relevant to development of BRT and ATP Alternatives (Task 5.1) made by TAC (Task 3.2) and SAG (Task 3.6) members in attendance.



As part of Metro's Eastside Transit Corridor Phase 2 project, Monica Villalobos led 2 walking audits in the City with staff and local community-based organizations. Her work helped coordinate ATP projects leading to and from the project's proposed LRT station in the City.

4.4 Public Surveys

To gain a comprehensive understanding of community perspectives, HDR will work with SUMC to create up to one (1) community survey, aimed at guiding the development of BRT and ATP Alternatives for the Vision Plan. The survey will seek information on the Corridor communities' transportation experiences and needs, including how frequently residents use transit services, obstacles they face in accessing public transportation, specific areas requiring improvements, demographic data, issues related to particular bus lines, and other relevant questions. The development of these questions will be a collaborative effort, involving close coordination with SUMC and City staff, and possibly the SAG (Task 3.6) if appropriate. HDR will lead development and formatting of survey questions, and assumes SUMC will lead distribution of both digital and paper surveys, and that SUMC will collect and synthesize survey findings to share with HDR. HDR also assumes the survey will undergo up to one (1) round of review and edits from SUMC and the City.

The survey will be launched during the early phases of the project and framed to be relevant for all phases of the project leading up to the development of BRT and ATP Alternatives (Task 5.1). Preliminary survey responses may be used to inform prompts or engagement strategies at future engagement opportunities, such as later Stakeholder Focus Groups (Task 4.2) and/or Mobility Needs and Opportunities Forums and Pop-Up Engagement (Task 4.5). HDR assumes any incorporation of preliminary survey responses into other project tasks is incumbent upon SUMC collecting and synthesizing survey responses at least 2 weeks prior to the start of those tasks.

Survey content will follow accessibility standards for all project materials (Task 4.1) and will be reviewed for readership accessibility, language translation, and disability accessibility factors. HDR will provide accessibility checks for digital and paper surveys. Surveys will be produced in English and Spanish at minimum and can be translated into other relevant languages as needed. HDR assumes SUMC will provide any translation needed for survey questions and content.

4.5 Mobility Needs and Opportunities Forums and Pop-Up Engagement

HDR will support efforts by the City and SUMC to conduct up to six (6) in-person Mobility Needs and Opportunities Forums at 3 local locations (6 forums total). Community forums and local engagement are important components of a successful corridor planning process. The HDR Team has extensive experience facilitating small group discussions, activities, mapping



Country Club Boulevard Complete Streets Corridor Plan

This ATP-grant-funded project provided San Joaquin County with strategies for ATP improvements that address safety, connectivity, and mobility concerns while also creating a unique identity for the corridor. HDR first conducted an existing conditions analysis and gathered data from the community by holding outreach events. We then developed six design concepts and qualitative and quantitative scoring analyses to rank the concepts. Alternatives were laid out to determine specific improvement recommendations. We further supported the project by developing the project design, providing construction funding options, and preparing the draft and final plan to document the overall process.

exercises, and feedback sessions on topics such as complete streets, first/last mile, zero-emission transit opportunities, enhanced transit options, and TOC development. As part of this experience, HDR has also summarized community feedback and questions to present project assessments, concepts, and recommendations for transportation and infrastructure improvements. The HDR Team will work closely with the City and SUMC to develop the goals and objectives of up to six (6) community forums and help to inform topics for community pop-up activities.

Community Forum First Round: Possibilities and Needs

The HDR Team will provide strategic support for the first round of community forums. This round of meetings will be key to inform and engage the community around topics related to BRT, such as technology, service delivery, stations, infrastructure, transit-oriented communities, first/last mile, complete streets, equity, and the overall planning process. We will provide technical content for agendas, presentations and materials to inform community forum topics and small group breakout activities. Our team of technical and community engagement specialists can be available to facilitate small group conversations and activities, and we will draw on our deep knowledge of local Corridor communities to tailor content to the neighborhoods where each forum will take place.

Community Forum Second Round: Concepts and Recommendations

Following the development of BRT project concepts and technical analyses to develop proposed recommendations, the HDR Team will support the City and SUMC to develop a second round of community forums. The intent of the second round is to share the results of technical analyses with the community, provide data and technical information supporting BRT concepts, and discuss initial recommendations for implementation of the Vision Plan. It will be important to schedule the second round of forums once the initial recommendations have been developed, to ensure that community input, feedback, and preferences can be incorporated in the decision-making process. We will work with SUMC to develop interactive and engaging activities to collect input on recommendations. The HDR Team will provide technical content for presentations and related materials.

At HDR, we are committed to equity both in the services we deliver to our clients and in the transportation solutions we plan and design for our communities. This commitment is demonstrated through our wealth of experience in meaningful and inclusive engagement with marginalized communities and organizations across Los Angeles County.



For both rounds of community forums, HDR assumes SUMC will take the lead on planning logistics, outreach, printing, translation/interpretation, and other event details. The HDR Team also assumes SUMC will synthesize and summarize input from the community forums and activities. HDR will review and integrate relevant feedback into project alternatives and the overall project approach.

At least one representative from the HDR Team will attend each of the six (6) forums for up to 2 hours per forum. The HDR Team assumes only attending or staffing the 6 forums of Task 4.5 unless additional resources are identified. HDR can develop reusable technical content (such as existing conditions information or proposed roadway/BRT graphics for a flyer, fact sheet, poster, or other event materials) for SUMC and the City to use at any additional pop-up engagement events aside from the community forums.

4.6 On-line Survey of Proposed Concepts and Recommendations

Once preliminary project concepts are ready for public feedback, HDR will develop up to one (1) version of an online and paper format survey to reach community members and stakeholders not able to attend or aware of other project engagement activities. These surveys will follow a ranking style format to guide survey respondents toward constructive and consensus-building feedback. The survey will utilize images, graphics, and other visually engaging content as much as possible. Similar to Public Surveys (Task 4.4), we assume HDR will lead development of survey questions and

formatting. We assume SUMC will lead distribution of both digital and paper surveys, and that SUMC will collect and synthesize survey findings to share with HDR. HDR also assumes the Survey of Proposed Concepts and Recommendations will undergo up to one (1) round of review and edits from SUMC and the City.

Survey content will follow accessibility standards for all project materials (Task 4.1) and will be reviewed for readership accessibility, language translation, and disability accessibility factors. HDR will provide accessibility checks for digital and paper surveys. Surveys will be produced in English and Spanish at a minimum and may be translated into other relevant languages as needed. HDR assumes SUMC will provide any needed translation for survey questions and content.

Task 5: Plan Development

The Vision Plan will include multiple alternatives analyses and visualized concepts for BRT options along the 16.7-mile Corridor. We deeply understand the regional context of the project and are prepared to assist the City in moving the Vision Plan through the approval phase. Our thorough understanding of the Corridor is further detailed on page 29.

5.1 BRT and ATP Alternatives

The HDR Team will refresh the prior transit propensity and demand analysis we conducted along the corridor. This new analysis will include connectivity to Metrolink, Orange County Transportation Authority (OCTA), and Metro rail systems. Analyses for this task will highlight the design flexibility of BRT corridors and will be applied to different BRT configuration alternatives, from enhanced transit and coordinated signal timing to dedicated BRT lanes on the existing roadway.

HDR will develop typical sections for integrated multimodal alternatives for segments of the Corridor that may include transitway alternatives (center-running bus lanes, curbside/side-running bus lanes, curbside bus/bicycle lanes, curbside mixed-flow lanes) and multimodal/complete streets facilities (bicycle lanes, separated bikeways, medians/refuge islands, bulb-outs, bus stop islands, on-street parking). Ancillary impacts from these various configurations may also be analyzed, such as street

parking impacts, active transportation connections, queue jumps at congested intersections, bus stop shade, and opportunities for economic development. Further, any design transitions between different roadway configurations will also be assessed in the BRT alternatives analysis.

Based on input from the Corridor agencies, HDR will develop recommended interim and final alternatives. These alternatives will take into consideration funding availability, ATP projects already programmed, consistency with adopted local Mobility Elements and associated capital projects, anticipated development along the Corridor, and political support.

Building upon robust and ongoing engagement, strong data collection and existing conditions assessments, and HDR's prior analysis of the Corridor, the HDR Team is well-positioned to develop and evaluate BRT alternatives, incorporate the preferred strategy into the Vision Plan, and ultimately lay out a realistic path to implementation for the City and its project partners.



BRT. HDR will build upon the work performed for the 2024 Enhanced Transit Assessment to develop travel time estimates and ridership forecasts for each alternative to assess performance. HDR has a fully developed ridership model using the FTA's STOPS tool utilizing the preliminary alternatives developed for the Enhanced Transit Assessment. This will allow new alternatives to be added to the model in an expedited manner to produce ridership forecasts that can be used to estimate impacts on VMT and GHG emissions.

ATP. Safe, comfortable, and accessible access to transit demands robust bicycle and pedestrian infrastructure. Within each jurisdiction and typical cross section segment of the Corridor, HDR will identify opportunities to increase ATP through safe bicycle and pedestrian infrastructure, streetscape treatments, and roadway improvements.

Efforts to identify ATP opportunities will align with feasible BRT alternatives by roadway segment/intersection, jurisdictional priorities, and key commercial, institutional, and employment destinations along the Corridor. ATP alternatives will be developed in coordination with the City's Active Transportation Master Plan (Task 7.1).

TOD. HDR will identify key activity centers and evaluate population density, employment density, and other demographic data and to inform the location of stations. Existing zoning and land use plans will be evaluated to determine if transit-supportive codes and policies are in place. The assessment will provide a framework for understanding potential land use changes and associated economic benefits.

The Draft Plan will assess and visualize BRT + ATP + TOD concepts that align with the local priorities identified through engagement with jurisdictions, agencies, and community members. HDR is prepared to provide technical assistance, materials development, and staffing for engagement efforts. Our contributions will support SUMC's engagement strategies (Tasks 3 and 4) by visualizing various roadway configurations featuring enhanced bus transit options, including benefits and impacts from each alternative. HDR will emphasize how various configurations support safety, mobility, sustainability, and economic development through different communities.

5.2 Implementation and Funding Strategy

Based on the preferred strategy selected for the Corridor, HDR will identify component improvements with independent utility that can be advanced in phases to accelerate the delivery of the overall project, bringing near-term benefits to the Corridor communities.



HDR will leverage our experience delivering projects through the full life cycle of planning and operations to provide the City and its partners with a realistic, achievable, and phased implementation and funding strategy that guides future development of the Corridor.

