

PROPOSAL FOR  
**CONSULTANT TO DEVELOP A BICYCLE AND PEDESTRIAN MASTER PLAN**  
 CITY OF COMMERCE

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September 19, 2017

Lena Shumway, City Clerk  
2535 Commerce Way  
Commerce, CA 90040

**RE: RFP for City of Commerce Bicycle and Pedestrian Master Plan**

Dear Ms. Shumway:

KOA Corporation (KOA) is pleased to submit this proposal to prepare a Bicycle and Pedestrian Master Plan for the City of Commerce. KOA has prepared many pedestrian and bicycle plans for various local agencies in Southern California. The most similar project KOA conducted recently is the Active Transportation Plan prepared for City of Colton. Like the City of Commerce, the City of Colton faces the same challenges with excessive heavy truck volumes, industrial land uses, and bike and pedestrian accessibility segregation caused by freeways and railroads.

With 30 years in the planning and engineering business, KOA has developed a reputation for planning, designing, and implementing innovative pedestrian, bicycle, and transit facilities throughout Southern California. Active transportation planning and engineering design can play a tremendous role in creating safer, healthier, and more accessible communities. We are skilled in bicycle and pedestrian planning, engineering, design, and construction and are able to offer an approach that balances the need for a visionary plan with the expertise of our sound engineering judgment.

Since 2007, we have led or taken part in more than 60 bicycle and pedestrian planning and design projects. This includes strategic planning, master plans, feasibility studies, pedestrian improvements, conceptual designs, and final construction plans. We are fully prepared and eager to take the lead on the Commerce Bicycle and Pedestrian Plan. Specifically, KOA's strengths include:

- **Innovation:** The highlight of KOA's legacy in active transportation lies in the planning and implementation of the very first and second cycle tracks and first Bicycle Boulevard in Southern California.
- **Implementation:** KOA is known for our ability to excel in planning, engineering design, and the implementation of projects. We understand that planning documents have a tremendous role in determining how local and regional agencies apply for project funding. As such, KOA always considers the constructability of our recommendations when ranking and identifying priority projects – increasing the likelihood of implementation and funding.
- **Grant Writing & Management:** Over the last two years, KOA has helped local and regional agencies obtain more than \$18 million in Active Transportation Program funding. We focus on developing constructible project recommendations and in providing grant writing and management assistance in order to secure the necessary funds for implementation – inclusive of grant-ready documents, exhibits, conceptual plans and cost estimates.

Our team will be led by Min Zhou, PE - the Project Manager for more than 25 of KOA's active transportation projects in the last five years - in addition to Walter Okitsu, PE, PTOE, PTP (Principal-In-Charge) and Carlos Velasquez, AICP (Assistant Project Manager), all of whom possess extensive experience in active and transportation planning throughout the Southern California region. Other KOA key project team members include Roger Pelayo, KOA outreach specialist and Stephen Bise, PE, both of whom have played significant roles in developing active transportation plans and feasibility studies for KOA projects.

To complement KOA staff, we are including MIG, Inc. to lead our landscape design and visioning efforts for this project. They have over 30 years of experience in planning, outreach, and design for all types of projects, including bicycle and pedestrian plans.

We have based our understanding of the project context, geography, challenges and opportunities on our team's experience, local knowledge, and the field review and research we have conducted. Our technical approach outlines our strategies in guiding the growth and development of the project.

Specifically, our robust stakeholder and community engagement strategy will be our foundation for understanding local needs and generating awareness of project efforts. Our team is prepared to lead workshops, coordinate events/pop-ups, and engage the public through digitalized media (social media) in order to involve as many project residents and stakeholders as possible. This foundation will best inform the development of subsequent tasks – identifying priority projects, conducting feasibility studies, cost estimates, conceptual design, renderings – and advertise the bicycle and pedestrian plan and community-involved data collection efforts.

Thank you for this opportunity to offer our services to the City of Commerce. As a firm principal, I am authorized to make representations for the firm. Please contact our Project Manager, Min Zhou, PE, directly via at (714) 573-0317 or [mzhou@koacorp.com](mailto:mzhou@koacorp.com) if you wish to discuss this proposal further or if you have questions regarding our submittal.

Sincerely,  
KOA Corporation



Joel Falter  
Vice President



## FIRM PROFILE - KOA

### FIRM BACKGROUND

Founded in 1987, KOA Corporation (KOA) is a leading provider in traffic engineering, transportation planning and construction management services for public agencies and private sector clients. We offer our clients technical knowledge, innovative solutions and responsive services. The hallmark of our success is our dedication to the success of each and every project and our desire to leave a legacy of extraordinary contributions to our communities. Our staff includes certified transportation planners, registered civil and traffic engineers, project/construction managers, and construction inspectors. With four offices located in Southern California, KOA has provided engineering services for some of the largest public works and transportation planning projects throughout California.

### SUMMARY OF EXPERIENCE

KOA has developed a high reputation for planning, designing, and implementing innovative pedestrian, bicycle, and transit facilities to promote active transportation. Currently, we are developing Safe Routes to School plans for the City of Los Angeles and San Bernardino County Transportation Authority (SBCTA). We have also developed bike and pedestrian plans and feasibility studies for the Orange County Transportation Authority (OCTA), For the Cities of Barstow and Colton and the San Diego Association of Governments (SANDAG). Our current ATP/SRTS work ranges from high-density cities and county areas to rural incorporated and unincorporated communities.

Examples of our industry-leading efforts include Southern California's first physically-separated cycle track in Downtown Long Beach (APWA California 2011 B.E.S.T. Project of the Year Award) and the second cycle track in Temple City, CA (2014 America's 10 Best New Bike Lanes awarded by People for Bikes), the first bicycle boulevard in Southern California, Long Beach's sharrows green lane (ITE's 2009 Innovative Project of the Year Award), buffered bike lanes, and bike boxes.

The Institute of Transportation Engineers (ITE) requested to utilize our City of Pasadena Transportation Action Plan materials for the 4th Edition to ITE's Transportation Planning Handbook. Our work is also referenced in publications such as the NACTO Urban Bikeway Design Guide. Earlier this year (2017), as part of the League of American Bicyclists' (LAB) Bicycle Friendly America program, KOA's Orange County office was awarded the Silver Bike Friendly Business status. This designation is one of four tiers (bronze, silver, gold, platinum) LAB gives to business locations that meet certain criteria for providing amenities to encourage staff and others to bicycle on a regular basis.

### TYPES OF SERVICES

Traffic Engineering  
Transportation Planning  
Highway & Transportation Design  
Program Management  
Construction Management

### YEAR FOUNDED

1987

### FORM OF THE ORGANIZATION

S Corporation  
SBE

### LOCATION OF OFFICES

Monterey Park  
Ontario  
Orange  
San Diego

### PROJECT OFFICE LOCATION

1100 Corporate Center Drive,  
Suite 201  
Monterey Park, CA 91754  
Tel: (323) 260-4703  
Fax: (323) 260-4705

### MAIN CONTACT

Carlos Velasquez, AICP, LCI  
Assistant Project Manager  
cvelasquez@koacorp.com  
(323) 859 - 3135

## KOA ATP PROJECTS

PROJECT TYPE	AGENCY	PROJECT NAME	6E+	ANALYSIS	BILINGUAL OUTREACH	CALTRANS COORDINATION	DESIGN	FEDERAL COORDINATION	GRANTS	EVENT FACILITATION	SAFETY	STAKEHOLDER FACILITATION WORKSHOPS
ADA TRANSITION PLAN	ANAHEIM	Family Justice Building & Facility	X	X								
ADA TRANSITION PLAN	UC RIVERSIDE	UC Riverside Campusw	X	X								
ATP	BARSTOW	Active Transportation Program	X	X	X				X	X	X	
ATP	COLTON	Active Transportation Plan	X	X	X				X	X	X	X
ATP	MULTIPLE AGENCIES	ATP Cycle 2 Grant Applications	X	X					X			
BIKE	COSTA MESA	W. 19th St. Bike Facility Design Services	X				X		X	X	X	
BIKE	LONG BEACH	2nd Street Green Paint Sharrows				X		X	X	X		
BIKE	LONG BEACH	3rd and Broadway Cycle Track		X		X	X			X		
BIKE	LONG BEACH	Vista Street Bike Blvd. Feasibility Study & PS&E Design	X						X	X	X	
BIKE	OCTA	66-Mile OC Loop Planning Support	X							X	X	X
BIKE	OCTA	OC S. County Bike Strategic Plan & Feasibility Study		X						X		X
BIKE	PASADENA	Bikeway Analysis & Feasibility Study	X	X							X	X
BIKE	PASADENA	Bikeway Transportation Action Plan	X						X	X		
BIKE	SAN DIEGO	Uptown Regional Bike & Ped Corridor Design		X						X		
BIKE	SANDAG	SANDAG Uptown Regional Bike Corridor Project					X			X		
BIKE	SOUTH PASADENA	El Centro Cycle Track	X	X			X				X	
BIKE	SOUTH PASADENA	Mission Street Bike Improvement	X	X		X	X	X		X	X	
BIKE	TEMPLE CITY	Rosemead Blvd Cycle Track					X					
BIKE & PED	BIG BEAR	Big Bear Valley Bike, Ped, & Equestrian Master Plan		X						X		
BIKE & PED	IRVINE	Oak Creek Village JOST Engineering & Design				X	X					
BIKE & PED	LONG BEACH	Ocean Blvd Class I Bike/Ped Path				X			X	X		
BIKE & PED	LOS ANGELES	Los Angeles River Regional Bike Path										
BIKE & PED	MORENO VALLEY	Juan Bautista De Anza (Aqueduct) Trail Master Plan		X		X		X		X		
BIKE & PED	PORT OF LONG BEACH	South Waterfront/Pier J Bike and Pedestrian Path		X			X		X			X
BIKE & PED	SAN CLEMENTE	N. El Camino Real Class I Bike & Ped Path Design	X								X	
BIKE & PED	WILDOMAR	Bike Lanes and Multi-Purpose Trail Design	X			X	X	X	X	X	X	
COMPLETE STREETS	PASADENA	Avenue 64 Complete Street					X			X		
COMPLETE STREETS	SANTA ANA	Central Area Complete Streets Plan	X		X		X			X	X	X
COMPLETE STREETS	SANTA ANA	Downtown Complete Streets Plan	X	X						X	X	
MULTIMODAL	LONG BEACH	2030 Mobility Element of the General Plan Update		X					X	X		
PEDESTRIAN	COACHELLA	Safe Routes to School Cycle 2 Project	X	X							X	
PEDESTRIAN	COSTA MESA	Citywide School Zone Traffic Calming & SR2S	X	X			X		X	X		
PEDESTRIAN	DESERT HOT SPRINGS	Safe Routes to School Cycle 8 Project	X	X					X		X	
PEDESTRIAN	SANTA ANA	Ped. Awareness/Safety Campaign & Task Force		X						X		
PEDESTRIAN	SOUTH PASADENA	HSIP Flashing Crosswalk Design	X			X	X	X			X	
SR2S	ANAHEIM	Weir Canyon Rd./Running Springs Dr. SR2S Design						X	X			
SR2S	APPLE VALLEY	SR2S Master Plan	X	X	X	X				X	X	X
SR2S	COUNTY OF LA	LA County Wide SR2S Maps	X								X	
SR2S	LONG BEACH	10-Miles North & South Bike Blvd Design	X	X	X	X	X	X	X			X
SR2S	LONG BEACH	SR2S Grant Applications				X			X			
SR2S	MALIBU	Point Dume Elementary School SR2S Walkways					X		X	X		
SR2S	MORENO VALLEY	SR2S Program - Suggest Route Maps 28 Schools			X						X	
SR2S	RANCHO CUCAMONGA	SR2S Traffic Congestion Strategic Plan	X									
SR2S	RIALTO	Sidewalk Imp. & In-Roadway Warning Light Installation	X				X				X	
SR2S	RIALTO	SR2S Program-Walk Audits, Enforcement, Engineering	X		X		X			X	X	
SR2S	SAN JACINTO	SR2S Program - Suggest Route Maps 12 Schools			X						X	
SR2S	SANBAG	SR2S Phase II Plan	X	X	X				X	X	X	X
SR2S	SANTA CLARITA	SRTS Non-Infrastructure Program										
SR2S	SOUTH GATE	Safe Routes to School Design Project	X				X					
SR2S	THOUSAND OAKS	Los Feliz SR2S Design	X				X					
SR2S	THOUSAND OAKS	Safe Routes to School Traffic Calming		X								
SR2S	VISTA	SR2S Master Plan	X		X						X	



## FIRM PROFILE - MIG

### FIRM BACKGROUND

MIG, Inc. is a multidisciplinary firm that specializes in regional, community and transportation strategic planning, public outreach, interagency collaboration, facilitation, training, communications and graphic design. They develop innovative solutions through a highly interactive and participatory process. MIG staff are creative, with strong technical expertise and a thorough understanding of stakeholder engagement and public process. They consistently produce plans based on a strong foundation of facts that achieve a high level of community support for implementation.

Founded in 1982, MIG has worked extensively with public agencies and policy makers throughout California — including SCAG and many of its members — to effectively communicate complex issues to key stakeholders and the public, enabling them to actively participate in planning, design and development processes and make informed decisions. For over 30 years, the firm has proven their success in involving community members and stakeholders, building consensus, and developing a base of support for project outcomes.

At MIG, the diversity of their staff of over 240 provides a base of knowledge that bridges technical expertise and values, and facilitates the exchange of information and input between all parties engaged in the process. Staff backgrounds range from facilitation and training, urban design and regional planning to environmental design, public participation, landscape architecture, communications and public policy.

### TYPES OF SERVICES

Urban Design and Placemaking  
Ecological Design and Landscape Architecture  
Streetscapes, Corridors and Complete Streets  
Non-Motorized Transportation  
Trails, Natural Areas and Greenways  
Community Outreach  
Facilitation and Consensus Building



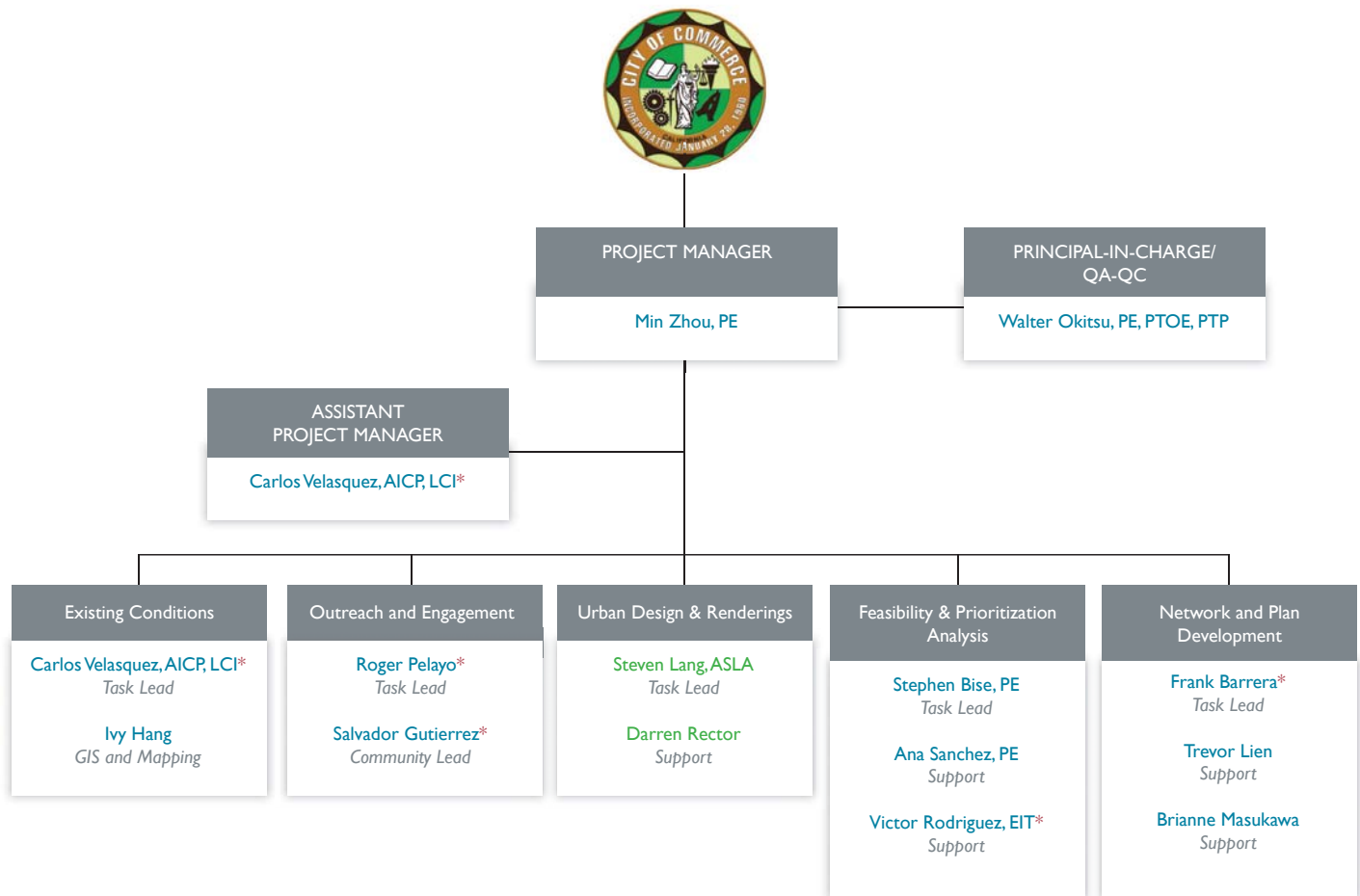
**YEAR FOUNDED**  
1982

**FORM OF THE ORGANIZATION**  
C Corporation

**PROJECT OFFICE LOCATION**  
109 W. Union Avenue  
Fullerton, CA 92832  
Tel: (714) 871-3638  
Fax: (714) 871-1188

**MAIN CONTACT**  
Steve Lang, Principal  
(714) 871-3638  
stevel@migcom.com

## ORGANIZATIONAL CHART



LEGEND:

■ KOA

■ MIG

\* Spanish speaking staff



## FIRM'S QUALIFICATIONS - KEY PERSONNEL

### MIN ZHOU, PE

PROJECT MANAGER

*VP of Orange County Operations | KOA Corporation*

Ms. Zhou has 25 years of transportation engineering and planning experience in both public and private sectors, developing exceptional professional expertise in roadway and traffic design, transportation studies and modeling, active transportation planning, database management, and statistical analysis. She has managed numerous large-scale projects involving multiple stakeholder groups and has high reputation of delivering projects both on-time and under budget. Ms. Zhou is a Licensed Professional Engineer (Civil), California #66448.