HDR will develop cost estimates and identify the steps needed to design, environmentally clear, construct, operate, and maintain each component improvement project. Design cost estimates will include rough order of magnitude (ROM) estimates for preliminary and final design, including engineering, architectural, and environmental services. Construction cost estimates will include transit infrastructure development (e.g., new buses, dedicated lanes, stations), utilities relocation, road improvements/ enhancements, and signage/branding. Operational cost estimates will include ROM estimates for ongoing operational costs (e.g., maintenance, staffing, fuel). HDR will also assess a contingency percentage based on project complexity and risk factors that account for contingency costs.

HDR will develop a program management strategy that identifies lead agencies for each component project and a framework for continued coordination along the Corridor. Building upon our successful track record of securing funds for local transportation projects, we will identify local, state, and federal funding sources for each component project, taking into consideration the eligibility criteria, match requirements, anticipated timeline, and competitiveness of each program. HDR will also identify other innovative financing mechanisms, including Public-Private Partnerships (PPPs) and TOD financing.

The strategy will include a matrix that groups the BRT and ATP Alternatives into short-, mid-, and long-term scenarios. Each alternative will be linked to the forecasted performance analysis results from Task 2; alignment with the Corridor goals, objectives, and stakeholder input gathered from Tasks 3 and 4; project implementation and lead agency needs; and funding opportunities.

Project implementation needs will also include an operational analysis. Using National Transit Database (NTD) data, the HDR Team will compare current labor (staffing) ratios for Corridor transit operators to comparable transit systems to help determine the optimal staffing levels for each BRT alternative. HDR will also forecast the number of required vehicles needed for the transit system based on the net change in vehicles required. Vehicle requirements will consider current and future average fleet age, spare vehicles, and potential changes in operating speeds resulting from capital infrastructure improvements meant to reduce passenger travel times.

To document the project implementation and funding strategy, HDR will prepare a technical memorandum detailing the cost estimates, funding strategies, and interdependencies among tasks to foster efficient project management. The memorandum will include a high-level implementation timeline that outlines key milestones from project conception through to completion, identifying both short- and long-term opportunities. The memorandum will include visual aids as necessary (e.g., graphs, charts) to enhance understanding of financial projections and timelines.

5.3 Plan Document

The Vision Plan will be a visually robust, concise, and user-friendly roadmap to implementation for a new multimodal Corridor that enhances mobility options and quality of life through the six Gateway Cities. The Vision Plan will illustrate the direct connection between stakeholder engagement, data collection/analysis, and enhanced transit alternatives. Most critically, the implementation strategy outlined in the Vision Plan will serve as the next steps toward identifying resources and phasing opportunities for implementation of preferred concepts.

The Administrative Draft Plan will be the culmination of the technical analyses detailed in the previous tasks and the feedback from the meetings and engagement activities in Tasks 3 and 4. The implementation and funding strategy will be incorporated into the Administrative Draft Plan, along with the previously created technical memoranda and reports that collectively document the data, assumptions, methodologies, analysis, and results of the study. Summaries of synthesized stakeholder and community feedback will be included in the Administrative Draft Plan.

This is a significant milestone to continue to build trust in the process and convey that the project team has listened to stakeholder and public input, incorporated their feedback, and successfully outlined how the solutions developed in Task 5 will support the vision, goals, objectives, and transportation needs identified in Tasks 2, 3, 4, and 7.

5.4 Plan Review

This is an opportunity for the City to build support for the Vision Plan across the Corridor cities, transit service providers, policy decision makers/elected officials, SAG members (Task 3.6), and other key stakeholders. The HDR Team will build

upon the extensive engagement and fortified relationships from Tasks 3 and 4 and disseminate the Administrative Draft Plan back to the stakeholders who influenced and guided its development. In advance of submitting the Plan, a draft outline and layout will be submitted to the City for confirmation. This Administrative Draft Plan will be submitted to the City in editable format and comments will be documented and addressed in the same format. During Plan Review, HDR will work with the City to address any concerns and drive momentum toward finalizing a Vision Plan that updates the Lakewood/Rosemead Boulevard Complete Streets Master Plan and advances progress toward increased connectivity along Rosemead Boulevard farther north of the Corridor. HDR will also distribute a Draft Plan for public review utilizing the project website with clear directions for the public to submit feedback, and will work with the SAG (Task 3.6) on other methods of dissemination. A summary of public comments received will be documented as part of the Final Plan (Task 6).

Task 6: Final Plan Review and Approval

The Final Plan is an opportunity for the City to demonstrate they heard feedback from stakeholders and the public, considered their input, and incorporated their feedback accordingly. The HDR Team will work with City staff to review feedback received from stakeholders and the public on the Draft Plan and decide how feedback will be incorporated into the Final Plan. HDR will work with the City and SUMC to present the revised Draft Plan to GCCOG for approval and will integrate edits into the Final Plan. The Final Plan will include a summary of next steps toward implementation. It will credit FHWA, FTA, and/or Caltrans on the cover or title page. HDR will work with the City to provide Caltrans with an electronic copy of the Final Plan that is accessible per the Americans with Disabilities Act (ADA) of 1994.

HDR understands that the Vision Plan and its associated regional concurrence are critical to the development of the Corridor, including funding for final design and construction at both the state and federal levels.



The Final Plan is not only a roadmap for the City of Pico Rivera but can be a communication tool to rally diverse stakeholders along the Corridor toward a common goal—to get to implementation. This is an opportunity for the City to garner public support, build political will, and obtain the funding and investments needed to deliver much needed transportation improvements in the region. This includes communicating the contents of the Final Plan to diverse audiences.

HDR will support the City every step of the way, from alignment on project outcomes to approval of a Final Vision Plan. We will work closely with project partners and local stakeholders to ensure their input is reflected in the Final Plan.

Task 7: Coordination with Active Transportation Master Plan

To support the City's multiple and concurrent transportation planning efforts, the HDR Team will coordinate and maintain communication with the City's ATMP consultant to align the ATP recommendations and alternatives presented in the Vision Plan with the City's forthcoming ATMP. HDR anticipates that work conducted under Task 7 will occur in an appropriate order for overall project flow, and will therefore be completed in alignment with earlier tasks (Tasks 2 and 5, specifically).

Task 7.1 Conceptual Design Alternatives

The HDR Team will participate in up to one (1) design charrette with the ATMP consultant to share ATP and BRT conceptual design alternatives and recommendations. HDR has extensive experience working with multidisciplinary teams in highly participatory charrette processes locally, regionally, and nationally. The HDR Team will present BRT alternatives and assumes the ATMP consultant will present ATP alternatives. HDR assumes the charrette will be no more than 2 hours in duration and will include an option to join virtually. The HDR Team will work with the City and ATMP consultant to schedule and conduct this charrette ahead of finalizing Task 5 (Plan Development). HDR will support development of agenda items and assumes the City will take the lead in finalizing the charrette agenda and serving in a lead facilitator role during the charrette.

Task 7.2 Cost Estimates

The HDR Team will perform one (1) review of cost estimates for the bikeway improvements provided by the ATMP consultant. HDR will integrate the cost estimates for proposed ATP alternatives along the Corridor with the overall project and alternatives cost estimates developed for Task 5.2 (Implementation and Funding Strategy).



Pico Boulevard Great Streets Pedestrian Bulb-outs (Image Courtesy of LADOT)



HDR's Deputy Project Manager, Naomi Iwasaki, is a proven consensus builder experienced in working with a diverse range of stakeholders to address challenging transportation issues. As part of the City of LA's Great Street Program, she convened with multi-sector project partners—including residents, business owners, design consultants, and city agency staff—to identify quick-build streetscape improvements along major commercial corridors. This included evaluating design options and enhancement locations through a series of meetings and workshops.



Task 7.3 Traffic and Safety Impact Analysis

HDR will perform one (1) review of the traffic and safety impacts provided by the ATMP Consultant. The HDR Team will integrate potential impacts on traffic flow, safety, and adjacent properties identified in the ATMP project into the Vision Plan’s existing conditions analysis (Task 2) and incorporate any relevant impacts into the Existing Conditions, Needs, and Opportunities Report (Task 2.6).

Schedule

In order to meet potential grant funding application deadlines, our team is prepared to work closely with the City and SUMC to deliver the project within an 18-month timeline, as outlined in **Figure 2** below.

Corridor Knowledge

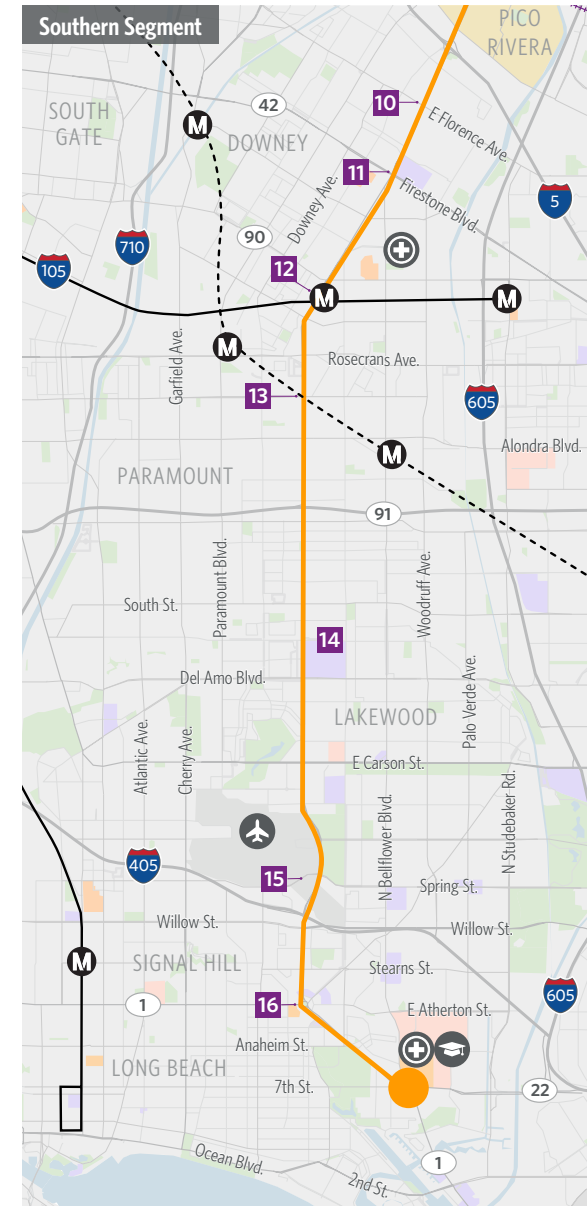
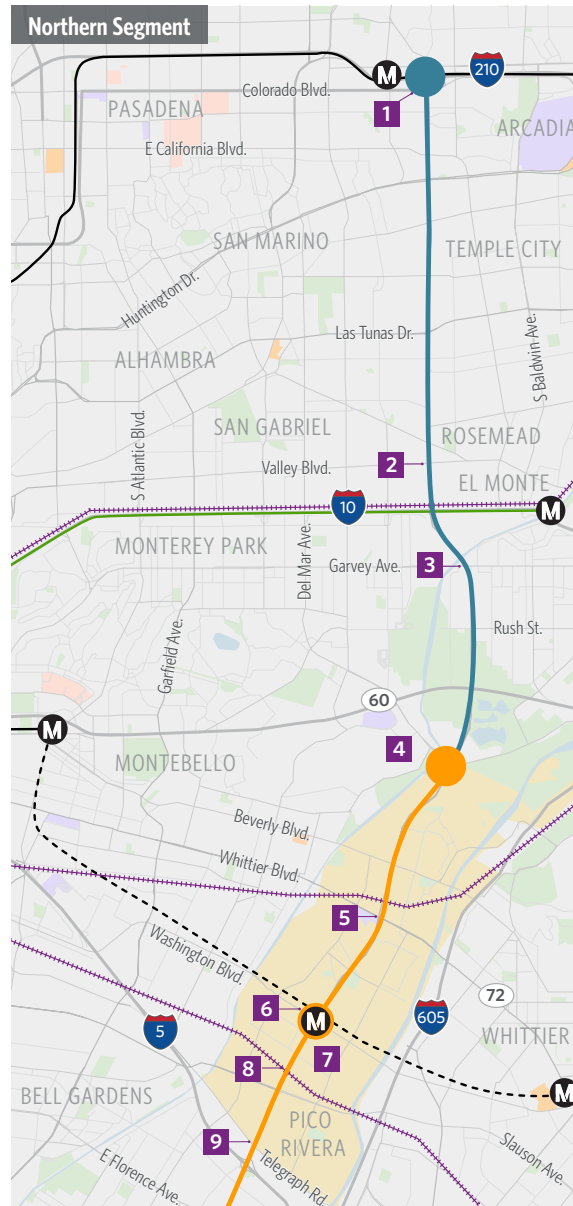
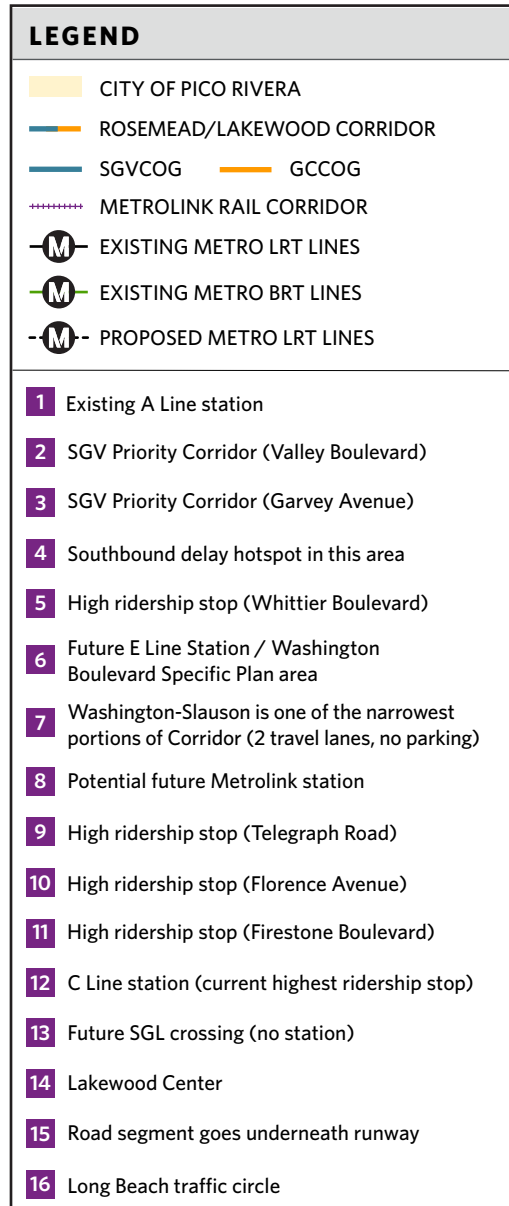
Through our work on the 2024 Enhanced Transit Assessment, the San Gabriel Valley Transit Feasibility Study, and many other projects relevant to the Corridor, the HDR Team has developed an unmatched understanding of the Corridor’s existing conditions, constraints, and future transit opportunities. In addition, members of the HDR Team have worked with all of the local cities, transit agencies, and Councils of Governments (SGVCOG and GCCOG) in the Corridor. **Figure 3** on the following page provides a brief overview of our Corridor knowledge, demonstrating our team’s ability to undertake the Vision Plan from a place of local and regional understanding.

Figure 2: Project Schedule

#	TASK NAME	DURATION	2025												2026								
			Q1			Q2			Q3			Q4			Q1			Q2					
			J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J			
1	Project Management	18 months*	NTP																				
2	Research, Discovery, and Existing Conditions	6 months																					
3	Project Planning Committees and Groups	18 months																					
4	General Community Outreach and Engagement	18 months																					
5	Plan Development	9 months																					
6	Final Plan Review and Approval	3 months																					
7	Coordination with Active Transportation Master Plan	8 months																					

*HDR will be available for ongoing consultation for up to 12 months from the contract expiration date to answer questions and/or provide clarification and guidance regarding deliverables.

Figure 3: Corridor Knowledge Map



F. Client References

We pride ourselves on providing quality service that exceeds our clients' expectations. The references listed below can attest to the HDR Team's impressive track record of adhering to budget and schedules and producing quality deliverables on similar projects.



City of Pico Rivera

Javier Hernandez

Director of Innovation and Communication
6615 Passons Boulevard, Pico Rivera, CA 90660
562.801.4395

The City contracted with HDR to assist with evaluating the potential for a transit hub within their jurisdiction that would include relocation of the existing Metrolink station from Commerce to Pico Rivera, the establishment of a BRT along the adjacent north-south Lakewood/Rosemead Boulevard corridor from Long Beach to Pasadena, and the incorporation of the proposed Metro E Line Station at Washington Boulevard.



Metro

Anthony DeFrenza, PE

Senior Director, Construction Management
One Gateway Plaza, Los Angeles, CA 90012
213.922.7107

HDR is completing the final design for the North Hollywood to Pasadena BRT line. Extending approximately 18 miles, the line will serve as a regional connection between the San Fernando and San Gabriel Valleys. The project includes side-, curb-, and center-running dedicated bus lanes, 22 stations, and corridor-wide ATP improvements. Additionally, our teaming partner Kimley-Horn completed the conceptual studies and environmental documentation for the project.



City of Culver City

Diana Chang

Chief Transportation Officer
4343 Duquesne Avenue, Culver City, CA 90232
310.253.6566

Since May 2023, HDR has provided staff augmentation support for mobility planning projects. We are working closely with the city to:

- Support post-implementation monitoring and outreach for the MOVE Culver City (MCC) Downtown Corridor Quick-Build Mobility Lane Project
- Lead development of a solicitation package for future expansion of MCC to other corridors in the City
- Support grant funding strategy and zero-emissions mobility fleet transition
- Provide advisory services to support mobility planning



Appendix: Key Personnel Resumes & Support Staff Qualifications

Mark Christoffels, PE, PLS

Project Manager



EDUCATION

MBA, Pepperdine University

BS, Civil Engineering,
University of California, Irvine

REGISTRATIONS

PE - Civil, CA #40599

Professional Land Surveyor, CA
#6324

INDUSTRY TENURE

41 years

FIRM TENURE

3 years

Mark is a Registered Civil Engineer and Land Surveyor with 41 years of experience managing capital improvement programs in Southern California. He has served as the City Engineer and Public Works Director for several cities in both Los Angeles and Orange Counties, including 11 years as City Engineer for the City of Long Beach. More recently, Mark served as the SGVCOG's Chief Engineer responsible for the establishment of the subregional funding allocations and project implementation for its 30-member agencies under the Measure W, R, and M programs. This included the \$420M SR-57/SR-60 Project and the \$1.8B Alameda Corridor East program of 19 rail-roadway grade separations and 52 at-grade crossing safety and mobility improvements in the San Gabriel Valley. He served 4 years as an appointee to Metro's Policy Advisory Committee, and has also been a featured speaker at American Public Works Association, American Society of Civil Engineers, International Right of Way Association, and Construction Management Association of America conferences, and various other industry organization events on topics ranging from public project delivery and government innovation to transportation and urban planning.

Mark has a deep understanding of the diverse needs and priorities of many local cities when designing and delivering crucial infrastructure projects. His collaborative approach fosters open dialogue, engages stakeholders, and identifies common goals, resulting in aligned interests and a collective vision that inspires cooperation and generates momentum for infrastructure development. This consensus-building process promotes efficiency and fosters a sense of ownership and pride among cities, leading to sustainable and inclusive infrastructure solutions that benefit the entire region.

RELEVANT EXPERIENCE

Metro, Lakewood/Rosemead Corridor Enhanced Transit Assessment, Los Angeles County, CA. Project Manager.

Mark was responsible for overall project management, including client meetings, internal coordination, budget, and oversight of deliverables. The project includes the preparation of a feasibility analysis for Metro for a potential BRT on the 26-mile Rosemead/Lakewood Boulevard corridor, as well as drafting a Joint Powers Agreement for the agencies along the corridor.

Metro, North Hollywood to Pasadena BRT, Los Angeles County, CA. Project Manager.

Mark is responsible for providing the final plans, specifications, and estimates (PS&E) required to construct the project. With 22 stations along an 18-mile alignment, this BRT corridor will serve as a key regional connection between the San Fernando and San Gabriel Valleys, traversing the communities of North Hollywood, Burbank, Glendale, Eagle Rock, and Pasadena. Anticipated to attract approximately 30,000 daily riders, the project will serve as a vital link to jobs, entertainment, and transit connections throughout the region.

Mark Christoffels, PE, PLS (Continued)

SGVCOG, Transit Feasibility Study, San Gabriel Valley, CA. Chief Engineer and Regional Transportation Planner. In partnership with Metro, Mark initiated and oversaw a feasibility study to evaluate and improve mobility in the San Gabriel Valley. The study evaluated short- and long-term transit options, specifically BRT, designed to enhance communities and the lives of residents, commuters, and visitors, with a focus on vulnerable populations, transit-dependent populations, and equity-focus communities constrained by existing transportation systems. The San Gabriel Valley Transit Feasibility Study was initiated following the Metro Board of Director's February 2020 decision to withdraw the SR-60 alternative for the Eastside Transit Corridor Phase 2 project to extend the Metro L (Gold) Line.