### RELEVANT EXPERIENCE

- SANBAG Countywide SRTS Project, San Bernardino County, CA
- City of Barstow Active Transportation Program (Cycle I) Funding, Barstow, CA
- ATP Grant Application ( Cycle 2 and Cycle 3) for Multiple Jurisdictions, Various Locations, CA
- City of Pasadena Bicycle Transportation Plan, Pasadena, CA
- City of Long Beach Downtown Cycle Track Feasibility Study and Final Design, Long Beach, CA
- OCTA District 5 Bikeway Strategic Plan and Feasibility Study, Orange County, CA



### EDUCATION

MS, Civil Engineering, Michigan State University, East Lansing, MI

MS, Urban Planning, School of Architecture, Tsinghua University, Beijing, China

BS, Urban Planning, School of Architecture, Tongji University, Shanghai, China

### REGISTRATION

Professional Engineer (Civil), CA #66448

### CARLOS VELÁSQUEZ, AICP, LCI

ASSISTANT PROJECT MANAGER & EXISTING CONDITIONS - TASK LEAD

*Senior Transportation Planner | KOA Corporation*

Mr. Velásquez has experience in transportation planning, bicycle/pedestrian planning, transit access and operations, traffic circulation, and economic development. He has worked on projects addressing bikeway planning and safety education, pedestrian circulation, First Last Mile, Tactical Urbanism, complete streets, transit operations, traffic studies, and economic revitalization. He has been involved in the development of numerous bicycle and pedestrian plans, including the City of South Gate Bicycle Plan and the City of Lancaster Bicycle and Pedestrian Plan. Mr. Velásquez has led walk audits at Metro stations and managed the implementation of a tactical urbanism pilot project to address pedestrian safety on César Chávez in Boyle Heights. As a LCI, he has led bicycle safety education courses for adults and children throughout Los Angeles County.

### RELEVANT EXPERIENCE

- Huntington Drive Safe Streets Corridor Plan, San Marino, CA
- Overland Avenue Complete Streets Feasibility Study, Culver City, CA
- Los Angeles River Bikeway Feasibility Study, Los Angeles, CA
- Los Angeles Great Streets Initiative – Nuestra Avenida: César Chávez Reimagined, Los Angeles, CA



### EDUCATION

MA, City and Regional Planning, University of California, Berkeley, CA

BA, Geography/Environmental Studies and History, University of California, Los Angeles, CA

### REGISTRATION

American Institute of Certified Planners (AICP) #026845

League Cycling Instructor (LCI) #4369

## FIRM'S QUALIFICATIONS - KEY PERSONNEL

### WALTER OKITSU, PE, PTOE, PTP

PRINCIPAL-IN-CHARGE/ QA-QC

*Senior Engineer | KOA Corporation*

Mr. Okitsu is a founder and principal of KOA. With extensive experience in transportation planning and traffic design over a wide variety of active transportation, transit, and highway projects, he provides professional engineering design expertise for bikeways, traffic signals, street lighting, signing, striping, and worksite traffic control. His qualifications also include exceptional field/managerial oversight on feasibility analysis and circulation projects. Mr. Okitsu enjoys a car-free lifestyle and commutes on his folding bike almost everywhere he goes.

#### RELEVANT EXPERIENCE

- City of Pasadena Bicycle Transportation Plan, Pasadena, CA
- San Diego Uptown Active Transportation Design, San Diego, CA
- City of Colton Active Transportation Plan, Colton, CA
- City of Temple City Rosemead Boulevard Separated Bike Lanes, Temple City, CA
- OCTA District 5 Bikeway Strategic Plan and Feasibility Study, Orange County, CA
- City of Apple Valley Safe Routes to School Master Plan, Apple Valley, CA



#### EDUCATION

MS, Transportation Engineering, University of California, Berkeley, CA

BS, Civil Engineering, California State University, Los Angeles, CA

#### REGISTRATIONS

Professional Engineer (Traffic), CA #1406

Professional Engineer (Civil), CA #52655

Professional Traffic Operations Engineer (PTOE)

Professional Transportation Planner (PTP)

### IVY HANG

EXISTING CONDITIONS - GIS AND MAPPING

*Associate Transportation Planner | KOA Corporation*

Ms. Hang is an associate transportation planner at KOA Corporation with more than 10 years of experience in transportation/transit planning. Ms. Hang has prepared numerous traffic impact studies, parking studies, and sections of environmental documents. She has performed traffic operation analyses, construction impact analyses, parking demand and shared parking analyses, signal warrant analyses, vehicle queuing calculations, etc. She is proficient in data collection and managing large datasets. Ms. Hang is an expert in Geographic Information Systems (GIS).

#### RELEVANT EXPERIENCE

- Rosemead Boulevard Safety Enhancements Design/Study, Temple City, CA
- East San Fernando Valley Transit Corridor - Van Nuys Boulevard, Los Angeles, CA
- Huntington Drive Safe Streets Corridor Plan, San Marino, CA



#### EDUCATION

BS, Urban & Regional Planning, California State Polytechnic University, Pomona, CA

Minor, Geographic Information Systems, California State Polytechnic University, Pomona, CA

#### CERTIFICATIONS

Certificate in Geographic Information Systems in Environmental Technology (2013)

#### PROFESSIONAL AFFILIATIONS

American Planning Association

## FIRM'S QUALIFICATIONS - KEY PERSONNEL

### ROGER PELAYO

OUTREACH AND ENGAGEMENT - TASK LEAD

*Outreach Specialist | KOA Corporation*

Mr. Pelayo has more than 10 years of experience specializing in sustainable transportation and its relationship to urban form, inclusive of pedestrian/bicyclist behavior; access to transit; street and urban design research and practice. He is KOA's leading outreach specialist—possessing excellent meeting and workshop facilitation skills, both in English and Spanish. He has been a key contributor in preparing studies that guide the growth and development of local and regional transportation infrastructures, with the goal to provide a multi-modal system that addresses both short and long-term needs. And as an avid runner and bicyclist, Mr. Pelayo has a keen understanding of the safety issues pedestrian/bicyclists encounter.



#### EDUCATION

BS, Urban & Regional Planning, California State Polytechnic University, Pomona, CA

Minor, Geographic Information Systems, California State Polytechnic University, Pomona, CA

#### RELEVANT EXPERIENCE

- City of Colton Active Transportation Plan, Colton, CA
- City of Barstow Active Transportation Program (Cycle I) Funding, Barstow, CA
- SANBAG Regional SR2S Plan, Phase II, San Bernardino County, CA
- Town of Apple Valley Safe Routes to School Master Plan, Apple Valley, CA
- City of Moreno Valley Safe Routes to School Program, Moreno Valley, CA
- City of San Jacinto Safer Routes to School Program, San Jacinto, CA

### SALVADOR GUTIERREZ

OUTREACH AND ENGAGEMENT - COMMUNITY LEAD

*Assistant Transportation Planner | KOA Corporation*

Mr. Gutierrez has experience in transportation planning, traffic circulation, bicycle/pedestrian planning and long range planning. He has worked on projects addressing pedestrian circulation and safety, land use planning, traffic studies, and active transportation plans. His work primarily involved active transportation stakeholder engagement and running various trip generation estimates during the project's initial stage. He has been involved in the development of bicycle and pedestrian plans, such as the LADOT Top 50 Schools with the Most Need SRTS Plan. He also has experience in working with residents and city staff to develop and implement strategies to improve the physical appearance and livability of neighborhoods. Mr. Gutierrez has extensive experience developing cross-sector partnerships to create healthy and safe communities.



#### EDUCATION

BA, Chicana/o Studies and Law & Society, University of California, Santa Barbara, CA

MURP, Urban and Regional Planning, University of California, Los Angeles, CA

#### RELEVANT EXPERIENCE

- LADOT Top 50 Schools SRTS Plan, Los Angeles, CA
- Santa Clarita Safe Routes to School Plan, Santa Clarita, CA
- The Rise Apartments Traffic Impact Study, Los Angeles, CA
- KIPP Promesa Charter School Traffic Impact Study, Los Angeles, CA
- Citizens of the World Charter Schools Traffic Impact Study, Los Angeles, CA

#### PROFESSIONAL AFFILIATIONS

American Planning Association



## FIRM'S QUALIFICATIONS - KEY PERSONNEL

### STEPHEN BISE, PE

FEASIBILITY & PRIORITIZATION ANALYSIS - TASK LEAD

*Senior Engineer | KOA Corporation*

Mr. Bise has managed/worked on a number of civil and traffic engineering projects. His recent projects involve bikeway and active transportation feasibility, roadway improvements, drainage modifications, low impact development (LID) implementation, traffic signal design, signing and striping, and planning for future development. Mr. Bise has managed the preparation of feasibility packages and final PS&E packages for several Southern California cities (such as Arcadia, Culver City, Carson, Glendale, Calabasas, Pico Rivera, Thousand Oaks, Simi Valley and Whittier). He also has experience in presenting at City Council and Community Outreach meetings. Mr. Bise is a Vice President of KOA.



#### EDUCATION

BS, Civil Engineering, California State Polytechnic University, Pomona, CA

#### REGISTRATIONS

Professional Engineer  
(Civil), CA #76775

#### RELEVANT EXPERIENCE

- Los Angeles River Bike Path between Lankershim Boulevard & Barham Boulevard, Los Angeles, CA
- Los Angeles River Regional Bike Path, Los Angeles, CA
- Los Angeles River Bikeway Feasibility Study, Los Angeles, CA
- Los Angeles River Valley Bikeway & Greenway Design, Los Angeles, CA
- Temple City Rosemead Boulevard Safety Enhancements Design/Study, Temple City, CA

### ANASTASIA SANCHEZ, PE

FEASIBILITY & PRIORITIZATION ANALYSIS - SUPPORT

*Associate Engineer | KOA Corporation*

Ms. Sanchez has assisted on a number of civil and traffic engineering projects. Her expertise includes preparation and design of engineering plans, specifications and cost estimates (PS&E). She has experience in bikeway design, traffic signal design, signing & striping, traffic control design and roadway design. Her expertise includes field work and collecting "as-built" information. She has worked with ITS, CCTV and CMS devices. Ms. Sanchez is an expert with AutoCAD and Microstation.



#### EDUCATION

BS, Civil Engineering, University of California, Irvine, CA

#### REGISTRATIONS

Professional Engineer  
(Civil), CA #86541

#### RELEVANT EXPERIENCE

- Los Angeles River Bike Path between Lankershim Boulevard & Barham Boulevard, Los Angeles, CA
- Los Angeles River Regional Bike Path, Los Angeles, CA
- Los Angeles River Bikeway Feasibility Study, Los Angeles, CA
- Los Angeles River Valley Bikeway & Greenway Design, Los Angeles, CA

## FIRM'S QUALIFICATIONS - KEY PERSONNEL

### VICTOR RODRIGUEZ, EIT

FEASIBILITY & PRIORITIZATION ANALYSIS - SUPPORT

*Assistant Engineer | KOA Corporation*

Mr. Rodriguez is an Assistant Engineer at KOA. His experience includes traffic signal design, worksite traffic control plans, active transportation studies and cost estimates. He has performed field reviews, preparation of base maps, geometric design, signing and striping plans, and traffic signal design. He is proficient in AutoCAD, and both MicroStation and Inroads CAD software.

#### RELEVANT EXPERIENCE

- Carson Street Master Plan Improvements, Carson, CA
- Claremont Foothill Boulevard Master Plan PS&E, Claremont, CA
- Los Angeles River Bikeway Feasibility Study, Los Angeles County Metropolitan Transportation Authority (Metro), CA



#### EDUCATION

BS, Civil Engineering, California State University of Los Angeles, Los Angeles, CA

#### REGISTRATIONS

Engineer in Training (EIT), 2016

#### AFFILIATIONS

American Society of Civil Engineers (ASCE), Member

#### AWARDS

Gunjit Sikand Scholarship, College of Engineering Dean's List 2013

### FRANK BARRERA

NETWORK AND PLAN DEVELOPMENT - TASK LEAD

*Senior Transportation Planner | KOA Corporation*

Mr. Barrera has 11 years of experience in transportation planning and has managed several bikeway improvement projects, feasibility studies, and active transportation projects for public and private developments throughout Southern California. His academic and work experience provides him with a background in ArcGIS for mapping, research and analysis. He has conducted and managed bicycle corridor analysis, GIS database development and analysis, development of analysis criteria and methodology strategies, and coordinated with local jurisdictions and project teams on outreach workshops.

#### RELEVANT EXPERIENCE

- City of Colton Active Transportation Plan, Colton, CA
- SANBAG Safe Route to School Phase II Project, San Bernardino County, CA
- City of Barstow Active Transportation Program (Cycle I) Funding, Barstow, CA
- OCTA Orange County Bikeway Loop Planning Support, Orange County, CA
- OCTA Bikeway Strategy and Feasibility Studies for Supervisorial District 5, Orange County, CA



#### EDUCATION

BS, Urban & Regional Planning, California State Polytechnic University, Pomona, CA

## FIRM'S QUALIFICATIONS - KEY PERSONNEL

### TREVOR LIEN

NETWORK AND PLAN DEVELOPMENT - SUPPORT

*Assistant Planner | KOA Corporation*

Mr. Lien has over one year of transportation planning experience with both private and public sectors firms across California, from San Luis Obispo County to Orange County. He is knowledgeable in Active Transportation Plans (ATP) and Safe Routes to School Plans (SRTS & SR2S), project outreach, both walk and bike audit planning, coordination, and implementation, graphic design (Adobe Illustrator), graphic information systems (ESRI ArcMap and ArcGIS, ESRI GeoApps) and technical report production. Mr. Lien has directly assistance in a multitude of projects where he has performed essential tasks that have led to the successful outcome of the projects, ranging from regional focus to city scale.

#### RELEVANT EXPERIENCE

- SANBAG Safe Routes to School SRTS Phase II Plan, San Bernardino, CA
- The Town of Apple Valley Safe Routes to School SRTS Master Plan, CA
- The City of Colton Active Transportation Plan ATP, CA
- The City of Barstow Active Transportation Plan ATP, CA
- The City of Rialto Safe Routes to School SRTS Program, CA



#### EDUCATION

MS, Urban and Regional Planning,  
University of California, Irvine, CA (In Progress)

BS, Kinesiology - Emphasis on Health Promotion & Exercise Science, California Polytechnic State University, San Luis Obispo, CA

### BRIANNE MASUKAWA

NETWORK AND PLAN DEVELOPMENT - SUPPORT

*Assistant Planner | KOA Corporation*

Ms. Masukawa has experience in transportation planning projects aimed at developing and improving multimodal connections in Southern California. Over the past few years, she accumulated experience performing public outreach, writing grant narratives, and collecting bicycle and pedestrian counts for active transportation projects at non-profit bike and pedestrian organizations, community partnerships, and municipal and state agency offices in San Diego and Los Angeles. Most recently, Ms. Masukawa worked with the City and County of Los Angeles to improve the region's ability to protect and fix street infrastructure, identify how to incorporate pedestrian and bicycle features for developing built projects, and communication between city departments. She also participated in pedestrian and data collection and identifying potential solutions to address bicycle and pedestrian safety concerns, and event planning for pedestrian and bicycle safety and wellness public events.