SGVCOG, Los Angeles and San Bernardino Inter-County Transit and Rail Connectivity Study, Los Angeles and San Bernardino Counties, CA. Chief Engineer and Regional Transportation Planner. Mark worked closely with SCAG, in cooperation with the San Bernardino County Transportation Authority (SBCTA) and Metro, on a study to develop a multimodal corridor improvement plan. In collaboration with stakeholders, agencies, and the public, Mark evaluated transit and rail service for the inter-county corridor connecting the eastern San Gabriel Valley in Los Angeles County with the western San Bernardino Valley in San Bernardino County, as well as connections to Ontario International Airport. The study included several potential BRT options, as well as light and heavy rail alternatives.

Metro/SGVCOG, SR-57/SR-60 Interchange Improvements PS&E, Los Angeles, CA. Project Advisor. Mark provided support services for plan review, utility coordination, right-of-way acquisition, specification review, and bidding assistance. The project consists of 2.5 miles of freeway improvement on the merged section of the SR-60 and SR-57 through the Cities of Diamond Bar and Industry. The project involves an 1,800'-foot-long viaduct, complete replacement of a 380'-foot-long overcrossing structure on Grand Avenue, a replacement structure for the SR-57 branch connector to SR-60, and two other bridge widenings.

SGVCOG, VMT Study and Program Implementation, San Gabriel Valley, CA. Chief Engineer. Mark was responsible for overall project management, including funding, interagency coordination, final study approval, and implementation. To assist member agencies with complying with SB 743 mandates, SGVCOG worked with 30 member agencies to analyze existing traffic conditions in the region to develop a baseline standard that determines significance CEQA thresholds for future land use and transportation projects. Member agencies adopted these criteria in compliance with SB 743. As part of the process, a web-based tool was developed to allow city staff and developers to determine if a proposed project would require a full VMT analysis based on each city's adopted CEQA criteria. This project was recognized as a finalist for the "Sustainable/Environmental Enhancement Program of the Year Award" at the California Transportation Foundation's 32nd Transportation Awards.

SGVCOG, Subregional Mobility Matrix Study, San Gabriel Valley, CA. Chief Engineer. Mark was responsible for overall project management, including funding, interagency coordination, final study approval, and implementation. In preparation for a new sales tax measure in LA County (now known as Measure M), the SGVCOG conducted a Subregional Mobility Matrix Study. The study included 30 member agencies and included the development of subregional goals and objectives to guide future transportation investments, and assessment of baseline transportation conditions to identify critical needs and deficiencies, and an initial screening of projects and programs based on their potential to address subregional objectives and countywide performance themes. The study served as the starting point for Metro's long-range transportation plan update and well as the Measure M sales tax ballot measure. The plan covered the transportation investment needs from 2015 through 2045.

Naomi Iwasaki

Deputy Project Manager/Transportation Planning and Design Lead



EDUCATION

MUP, Urban Planning,
New York University

BA, Ethnic Studies, University
of California, Berkeley

BA, Social Welfare, University
of California, Berkeley

AFFILIATIONS

Los Angeles County
Community Prevention and
Population Health Task Force

INDUSTRY TENURE

20 years

FIRM TENURE

1 year

Naomi has 20 years of experience in transportation planning and equity initiatives in the non-profit, public, and private sectors. Her expertise and experience includes planning, design, and implementation of active transportation and streetscape safety projects; managing data and performance metrics; strategic planning and policy; grant writing; drafting environmental assessments and land use review submissions; developing and implementing transportation equity assessments; and supporting public agency staff to implement equity in workstreams ranging from budget development to transportation planning to Diversity, Equity and Inclusion (DEI) trainings.

Prior to joining HDR, Naomi served as Senior Director in Metro's Office of Equity and Race; Director of Neighborhood Services and Great Streets in the Los Angeles Mayor's Office; and Project Manager/Planning and Operations Coordinator for the New York City Department of Transportation (NYCDOT) Bicycle Program. She has also worked for transportation policy organizations and Investing in Place and Community Health Councils (now, Rising Communities). She has an extensive track record in leading teams to identify creative, equity-focused solutions to address complex transportation challenges while using collaborative approaches to build trust and partnership among diverse stakeholders.

RELEVANT EXPERIENCE

City of Culver City, Staff Augmentation Support for Mobility Planning Projects, Culver City, CA. Consultant Task Lead.

Naomi led development and submission of two FY2024 FTA grant applications for low-emission fleet and bus facility projects. She led development of an elected officials dossier for City of Culver City state and federal legislative visits and provides ongoing research and strategic recommendations to city staff for funding and project implementation opportunities.

Los Angeles Mayor's Office, Venice Boulevard Great Streets/ Vision Zero Safety Corridor Project, Los Angeles, CA. Director of Neighborhood Services and Great Streets. Naomi led Mayor's Office coordination with Los Angeles Department of Transportation (LADOT), Los Angeles City Council District 5, Caltrans, and community stakeholders to relinquish a portion of Venice Boulevard in Mar Vista and implement a painted parking-protected bicycle

lane pilot safety project on the High-Injury Network corridor. She also supported extensive stakeholder education and outreach. Design and implementation included new ADA-accessible curb ramps and new bicycle signal infrastructure.

Los Angeles Mayor's Office, Pico Boulevard Great Streets Pedestrian Bulb-outs, Los Angeles, CA. Director of Neighborhood Services and Great Streets.

Naomi led a team in implementing an annual community grant program, providing up to \$500K public space improvement funds to community groups. She worked with local community residents and business owners to identify opportunities for pedestrian safety intersection improvements and public art activations and coordinated with city transportation and public works departments to implement enhancements.

Naomi Iwasaki (Continued)

National Association of City Transportation Officials (NACTO), Streets for Pandemic Response and Recovery, Various U.S. Cities. Consultant. Naomi served as a coach and grant advisor to develop COVID-19 economic recovery, civic engagement, and community health projects on public streets and sidewalks. She participated in award criteria and selection, advised public agency staff and community partners from 10 grantee cities to deliver quick-build transportation and right-of-way solutions, and contributed lessons learned and recommendations for continued government and community partnerships in a final grant report.

LADOT, Dockless Mobility Program Equity Principles, Los Angeles, CA. Consultant. Naomi co-developed equity principles for the city's pilot dockless mobility program to manage new privately-operated electric scooter and dockless bicycle vehicles. She co-created and led a community advisory board to guide policy recommendations and equity principles and co-wrote final equity principles and a recommendations report, which informed agency approach to mobility data management.

NYCDOT, Ninth Avenue Parking Protected Bicycle Path, New York, NY. Project Manager. Naomi led project planning, business/resident outreach, data collection/analysis, design, implementation oversight, and post-implementation assessment for a quick-build parking-protected bicycle path. The project included painted pedestrian refuge islands, shared bicycle/left-turn lane channeling design, and "floating" parking daylighting. Refuge islands were converted to concrete after one year.

NYCDOT, Adam Clayton Powell, Jr. Boulevard Safety Improvements, New York, NY. Project Manager. Naomi led project planning, business/resident outreach, data collection/analysis, design, and implementation oversight for quick-build pedestrian curb extensions along one of the city's highest traffic fatality corridors. The project included painted curb extensions, flexible delineator installation, travel lane restriping, and high-visibility crosswalks. Painted bulb-outs were converted to concrete after one year.

NYCDOT, Community Planning Initiative, New York, NY. Planning and Operations Coordinator. Naomi initiated and developed the New York City Department of Transportation Bicycle Program's first community planning program to improve bicycle project implementation. She worked with local community-based organizations and peer agencies to ensure community residents and businesses were part of developing new bicycle and pedestrian improvement projects. Initial projects included improving senior pedestrian safety in Harlem and bicycle route planning with grassroots bicycle clubs in Brownsville, Brooklyn.

Community Development Resource Group (CD-RG), Affordable Housing and Sustainable Communities Cycle 6, Various Cities, CA. Consultant. Naomi wrote grant narratives for California state funding on behalf of affordable housing developers and streetscape improvement projects. Affordable Housing and Sustainable Communities (AHSC) grants were awarded to four mixed-use and transportation projects in Los Angeles, totaling approximately \$74M in grant funding for affordable housing, transportation improvements, and community amenities.

Metrolink, Accessibility & Affordability Study, Los Angeles, CA. Consultant. Naomi managed a consultant team to make findings and recommendations for Metrolink to improve their service delivery, partnerships, and payment programs for customers and support ridership recovering from the COVID-19 pandemic. Final deliverables included a multi-county interactive online equity index map and policy/program recommendations report. Naomi oversaw best practices and demographics research, assessment of service and ridership changes, and conducted interviews with peer agencies and community stakeholders.

Marie Lewis Adams, AICP

BRT Service and Operations Lead



FIRM
HDR

EDUCATION

MCP, City and Regional Planning, University of Pennsylvania

BA, Geography, University of California, Los Angeles

REGISTRATIONS

American Institute of Certified Planners (AICP), #31944

INDUSTRY TENURE

19 years

FIRM TENURE

2 years

Marie has 19 years of experience in the transportation planning sector. Her varied experience includes bus, rail, roadway, and freight projects, as well as extensive public engagement expertise. With her multimodal planning experience across the nation, she will help guide and inform the team, seeing that we address local needs and concerns. Marie has a strong background in developing comprehensive transportation plans that respond directly to local priorities and local, state, and federal guidelines. She brings a deep technical understanding of transportation systems and the ability to communicate complex information in straightforward, understandable ways. When analyzing and prioritizing transportation options, she specializes in working with stakeholders to establish key goals, evaluation frameworks, and performance measures that facilitate and simplify the decision-making process. She has recently managed projects that include rail system and station planning, enhanced bus/BRT planning, transportation demand forecasting, origin-destination analysis, and feasibility evaluation.

RELEVANT EXPERIENCE

Metro, Lakewood/Rosemead Corridor Enhanced Transit Assessment, Los Angeles County, CA. Deputy Project Manager. Marie assessed the feasibility of enhancing bus service along Lakewood/Rosemead Boulevard from Long Beach to Pico Rivera. This effort included existing conditions analysis, development of transit service alternatives from enhanced local service to full BRT, and ridership forecasting using FTA-compliant processes.

OCTA, South Orange County Rail Station Feasibility Study, Orange County, CA. Project Manager. Marie led this study to assess the feasibility of a potential new Metrolink rail station in South Orange County. The study included developing a Purpose and Need Statement, rail operational analysis, ridership estimation, performance metrics, and stakeholder engagement. The feasibility study was developed in coordination with Metrolink and cities located within the study area.