#### RELEVANT EXPERIENCE

- Huntington Drive Safe Streets Corridor Plan, San Marino, CA
- Overland Avenue Complete Streets Feasibility Study, Culver City, CA



#### EDUCATION

MURP, Urban & Regional Planning,  
University of California, Los Angeles, CA

BA, Urban Studies and Planning,  
University of California, San Diego, CA



## FIRM'S QUALIFICATIONS - KEY PERSONNEL

### STEVEN LANG, ASLA

URBAN DESIGN & RENDERINGS - TASK LEAD

*Principal-In-Charge | MIG*

A Principal in MIG's Fullerton office, Steven Lang has more than 35 years of experience in landscape architecture and project management. He has managed the preparation of conceptual studies, master plans, and construction drawings for projects ranging from urban redevelopment to natural parks. His experience includes streetscapes and road improvements; neighborhood, community and regional parks; sports field complexes; and regional interpretive trails along waterways.

#### RELEVANT EXPERIENCE

- Firestone Boulevard Streetscape Improvements, Downey, CA
- Median Improvements at Peck Road at 60 Freeway, South El Monte, CA
- Victoria Streetscape Improvements, San Bernardino, CA
- Beverly Boulevard Median Improvements, Pico Rivera, CA
- Streetscape Improvements for S. Anaheim Blvd, Harbor Blvd. and Lincoln, Brookhurst and Euclid Streets, Anaheim, CA
- Anaheim Urban Greening Plan, Anaheim, CA
- Anaheim Coves (bicycle and pedestrian trail), Anaheim, CA
- Moreno Valley Aqueduct Trail System, Moreno Valley, CA



#### EDUCATION

Bachelor of Arts, Landscape Architecture, University of California, Berkeley

#### REGISTRATIONS

Landscape Architect: California, #1771, Nevada #461

#### AFFILIATIONS

California Park and Recreation Society (CPRS)  
 National Recreation and Park Association (NRPA)  
 American Society of Landscape Architects (ASLA)

### DARREN RECTOR

URBAN DESIGN & RENDERINGS - SUPPORT

*Landscape Architect | MIG*

A Project Manager in MIG's Fullerton office, Darren Rector has 21 years of experience in the landscape industry as a designer, project manager, AutoCAD manager and draftsman. A licensed Landscape Architect in California and Nevada, he is also affiliated with several professional organizations, including the American Society of Landscape Architects and the California Park and Recreation Society.

#### RELEVANT EXPERIENCE

- Rio Hondo Trail and Emerald Necklace Valley Boulevard Central Park, La Palma, CA
- Lemon Park Master Plan, Fullerton, CA
- Alondra Swim and Skate Park, Lawndale, CA
- El Dorado Park, Los Angeles, CA
- Angeles National Forest Supervisor's Office, Arcadia, CA
- Canyon Oaks Park, Westlake Village, CA First Street Transit Gallery, Long Beach, CA
- Pine Avenue Streetscape Improvements, Long Beach, CA
- Anaheim Urban Greening Plan, Anaheim CA



#### EDUCATION

Bachelor of Science, Landscape Architecture, California State Polytechnic University, Pomona

#### REGISTRATIONS

Registered Landscape Architect: California #4861; Nevada #627

#### AFFILIATIONS

American Society of Landscape Architects  
 California Park and Recreation Society

## FIRM'S EXPERIENCE



### CLIENT NAME

City of Colton  
650 N. La Cadena Drive,  
Colton, CA 92324

### CONTACT

Victor Ortiz  
Project Manager  
(909) 370-5065  
vortiz@ci.colton.ca.us

### YEAR COMPLETED

Ongoing

## CITY OF COLTON ACTIVE TRANSPORTATION PLAN

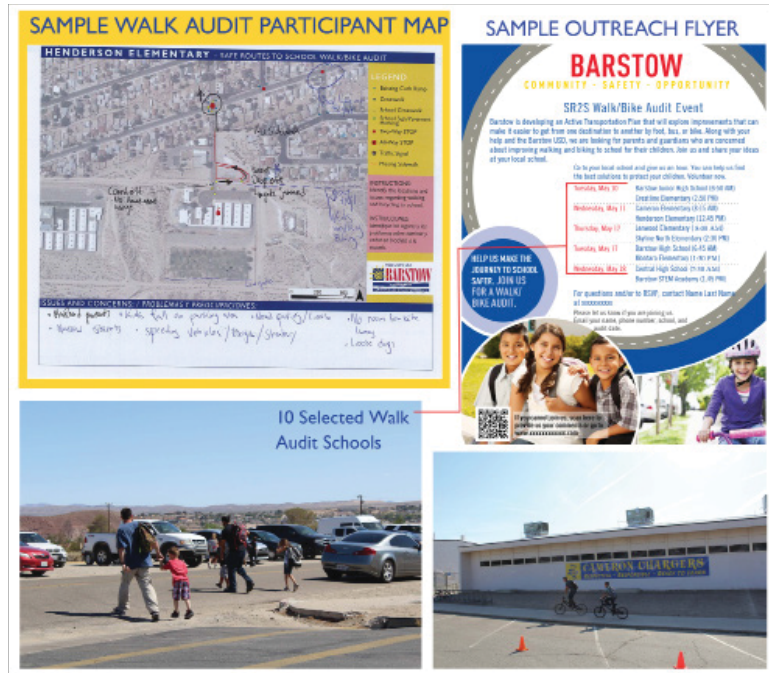
COLTON, CA

KOA

The Caltrans ATP Cycle I grant provides the City of Colton an opportunity to produce an Active Transportation Plan in order to address the need for new pedestrian and bicycle infrastructure and programs to promote multi-modal transportation. More importantly, the project involves a heavy component of public outreach in order to best understand the needs of local residents, schools, and businesses. As a disadvantaged community in California, the majority of students (70-96%) in Colton are eligible for free and reduced lunch. For the City of Colton, walking, biking, and riding public transit are often the only transportation modes available for residents and students. The goal of this plan is to also help prepare the City in their application for other funding sources that are a part of the Active Transportation Program. On behalf of the City of Colton, KOA is developing a final plan that meets requirements set forth by the California Transportation Commission in the ATP Grant Guidelines. The challenges facing the City of Colton include heavy truck traffic, industrial land uses and accessibility through freeway and railroad areas.

NOTE: While working on the plan, KOA prepared an ATP Cycle 3 grant application for the City.

## FIRM'S EXPERIENCE



### CLIENT NAME

City of Barstow  
220 East Mountain View Street,  
Suite A,  
Barstow, CA 92311

### CONTACT

Domingo D. Gonzales  
Engineering Services Administrator  
(760) 255-5156  
(760) 255-1417  
dgonzales@barstowca.org

### YEAR COMPLETED

Ongoing

## CITY OF BARSTOW ACTIVE TRANSPORTATION PLAN

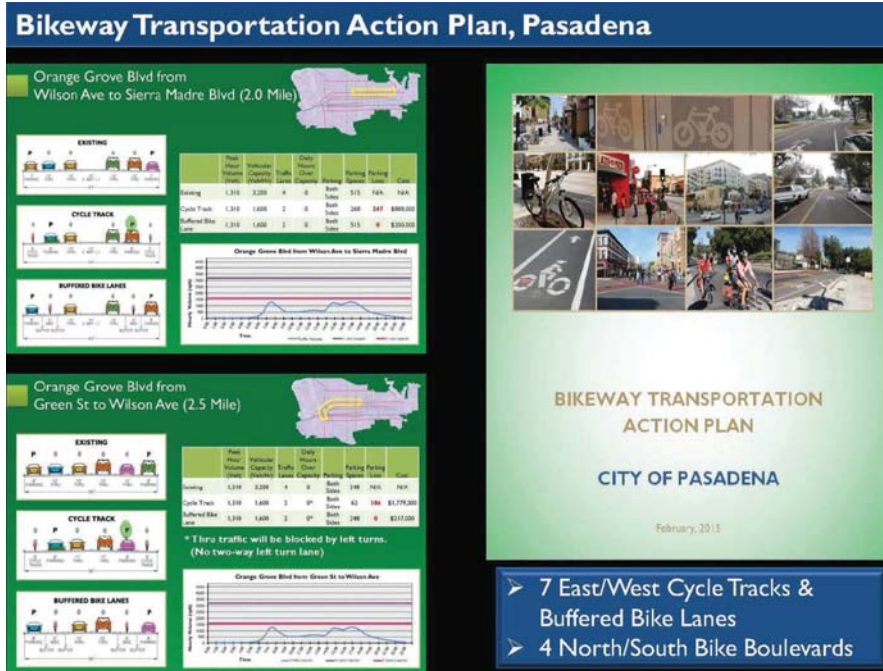
BARSTOW, CA

KOA

Caltrans' ATP Cycle I grant awarded to the City is a great opportunity to put together a document, road map, and framework to guide the City in obtaining more grant funding to implement much-needed infrastructure construction as well as non-infrastructure programs, to promote multi-modal transportation for local residents, businesses, pass-by tourists, school kids, and others in a safer, healthier, more pleasant, and livable community environment. The ultimate goal of this active transportation program is to develop a walkable, bikeable, transit-oriented community by increasing physical activity, lowering rates of traffic-related injuries, reducing air pollution, improving mobility for non-drivers, increasing economic development, and improving the safety of the community. The KOA team is providing public outreach, research, analysis, civil engineering, the final plan, and assistance for the approval of the final plan.



## FIRM'S EXPERIENCE



## CLIENT NAME

City of Pasadena  
221 E Walnut St, Suite 210,  
Pasadena, CA 91101

## CONTACT

Richard Dilluvio  
Bicycle Project Manager  
(626) 744-7254  
rdilluvio@cityofpasadena.net

## YEAR COMPLETED

2015

## CITY OF PASADENA BIKEWAY TRANSPORTATION ACTION PLAN

PASADENA, CA

KOA

This action plan provided specific goals, objectives, actions, and timelines for creating an environment (1) where people circulate without a car, (2) that significantly increases the number of people who commute by bike, (3) that increases the number of people who use a bike for utilitarian trips, fitness and recreation, and (4) that provides business and economic benefits for the City. The plan detailed a network of bikeways so that every neighborhood would be within 1/4 mile of an effective bicycling route in both directional orientations. The plan outlined educational, engagement, enforcement, and evaluation strategies designed to increase bicyclist safety by educating both bicyclists and motorists. Finally, the plan outlined strategies for funding the program. This project was preceded by a bikeways analysis and feasibility study, which was conducted by KOA. The plan built on the study and laid out an action plan for the installation of buffered lanes, cycle tracks, and bike boulevards along 10 corridors. In addition, it outlined educational, public outreach, and funding strategies.

## FIRM'S EXPERIENCE



### LOS ANGELES RIVER BIKEWAY FEASIBILITY STUDY

LOS ANGELES, CA

KOA

The Los Angeles County Metropolitan Transportation Authority (Metro) selected KOA Corporation in 2015 to prepare a feasibility study for a bikeway along an 8-mile segment of the Los Angeles River channel near downtown Los Angeles and the City of Vernon. This segment runs between the confluence of the Arroyo Seco near the I10 Freeway bridge and Atlantic Boulevard and, due to confined rights-of-way and vertical channel walls, represents a formidable barrier to a future bikeway that will eventually run alongside the entire 52-mile extent of the river. Alternatives analyzed included routes along the channel bottom, mounted on the channel walls, on aerial structures, and on adjacent roadways. Due to the inaccessibility of some of the project sites, aerial drone photography was included in the field work. Analysis included hydraulic feasibility, environmental impacts, and connectivity to the non-motorized transportation network.

#### CLIENT NAME

Los Angeles County Metropolitan  
Transportation Authority  
One Gateway Plaza  
Los Angeles, CA 90012-2952

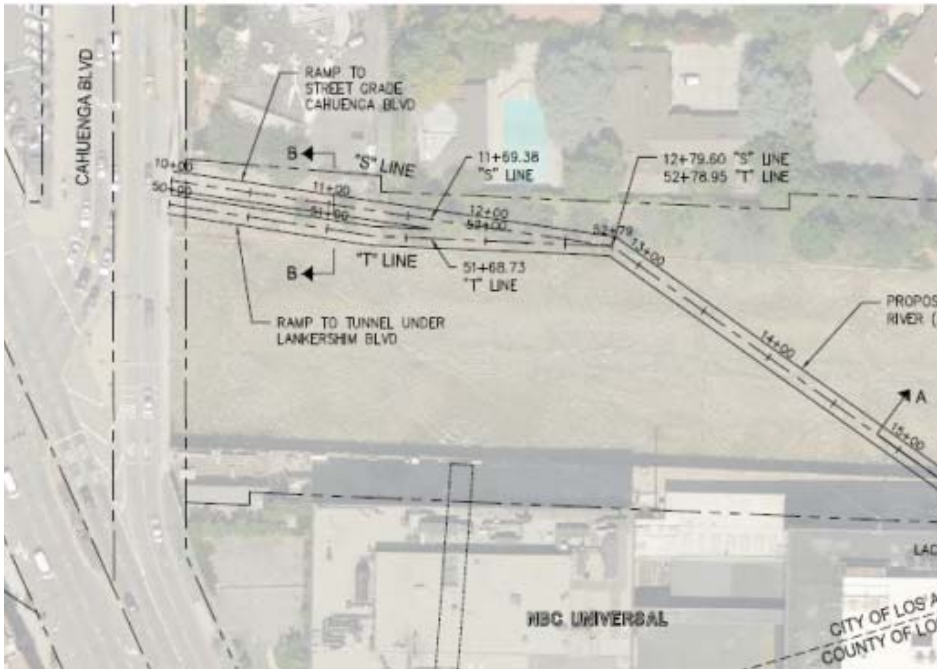
#### CONTACT

Julia Salinas  
Transportation Planning Manager,  
Active Transportation  
(213) 922-7413  
SalinasJu@metro.net

#### YEAR COMPLETED

2016

## FIRM'S EXPERIENCE



## LOS ANGELES RIVER BIKE PATH BETWEEN LANKERSHIM BOULEVARD & BARHAM BOULEVARD, LACDPW & NBC UNIVERSAL

LOS ANGELES, CA  
KOA

LACDPW re-retained the services of KOA to further develop the design of a bike path along the Los Angeles River from Lankershim Boulevard to Barham Boulevard. The proposed 1.2-mile long bike path project is located within the unincorporated area of a Los Angeles County Flood Control District property (that is being leased to NBC Universal) and the City of Los Angeles. This proposed bike path segment is part of the Preliminary Study Report (PSR) completed in November 2014 to investigate alternatives and identify the preferred alignment for installing a continuous bikeway along the Los Angeles River from Whitsett Avenue to Riverside Drive. This bike path section would be located on the south side of the Los Angeles River and will include at-grade connections and access to the bike path from Cahuenga Boulevard on the north side and Barham Boulevard on the south side. The tunnels would provide for future connectivity west of Lankershim Boulevard and east of Barham Boulevard. KOA met with NBC Universal, US Army Corps of Engineers, and the City of Los Angeles to identify permits, fees, and guidelines required for different aspect of the project, including at-grade crossings, street access, grade separated crossings (bridge, tunnel, and/or channel modification), structural aspects, and utility conflicts and/or relocations.

### CLIENT NAME

Los Angeles County Department of  
Public Works  
(LACDPW)  
900 S. Fremont Ave.  
Alhambra, CA 91803

### CONTACT

Voltaire Llana  
Highway Section II  
Design Division  
(626) 458-7873

### YEAR COMPLETED

2015



## FIRM'S EXPERIENCE



### OVERLAND AVENUE COMPLETE STREETS FEASIBILITY STUDY

CULVER CITY, CA  
KOA

KOA is currently working with the City of Culver City to conduct a preliminary feasibility study to assess the impacts of implementing complete streets elements such as a road diet, traffic calming, and protected bike lanes along Overland Avenue in Culver City. KOA is currently assessing roadway geometry barriers and preparing conceptual design plans that can lead to realistically implementing complete street elements on Overland Avenue. KOA staff has conducted field work and coordinated with City engineering staff to evaluate the feasibility, parking, and traffic impacts of installing such facilities. KOA staff will work closely with City staff to conduct public outreach in order to incorporate resident concerns and provide a plan that is consistent with residents' priorities and concerns.

#### CLIENT NAME

City of Culver City  
9770 Culver Boulevard, 2nd Floor  
Culver City, California 90232

#### CONTACT

Gabriel Garcia  
Transportation Engineering  
Manager  
(310) 253-5633  
[gabe.garcia@culvercity.org](mailto:gabe.garcia@culvercity.org)

#### YEAR COMPLETED

Ongoing

## FIRM'S EXPERIENCE



### SAFE ROUTES TO SCHOOL PLANS FOR THE TOP 50 SCHOOLS WITH MOST NEED

CITY OF LOS ANGELES DEPARTMENT OF TRANSPORTATION, CA  
*KOA Corporation*

KOA was selected by the Los Angeles Department of Transportation (LADOT) to conduct outreach and develop specific countermeasures to improve safety around the top 50 schools with the most collisions within the Los Angeles Unified School District. KOA worked with LADOT, LAUSD, and school staff to coordinate walking safety assessment events with parents and students to identify safety problems and assess solutions to improve conditions. The results were used to develop engineering improvements and prepare engineering plans and cost estimates, in accordance with all MUTCD and LADOT standards and guidelines, for use in grant applications. The project is funded by the California Transportation Commission (CTC) as part of the State's 2014 Active Transportation Program, (ATP) Cycle I.

#### CLIENT NAME

City of Los Angeles  
Department of Public Works  
(LADPW)  
200 N Spring St # 355,  
Los Angeles, CA 90012

#### CONTACT

Margot Ocañas  
Project Coordinator  
213.928.9707  
margot.ocanas@lacity.org

#### YEAR COMPLETED

Ongoing

## FIRM'S EXPERIENCE



### CLIENT NAME

Town of Apple Valley  
 14955 Dale Evans Parkway Apple  
 Valley, CA 92307

### CONTACT

Rich Berger  
 Project Manager  
 (760) 240-7000 x7530 rberger@  
 applevalley.org

### YEAR COMPLETED

2016-ongoing

## APPLE VALLEY SAFE ROUTES TO SCHOOL PLAN

THE TOWN OF APPLE VALLEY, CA

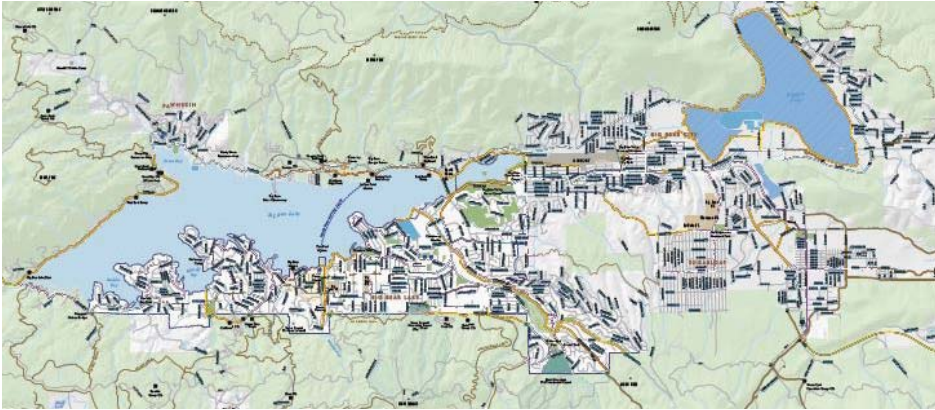
*KOA Corporation*

The Town of Apple Valley obtained the Caltrans Sustainable Transportation Planning Program grant as one of the winning cities out of 141 applicants. The grant is being used to develop a town-wide Safe Routes to School (SRTS) Master Plan, which would serve 10 kindergarten through 8th grade schools for the Apple Valley Unified School District (AVUSD) and the Town of Apple Valley, which has a population of more than 70,000 people. This grant would allow a comprehensive evaluation for these grade schools and focus on the risks and options necessary to improve their routes. The proposed SRTS master plan will provide the first step towards improving the infrastructure and the everyday lives of Apple Valley students by allowing safer and better routes to and from school -- improving the health of students through increased exercise and lowering greenhouse gas emissions by reduced vehicle miles traveled. Specifically, the plan promotes safe walking and cycling through the 6 Es campaign.

A subconsultant to KOA implemented an outreach plan for the Town of Apple Valley Safe Routes to School Walk/Bike Audits. The plan involved extensive outreach through traditional and social media to involve parents, schools staff, law enforcement, Caltrans, and Town staff.



## FIRM'S EXPERIENCE



### BIG BEAR VALLEY PEDESTRIAN, BICYCLE AND EQUESTRIAN MASTER PLAN

BIG BEAR LAKE, SAN BERNARDINO COUNTY, CA

*MIG*

Residents and visitors have long been drawn to the Big Bear Valley for its natural beauty, recreational opportunities and small town charm. Over the years, the number of cyclists, hikers and equestrians has continued to increase, leading to a greater demand for trail improvements and connections. At the same time, businesses in the Valley rely on an attractive, safe and inviting streetscape environment that is welcoming to residents and visitors. The local economy has much to gain from a renewed investment in trails, complete streets and the spaces in-between. Beginning in the fall of 2012, the City of Big Bear Lake and the MIG consultant team, together with project partners Caltrans and San Bernardino County, initiated the Big Bear Valley Pedestrian, Bicycle and Equestrian Master Plan process.

The Master Plan responds to the need for a well-planned non-motorized network, resulting in a guide and resource to support pedestrians, bicyclists and equestrians throughout the valley. Input has been gathered through a robust community and stakeholder engagement process that includes several advisory committees, stakeholder interviews, focus groups, community field activities, art contests and community workshops.

#### CLIENT NAME

City of Big Bear Lake  
39707 Big Bear Blvd.  
Big Bear Lake, CA 92315

#### CONTACT

Jim Miller  
Community Development Director  
909-866-5831  
jmiller@citybigbearlake.com

#### YEAR COMPLETED

2014



## FIRM'S EXPERIENCE



### CLIENT NAME

City of Anaheim  
200 South Anaheim Boulevard  
Anaheim, CA 92805

### CONTACT

Pamela Galera  
Principal Project Planner  
(714) 765-4463  
pgalera@anaheim.net

### YEAR COMPLETED

2013

## ANAHEIM URBAN GREENING PROJECT

ANAHEIM, CA

MIG

MIG is leading the Anaheim Urban Greening project, which focuses on creating complete streets, including bike lanes and hiking trails, throughout the entire City of Anaheim. The project is a city-wide undertaking that is evaluating non-motorized connections throughout the city, but especially between the Platinum Triangle, Downtown Anaheim and the Anaheim Resort. The ultimate goal of the Urban Greening Plan is to identify projects that will create a minimum of 100 acres of new green space throughout the city, while at the same time reducing GHG emissions consistent with the California Global Warming Act of 2006. By providing more desirable walkways that encourage alternative modes of transportation, GHG emissions associated with automobiles will be reduced.

In addition to increasing green space throughout the City, the Urban Greening Plan will focus on developing a system of green corridors connecting residents, visitors, and employees to both existing and planned high-density urban areas.

The Plan will identify projects that emphasize shade trees, pocket parks and open spaces, multi-modal non-motorized trails and pathways, demonstration gardens, wildlife corridors, bioswales, and other storm water filtration and collections systems, and city-wide plant palette.

## FIRM'S EXPERIENCE



### ANAHEIM COVES

ANAHEIM, CA

MIG

Anaheim Coves, formerly Burris Basin was a commercial source for sand and gravel before the Orange County Water District (OCWD) bought and transformed the quarry pit into a groundwater recharge basin. Located adjacent to the Santa Ana River between Lincoln Avenue and Ball Road, it has been a very successful recharging facility and an important part of OCWD's water management system for decades.

Through the years it has also become a habitat for migrating waterfowl that seek refuge and feed on the fish that live in the basin. The City of Anaheim, with the input from the neighboring community and support from State funding, saw this as an opportunity to provide a natural passive recreation experience as a developed interpretive trail along the banks of the reservoir basin. MIG developed a master plan and construction documents to create a universally accessible trail with viewing decks, interpretive signage and native plantings. From a safe distance, visitors are able to enjoy the wildlife and 14 acres of open space around the basin. The trail provides access to the west edge of the basin and connects into the regional bike and hiking trail that runs along the Santa Ana River to the ocean at Huntington Beach.

Funding was provided in part by grants from the Rivers and Mountains Conservancy, and California River Parkways.

### CLIENT NAME

City of Anaheim  
200 South Anaheim Boulevard  
Anaheim, CA 92805

### CONTACT

Pamela Galera  
Principal Project Planner  
714) 765-4463  
pgalera@anaheim.net

### YEAR COMPLETED

Phase 1: 2015  
Phase 2: 2017

## UNDERSTANDING OF THE PROJECT

### INTRODUCTION

With a population of just over 13,000 residents (2016), the City of Commerce is one of the smallest cities in Los Angeles County. However, as a mostly industrial city with a commercial land use majority, it is home to more than 45,000 jobs (2015), which represents one percent of all of Los Angeles County's jobs.

Of the City's residents, approximately 20 percent work within the City of Commerce. These numbers demonstrate that although the residential population is small, there are many workers commuting within and into the City. However, commuter traffic is not the only traffic traversing city streets. The City of Commerce is home to major intermodal railyards and trucking facilities that are integral to the nation's goods movement network. The presence of the rail yards and goods movement infrastructure results in a large amount of truck traffic traveling on the City's major thoroughfares.

This mixture of passenger vehicles and large trucks sharing the road leads to potentially dangerous conditions for all road users. The situation is direr for the most vulnerable of roadway users, which tend to be people walking and people bicycling. According to the 2009 National Household Travel Survey, pedestrian and bicycle trips nationwide represent up to 20 percent of collisions nationwide, while accounting for about 12 percent of all household trips. In communities such as Commerce, this number might be much worse.

The presence of trucks, passenger vehicles, and non-motorized roadway users on city streets represents a major opportunity to improve the safety for those walking and bicycling. It is under this context that the City of Commerce successfully applied and was awarded an Active Transportation Program (ATP) grant from Caltrans to prepare a Bicycle and Pedestrian Master Plan to improve roadway conditions for people walking and people bicycling.

The Commerce Bicycle and Pedestrian Master Plan (CBPMP) will be a first of its kind for the City. As such, it is a unique opportunity for the community to fully participate in the development of a comprehensive plan that will:

- Enhance connections for pedestrian, bike and transit users to produce a connected network,
- Create safe and comfortable pedestrian and bike connections to schools, multi-generational centers and major employment centers, as well as with local-serving transit routes to hubs,
- Enhance pedestrian and bike use with shaded streets and shelters, as well as connecting parks, plazas and open spaces as rest stops for that 20-minute walk or bike ride.

Through this effort, the KOA team aims to develop a plan that strives to help improve safety in the community while enhancing bicycle and pedestrian connections for residents and commuters alike, as well as making the community a more livable, sustainable, and equitable place to live, work and play. The Plan will not only serve as a guide for the development of a bicycle and pedestrian network that is integrated with the existing and future land use plans, but is also a meant to obtain grant funding for the implementation of the priority projects. The Plan will highlight the ability to provide a more direct link between active transportation and quality of life.

As a pioneer in the active transportation field, KOA Corporation (KOA) has assisted agencies in implementing the most innovative pedestrian and bicycle facilities in Southern California – including pedestrian scrambles, cycle tracks, and bicycle boulevards. KOA has been working in the Southern California region for almost 30 years, bringing with us local knowledge, innovative planning, and engineering solutions for transportation-related issues within the various jurisdictions of this region.

And yet, we recognize that the needs of every City is unique – requiring a specialized approach, no matter how similar in size, demographic, or land use. As a full-service transportation planning and engineering firm, KOA specializes in being able to see projects through from beginning to end; from plan to design to construction and ultimate operation. As such, the KOA team consists of industry experts with proven qualifications and experience in not just planning, engineering, design, and outreach, but also implementation of plans and programs for various communities.



## UNDERSTANDING OF THE PROJECT

KOA is well versed in bicycle and pedestrian facility planning, land use planning, trails planning, urban planning and design and has assembled a team of knowledgeable and experienced consultants with expertise in all facets required by the project that addresses the CBPMP goals and delivers it on- time and within budget.

Our team will be managed by Min Zhou, PE – the project manager for more than 25 of KOA's active transportation projects in the last five years – in addition to Walter Okitsu, PE, PTOE, PTP (Principal-in-Charge) and Carlos Velasquez, AICP (Assistant Project Manager), both of whom possess extensive experience in active and transportation planning both in Los Angeles County and throughout Southern California. Other KOA project team members include, Stephen Bise, PE, Roger Pelayo, and Frank Barrera, all of whom have played significant roles in developing active transportation plans and feasibility studies for KOA projects. KOA will also draw on our local staff, native Spanish bilingual capabilities, and traffic engineering experience specific to these efforts. We have created a tight, well-coordinated, multi-disciplinary team with extensive experience in all facets, as required by this project.

### SUBCONSULTANT

#### MIG, Inc

MIG has more than 30 years of experience in overseeing and developing all types of plans throughout California. They have prepared general planning documents, specific plan documents, have extensive outreach experience, and are also experts in visualization and graphics.

For this project, they will partner with KOA to prepare landscape design renderings that will graphically demonstrate the proposed improvements. KOA and MIG will work hand-in-hand to ensure that those designs are consistent with KOA's field work and engineering feasibility results; so that anything that is presented to the City and the public has been vetted and constructible.

### CONSTRAINTS AND OPPORTUNITIES

Along with the identified objectives, the KOA team also understands that the following key issues/concerns will factor into the development of this Plan. The City of Commerce is fortunate, however, in that many

opportunities are available to support a comprehensive and implementable bicycle and pedestrian plan.

#### Lack of Bicycle and Pedestrian Infrastructure

KOA conducted an initial evaluation at a few locations throughout the City, and below are some examples of obstacles that may be preventing residents and visitors from biking and walking on roadways:

- Missing sidewalks and ADA curb ramps- lack of proper infrastructure throughout the communities create major obstacles for pedestrians to walk to destinations,
- Intersections with adequate traffic controls (e.g., signalized intersections) are far apart- creating difficulty and inconveniences for pedestrians crossing arterial roadways,
- Lack of bicycle infrastructure continuity - currently, residents and workers in Commerce have access to no major developed bikeways in the City. The closest high-quality bikeway is along the Los Angeles River in Maywood – however access to that path is difficult for City residents as they have to traverse the I-710 along Slauson Avenue to reach the path,
- The bicycle plans for adjacent communities identify areas of improvement and the Gateway Cities Strategic Transportation Plan also identifies proposed bikeways along Gage Avenue, Slauson Avenue, and Telegraph Road. The CBPMP will review and consider the recommendations offered in these plans and seek to incorporate those with what is recommended under this plan effort,
- Speeding was observed along many roadways. Wide roadways offer one possible reason that can account for this motorist behavior,
- High speed arterial roadways also create high level of traffic stress (LTS) which are not suitable for community members to bike to their destinations,
- The presence of large trucks presents major conflicts with pedestrian and bicyclists who seek to traverse the City,
- KOA is well-qualified to develop a bicycle and pedestrian master plan that will address these infrastructure issues. Industrial communities such as Commerce require a different set of



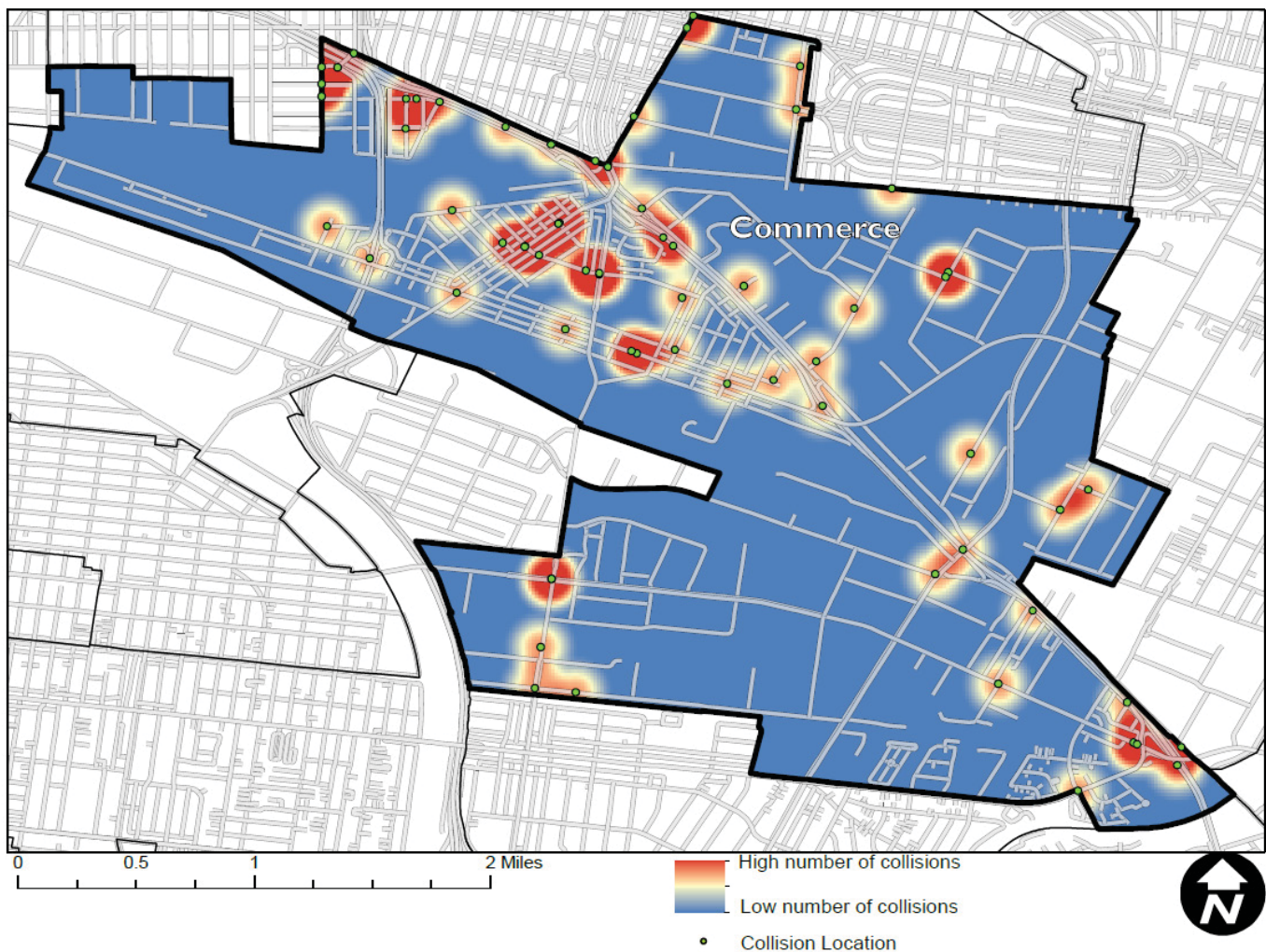
## UNDERSTANDING OF THE PROJECT

engineering design due to their unique needs, roadway characteristics, and land use. KOA has developed active transportation plans for cities such as Colton, which face similar conflicts between commuters and goods movement vehicles and infrastructure.