SBCTA, Long Range Multimodal Transportation Plan (LRMTP), San Bernardino County, CA. Project Manager. Marie is leading the development of the LRMTP which will provide a comprehensive, multimodal transportation vision for San Bernardino County through 2045. She is responsible for overall project direction, team coordination, and facilitating stakeholder meetings. HDR is coordinating participation with 25 local jurisdictions, five transit operators, Caltrans, Southern California Regional Rail Authority (SCRRA)/Metrolink, SCAG, and representatives of other diverse interests (health, active transportation, air quality, etc.). Key elements of the planning process include stakeholder and public engagement, visioning, performance measures, scenario planning, multimodal integration, and funding recommendations.

Marie Lewis Adams, AICP (Continued)

Santa Monica Big Blue Bus, Line-by-Line Analysis, Santa Monica, CA. Project Manager. Marie was responsible for technical direction, management of staff and subcontractors, and management of the schedule and budget. The project involved a detailed analysis of the Santa Monica Big Blue Bus network and recommended strategies for improvement. Ridership data was gathered via on-board ride check and passenger survey. Recommendations included route restructuring and expansion of rapid (arterial bus rapid transit) services, as well as potential development of a downtown circulator route.

City of Culver City, Staff Augmentation Support for Mobility Planning Projects, Culver City, CA. Planner. As part of a staff augmentation on-call contract, Marie analyzed key performance indicators for the MOVE Culver City program and provided recommendations for updates and improvements. Marie also developed content and graphics for funding proposals to SCAG and Metro.

SCAG/SBCTA, Integrated Transit and Land Use Planning for Foothill Boulevard/5th Street BRT, San Bernardino, CA. Project Manager. Marie was responsible for technical direction, management of staff and subcontractors, and management of the schedule and budget. She also led operations analysis, stop placement analysis, service planning, and developed recommendations for BRT attributes. The project involved assessing feasibility for BRT-type service along a key east-west corridor in the San Bernardino area, including associated land use and transit demand forecasting.

OCTA, South Orange County Multimodal Transportation Study (SOCMTS), Orange County, CA. Planner. Marie led the compilation of visioning, planning, modeling, and cost estimating process into a Locally-Preferred Strategy for the South Orange County region. She also managed the development of the project's Final Report and Executive Summary. The project defines a vision for transportation system in South Orange County that moves beyond highway expansion to an integrated multimodal network.

Dallas Area Rapid Transit (DART), Mobility Hub Guidelines, Dallas, TX. Deputy Project Manager. Marie worked with DART to develop a framework for implementing upgraded mobility hub features throughout the DART service area. Key tasks included a comprehensive facility inventory; developing a hub location evaluation and prioritization system based on multivariate criteria analysis; establishing mobility hub typologies and proposed features; and preparation of maps and public-facing documents. HDR is helping to initiate the Mobility Hubs Program as outlined in the 2045 Transit System Plan. Phase 1 of this program entailed a comprehensive study of the existing transit system and development of Mobility Hub Guidelines, including a location analysis and typologies for transit nodes in the DART service area.

City of Santa Maria, Zero-Emission Bus (ZEB) Fleet Rollout Plan for Santa Maria Regional Transit (SMRT), Santa Maria, CA. Zero-Emissions Planning Lead. Marie provided technical direction, oversaw the modeling and analysis, and guided the development and production of deliverables. This plan created a roadmap for SMRT on its transition from a diesel to all-electric bus fleet by 2040, consistent with California Air Resources Board (CARB) Innovative Clean Transit (ICT) requirements. Operational, financial, logistics, and maintenance concerns were included.

SunLine Transit Agency (SunLine), Refueled Before/After Study, Thousand Palms, CA. Deputy Project Manager. Marie was responsible for leading technical transit analyses and customer survey development for SunLine's bus services. Through this study, SunLine sought to understand the impacts of a service redesign implemented during the COVID-19 pandemic and gather information on changes in customer needs and travel patterns. Key initiatives included implementation of new mobility hubs, expanded microtransit service, and bus stop improvements.

Monica Villalobos

Community Engagement Lead



Monica's 20-year career has been focused at the intersection of transportation, planning, land use, environmental documentation, equity, and award-winning community engagement strategies. She has a proven record as a technical expert and public engagement strategist on a variety of large-scale multidisciplinary transportation planning and policy projects. Over the course of her career, she has led several transit planning projects for Metro, including the Eastside Transit Corridor Phase 2 LRT project and Vermont Transit Corridor BRT project. She has led several equity programs involving technical analysis, data collection, and inclusive community engagement. Her work in public relations includes collaboration with Metro, many local cities, GCCOG, SCAG, and SANDAG. She has worked closely with key decision makers, community groups, stakeholders, elected officials, and the public to successfully plan, design, and implement projects.

FIRM

Kimley-Horn

EDUCATION

Ph.D, City and Regional Planning, University of California, Berkeley

MA, City and Regional Planning, Cornell University

BA, Community Regional Development, University of California, Davis

INDUSTRY TENURE

20 years

FIRM TENURE

< 1 year

RELEVANT EXPERIENCE

Metro, Vermont Transit Corridor BRT and Rail Integration Study, Los Angeles, CA. Equity Lead. Monica led an interdisciplinary team focused on the delivery of an Equity Analysis and community ground truthing exercise for the 12.5-mile Vermont Transit Corridor. The project aims to evaluate short- and long-term transit options, including BRT and light and heavy rail options, to connect the Metro B, C, D and E Lines. She was responsible for the development of an online GIS dashboard that mapped over 100 quantitative and qualitative data points related to demographics, housing, jobs and wages, community assets, transportation and housing cost burdens, sustainability, gentrification, and displacement. She vetted equity findings and recommendations with a complementary engagement strategy involving equity focused workshops with local community leaders along the corridor. Monica also oversaw the development of a BRT-focused TOC Opportunities report. This included a review of local land use policies, tracking of existing and proposed TOD sites, and recommendations for agency coordination between Metro and local jurisdictions.

Metro, Eastside Transit Corridor Phase 2, Los Angeles, CA. First/Last Mile (FLM) and Transportation Operations Center Lead. Monica is leading FLM planning and design in coordination with seven cities along the corridor and over 20 cities within the 3-mile wheel network. The FLM Plan and prioritization process is being conducted for stations selected as part of the Locally Preferred Alternative. Kimley-Horn is overseeing the development of the FLM Plan, including existing conditions analysis, walk audits, community engagement, pathway network map development, and prioritization of FLM improvements in coordination with local jurisdictions. The TOC Assessment provided a score card for each station, detailing unique characteristics of each station area and ranking TOC, FLM, and equity criteria used to compare alternatives and identify opportunities for collaboration with local jurisdictions. A high level of coordination between multiple cities and stakeholders was required given the large geographic scope of the project.

Monica Villalobos (Continued)

SCAG, Connect So Cal-Regional Transportation Plan/Sustainable Communities Strategy Outreach Project. Los Angeles, CA. Community Outreach Advisor.

Monica served as a strategic advisor for the community outreach program, providing insights on engagement strategies and community engagement across the six-county SCAG region. This included advising the project team and client on stakeholder issues and supporting the public outreach program and meetings. SCAG's Connect So Cal program engaged the public and stakeholders throughout Southern California as part of the agency's RTP/SCS update.

SANDAG, Flexible Fleets Implementation Strategic Plan, San Diego, CA. Use

Case Application Lead. Monica served as a key personnel member on this project, leading use case applications. The Strategic Plan recommended a list of Flexible Fleet pilot locations and specified the service type, service area, key destinations, infrastructure improvements, partnership opportunities, mobility hub amenities, operating parameters, and cost structure. Kimley-Horn worked with agencies and community-based organizations to develop a transportation needs assessment and identify potential Flexible Fleet use cases, including developing a detailed web-based market assessment tool that incorporated a wide range of demographic and travel demand metrics to identify potential service areas.

Metro, C Line Extension to Torrance, Los Angeles, CA. Community Integration

Lead. Monica is overseeing TOC, FLM, and coordination with the outreach contractor during the re-initiation of the Draft EIR. She oversaw the development of the TOC report, organized neighborhood walking tours to discuss stations and FLM and facilitated at community outreach meetings. She previously led the development of the administrative Draft EIS/EIR sections and technical reports, as well as coordination with federal, state, and local agencies. The project involves analysis of light rail alternatives connecting the existing Metro Green Line project terminus in Redondo Beach to a possible connection in the City of Torrance.

SANDAG, SR-67 Comprehensive Multimodal Corridor Plan, San Diego, CA.

Outreach and Equity Lead. Monica is serving as the outreach and equity lead on this plan to study the mobility needs of the SR-67 corridor and the communities within the study area to determine gaps in the existing multimodal transportation system, including emergency access, transit, bicycle, pedestrian, and vehicle needs. The plan will be developed through an equitable lens, identifying a set of corridor alternatives and evaluating the mobility benefits associated with each and their relative costs along with extensive public and stakeholder input to establish a roadmap for future corridor development and enhancement.

SANDAG, North County Regional Corridor (SR-78) Comprehensive Multimodal Corridor Plan (CMCP), San Diego, CA. Equity Lead.

Monica is serving as the equity lead to address San Diego's North County's preeminent mobility and transportation issues. The CMCP study is an opportunity to identify and enable projects at different scales (e.g., flexible fleet deployments within and to mobility hubs) and allow for early wins with municipal partners. Kimley Horn's approach will enable the range of projects that can help provide mobility choices at different levels: large regional projects and small quick-build projects (i.e., TSP, lanes, safety improvements) that can demonstrate the holistic approach encouraged by funding grant opportunities.

City of Palmdale, Sustainable Transportation Plan, Palmdale, CA. Equity

Lead. Monica led the equity assessment study, which evaluated the correlation between collision data, and equity factors such as race/ethnicity, age, gender, income, jobs, and relevant federal, state and regional demographic data. The equity assessment outlined strategies and policies to implement sustainable transportation improvements that address disparities and provide equitable benefits to all Palmdale residents. The project focuses on improving roadway safety and reducing vehicle miles traveled to help the city achieve its sustainability goals.

Garrett Kaya, PE

Roadway Design



FIRM

HDR

EDUCATION

BS, Civil Engineering, California State University, Fullerton

REGISTRATIONS

PE - Civil, CA #78380

INDUSTRY TENURE

16 years

FIRM TENURE

7 years

Garrett has 16 years of transportation engineering experience, with projects specializing in all phases of project design for Metro, Caltrans, and various local agencies. His extensive design experience includes the development of multi-modal transportation networks that include BRT alternatives and active transportation alternatives. His project management responsibilities include coordinating with clients and subconsultants, preparing project schedules, preparing scopes and fees, managing project budgets, and managing stakeholder expectations.