### Bicycle and Pedestrian Crashes Near Major Connection Points and Destinations

In preparation for this proposal, KOA staff developed collision maps of the entire city in order to learn more about where some of these major conflict points are present and how they may affect the development of this plan. As shown below, over the last ten years, pedestrian collisions are concentrated around residential areas such as the Bandini, Rosini, The Village, and Veterans Park neighborhoods, and at major connection points such as Atlantic Boulevard/Eastern Avenue/Telegraph Road, Slauson Avenue/Gage Avenue/Telegraph Road, and at Eastern Avenue/Slauson Avenue.

Heat Map of Pedestrian Collisions, Commerce, CA 2007-2016



These locations contain several major destinations within the City and provide key access points for pedestrian movement. Improving these locations will be key for the success of this plan.

## UNDERSTANDING OF THE PROJECT

As the map below also shows, bicycle collisions are concentrated around similar areas as the pedestrian-related collisions, but also in other major connection areas throughout the City, such as the Atlantic Boulevard/Eastern Avenue/Telegraph Road intersection, the Eastern Avenue/Slauson Avenue intersection, the lower Bandini and Rosini neighborhoods, and the Garfield Avenue/Telegraph Road intersection.

Heat Map of Bike Collisions, Commerce, CA 2007-2016



What exacerbates the unsafe conditions for people walking and bicycling in these areas is the general traffic patterns and street connectivity in this part of the County. Due to the presence of the Burlington Northern Santa Fe (BNSF) and the Union Pacific (UP) railyards and other goods movement facilities, the regional street grid is disrupted where only a handful of surface streets (Downey Road, Atlantic Boulevard/Eastern Avenue, and Garfield Avenue) connect neighborhoods north Commerce (East LA, Boyle Heights in the City of Los Angeles, Montebello, and Monterey Park) to communities south of Commerce (Maywood, Bell, Bell Gardens, Cudahy, Downey, and South Gate). This results in passenger vehicle traffic, goods movement vehicles, transit vehicles, and non-motorized roadway users being funneled



## UNDERSTANDING OF THE PROJECT

through those streets, intensifying instances of collisions. The collisions maps reflect this condition, as most of the collisions are concentrated in those choke points.

Although the KOA team will prioritize the needs of people walking and bicycling as part of this project, we will also investigate the needs of all other modes and find solutions that are suitable for all roadway users.

### Conflicts with Goods Movement Infrastructure

During our field investigation, the KOA team noticed various instances where pedestrians came into close contact with trucks and other large vehicles or where bicyclists were forced to ride on the sidewalk to avoid such vehicles (photos below are near Telegraph Road and Slauson Avenue). These are just some examples of how vehicles and non-motorized modes interact throughout the City.

The KOA team will use its combined in-house planning and engineering expertise to develop practical, constructible, and feasible bicycle and pedestrian infrastructure recommendations in order to address such conflict points and improve travel within the City. Our team is highly experienced in preparing realistic solutions that solve some of the most difficult active transportation connectivity issues.



*KOA can provide better solutions to protect pedestrians' safety*

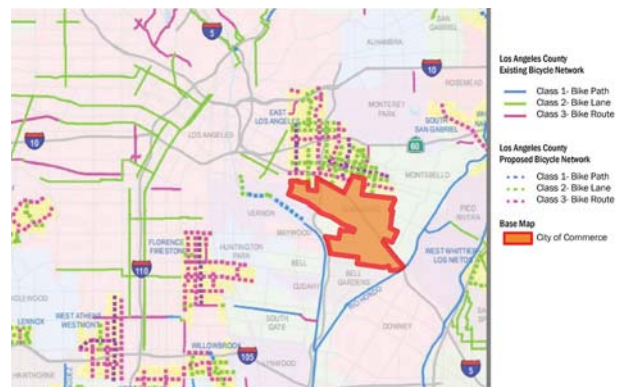


*This is not a proper bicycle waiting zone at the signalized intersection*

### Gap in Regional Bikeway Planning

Currently, the City of Commerce represents a gap in the regional bikeway network in this part of the County as unincorporated East Los Angeles to the north and the City of Bell to the southwest have recently-adopted bike plans while the City of Vernon to the west and City of Montebello to the east have bike plans currently in development. Even though those communities currently do not have an existing bikeway that would connect to the City of Commerce, the lack of bike and pedestrian plan essentially creates a 'donut hole' in the active transportation planning network. Given the issues regarding goods movement traffic and infrastructure, in addition to the limited regional street grid connectivity, the importance of the CBPMP is highlighted even more.

The KOA team will make sure to work within the regional planning context to develop a bicycle and pedestrian plan that meets the City of Commerce's mobility needs while also seamlessly connecting to the adjacent communities.



## UNDERSTANDING OF THE PROJECT

### Active and Engaged City Government and Community Groups

Despite the lack of pedestrian and bicycle infrastructure in the City and the challenges facing any active transportation planning project, the area does have a motivated population that is excited for such improvements. Given the issues involving environmental justice, goods movement, and quality of life, community-based groups such as *East Yard Communities for Environmental Justice* and *Commerce Deserves Better* strive to improve conditions for area residents.

The City, with its successful Active Transportation Program – Cycle 3 application also demonstrates the ambition to improve conditions within the City. As such, even with the aforementioned challenges, the City is well positioned to support the CBPMP and take it through implementation. The KOA team will leverage such community involvement and desire for improvement by engaging them throughout the process and creating opportunities for input.

To that end, we have developed a scope of work designed to meet the goals and provide the deliverables outlined in the Request for Proposals, drawing upon our experience in planning and engineering design in California. This scope of work is based on our understanding of the project and our experience completing similar projects. This scope will be refined during contract negotiations.



## METHODOLOGY

### TASK 1: PROJECT MANAGEMENT AND ADMINISTRATION

#### 1.1 Project Launch

Upon authorization to proceed, the KOA team will organize, attend, and lead a kick-off meeting with the City of Commerce and other project partners to initiate the project. This meeting serves as step one for the formal development of the City of Commerce Bicycle and Pedestrian Master Plan (CBPMP). The goal of the kickoff meeting will be to:

- Review project goals and objectives
- Review scope of services
- Confirm project and meeting schedules
- Collect available relevant documents and information
- Establish staff communication and coordination protocol

Through the discussion of project goals, objectives, schedule, and responsibilities, the kickoff meeting will establish an understanding of expectations and a path towards successful project execution.

We will discuss project scope and schedule, as well as the vision and goals for the project. In advance of the kickoff meeting, the KOA team will prepare and circulate a draft agenda and incorporate any feedback/comments. KOA will also prepare a Data Needs Request Memorandum that lists major items needed to advance the project, including: GIS data and key planning documents for background review, capital improvement projects list and plans, and the development of any other active transportation policies or campaigns being led by, or in collaboration with, the City. After the kickoff meeting, key action items will be identified, and the project schedule will be revised (if needed).

KOA will provide meeting notes detailing major decisions and action items resulting from the kickoff meeting within one week. KOA will revisit the Scope of Work after the kickoff meeting to consider potential cost-neutral adjustments to the staff hours and resources devoted to each task. An updated Scope of Work – Amended will

be submitted to the City's Project Manager for approval before any additional tasks are initiated.

*Deliverables: Project kick-off meeting agenda, Project timeline/schedule, task checklist, participant list, meeting notes/minutes.*

#### 1.2 Project Management and Coordination

The success of the CBPMP will require an experienced team led by seasoned transportation professionals who have successfully managed active transportation and safe routes to school assignments using proven project management methods and oversight tools. Effective and proven management control tools will be essential to the success of the project, especially given the level of coordination and public outreach required in each project phase.

Under the KOA team's project management plan, Min Zhou, PE, will coordinate closely with the key stakeholders including City staff, community-based organizations, and the school districts (for SRTS component) to ensure project goals are being accomplished in a timely manner and to the City's satisfaction.

This will be accomplished by having the KOA team meet with City staff on a monthly basis, or as needed during the most intensive portion of the Project. KOA staff will draft agendas and schedule the meetings so that there is constant communication between team members and goals and deliverables are met and issues are resolved. In KOA's experience, steady communication between the City and the consultant team reduces misinterpretation and potential mistakes.

*Deliverables: Ongoing coordination with City staff, stakeholders through project status meetings and communication.*

#### 1.3 Invoicing, Monthly Reports, and Project Closeout

As outlined in the consulting agreement, KOA will develop and submit complete monthly invoice packages to the City of Commerce in a timely manner. KOA has provided services to various cities on similar projects, and is familiar with general requirements.

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KOA will also develop monthly written status reports detailing work to date completed on the project and include budget tracking and progress toward deliverable completion to keep the City of Commerce updated and informed. The consultant will develop and submit monthly progress and performance reports detailing work completed for each invoice. In addition, the consultant shall produce a final project closeout report to the City upon completion of the Project.

At the end of the Project, the KOA team will hold a debrief meeting with City of Commerce staff to discuss the results of the Bicycle and Pedestrian Master Plan. Prior to the debrief meeting, KOA will develop a discussion framework to effectively use the debrief meeting to gather program expansion successes, challenges, lessons learned, and ideas for the next steps of the project. Key questions will be distributed at least one week prior to the meetings to help participants prepare comments. At the debrief meeting, we will document the discussion of lessons learned and next steps. Following the meeting, KOA will draft a Final Closeout Report for the City of Commerce, to include work completed and the processes used, final performance/progress, final financial status, lessons learned and challenges to address. The goal of the Final Closeout Report will be to provide evaluation, documentation, and analysis of the Commerce Bicycle and Pedestrian Master Plan.

*Deliverables: Monthly invoice packages, monthly reports, final closeout report, and project debrief meeting.*

### TASK 2: COLLECT AND REVIEW EXISTING DOCUMENTS AND DATA

#### 2.1 Document Review

In order for the CBPMP to be both an effective policy document and a guide for implementing bicycle and pedestrian programs and projects, KOA will take a holistic view of how programs, practices, and policies related to walking and biking operate within the City and nearby communities. The initial step in assessing the current state of the City's active transportation programs and network is to review all available planning documents

and regulatory frameworks to establish an understanding of the policies and priorities. KOA will review City planning document such as the General Plan, Circulation Element, zoning code, and other city-specific documents to learn more about the context in which the CBPMP will be working.

The City of Commerce does not exist on an island and is centrally located in the County's regional transportation and goods movement network. As such, KOA will also conduct extensive research of current relevant documents for nearby jurisdictions that include the Los Angeles County Bicycle Master Plan, the recently-developed City of Bell Bicycle Master Plan, and research and refer to the ongoing active transportation planning efforts in the cities of Vernon, Montebello, and Bell Gardens. Additionally, we will also review and incorporate ongoing recommendations and safety campaigns revolving around SRTS in nearby cities, since Commerce middle school and high school students attend schools in the surrounding communities of Bell, Bell Gardens, and Montebello.

In addition to city-specific transportation plans and nearby jurisdiction plans, the KOA team will review regional plans, such as the Gateway Cities Strategic Transportation Plan, Metro's Active Transportation Plan, the Southern California Association of Government's (SCAG) Regional Transportation Plan, the Metro Rail-to-River project along Randolph Street, and the Multi-County Goods Movement Action Plan, in addition to ongoing environmental studies for large projects, such as the I-710 expansion project environmental impact report.

*Deliverables: Request existing planning document from the City and review ongoing active transportation efforts affecting the development of the CBPMP.*

#### 2.2 Data Gathering and Review

One of the most challenging tasks is the identification of latent demand for bicycle and pedestrian facilities, particularly where existing demand is constrained by the lack of such facilities or the presence of barriers such as freeways, railroad corridors, or flood control channels. Other existing conditions (e.g., roadway right of way width, curb to curb width, and ownership of the utility

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corridors) which have potential to be used for Class I or Class IV bike lanes will be collected through field review.

The KOA team will compile both quantitative and qualitative data necessary for the Plan, focused specifically on observations, indicators, measures, and/or factors related to: 1) safety, 2) health, 3) travel behavior, 4) environment and infrastructure, and 5) other socioeconomic/demographic data. The assessment will include, but will not be limited to, the collection and analysis of the following data types and sources:

1. Safety - bicycle and pedestrian-related collisions, accident data, problem locations
  - a. Statewide Integrated Traffic Records System (SWITRS)
  - b. Transportation Information Mapping System (TIMS)
  - c. Los Angeles County Sheriff Department safety reports
  - d. U.S. DOT Pedestrian and Bicyclist Road Safety Assessments
  - e. FHWA's Pedestrian Safety Focus City designation
  - f. School Crossing Guard Interviews
2. Health – overweight and obesity rates, diabetes, physical activity levels
  - a. California Health Interview Survey
  - b. Physical Fitness Testing Program (CDE)
  - c. Los Angeles County Department of Public Health Data Resource Inventory
3. Travel Behavior – number of children walking to/from school, attitudinal data, where residents live, work and play, and distance students travel to/from school in relation to mode choice,
  - a. KOA will collect pedestrian and bicyclist counts at key locations to establish a baseline
  - b. Review land use, population, employment data, and transit connections to identify areas with latent demand for bicycle facilities.
  - c. If available from the Montebello Unified School District, KOA will analyze the propensity of kids that may walk or bike to school based on the individual student addresses.

d. Los Angeles Metropolitan Transportation Authority (Metro), City of Commerce Municipal Bus Lines, and Metrolink network connectivity, boarding and alighting.

4. Environment & Infrastructure – KOA will prepare GIS maps for existing conditions based on existing data and additional documentation and data provided by the City. Preliminary field work photos will be geocoded into a database in ArcGIS and Google Earth for easy documentation and review.

The maps will include but will not be limited to:

- Existing and planned bicycle and pedestrian facilities which will include locations of Class I, Class II, and Class III bikeways and sidewalk coverage along arterial and collector streets;
- Pedestrian and bicycle user amenities;
- Land use elements;
- School crossing guard locations and MUTCD signage;
- Wayfinding signage;
- Locations of parks, libraries, major employment centers, transit centers, tourist destinations, and other regional activity centers.

5. Socioeconomics/Demographics – To ensure proposed facilities serve the populations that most need them, KOA will also identify potential disadvantaged communities and evaluate whether the distribution of proposed facilities is equitable relative to the distribution of the populations that most need them.

We will identify these communities through use of:

- a. Southern California Association of Governments (SCAG) Local Profiles 2017
- b. American Community Survey data on race/ethnicity, age distribution, household income and vehicle ownership
- c. CalEnviroScreen tool
- d. National School Lunch Program Data.

KOA will also identify any data gaps in the bicycle and pedestrian facility mapping and any areas where existing facilities or planned facilities need to be clarified

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(including questions such as side of street a facility is located on or existence of short sections of a facility or gaps). We will then coordinate with the TAC to determine any additional data collection needs. These may include the mapping of sidewalk coverage in targeted areas with higher levels of pedestrian activity, such as within one-quarter mile of schools, mapping the locations of existing bicycle parking facilities at key activity centers (transit facilities, schools, parks, public buildings, and major shopping centers), or identifying the presence of pedestrian equipment (e.g., pedestrian heads, countdown timers, and/or marked crosswalks) at major signalized intersections or at major activity centers. All relevant documentation for the will be shared within the KOA team and with TAC will be shared within the KOA team and with TAC.

*Deliverables: Existing Conditions Data and Figures, GIS maps & graphics of existing land uses, Disadvantaged community areas, Major bicycle and pedestrian trip generators and destinations, Existing pedestrian facilities, Barriers and opportunities, Bicycle/Vehicle & Pedestrian/Vehicle collisions, Connections to transit*

### TASK 3: EXISTING CONDITIONS AND ENVIRONMENTAL / ROADWAY SURVEY

One of the major benefits that KOA will bring to this project is that we perform planning and engineering services in-house, which allows for a higher level of project efficiency and cost effectiveness to the client. For this task, experienced planners and engineers will collectively conduct a survey of existing conditions along the City's most suitable bicycle and pedestrian infrastructure corridors. The combination of birds-eye community ideals and technical logistics create an on-site brainstorming session that will maximize potential for active transportation infrastructure throughout the City.

#### Task 3.1 Draft List of Prioritized Corridors to Survey

Our team's transportation planners will first take all of the existing data and planning documents from Task 2 and will come up with a draft list of corridors that should be prioritized for bicycle and pedestrian infrastructure improvements.

The first set of corridors will be prioritized by taking into account elements such as, but not limited to:

- Bicycle and pedestrian usage,
- Proximity to destinations and activity generators (schools, shopping destinations, libraries, parks, government facilities, major employment centers),
- For bicycle infrastructure, corridors that connect to existing bikeway facilities in adjacent jurisdictions,
- For pedestrian infrastructure, it would mean identifying gaps in the sidewalk network, or spot improvements that will make it safer and easier to walk,
- Rate of collisions along certain corridors,
- Convenient connections to adjacent jurisdictions,

The list will be provided to City staff and agreed upon for further investigation. The team's planners will then work with our KOA engineers to conduct a more thorough field investigation to assess physical opportunities and constraints.

*Deliverables: Develop draft list of bicycle and pedestrian corridors to survey.*

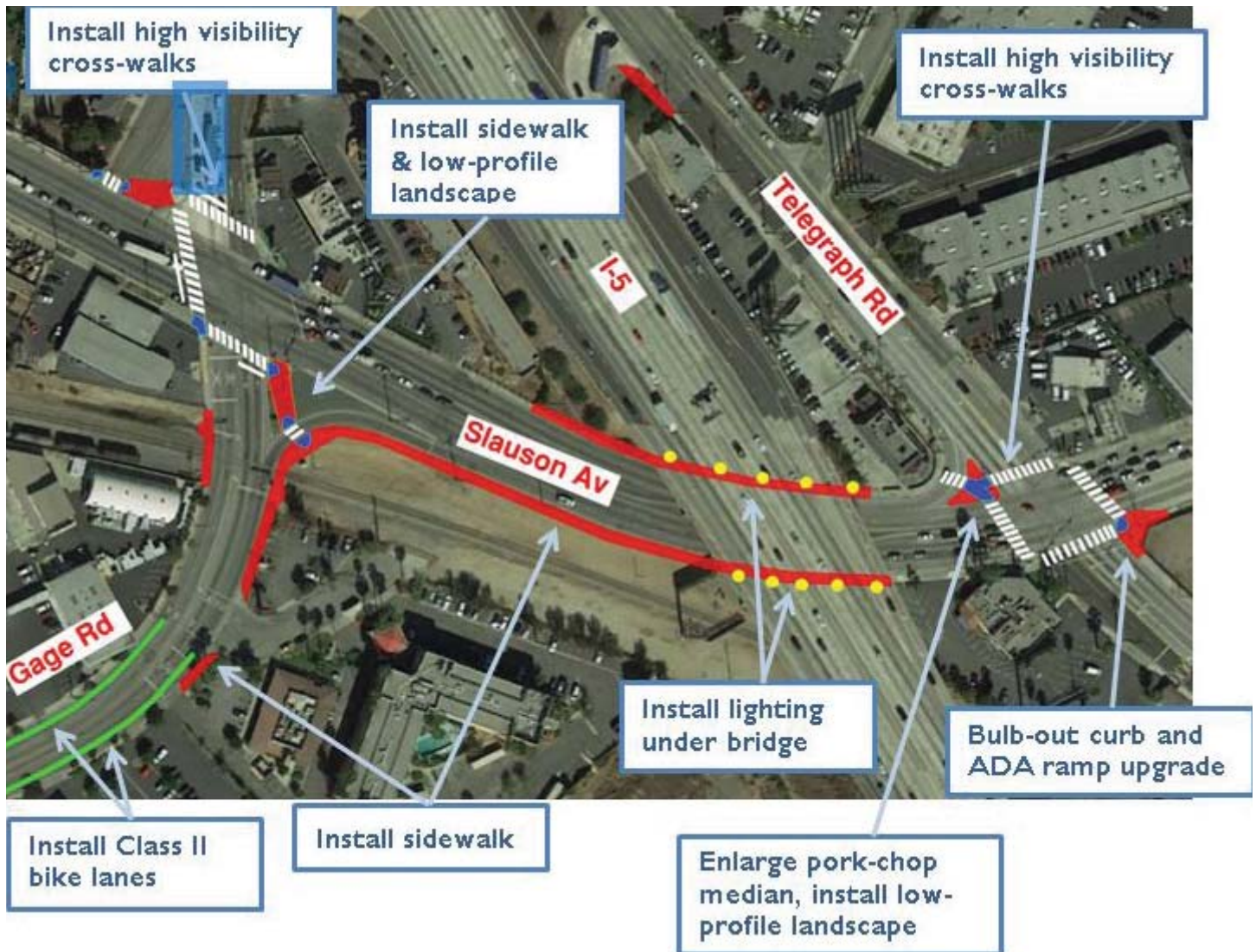
#### Task 3.2 Roadway Survey and Identify Constraints and Opportunities

From an engineering perspective, the KOA team will identify physical/operational opportunities and constraints for pedestrian and bicycle facilities citywide. More importantly, the team will focus on how to overcome the limitations and fully exploit the opportunities. For example, if there is limited right-of-way or road width, we will analyze feasible options that are least invasive and provide the best return, such as striping, signage, and modification to existing infrastructure. We will also utilize our experience to determine general feasibility of typical improvements, such as bulb-outs, bike lanes, sidewalks, cross-walks, accessible pedestrian signals, lighting, etc. Our goal will be to provide recommendations to the City that are affordable, constructible, and encourage the use of active transportation.



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The RFP identifies that the area near I-5 and Slauson Avenue as at high priority area. Based on preliminary investigation, the high volume of truck traffic and limited right-of-way significantly limit installation of bicycle facilities. However, there are several opportunities to make improvements for pedestrian traffic. Below are some potential improvements that can improve the environment for people walking and bicycling:



*Deliverables: Conduct field survey.*

### 3.3 Summarize Field Survey Findings

Once the field investigation is completed, KOA staff will put together a technical memorandum that summarizes the bicycle and pedestrian issues and opportunities for those corridors. The memorandum will provide maps, photos, and figures clearly illustrating the results to the City.

*Deliverables: Prepare technical memorandum of field survey for the City.*

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### TASK 4: STAKEHOLDER ENGAGEMENT AND OUTREACH

#### 4.1 Interagency Coordination

KOA recognizes that the City of Commerce, Metro, the City's major employers, major goods movement entities (UP, BNSF, and other trucking companies), and other transportation entities (including Caltrans), and the pedestrian and bicycling public may have separate, yet interdependent goals for the CBPMP network. Our facilitation and outreach approach will foster a spirit of cooperation among stakeholders and create a shared vision of goals for the CBPMP.

As outlined in Task 1, the KOA team will schedule monthly project update and status meetings with the City of Commerce staff. These meetings will provide members information and details on the progression of the project, status of deliverables, as well as key milestones. They also serve as an important medium for the solicitation of input, collaboration of ideas, and resolution of concerns from project start to finish. If any interagency coordination is required, this would be the best forum to bring up any issues and invite any other entities for discussion and input.

*Deliverables: Set up monthly meeting with City as outlined in Task 1; should any interagency issues arise, coordinate with City to have other agencies join meetings to discuss and provide input.*

#### 4.2 Technical Advisory Committee (TAC)

In order to meet the goals and objectives of this Plan, it will be KOA's priority to establish a 9-15 member Technical Advisory Committee (TAC). By bringing key stakeholders to the table, it allows for both the discussion of interests, the identification of potential conflicts and a coordinated effort at developing solutions. These TAC meetings will provide members information and details on the progression of the project, status of deliverables, as well as key milestones. The TAC will help identify additional key stakeholders that shall be recruited for participation.

Specifically, it will inform the development of our

outreach approach (Task 4.3) and establish methods and contacts for the formal recruitment of advocates. Through this, the KOA team will develop a preliminary project contact list that will be continuously updated throughout the development of the Plan. They will also serve as an important medium for the solicitation of input, collaboration of ideas, and resolution of concerns from project start to finish. Calendar invites to TAC bimonthly meetings will be sent out to ensure that no scheduling conflicts arise at the specified dates and time.

*Deliverables: Set up TAC and bimonthly meetings; prepare agendas and meeting minutes.*

#### 4.3 Solicit Public Input

The KOA team possesses unique outreach strategies, extensive expertise, and is prepared to develop a robust community outreach and engagement strategy within the 18 month project window. Roger Pelayo, a Senior Transportation Planner with KOA, has extensive outreach experience, will serve as the KOA team's outreach task leader.

KOA staff will develop meeting parameters and provide guidance to follow in efforts to conduct four community meetings at key project milestones. The focus of these meetings will be to share information, facilitating dialogue, garnering input and fostering consensus. The first round of meetings will focus on discussing active transportation project types and classifications, covering a full toolbox of bikeways, pedestrian, place making and complete streets treatments. The subsequent rounds of workshops will function as project updates for the community, including discussion on prioritization criteria methodologies and the draft CBPMP.

Specifically for the CBPMP, KOA will look to partner with community-based organizations such as *East Yard Communities for Environmental Justice* or community groups such as *Commerce Deserves Better*. These types of partnerships will bring the extensive community-based knowledge and also help get the community enthusiastic about the process. This will bring about the collective use of advocacy and outreach to the KOA project team to help cast a wider net for the participation and visioning for this project.

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These community meetings will be creative forums in which a free flow of ideas can take shape toward a common purpose. The challenge of these meetings will be to ensure adequate and broad-based participation in order to avoid homogenous or narrow input. The KOA team has extensive experience implementing a wide range dynamic and interactive planning meetings and workshops. These meeting formats have involved small group exercises and electronic preference surveys allowing participants to vote in real time using Turning Point software. Project update workshops can also utilize online tools such as Maptionnaire.com to create a map-based survey, allowing an easy facilitation of discussion and collection/analysis of data. These established meeting formats and dynamic online tools are proven to develop creative and interactive outreach processes and will prove invaluable to achieve wide-ranging stakeholder participation. The approach to create the dynamic workshop process will be collaborative involving the TAC to identify the best format for each workshop based on the audience, information to be presented and input needed. The KOA team will share lessons learned and best practices to assist in the decision making process.



*Carlos Velasquez, Senior Transportation Planner at KOA, facilitating a Spanish-only workshop at Esperanza Elementary School in Los Angeles*

The KOA team staff will provide services in support of the various meetings that will include coordination of meeting times and locations, organization of facility details (including equipment and insurance, if applicable), meeting set-up and clean-up, photography, and refreshments. Meeting materials, including notices and meeting notifications, e-blasts, handouts, sign-in sheets,

comment cards and directional signs will be prepared.

The KOA team will employ a variety of outreach techniques including innovative, traditional and non-traditional means. While it will not be possible to reach all residents, there are options to reach individuals that represent user types and population groups. To reach significant segments of the population, the KOA team recommends utilizing public access venues, e-blasts, and both print and electronic forms of media as described above.

For convenience of community members and to encourage the widest participation possible, we suggested that meetings be held in conjunction with existing meetings and forums, e.g., neighborhood associations, community groups, faith-based groups, and other community opportunities such as farmers markets, community festivals, and other locations where a broad spectrum of residents will already be attending.

We will present an overview of preliminary issues, opportunities, constraints, and alternatives and solicit comments from the public to identify key areas of focus for priority projects. The public workshops will be a method of listening to the needs and opportunities expressed by residents, parents, and other key stakeholders so that the plan reflects their experience. These meetings will include identifying priority routes and destinations such as neighborhoods, schools, employment centers, existing and proposed trails, popular regional park destinations and major trip generators. The effectiveness of bicycle and pedestrian programs and infrastructure and what components improve the safety (real or perceived) for pedestrians and bicyclist, with the goal of collaboratively developing a plan that will have the community's support for implementation will also be evaluated.

At the end of the meetings, participants will have a good understanding of active transportation benefits, an acceptance that the plan can work in their neighborhood and hopefully the start of a commitment in working with their community leaders so that the CBPMP features are implemented at nearby schools and in their community. As part of each session, photos will be taken and short



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videos will be prepared that can be shared via the web with other members of the community to help share the ideas and enthusiasm.

Community engagement elements to be included in this task include:

### Stakeholder Database

The stakeholder database will be developed from pre-established stakeholder lists from the City, and any other stakeholder lists within the City that other community groups may have on file. Additionally, the TAC will be asked to provide a list of contacts for inclusion into the project database. KOA staffs will compile and refine/update the database, as needed.

### Branding & Graphics

The KOA team will develop a project branding strategy in order to deliver consistent project messaging and advertising. Consistent graphics content and original branding for the CBPMP will be an essential step in the public outreach process that will allow for project recognition throughout the region.



*Custom project branding materials prepared for City of Indio SRTS Project by KOA staff*

### Print Media/Collateral Materials

Based on the project branding, the KOA team will develop a set of collateral materials to support the community meetings and the TAC meetings. All written materials will be translated into Spanish as necessary, to ensure complete communication with project stakeholders. These materials may include meeting

notices, sign-in sheets, comment cards, agendas, and meeting signage or any other collateral, as requested.

KOA will take the lead in the development of fliers and a project fact sheet/ FAQ document to feature key project details, drawings, illustrations, maps and opportunities for public involvement. The fact sheet will be used as a hand out at all meetings and for placement on the City website.

### Public Access Venues

Hard copy notification materials can also be disseminated via City Hall, Chamber of Commerce, schools, local community centers, and other publicly accessed locations. Additional forms of non-digitalized advertisement dissemination may be identified in the outreach plan and utilized in this task for broader community engagement, particularly targeting the disadvantaged communities.

### Social and Online Media

Online and social media networks are one of today's natural communication tools for an increasingly online/mobile community. Social networking will be an integral piece for any stakeholder outreach. Facebook, Twitter, and Instagram can be utilized to inform users of project developments and issues, project meetings and also provides a forum for project dialogue.

### E-Blasts

As an extremely cost effective and more intimate method of targeting the established stakeholder database, information and details on the scheduled meetings, events and workshops can be sent out in a mass email or newsletter. E-blasts can also provide events information with new project developments and updates.

### Photography & Videography

Along with content generated for collateral materials and social media, the KOA team will photograph and produce videos to both document project development and publicize outreach events. Videos for our past projects include: OC Loop (<https://www.youtube.com/watch?v=FNMXpAYX4A>) and the case for bike lanes and sharrows on Pine Avenue in Long Beach (<https://www.youtube.com/watch?v=20leBdfx0bw>).



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*Deliverables: Public information materials (meeting flyers, brochures, informational displays, meeting presentation materials), Technical reports from public workshops (photos, user profiles, interviews, public project preferences)*

### TASK 5: LANDSCAPE AND URBAN DESIGN RECOMMENDATIONS

Critical to this project is providing the City and stakeholders with appropriate visualization of what streets might look like as envisioned by the CBPMP. As such, KOA will work with MIG, which has extensive urban design and visualization experience for similar projects.

As part of this task, the KOA team will:

- Develop and provide water-conserving planting palette for typical streetscape/bikeway improvements with photos.
- Provide input for landscape improvements associated with typical streetscape sections for accommodating bicycle and pedestrian access.
- Provide input for proposed hardscape improvements associated with bicycle and pedestrian crossings or bikeway destinations.
- Provide sketches for wayfinding signage or monumentation.
- Provide catalog cuts or photos of proposed pedestrian and bicycle amenities ie. bike racks, benches, drinking fountain, planters, banner poles, interpretive and wayfinding signage, etc.
- Provide opinion of probable costs for landscape, irrigation, hardscape, and site amenities.