RELEVANT EXPERIENCE

Metro, Lakewood/Rosemead Corridor Enhanced Transit Assessment, Los Angeles County, CA. Project Engineer. Garrett was responsible for analyzing the BRT route and determining the feasibility of implementing various concept through the corridor. The project includes the preparation of a feasibility analysis for a potential BRT route on the 26-mile Rosemead/Lakewood Boulevard corridor, as well as drafting a Joint Powers Agreement for the agencies along the corridor.

Metro, North Hollywood to Pasadena BRT PS&E, Los Angeles County, CA. Design Manager. Garrett is overseeing the design to construct this project under a Metro-administered CM/GC contract. With 22 stations along an 18-mile alignment, this BRT corridor will serve as a key regional connection between the San Fernando and San Gabriel Valleys, traversing the communities of North Hollywood, Burbank, Glendale, Eagle Rock, and Pasadena. Anticipated to attract approximately 30,000 daily riders, the project will serve as a vital link to jobs, entertainment, and transit connections throughout the region.

Metro, I-405 from Wilmington Avenue to Main Street Improvements PA&ED, Los Angeles, CA. Engineering Lead.

Garrett is responsible for performing regular subconsultant and client coordination, overseeing the development of alternatives and engineering reports, and reviewing environmental studies. Metro, in cooperation with Caltrans, the City of Carson, and the South Bay Cities Council of Governments (SBCCOG), is proposing to add four auxiliary lanes on I-405 between Wilmington Avenue to Main Street. The purpose of the project is provide improved connectivity, increase multi-modal access, and accommodate planned economic development.

Metro/SGVCOG, SR-57/SR-60 Interchange Improvements PS&E, Los Angeles, CA. Design Oversight Engineer. Garrett was responsible for supporting subconsultant and client coordination and independent review of plans. The project consists of 2.5 miles of freeway improvements on the merged section of the SR-60 and SR-57. The project involves an 1,800-foot viaduct, connecting the Grand Avenue bypass lane to EB SR-60, a complete replacement of a 380-foot overcrossing structure on Grand Avenue, a replacement structure for the SR-57 branch connector to SR-60, and two other bridge widenings.

Garrett Kaya, PE (Continued)

AC Transit, Tempo BRT, Oakland and San Leandro, CA. Roadway Design

Manager. Garrett was responsible for performing regular subconsultant and client coordination, reviewing/resolving/implementing comments regarding the design of projects from Caltrans, AC Transit, PM/CM, City of Oakland, and City of San Leandro, and conducting interdisciplinary review through each of the submittals. In addition, he developed project plans (roadway, demolition, and utilities), estimates, and specifications (2009 Greenbook, 2015 CSI Format, and 2010 Caltrans Standards) for three separate bid packages. He was also responsible for preparing monthly invoices, progress reports, SBE utilization reports, and earned-value analyses. This project is a PS&E to convert one traffic lane in each direction to dedicated bus use for a 9.5-mile corridor between downtown Oakland and San Leandro, CA.

Metro, I-605 Corridor Improvement Project PA&ED, Los Angeles County, CA. Stage Construction Lead and Signing Lead.

As the Stage Construction Lead, Garrett was responsible for preparing the stage construction concept for the I-605/I-5 Project Report. As the Signing Lead, he was responsible for preparing the overhead sign construction concept for the I-605/I-5 Project Report.

AC Transit, San Leandro Transit Center, San Leandro, CA. Roadway Design

Manager. Garrett was responsible for performing regular subconsultant and client coordination and obtaining stakeholder approval on various design revision concepts with AC Transit and BART. The project scope was to provide PS&E to reconfigure and expand the existing San Leandro BART Transit Center facilities to accommodate the southern terminus of the proposed Tempo BRT line.

City of Oxnard, Rice Avenue Grade Separation, Oxnard, CA. Oversight

Engineer. Garrett was responsible for supporting project management through invoicing, developing and updating the project schedule, subconsultant coordination, and ongoing coordination with the City of Oxnard, County of Ventura, and Caltrans District 7. He provided oversight on the development of utility plans and relocations, prepared specifications and estimates, and addressed the environmental commitment records. The project scope was to prepare PS&E to construct a grade separation structure to elevate Rice Avenue over Union Pacific Railroad tracks.

TCA, SR-241/SR-91 Express Connector Project PS&E, Cities of Anaheim and Yorba Linda, CA. Deputy Project Manager.

Garrett was responsible for coordinating and managing the expectations of TCA, OCTA, RCTC, Caltrans District 12, and the Cities of Anaheim, Corona, Orange, and Yorba Linda, which included preparation of various focus meetings to obtain their input and approval. He was responsible for design of various design refinements based on stakeholder input, maintaining the project within budget and schedule, subconsultant coordination, and design team coordination. The project scope is to prepare PS&E to construct a median-to-median express connector from the SR-241 Toll Road to SR-91 Express Lanes.

OCTA, SR-55 Improvement Project PS&E, Cities of Santa Ana, Tustin, and Irvine, CA. Signing Lead, Pavement Delineation Lead, and Roadway Design

Support Lead. Garrett was responsible for preparation of sign plans, pavement delineation plans, construction details, quantities, specifications and estimates. He was also responsible for subconsultant coordination to finalize the design of stage construction plans.

Greg Kyle, AICP

Implementation Strategy & Funding



Greg has 31 years of multifaceted transportation planning and operations experience on a broad range of mobility projects, from early planning phases through environmental approvals, preliminary design, financial planning, and funding/grant applications and agreements. Greg has led the development of BRT and rail projects through alternatives analysis, environmental documentation (CEQA/NEPA) and into subsequent phases of project development with FTA as the lead federal agency. Greg recently completed preliminary engineering for Metro's North Hollywood to Pasadena BRT and is available to support the City on this important project.

RELEVANT EXPERIENCE

FIRM

Kimley-Horn

EDUCATION

MS, Urban Planning,
Florida State University

MBA, Florida Atlantic
University

BS, Political Science,
Florida State University

REGISTRATIONS

American Institute of Certified
Planners (AICP), #013000

INDUSTRY TENURE

31 years

FIRM TENURE

24 years

SGVCOG, Transit Feasibility Study, San Gabriel Valley, CA.

Alternatives Analysis Lead. Kimley-Horn supported SGVCOG in the identification of suitable replacements for the SR-60 LRT extension from the Atlantic Station terminus of the Metro E Line. A principal outcome of the study was the development of a long-range transit Vision Plan with phased implementation. The plan is presented in three planning horizons, beginning with a 2035 Mid-Term Plan which is financially constrained by the \$635.5M that Metro committed to the SGVCOG. The Mid-Term Plan includes an east-west BRT route between Atlantic Station and Pomona and a north-south BRT route along Rosemead Boulevard. The plan also includes jump start projects consisting of TSP and demonstration bus lanes for high-frequency bus routes.

Metro, North Hollywood to Pasadena BRT, Los Angeles County, CA. Deputy Project Manager and Planning

Environmental Task Lead. Greg led the project through an alternatives analysis, CEQA environmental approval, and preliminary engineering for this 18-mile BRT route that includes a combination of street-running and freeway-based alignments. The project provides a "showcase" of BRT prototypes applicable to a wide regime of urban roadways, ranging from narrow constrained minor

arterials to major boulevards. The design also provides complete street solutions that integrate on-street bus lanes and BRT stations with vehicular traffic movements, bicycle facilities, sidewalks/the pedestrian realm, and active transportation projects.

Metro, Wilshire BRT Before and After Study, Los Angeles, CA. Project Planner and Quality Control/Quality Assurance

Manager. Greg assisted in developing a study to identify benefits, lessons learned, and best practices for street-running BRT projects. Extensive analytics were applied to available traffic and bus operational historic data to distinguish bus lane benefits given gaps in available "before" data, as well as construction impacts of the Purple Line subway extension which overlapped with the "after" period. Based upon Kimley-Horn's advice, Metro ran a special "free running" test during the "after" period that relaxed time point constraints in the schedule to identify the ability of the bus lane to expedite bus flows and overcome traffic-related delays. A robust analysis was performed on bus performance data downloaded from the Metro Automated Vehicle Location (AVL) system that tracks bus movements.

Greg Kyle, AICP (Continued)

Sound Transit, Graham Street and Boeing Access Road Infill LRT Stations, Seattle, WA. Project Manager. Greg is leading the Kimley-Horn team in providing services to study adding infill light rail stations on the existing 1 Line of Sound Transit's Link light rail system. The contract objective is to assist Sound Transit in completing alternatives development and conceptual engineering/environmental review. Kimley-Horn will prepare separate environmental documents for the Graham Street Infill Station and the Boeing Access Road Infill Station as determined in coordination with the FTA and other stakeholders.

City and County of Honolulu, Ala Moana Transit Plaza Alternatives Analysis, Honolulu, HI. Project Manager. Greg is leading the Kimley-Horn team in conducting a conceptual planning and design study to assess alternatives for the development of a new mobility hub in the vicinity of the Ala Moana Rail Transit Station, including developing the circulation plan for the surrounding streets. The transit plaza will offer Honolulu the opportunity to continue developing a TOC around the rail station in a high-density urban community that has high levels of walking, biking, and transit usage. The project is assessing options for connectivity of riders between the rail and bus systems, while also preserving opportunities for incorporating commercial and residential uses as part of an integrated development.

Caltrain, Corridor Crossing Strategy, San Mateo, CA. Engineering Team Leader. Greg is leading a team that is performing technical analyses to develop a corridor-wide grade separation process for the Caltrain commuter rail system. The team is developing design criteria to provide guidance and inform cost estimates for grade separations, which are being summarized in a Crossings Delivery Guide. Based on the long-term service vision for the corridor, the team is also identifying where four-track segments may be required and the impact on grade crossings/separations. The team is also working with Caltrain to define best practices for construction and project delivery methods.

Golden Gate Transit District, San Rafael Transit Center Relocation, San Rafael, CA. Principal-in-Charge. Greg is currently directing the Kimley-Horn team in providing advanced planning, environmental approval, and preliminary engineering services for the relocation of this transit center that was displaced by the extension of the Sonoma–Marin Area Rail Transit (SMART) regional rail service. This effort involves preparing the environmental documentation (CEQA/NEPA) and preliminary design (30 percent plans).










City and County of Honolulu, Kapolei Maintenance Facility and Transit Center Alternatives Analysis, Honolulu, HI. Project Manager. Greg led a team that conducted conceptual planning and design studies to assess alternatives for the development of a new public transit vehicle maintenance facility and transit center on vacant city-owned land. The project addresses the need for a third bus maintenance and parking facility in West Oahu to improve operational efficiencies. The team undertook an analysis of alternative development schemes, including the integration of mixed-use (residential and commercial) uses on the site.