KOA's engineering group will coordinate with MIG to control/maintain consistency, constructability, and functionality of proposed urban design recommendations. This will include providing input on sight distance limitations for landscaping, street furniture allowance coinciding with required ADA clearance, street/pedestrian lighting type and placement, and any other urban design features that may affect the accessibility and operation of all/any modes of travel.

*Deliverables: Prepare visualization graphics for project recommendations.*

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### TASK 6: IDENTIFICATION OF BICYCLING STREETS AND ROUTES

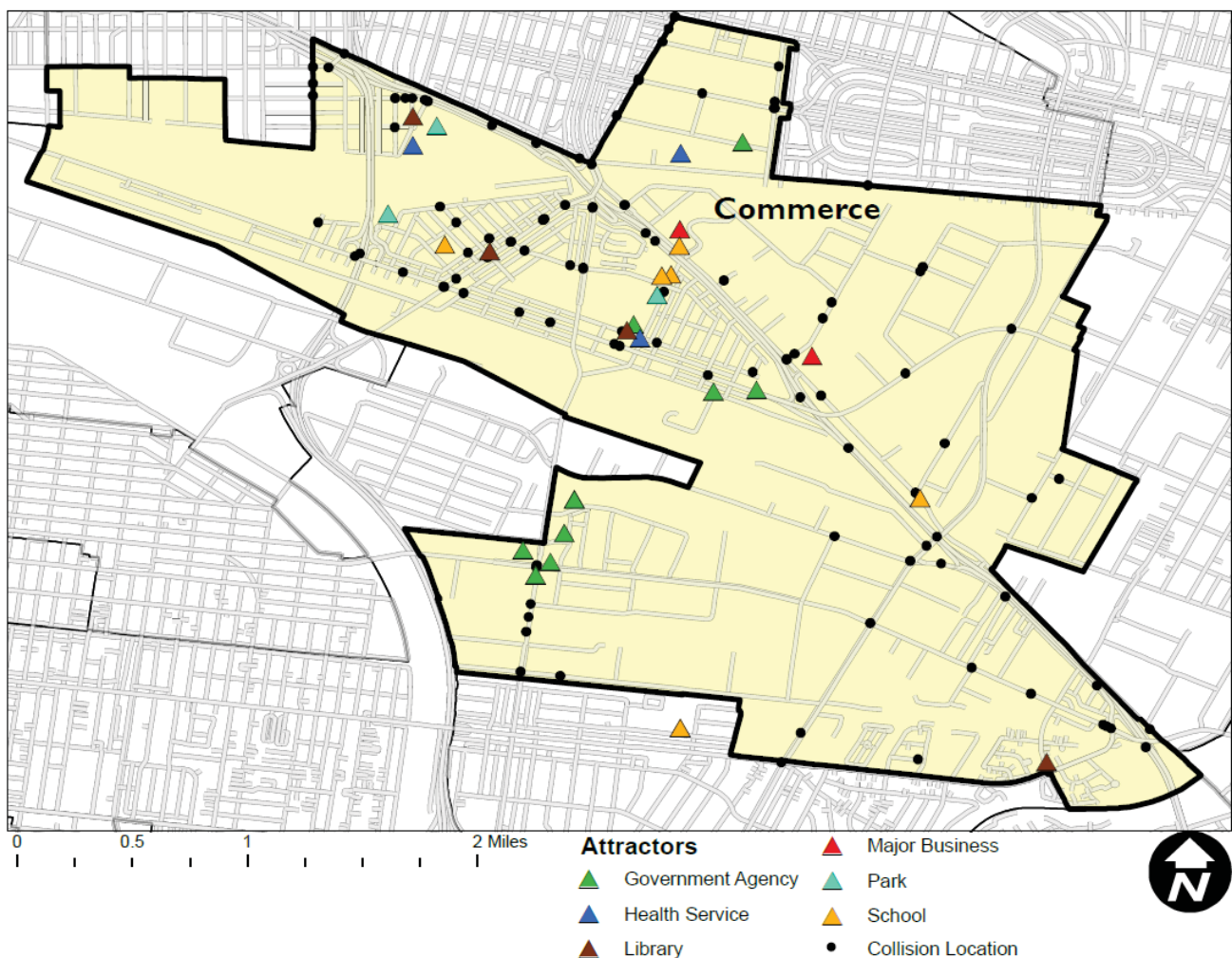
#### 6.1 Identify Walking and Bicycling Destinations and Amenities

KOA staff will work with the City and through community input, will identify destinations for bicycling and walking. In preparation of this proposal, KOA has developed a preliminary destinations/activity generators map in order to better understand certain nodes within the City.

General attractors shown in this map will be used as the starting point to pinpoint bicycle streets and routes. This task will take place soon after Task 3 (Existing Conditions and Survey), where the various corridors will be identified and ranked based on their physical limitations and opportunities.

*Deliverables: Draft list and create map of bicycle and pedestrian attractors throughout City.*

#### Attractors and Pedestrian/Bicycle Collisions, City of Commerce



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### 6.2 Network Types Recommendations

Based on the fieldwork results and also the various activity generators identified within the City, KOA will then develop bicycle and pedestrian network type recommendations. These will vary depending on the type of corridor, the amenities surrounding them, and the overall usage of that corridor. For example, if geometry permits, and it is a highly-trafficked corridor, a Class II bicycle lane will be most appropriate. This may be the case on certain segments along Atlantic Boulevard or Washington Boulevard (where space permits).

Since the City's pedestrian infrastructure is well developed, the KOA team will identify sidewalk gaps and deficiencies around activity generators and recommend appropriate solutions.



*Commerce bicycle commuters have to ride on the sidewalk to avoid unsafe situations with vehicles on roadway*

*Deliverables: Prepare a list of recommended network types depending on roadway survey results and proximity to activity generators.*

## TASK 7: DEVELOP BICYCLE AND PEDESTRIAN TRANSPORTATION NETWORK

### 7.1 Develop Goals and Objectives

The KOA team will create a draft list of goals and objectives for the CBPMP and provide them to the TAC for review, to take advantage of their familiarity and experience with the City. The goals and objectives will be formulated to ensure consistency after review of the existing Gateway Cities Strategic Transportation Plan and other county planning documents such as the Los Angeles County Bicycle Master Plan. The final goals and objectives will be instrumental in directing the study, providing guidance on appropriate analyses and in developing recommendations.

*Deliverables: List of goals and objectives.*



*Kids are the most vulnerable while crossing streets nearby school zones*

KOA is very familiar with the design parameters of all types of bicycle facilities. We also stay current on changes/updates to California Manual of Uniform Traffic Control Devices (CAMUTCD), Caltrans Design Bulletins, and FHWA interim approvals. For this task, we will utilize our design experience and current best practices to identify feasible bike facilities throughout the City. The available roadway space will be a major factor, however, we will also consider existing and future traffic conditions, adjacent land use, safety, usage, and subsequent impacts to existing traffic control devices. Along with our recommendations, we will provide a conservative cost estimate to assist the City in obtaining future project funding.

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### 7.2 Local Infrastructure Priorities

After the field investigation, prioritization of corridors, and network types, KOA staff in coordination with the City, will continue to finalize specific priorities and the bicycle and pedestrian plan network.

KOA will use a data-driven approach to identify projects for the CBPMP. The tools that we may use include Level of Service (LOS), Intersection Capacity Utilization (ICU), and Complete Streets LOS (CSLOS) analysis methodologies to conduct Multi-modal Level of Service (MMLOS) evaluation for critical locations. The analysis will result in independent LOS for auto, pedestrian, transit and bicycle uses. Major destinations such as those shown in the map can attract pedestrian and bicycle commuters and visitors. Using GIS, the KOA team will develop ½ to 1 mile bike shed and ¼ mile to ½ mile walk shed surrounding attractors and identify potential priority routes. Additionally, KOA will use GIS to conduct analysis on pedestrian and bicycle collisions to identify corridors and intersections that have the highest collision rates. The combination of the data-driven approach, field review, and community input will ensure that the recommended projects meet the needs of residents and visitors to the City of Commerce.

Building upon recent planning efforts and based on the KOA team's existing conditions analysis and input from community outreach activities, the KOA team will develop a list of potential projects for the CBPMP. The list will be circulated with the TAC members where members can suggest or recommend changes to potential projects as well as suggest additional projects where necessary. The KOA team will work with the TAC to refine the long list of potential projects.

KOA will rank project feasibility based on possible constraints to include but not limited to costs, connectivity, safety, and equity considerations, community need, regional, county, and statewide policy and funding frameworks, and the timeframe for implementation. We propose to implement a scoring system similar to that of the corridor ranking analysis KOA performed for the OCTA Bikeway Strategy & Feasibility Studies; criteria and categories will be expanded/ revised based on relevancy to the City of Commerce's unique features.

REGIONAL BIKEWAY CORRIDOR RANKING ANALYSIS SUMMARY TABLE  
 OCTA DISTRICT 5 BIKEWAYS COLLABORATIVE

Criteria		Rank	Score	Level of Traffic Stress	Reported Collisions	Economic Efficiency	Trip Demand	Public Input	Physical Constraints	Completes the Network	Completes the Corridor	Corridor Length (miles)
			Total*	WS*	WS*	WS*	WS*	WS*	WS*	WS*	WS*	
Best Possible Score			100	20	20	15	15	10	10	5	5	
Corridor	A PCH Corridor	1	69	19	19	2	12	10	2	3	1	19.0
	C El Toro/Alicia	2	68	20	20	4	13	2	1	4	5	15.27
	F Muirlands/Cabot	3	60	12	7	15	15	5	1	3	1	17.9
	D Portola/Santa Margarita	4	58	20	7	1	14	2	5	5	5	6.7
	B Laguna Canyon	5	53	20	9	1	9	6	1	2	5	8.8
	E Aliso Creek	6	50	6	1	11	11	6	10	4	1	20.3
	G Oso Parkway	7	48	19	3	2	12	1	2	4	5	8.9
	H Antonio/La Pata/Pico	8	43	17	6	1	11	2	1	2	2	18.0
	I San Juan Creek	9	38	3	0	12	14	2	2	3	1	8.6

WS = Weighted Score

\* Scores have been rounded up to the nearest whole number



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KOA's engineering group will focus on technical connectivity to surrounding pedestrian and bicycle facilities (existing and planned). The goal will be to provide a seamless regional bike network for surrounding communities. The condition and timeline of adjacent bike networks may vary; therefore, KOA will provide transitions/termination recommendations to prepare patrons for any temporary discontinuity at surrounding jurisdictional boundaries.

KOA will also review applicable City standards, codes, and/or ordinances to ensure there are no contradictions with the proposed recommendations. If divergences are found, we will coordinate with the City to determine if modification to the standard/code/ordinance would have any negative consequential impacts. If a change cannot be accommodated, we will revise our recommendations to comply with the current regulations.

*Deliverables: List and table of projects and prioritization methodology.*

### 7.3 Infrastructure Priorities and Path Network

Using the agreed upon methodology from Task 7.2, KOA will create a list of prioritized infrastructure projects. The list will include a table reflecting preferred facilities by road classification, or other factors, for regional routes and to inform policy development. Any proposed project will be vetted through a feasibility analysis. This includes reviewing whether roadway width, right-of-way, utilities, major structures, or natural and cultural resources would constrain the ability to meet state bikeway design standards and ADA guidelines. We will also evaluate whether permission to experiment from the Federal Highway Administration (FHWA) and the California Traffic Control Devices Committee would be required for non-standard traffic control devices such as unusually-configured bike boxes or sidepaths.

This task is a significant component of the project, as much of the final prioritization of the projects will build on the efforts of this and previous tasks. KOA will develop a prioritization matrix in order to rank the projects and will work with the TAC to identify final factors to be included. Our initial recommendation for prioritization criteria consist of, but will not be limited to:

- Specific School Characteristics (i.e. enrollment, attendance boundaries, etc.)
- Collision Data
- Poverty Level (percentage of students eligible for free/reduced lunch)
- Pubic Support
- Cost-Benefit Ratio
- System-wide Significance
- Urgency or Timetable for Improvement
- Improvement Feasibility
- Program Readiness

The projects will be ranked by priority, high/medium/low, and will include an implementation guide by facility type based on appropriate near-term and long-term time-frames and an estimation of construction and maintenance cost. KOA's extensive experience in design and construction management will be valuable in developing the construction and maintenance cost estimates for priority projects.



KOA will develop a comprehensive list of recommendations of various network improvements, regional on-street and trail corridors, and spot treatments. Based off past experience, KOA proposes to utilize GoogleEarth in order to quickly locate, identify, and share countermeasures recommendations most effectively. This will allow the local agencies and the TAC to review draft recommendations through the .KMZ file format in order to provide any feedback or concerns. Final recommended countermeasures will be provided in both dynamic (KMZ file) and static map/report formats.

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Following the final selection of the regional projects to be developed, KOA will develop detailed descriptions for each of the projects. It is anticipated that each sheet will contain the following information:

- Project Location Plan
- Description of Existing Conditions
- Identification of Implementation Constraints
- Proposed Improvements/Project Description
- Planning Level Conceptual Cost Estimate
- Potential Funding Sources
- Conceptual Photo Simulation Rendering or Section of the Project

The TAC will be able to review and comment on the draft detailed project descriptions prepared by KOA as part of the process leading up to this task. As part of this task, KOA will provide planning level drawings and conceptual renderings of potential projects chosen for inclusion in the CBPMP, to depict intersection design, complete street designs, bicycle facilities, road diets, streetscape components or traffic calming. Working with KOA, the goal is to develop a consistent set of graphic exhibits for inclusion in the final report and individual fact sheets.

As part of this task, KOA will go to the TAC to determine the level of design input required and anticipates producing up to two graphical site improvement plans for each of the identified projects, and update/expand any existing improvement plans. These high-level engineering assessments and designs will be developed with constructability in mind – with the purpose of being utilized in grant applications when applying for funds to design and construct the projects. Where sections are used to demonstrate the reallocation of roadway space, KOA will coordinate with the local agency regarding the necessary dimensions to enable the construction of the as well as provide any relevant technical information.

*Deliverables: List of prioritized projects, Benefit/Cost analysis for each project.*

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### 7.4 Cost Estimates

Identified improvements for each project will include detailed construction level cost estimates produced by KOA Senior Engineering staff. From our recent work, we have created a company cost estimation calculator used for segment, network, and spot treatment improvements specific to ATP and SRTS projects. Our calculator is compiled of unit costs collected from various vendor quotes and multiple contractor bid item sheets, with the ability to provide detail specific construction estimates for varying improvements and roadway modifications. The resulting deliverable will be a line by line estimation of quantities, bid prices, sub-totals and one grand total of the estimated cost to construct these improvements. Below is an example of an estimate worksheet calculator developed by KOA for bicycle and pedestrian planning projects.

*Deliverables: Prepare cost estimates for infrastructure improvements.*

K26						
	A	B	C	D	E	F
1	Data					
2						
3	Update					
				Segments		
4	Enter the project segment names in this row. A quantity column will appear for each one. Any data not given a segment name in this row will not be computed. →			A	B	C
5	(Optional) Enter an index #, prioritization #, class, or corridor length into this row. →					
6						
7	Improvement	Unit	Price	Quantity	Quantity	Quantity
8						
9	Bike Route Signage Only (2 Sides)	Per Linear Foot	\$1			
10	Wayfinding Signage (1 Side of road)	Per Linear Foot	\$2			
11	Dashed 4" Yellow Centerline Stripe (Detail 2)	Per Linear Foot	\$2			
12	Double Yellow Centerline Stripe (Detail 22)	Per Linear Foot	\$2	500		300
13	Bike Boxes (4 Approaches)	Per Intersection	\$15,836	2		
14	Bike Racks	Per Bike	\$242			5
15	Bike Lockers	Per Bike	\$2,596			
16	Raised Two-Way Cycle Track (1 Side of Street)	Per Linear Foot	\$702			
17	Raised One-Way Cycle Track (2 Side of Street)	Per Linear Foot	\$1,391			
18	Pedestrian Flashing Beacon (Post/Pole Mount)	Each	\$9,056			
19	Rectangular Rapid Flashing Beacon (2/Uncontrolled X-walk)	Per Crosswalk	\$15,698	12	5	
20	In-Road Flashers Crosswalk	Each	\$66,413			
21	Speed Awareness Sign	Each	\$14,490			
22	New Sign & New Post	Each	\$362	10	10	16
23	New Sign on Existing Post	Each	\$181		10	
24	School Area Pavement Marking (Per Word)	Each	\$254			
25	High Visibility Ladder Crosswalk	Each	\$1,788			
26	ADA Curb Ramps	Each	\$3,623			
27	Standard Crosswalks	Each	\$497			
28	Traffic Signal	Per Intersection	\$332,063			
29	Asphalt Curb (1 Side of Street)	Per Linear Foot	\$17			
30	12' Dirt/Gravel Trail	Per Linear Foot	\$32			

## METHODOLOGY

### 7.5 Develop Funding Strategies

Funding opportunities for each proposed project will be appropriately targeted to facilitate successful grant application preparation. A successful bicycle and pedestrian plan must consider project funding as one of the most important factors in successful implementation. The KOA team has considerable experience in applying for and obtaining grant funding for bikeway and pedestrian projects, an important consideration in this era of budget constraints. The plan will therefore be organized to identify local agency-specific and regional funding strategies to accelerate the rollout of specific candidate projects and improvements for near-term implementation, and their appropriate potential grant funding sources. KOA has experience preparing TIGER, HSIP, ATP Cycle 1, ATP Cycle 2, ATP Cycle 3, and CMAQ grants for several agencies and understands the magnitude of data required for the application. This work will be consistent with the CTC's Active Transportation Program and Measure C funding requirements and include matrices showing where requirements for each program are addressed within the ATP.

*Deliverables: Develop funding strategy and plan.*

### 7.6 Develop Implementation Strategy

While the Plan will provide policy goals and objectives that aim to guide the future active transportation investments in the City of Commerce, it will also need to identify both constructible and feasible projects for implementation.

A critical aspect of getting to that point is looking at larger planning goals and objectives in order to develop criteria for implementation. This includes considerations constructability, sustainability, and maintenance. The final Plan will incorporate all of our research, analysis, and methodology for ranking feasibility as well as engineering cost estimation. KOA team is known for our ability to not only excel in planning but also design and implementation of these types of projects through grants such as HSIP, SRTS, ATP Cycle 1, 2, and 3 grants.

KOA will develop an implementation strategy that will outline the early action steps to initiate plan implementation, sustain momentum from the planning process, and set the foundation for future progress. We envision the early action items will consist of a mix of policy, procedures, capital projects, and programs that will provide early opportunities to engage community partners and establish strong and lasting relationships on which successful implementation efforts will depend on.

*Deliverables: Clear, action-oriented implementation strategy.*

## TASK 8: PRESENTATION TO TRAFFIC ADVISORY COMMISSION AND CITY COUNCIL

### 8.1 Present to Traffic Commission and City Council

KOA staff will prepare digital presentations and materials to present at both of these governmental bodies. KOA's project manager and key staff will be available for questions and discussion. The presentation will describe goals, objectives, methodology, existing conditions, recommendations, costs, and implementation. Recommendations on grant funding and strategies will also be provided.

*Deliverables: Present to traffic commission and city council.*

## TASK 9: PREPARE MASTER PLAN THAT MEETS BICYCLE AND TRANSPORTATION PLAN REQUIREMENTS

### 9.1 Prepare Draft Bicycle and Pedestrian Master Plan

KOA will prepare the Draft City of Commerce Bicycle and Pedestrian Master Plan from the assembled information and deliverables from all tasks and comments received from TAC and the public. This task will be the most significant component of the project, though much of the plan will build on the efforts of previous tasks. This task will focus on consolidating prior efforts and will include prioritization strategies (high/medium/low prioritization), a comprehensive list of active transportation projects and implementation guide by facility type based in appropriate short-term (3-year) and long-term (5-year) timeframes, recommendations for interregional connections, capital and maintenance cost



## METHODOLOGY

estimates, and opportunities for grant funding (including funding for additional planning grants, such as for schools) and recommendations for regional and local performance measures. Our work will all be consistent with the City's requirements as laid out in Attachment A of the RFP and include matrices showing where requirements for each program are addressed within the Plan. The draft Plan will also discuss strategies for keeping facilities records and the plan as a whole up-to-date.

We envision the CBPMP to include the following chapters:

- Executive Summary
- Introduction
- Goals and Objectives
- Community Outreach
- Existing Conditions (with descriptions of bicycle and pedestrian networks)
- Evaluations and Recommendations (bicycling commuter increase, etc.)
- Proposed Projects and Prioritization Maps
- Implementation Toolkit
- Funding Strategies
- Next Steps
- Appendices

The report outline will be reviewed and revised based on the TAC's comments. Numerous photos, graphics, tables, and charts will be included to illustrate and facilitate the understanding of the regional connectivity of the CBPMP.

As part of this task, KOA will also present the draft Plan at one TAC meeting to solicit comments and feedback. A PowerPoint presentation will be prepared and presented by Ms. Min Zhou, Mr. Walter Okitsu, and Mr. Carlos Velasquez. All three key project team members have extensive experience delivering project updates and draft Plans to agencies and stakeholder groups. Comments and feedback will be addressed/incorporated in the final plan.

*Deliverables: Draft Bicycle and Pedestrian Plan and submit to City for review.*

### 9.2 Prepare Final Bicycle and Pedestrian Master Plan

In support of final plan adoption, the KOA team will make

final revisions to the plan document, based upon the reviews from the local agencies, TAC, and the City. The final document will be submitted in both hard copies and electronic format — a PDF version and an interactive/easily-navigable document. We anticipate that it will be uploaded to the City's website.

*Deliverables: Incorporate comments from City and TAC and finalize City of Commerce Bicycle and Pedestrian Master Plan.*



*Pedestrian and Bicycle facilities outreach toolboxes (developed by KOA)*

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### TASK 10: SAFE ROUTES TO SCHOOL COMPONENT

#### 10.1 Document and Data Review

In conjunction with Task 2, KOA staff will also collect any information from the Montebello school district (responsible for both Bandini Elementary School and Rosewood Park School). Documents that would be pertinent for this task would involve any Citywide or district-wide student safety campaigns, any plans or projects that have been undertaken by the school district or city, and any ongoing campaigns that may be happening at the schools. This information will be used to set the context for the SRTS component of this project.

*Deliverables: Collect information on SRTS plans, campaigns, and programs being led by the City or Montebello Unified School District.*

#### 10.2 Collision Analysis

In conjunction with Task 2, KOA staff will also conduct a collision analysis for the two elementary schools in the City. This will involve searching through the latest collision data and identifying Primary Collision Factors (PCFs) around the schools. This information will be used to begin developing appropriate countermeasures around the schools in order to address the most common collision-types.

*Deliverables: Collect and analyze collision data to begin developing countermeasures around schools.*

#### 10.3 Walk/Bike Audits

KOA will conduct pedestrian and bike audits both schools within the Montebello Unified School District within the City of Commerce.

We will start by meeting with the District Superintendents in order to explain the what, how and why of the walk/bike audits in order to obtain the districts support and then proceed to meet with all the principals in order to begin scheduling the events and begin the coordination between each school.

KOA staff has experience conducting audits having conducted more than 100 audits this past year and are thoroughly familiar with the logistics necessary. We will provide the following services in preparation of the audits at each school:

- Coordination with staff and the school principals to set dates and times for conducting the audits
- Preparation of flyers to advertise the events (Spanish & English)
- Preparation of bilingual walk audit work sheets and maps.
- Preliminary field observations for existing conditions
- Large format meeting maps
- Sign-in sheets for collecting contact information

The walk audit would be conducted by experienced KOA staff that would explain the process and distribute the handout materials and lead participants to key activity and conflict points adjacent to the school. The handouts for each school would be customized to address the circulation and safety issues observed at that school during the drop-off or dismissal period.

In addition to the SRTS Coalition, teachers, administrators, parents and students from each school will be invited to participate in the walk audits. Whenever possible, walking audits will be scheduled to coincide with school commute times, so that drop-off or pick-up conditions can be observed. Audits will include a 45 minute tour of the school where participants indicate issues related to walking and biking, followed by a 45 minute debrief and brainstorming session to confirm issues, identify high priority concerns, and brainstorm potential solutions, both infrastructure and programmatic.

KOA will provide a team member fluent in Spanish at each audit; prepare a summary report of the audit inputs, including written comments, E-audit and paraphrases of oral comments.

*Deliverables: Conduct walk/bike audits.*

## METHODOLOGY



KOA staff conducting a bilingual walk audit for Alexandria Elementary in Los Angeles

### 10.4 Identify Countermeasures

This task is a significant component of the project, though much of the identification and prioritization of the projects will build on the efforts of previous tasks that will incorporate community input and overall need of the City's pedestrian and bicycle network. Using audit summaries, field work, and information provided by schools, and GIS, aerials and parcel data, KOA will develop up to two graphical school site improvement plans for each of the seven schools added to the Safe Routes to School Plan, and update/expand the existing improvement plans for the seven initial schools. These planning level designs can be used in grant applications to apply for grants to design and construct the projects.

KOA will develop a comprehensive list of recommendations that may include network improvements, spot treatments, and programmatic strategies. KOA will also identify educational and encouragement countermeasures that will promote walking and bicycling to school. Events such as Walk to School Day, contests such as Frequent Walker and biker challenges, or on-going programs such as organized walking school buses, bike trains, bike rodeos, can educate, and promote walking and bicycling as a popular way to get to school.

Working hand-in-hand with the Sheriff's Department, the KOA team will develop enforcement recommendations for motorists, pedestrians, and bicyclists utilizing their existing safety education

program. We will work to identify a champion within the sheriff's department, who will both help identify the key enforcement tasks and help with community outreach by expressing to students, parents, and school administrators why safety is important to everyone and why enforcement is a vital part of creating safe streets for all users.

*Deliverables: Identify Countermeasures*

### 10.5 Project Prioritization

After the selection of countermeasures, KOA will develop prioritization criteria in order to rank the projects and will work with the SRTS Coalition to identify factors to be included. Our initial recommendation for prioritization criteria consist of, but will not be limited to: (1) public support, (2) cost-benefit ratio, (3) system-wide significance, (4) urgency or timetable for improvement, (5) improvement feasibility, (6) and specific school characteristics such as enrollment and health.

The projects will be ranked by priority, high/medium/low, and will include an implementation guide by facility type based on appropriate near-term and long-term time-frames and an estimation of construction and maintenance cost. KOA's extensive experience in design and construction management will be valuable in developing the construction and maintenance cost estimates for priority projects.

*Deliverables: Prioritize Projects*

### 10.6 Finalize School SRTS Recommendations

Once the projects have been prioritized, the KOA team will coordinate with the City and school to finalize the recommended improvements around the school. The KOA team will prepare countermeasure maps and conceptual design plans (as needed) for the area around the schools. The SRTS Plan packet will be provided to the City for pursuit of construction funding.

*Deliverables: Prepare countermeasure map, conceptual design plans (as needed), and packet together for submittal to the City.*



## METHODOLOGY



Example of flyers created by KOA for SRTS project

### ADDITIONAL SERVICES NOT SPECIFIED IN THE SCOPE

Although not specified in the scope, the following list includes additional services that the KOA team is considering part of the project. We do not request any additional budget for these items as our team is ready to provide these services and believe they are important to the success of the Commerce Bicycle and Pedestrian Master Plan.

#### Multilingual Outreach

KOA's expertise lies not only in active transportation planning, data analysis, and engineering design, but also in bilingual and multilingual outreach. Our staff has extensive experience both facilitating workshops/meetings in Spanish, and also producing bilingual graphic materials and overall visual communications. We recognize that for many communities multilingual outreach is not only important in truly engaging residents, but it is essential.

#### Pop-Up Events

As part of our community outreach, KOA will work with community organizations like to organize tactical urbanism or pop-up events for the community. They can often be held in conjunction with other community festivals or Open Streets events that already attract large turnouts and can provide a venue for public discussion. The goal of these pop-up events is to provide an opportunity for engagement – one that is both fun and less formal than that of traditional workshops and community meetings.

#### Survey Tools

Although the scope of work only specifies field surveys, the KOA team will conduct community engagement surveys as a part of the project. Electronic and print surveys will be made available at all workshops and pop-up events in order to fully capture the public sentiment. In addition, we propose to utilize either a mobile application KOA has already developed for our past ATP and SRTS projects, or Maptionnaire.com, an online map-based survey tool, to engage the public in real-time.



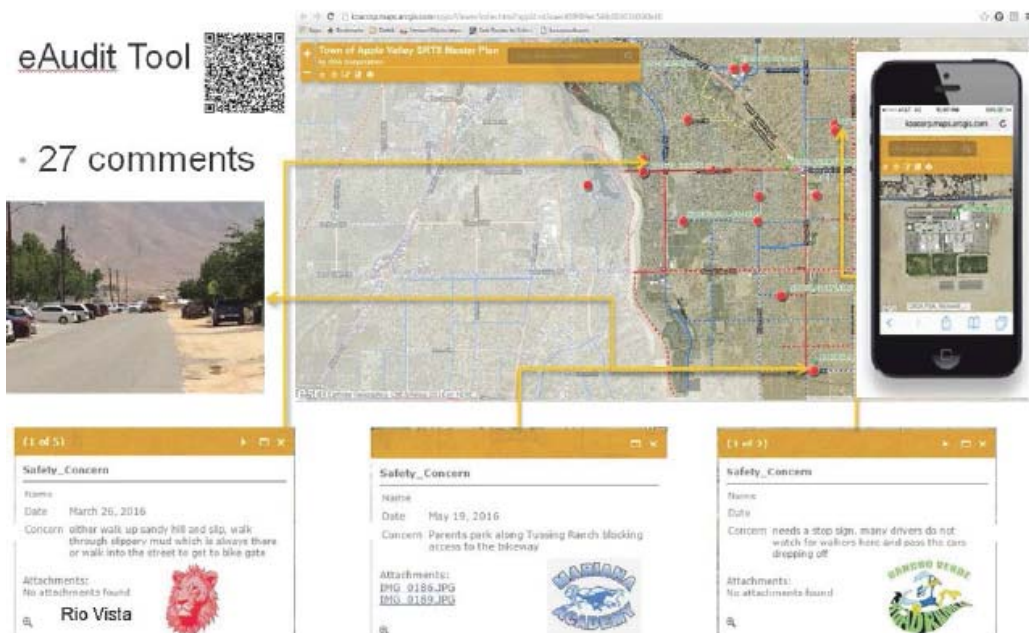
## METHODOLOGY

### Traffic Counts

As part of our review of existing documents and available data, KOA also proposes to collect additional data (e.g. traffic, pedestrian and bicycle counts) that will be crucial for the development of the CBMP and to perform future evaluation measures.

### Grant Writing




Any active transportation plan must consider project funding in order to be successful in implementation. The KOA team has considerable experience in applying for and obtaining grant funding for bikeway and pedestrian projects – an important consideration in this time of budget constraints. As a result, we are prepared to assist in identifying the appropriate potential funding sources and developing the grant applications themselves.



*A mobile application, developed by KOA, will be used to collect data from the school community and general public when appropriate.*

# SCHEDULE

PROJECT SCHEDULE		2017			2018												2019			
		NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	
TASK 1: PROJECT MANAGEMENT AND ADMINISTRATION																				
Project Kick-Off Meeting		●																		
Project Management and Coordination																				
TASK 2: COLLECT AND REVIEW EXISTING DOCUMENTS AND DATA																				
Document Review																				
Data Gathering and Review																				
TASK 3: EXISTING CONDITIONS AND ENVIRONMENTAL / ROADWAY SURVEY																				
Draft List of Corridors to Survey																				
Roadway Survey and Summarize Findings																				
TASK 4: STAKEHOLDER ENGAGEMENT AND OUTREACH																				
Interagency Coordination																				
Technical Advisory Committee Meetings			●				●		●				●		●		●		●	
Community Meetings (4)				●					●				●				●			
TASK 5: LANDSCAPE AND URBAN DESIGN RECOMMENDATIONS																				
Develop Planting Palette																				
Provide Graphical & Visualization Support																				
TASK 6: IDENTIFICATION OF BICYCLING STREETS AND ROUTES																				
Identify Activity Generators																				
Network Types Recommendations																				
TASK 7: DEVELOP BICYCLE AND PEDESTRIAN TRANSPORTATION NETWORK																				
Develop Goals and Objectives																				
Network Prioritization and Selection																				
Cost Estimates																				
Develop Funding and Implementation Strategy																				
TASK 8: PRESENTATION TO TRAFFIC ADVISORY COMMISSION AND CITY COUNCIL																				
Present to Elected Officials and Commission																				
TASK 9: PREPARE MASTER PLAN																				
Draft Master Plan																				
Prepare Final Master Plan and Submit																			●	
TASK 10: SAFE ROUTES TO SCHOOL PLANS																				
Document and Data Review																				
Collision Analysis																				
Walk / Bike Audits																				
Identify Countermeasures and Prioritization																				
Finalize School SRTS Recommendations																				

 KOA SRTS Team Tasks  
 Client Review  
 Deliverable (meetings / draft plans / final plans)

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