Miami-Dade Transportation Planning Organization, SMART Plan Beach-Northeast Corridors Land Use Scenario and Visioning Planning, Miami-Dade County, FL. Project Manager. Greg led the Kimley-Horn team in developing land use scenario plans for the Beach and Northeast Corridors of the Strategic Miami Area Rapid Transit (SMART) Plan rapid transit initiative. Charrettes were conducted at key milestones to obtain public input for the land use visioning process. Land use scenarios were developed to support the vision of the respective communities and generate ridership demand for the proposed rapid transit investments along the Beach and Northeast Corridors. An analysis was performed to determine if existing land use policies and regulations support the projected SMART Plan growth, including accommodating TOD, and if any changes were needed. This analysis focused on the land area within a half-mile radius of each identified station location.











Support Staff Qualifications

The HDR Team provides the City with a depth of experts and technical resources to effectively deliver this project. Our proposed support staff are organized alphabetically by last name in **Table 3** below. Staff names are HDR unless otherwise noted.










Table 3: Support Staff Qualifications

NAME & ROLE	TENURE (INDUSTRY/FIRM)	EDUCATION	PROFESSIONAL CREDENTIALS	RELEVANT EXPERIENCE
 Vanessa Bauman, GISP Community Analytics	23 years 19 years	MS, Geography BS, Geography	Geographic Information Systems Professional (GISP), #62260	<ul style="list-style-type: none"> LA County DPW, Proposition 218 Outreach Support LA County DPW, Flood Risk Public Outreach Services SoCalGas, Customer Affairs Interactive Map
 Gene Bougdanos, PE Principal-in-Charge	41 years 12 years	MBA, Business Administration BS, Civil Engineering	PE - Civil, CA, #41533	<ul style="list-style-type: none"> Metro, Rail to Rail Active Transportation Corridor Metro, North Hollywood Transit Center Design LA County DPW, On-Call Transportation Planning
 Sowmya Chandrasekhar, PE, TE, PTOE (KH) Traffic Analysis	16 years 15 years	MS, Civil Engineering BS, Civil Engineering	PE - Civil, CA, #83100 PE - Traffic, CA, #2760 PE - Traffic Operations, #3323	<ul style="list-style-type: none"> Metro, North Hollywood to Pasadena BRT OCTA, Santa Ana Transit Cooperative Study SCRRA/MetroLink, Devonshire Street Crossing Safety Improvement Project
 Steve Crouch, PE Quality Manager	39 years 11 years	College Coursework, Civil/Structural Engineering	PE - Civil, CA, #59969	<ul style="list-style-type: none"> Metro, I-605 Corridor Improvement Project PA&ED LABOE, Safe Sidewalks LA Program City of Long Beach, Shoemaker Bridge Replacement
 Nicole Dias, PE (KH) Roadway Design	12 years 12 years	BS, Civil Engineering	PE - Civil, CA, #86490	<ul style="list-style-type: none"> Metro, North Hollywood to Pasadena BRT Metro, Willowbrook/Rosa Parks Station Improvement Project City of Lancaster, Avenue M Interchange Improvements PS&E
 Jessie Fan, ENV SP (KH) Environmental Analysis	8 years 3 years	MS, Environmental Analysis & Decision Making BS, Environmental Science	Envision Sustainability Professional (ENV SP)	<ul style="list-style-type: none"> City of Agoura Hills, On-Call Environmental Services City of Ontario, South Ontario Logistics EIR City of West Hollywood, Sunset/Santa Monica Fiber Loop Project
 Rita Garcia (KH) Environmental Analysis	35 years 6 years	BS, Urban and Regional Planning	-	<ul style="list-style-type: none"> City of Pico Rivera, 6th Cycle (2021-2029) Housing Element IS/MND City of Gardena, Transit-Oriented Development Specific Plan EIR BNSF Railway, Ono Lead Track Extension Project EIR
 Steve Gaskill, PTP ATP/Complete Streets & Multimodal Access/Connectivity	18 years < 1 year	MS, Transportation Planning and Engineering	Professional Transportation Planner (PTP), CA, #769	<ul style="list-style-type: none"> City of Culver City, Staff Augmentation Support for Mobility Planning Projects Metro, North Hollywood to Pasadena BRT Metro, Southeast Gateway Line
 Matt Gibson, PE (KH) Cost Estimating	20 years 20 years	BS, Civil Engineering	PE - Civil, FL, #69872	<ul style="list-style-type: none"> SGVCOG, San Gabriel Valley Transit Study Metro, North Hollywood to Pasadena BRT Caltrain, Grade Separation Support and Corridor Crossings Strategy



NAME & ROLE	TENURE (INDUSTRY/FIRM)	EDUCATION	PROFESSIONAL CREDENTIALS	RELEVANT EXPERIENCE
 Michael Gorton, AICP Ridership Forecasting	27 years 15 years	MS, Geography BA, Journalism	American Institute of Certified Planners (AICP), #17953	<ul style="list-style-type: none"> • Metro, I-605 Corridor Improvement Project PA&ED • SANDAG, Central Mobility Hub Comprehensive Multimodal Corridor Plan • City of Phoenix, Phoenix BRT Program Management
 Elizabeth Ha Transportation Equity	2 years 1 year	MS, Urban & Regional Planning BA, Social Ecology	-	<ul style="list-style-type: none"> • City of Culver City, Staff Augmentation Support for Mobility Planning Projects • Metro, North Hollywood to Pasadena BRT • SBCTA, Long Range Multimodal Transportation Plan
 Todd Hemingson, AICP Technical Advisor (Bus Service Planning)	36 years 4 years	MS, Community/Regional Planning BA, Geography	AICP, #013603	<ul style="list-style-type: none"> • City of Culver City, Staff Augmentation Support for Mobility Planning Projects • Capital Metro Transportation Authority, Project Connect • Dallas Area Rapid Transit (DART), On-Call Planning
 Eugene Huang, PE (KH) Roadway Design	10 years 10 years	BS, Civil Engineering	PE - Civil, CA, #87933	<ul style="list-style-type: none"> • SGVCOG, San Gabriel Valley Transit Study • City of Lancaster, At-Grade Rail Crossing Improvements • City of Lancaster, Avenue J/SR-14 Interchange PSR-PDS, PA&ED, and PS&E
 Rohit Itadkar, PE, TE ITS	16 years 6 years	MS, Civil Engineering BS, Civil Engineering	PE - Civil, CA, #92404 PE - Traffic, CA, #2754	<ul style="list-style-type: none"> • Metro, I-605 Corridor Improvement Project PA&ED • Metro, Bus Network Restructuring Study • LABOE, Safe Sidewalks LA Program
 Kolton Kammerer Graphic Design/Animation	19 years 13 years	BA, Graphic Design	-	<ul style="list-style-type: none"> • Metro, I-605 Corridor Improvement Project PA&ED • LA County DPW, Proposition 218 Outreach Support • San Joaquin County DPW, Country Club Blvd. Complete Streets Corridor Plan
 Joel Lessard-Clouston, AICP BRT Service and Operations & Implementation/Funding Strategy	6 years 4 years	Masters, Urban Planning BS, Exercise Science	AICP, #35261	<ul style="list-style-type: none"> • Metro, I-605 Corridor Improvement Project PA&ED • City of Culver City, Staff Augmentation Support for Mobility Planning Projects • Metro, Southeast Gateway Line
 Adam Maleitzke, AICP (KH) TOD/Land Use	20 years 1 year	Masters, Landscape Architecture Masters, Urban & Regional Planning BA, Architecture	AICP, #027697	<ul style="list-style-type: none"> • City of Palm Desert, Rail Station Feasibility Study • City of Bakersfield, Active Transportation Plan • Caltrain, Grade Separation Support and Corridor Crossings Strategy
 Scott Miller Technical Advisor (BRT Operations and Capital Infrastructure)	30 years 18 years	MS, Public Administration BS, Urban Planning	-	<ul style="list-style-type: none"> • Valley Metro, On-Call Planning Support Services • Valley Metro, Northwest Corridor LRT Extension Alternatives Analysis • Sarasota County, Alternatives Analysis for North-South BRT Corridor
 Tham Nguyen Multimodal Access/Connectivity & Stakeholder Coordination	19 years 2 years	MA, Urban Planning BS, Environmental Sciences	-	<ul style="list-style-type: none"> • City of Culver City, Staff Augmentation Support for Mobility Planning Projects • Metro, North Hollywood to Pasadena BRT • Metro, Active Transportation Strategic Plan
 Brent Ogden, PE (KH) Peer Review	49 years 9 years	Masters, Architecture BS, Civil/Geological Engineering	PE - Civil, CA, #32017	<ul style="list-style-type: none"> • SGVCOG, San Gabriel Valley Transit Study • Metro, North Hollywood to Pasadena BRT • Metro, Wilshire BRT Before and After Study



NAME & ROLE	TENURE (INDUSTRY/FIRM)	EDUCATION	PROFESSIONAL CREDENTIALS	RELEVANT EXPERIENCE
 <p>Scott Peterson, PTP Ridership Forecasting</p>	<p>30 years 3 years</p>	<p>MS, Urban Planning BS, Cartography</p>	<p>Professional Transportation Planner (PTP), MA, #703</p>	<ul style="list-style-type: none"> • Metro, I-605 Corridor Improvement Project PA&ED • SANDAG, Central Mobility Hub Comprehensive Multimodal Corridor Plan • Capital Metro, Blue Line and Orange Line Transitway Modeling Projects
 <p>David Petree, EIT Roadway Safety</p>	<p>16 years 12 years</p>	<p>BS, Civil Engineering</p>	<p>Engineer in Training (EIT), MO, #EI-2012023729</p>	<ul style="list-style-type: none"> • Metro, I-605 Corridor Improvement Project PA&ED • City of Long Beach, Various Pedestrian Accessibility Improvements • San Joaquin County DPW, Country Club Blvd. Complete Streets Corridor Plan
 <p>Eric Rouse Technical Advisor (Grants and Funding Strategy)</p>	<p>29 years 18 years</p>	<p>MS, Regional Planning BS, Political Science/Government</p>	<p>-</p>	<ul style="list-style-type: none"> • GCCOG, Gateway Cities Strategic Transportation Plan • SCRRA/MetroLink, SCORE Program Management • OCTA, OC Streetcar
 <p>Ruchi Shrivastava, AICP Roadway Safety & GIS/Mapping</p>	<p>8 years 4 years</p>	<p>MA, City and Regional Planning BA, Architecture</p>	<p>AICP, #30334</p>	<ul style="list-style-type: none"> • Metro, I-605 Corridor Improvement Project PA&ED • City of Culver City, Staff Augmentation Support for Mobility Planning Projects • San Joaquin County DPW, Country Club Blvd. Complete Streets Corridor Plan
 <p>Matt Stewart, PE, TE (KH) Traffic Analysis</p>	<p>7 years 7 years</p>	<p>MS, Civil Engineering BS, Civil/Environmental Engineering</p>	<p>PE - Civil, CA, #90465 PE - Traffic, CA, #3063</p>	<ul style="list-style-type: none"> • Metro, North Hollywood to Pasadena BRT • OCTA, El Toro Road Regional Traffic Signal Synchronization Project • OCTA, Aliso Creek Road Regional Traffic Signal Synchronization Program
 <p>Susan Sugnet Graphic Design/Animation</p>	<p>26 years 3 years</p>	<p>BA, Graphic Design</p>	<p>-</p>	<ul style="list-style-type: none"> • City of Culver City, Staff Augmentation Support for Mobility Planning Projects • LA County DPW, Proposition 218 Outreach Support • Seattle DOT, RapidRide BRT Expansion
 <p>Jacob Weiss, PE, PTOE ATP/Complete Streets</p>	<p>11 years 10 years</p>	<p>BS, Civil Engineering</p>	<p>PE - Civil, IA, #24800 PE - Traffic Operations, #4673</p>	<ul style="list-style-type: none"> • City of Cleveland, Superior Midway Cycle Track • Metro Smart Cities & City of Omaha, Market to Midtown Bikeway • City of Bellevue, Fort Crook Road 2040
 <p>Patrick Wong, CPD, ENV SP (KH) Cost Estimating</p>	<p>25 years 5 years</p>	<p>BS, Urban & Regional Planning</p>	<p>Crime Prevention Through Environmental Design (CPD), #23675179 / ENV SP, #20912</p>	<ul style="list-style-type: none"> • City of Pico Rivera, On-Call Engineering Services • Metro, North Hollywood to Pasadena BRT • Metro, Willowbrook/Rosa Parks Station Improvements
 <p>Robert Yates Implementation/Funding Strategy</p>	<p>32 years 6 years</p>	<p>BS, Geography/Urban and Regional Planning</p>	<p>-</p>	<ul style="list-style-type: none"> • Metro, Bus Network Restructuring Study • City of Culver City, Staff Augmentation Support for Mobility Planning Projects • RCTC, Grant Support Services



Appendix: Required Forms

APPENDIX C
NON-COLLUSION AFFIDAVIT

The undersigned declares states and certifies that:

1. This Proposal is not made in the interest of, or on behalf of any undisclosed person, partnership, company, association, organization or corporation. This Proposal is genuine and not collusive or sham.
2. I have not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal and I have not directly or indirectly colluded, conspired, connived, or agreed with any other Proposer or anyone else to put in sham proposal or to refrain from submitting to this RFP.
3. I have not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price or to fix any overhead, profit or cost element of the proposal price or to secure any advantage against the City of Pico Rivera or of anyone interested in the proposed contract.
4. All statements contained in the Proposal and related documents are true.
5. I have not directly or indirectly submitted the proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay any fee to any person, corporation, partnership, company, association, organization, RFP depository, or to any member or agent thereof to effectuate a collusive or sham proposal.
6. I have not entered into any arrangement or agreement with any City of Pico Rivera public officer in connection with this proposal.
7. I understand collusive bidding is a violation of State and Federal law and can result in fines, prison sentences, and civil damage awards.



Signature of Authorized Representative

Thomas T. Kim, Senior Vice President - HDR Engineering, Inc.

Name of Authorized Representative Title of Authorized Representative




APPENDIX D

**CONSULTANT’S ACKNOWLEDGEMENT OF COMPLIANCE WITH
INSURANCE REQUIREMENTS FOR AGREEMENT FOR
PROFESSIONAL/CONSULTANT SERVICES**

Consultant agrees, acknowledges and is fully aware of the insurance requirements as specified in the Request for Proposal and accepts all conditions and requirements as contained therein.

Consultant: HDR Engineering, Inc.
Name (Please Print or Type)

By:  Thomas T. Kim, Senior Vice President
Consultant’s Signature

Date: October 31, 2024

This executed form must be submitted with Scope of Work proposal.




APPENDIX E

CERTIFICATION OF PROPOSAL

The undersigned hereby submits its proposal and agrees to be bound by the terms and conditions of this Request for Proposal (RFP).

1. Proposer declares and warrants that no elected or appointed official, officer or employee of the City has been or shall be compensated, directly or indirectly, in connection with this proposal or any work connected with this proposal. Should any agreement be approved in connection with this Request for Proposal, Proposer declares and warrants that no elected or appointed official, officer or employee of the City, during the term of his/her service with the City shall have any direct interest in that agreement, or obtain any present, anticipated or future material benefit arising therefrom.
2. By submitting the response to this request, Proposer agrees, if selected to furnish services to the City in accordance with this RFP.
3. Proposer has carefully reviewed its proposal and understands and agrees that the City is not responsible for any errors or omissions on the part of the Proposer and that the Proposer is responsible for them.
4. It is understood and agreed that the City reserves the right to accept or reject any or all proposals and to waive any informality or irregularity in any proposal received by the City.
5. The proposal response includes all of the commentary, figures and data required by the Request for Proposal
6. The proposal shall be valid for 90 days from the date of submittal.

Name of Proposer: HDR Engineering, Inc.

Signature:	
Name:	Thomas T. Kim
Title	Senior Vice President
Date	October 31, 2024



Javier Hernandez
Director

City of Pico Rivera
PUBLIC WORKS DEPARTMENT

6615 Passons Boulevard · Pico Rivera, California 90660

(562) 801-4421

Web: www.pico-rivera.org e-mail: lgaray@pico-rivera.org

City Council

Dr. Monica Sánchez
Mayor
Erik Lutz
Mayor Pro Tem
Gustavo V. Camacho
Councilmember
Raul Elias
Councilmember
Andrew C. Lara
Councilmember

Date: October 22, 2024

To: Prospective Bidders

SUBJECT: **ADDENDUM NO. 1 – REQUEST FOR PROPOSALS FOR ROSEMEAD/LAKEWOOD BOULEVARD COMPLETED CORRIDOR VISION PLAN (BRT + ATP + TOD), NonCIP No. 30062**

This addendum modifies the RFP document posted October 8, 2024. The consultant shall acknowledge receipt of this Addendum No. 1 in the space indicated below. Failure to comply with this requirement and include all signed Addenda with the consultant's proposal may subject the consultant to disqualification.

This addendum consists of fifty eight (58) pages (including cover page) as follows:

Project stakeholders: Detailed description of roles, and scope of work of current project stakeholders.

Coordination with City projects: Information regarding newly incorporated Task no. 7 related to the coordination with other consultant teams currently contracted with the City.

End Addendum No. 1

Other portions of work remain unchanged. Acknowledgment below should be signed and will be included with the Proposal.

I acknowledge receipt of the foregoing **Addendum No. 1** and accept all conditions contained therein.



Thomas T. Kim,
Senior Vice President

Proposer's Signature

October 31, 2024

Date



Appendix: Exceptions to Professional Services Agreement



Exceptions to Professional Services Agreement

HDR has reviewed the professional services agreement provided with the RFP (Appendix B) and respectfully requests further discussions on the following modifications.

SECTION/PAGE	PROPOSED MODIFICATIONS	RATIONALE
5.2, Page 31	Consultant shall perform all work to the highest professional standards of Consultant's profession and in a manner reasonably satisfactory to City accordance with the requirements of this Agreement.	The word "highest" can create an elevated, uninsurable, and arguably unobtainable standard for our services. HDR's services should be judged against contractual obligations, not our client's subjective satisfaction.
11, Page 32	All reports, documents, or other written material ("written products") developed by Consultant in the performance of this Agreement shall be and remain the property of City without restriction or limitation upon its use or dissemination by City. However, any modification or reuse of the written products for purposes other than those intended by this Agreement shall be at City's sole risk and without liability to Consultant.	HDR requests this language to limit our liability for modification/reuse of our work. We can't foresee or control these things and shouldn't be held liable.
15.1, Page 33	The Parties agree that City, its officers, agents, elected and appointed officials, employees, affiliated public agencies and volunteers should, to the extent permitted by law, be fully protected from any loss, injury, damage, claim, lawsuit, cost, expense, attorneys' fees, litigation costs, or any other cost arising out of or in any way related to the performance of this Agreement that are subject to Consultant's indemnification obligations in this Section 15.	This statement is not accurate and would be a broad form indemnity that's uninsurable.
16.10, Page 36	Any deductibles or self-insured retentions must be declared to and approved by the City. At the option of City, Consultant shall either reduce or eliminate the deductibles or self-insured retentions with respect to City, or Consultant shall procure a bond guaranteeing payment of losses and expenses.	HDR can't change these arrangements for any one client/contract.
17.1, Page 37	City shall provide Consultant with all pertinent data, documents and other requested information as is reasonably available to City for the proper performance of Consultant's services under this Agreement. Consultant shall be entitled to rely upon such documents and information, provided that Consultant will provide City prompt written notice of any known defects in such documents and information.	The additional languages addresses the concern of a potential obligation to independently verify, or even assume responsibility, for defective information supplied to us.
22.1, Page 38	City shall have the right to terminate this Agreement for any reason on five (5) calendar days' written notice to Consultant, provided that City will not terminate for cause without providing Consultant written notice of the breach and a period of ten (10) days to cure.	HDR requests an express/mandatory cure opportunity before termination for cause can occur in order to have an opportunity to avoid the negative consequences associated with this type of termination.
22.1, Page 38	Consultant agrees that in the event of such termination, City's obligation to pay Consultant shall be limited to payment only for those services satisfactorily rendered, as solely determined by the City provided in accordance with the requirements of this Agreement, prior to the effective date of termination.	The original language gives the City a large amount of discretion to determine if we will be paid for our services, which could be problematic if there is an active dispute should termination occur.
22.2, Page 38	If City terminates this Agreement due to no fault or failure of performance by Consultant, then Consultant shall be paid based on the work satisfactorily performed, as solely determined by the City provided in accordance with the requirements of this Agreement, at the time of termination.	The original language gives the City a large amount of discretion to determine if we will be paid for our services, which could be problematic if there is an active dispute should termination occur.



350 S Grand Avenue
Suite 2900
Los Angeles, CA 90071

hdrinc.com

We practice increased use of sustainable materials and reduction of material use.

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