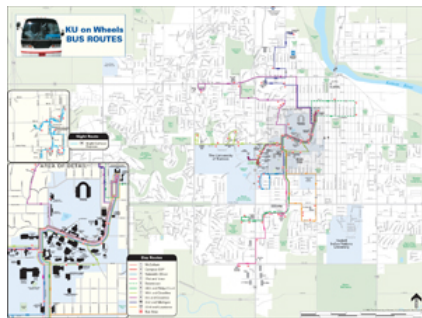


Proposal for City of Lawrence Coordinated Public Transportation Development Plan



Submitted to: City of Lawrence, Kansas

Submitted by: Dan Boyle & Associates, Inc.

in association with:

A-M-M-A
Judith Norman Transportation Consultant
Tindale-Oliver & Associates, Inc.
California Job Connection

March 30, 2006

Proposal for City of Lawrence Coordinated Public Transportation Development Plan

Submitted to: City of Lawrence, Kansas

Submitted by: Dan Boyle & Associates, Inc.

in association with:

A-M-M-A

Judith Norman Transportation Consultant
Tindale-Oliver & Associates, Inc.
California Job Connection

March 30, 2006



Dan Boyle & Associates, Inc.

4511 Falcon Ridge Court, San Diego, CA 92130

voice: 858.259.6515 • fax: 858.259.2305

email: dboyle34@pacbell.net

March 30, 2006

Mr. Cliff Galante
Public Transit Administrator
Lawrence Transit System
P.O. Box 708
933 New Hampshire Street
Lawrence, KS 66044

Subject: Proposal in Response to RFQ #R06005 Coordinated Public Transportation
Development Plan

Dear Mr. Galante:

Dan Boyle & Associates, Inc., in association with A-M-M-A, Judith Norman Transportation Consultant, Tindale-Oliver & Associates, Inc, and California Job Connection, is pleased to submit a proposal for the City of Lawrence Coordinated Public Transportation Development Plan.

The Dan Boyle & Associates, Inc. project team offers extensive experience in transit planning. Operational experience includes scheduling and service design, review and development of service design, performance, expansion, and vehicle policies and standards, identification of transit-oriented neighborhoods, development and prioritization of service alternatives, ridership projection, service costing, and funding alternatives. The team also offers experience in facilitated public processes to build internal and external consensus around cost-effective recommendations, university pass programs, organizational structures, and governance models. Recent and ongoing experience in analyzing the conversion of a transit agency in Fort Myers, FL from a County department to an independent authority and in establishing a university pass program with six colleges in Greensboro, NC will be extremely useful in this study. The DBA team has a long track record of working together as a team with our clients to deliver timely and practical solutions that directly address their major issues.

All team members have worked extensively throughout the country and internationally on transit planning and operational studies for agencies of various sizes, and we understand the issues surrounding transit in a setting such as Lawrence. Yet because we have not been directly involved with either the City of Lawrence or the University of Kansas, we offer a "fresh set of eyes" to critical issues and concerns.

In light of the importance of this study, we have proposed only senior-level team members who are very familiar with the issues cited in the RFP. Our level of experience and knowledge of the issues ensure that the project team can carry out the required tasks in an expeditious manner. All members of the project team take pride in their ability to deliver high-quality work products in a timely fashion. We are committed to meeting and exceeding our clients' needs, on time and within budget. Ensuring that this occurs is another reason why we are proposing senior-level personnel who are extremely knowledgeable in all aspects of transit. We strongly encourage the City of Lawrence to contact our references to assess our team's abilities and dedication.

Daniel Boyle is President of Dan Boyle & Associates, Inc. and is authorized to represent the project team in all matters regarding this RFP. Mr. Boyle can be contacted by mail at 4511 Falcon Ridge Court, San Diego, CA 92130, by telephone at (858) 259-6515, by fax at (858) 259-2305, or by email at dboyle34@pacbell.net.

By submission of this letter, Dan Boyle & Associates, Inc. represents that the project team is willing and able to perform all tasks cited in the RFQ. This proposal will remain in effect for a 120-day period from the due date.

Sincerely,

Daniel K. Boyle
President
Dan Boyle & Associates, Inc.

3. STATEMENT OF UNDERSTANDING OF THE PROJECT'S INTENT

The City of Lawrence, Kansas, in cooperation with the University of Kansas, is seeking a qualified consultant team to prepare a Coordinated Public Transportation Development Plan. This plan will include a comprehensive analysis of operations of the City's public transportation system, LTS, and the University's transit system, KU on Wheels or KUOW. The major desired outcome is to answer the question: is it feasible to coordinate and/or consolidate existing LTS and KUOW services for the best interests of the City and the University? This question will be answered through careful analysis of the following factors:

- ◆ Feasible operational models as alternatives to the current dual operating entities.
- ◆ Operating efficiencies and staffing levels resulting from alternate operational models.
- ◆ Service and performance standards to guide design and future development of transit in Lawrence and at the University of Kansas.
- ◆ Fare structure models and alternatives.
- ◆ Alternatives for transit system governance based on the perceived willingness of the parties to cooperate.
- ◆ Benefits and costs of coordination and/or consolidation with relation to ridership, sources and uses of funds, and near-term operating and capital budgets.
- ◆ Financial participation by and implications for the City and University under various alternate operational and governance models.

This study is not taking place in a vacuum. In 2005, the University of Kansas convened a Transit Task Force charged with, among other tasks, consideration of various possibilities for coordination of efforts between the University, KUOW, and LTS. The City was a participant in the Task Force, although as a University initiative, Task Force membership was naturally weighted toward representatives of various University departments. The Task Force submitted its final report at the end of the summer of 2005, and the University Provost appointed a Transportation Implementation Task Force to further the recommendations. After a briefing on the final report, the Mayor and Commissioners of the City of Lawrence requested additional information on the specifics of the proposed coordinated system and its impacts on City residents prior to making a decision on how to proceed.

Given its purpose, the Task Force report focused more on the needs of the college community than on the potential impacts to the City and its transit system. As a broader effort sponsored by both the City and the University, this study will achieve success by identifying the optimal "win-win" situation that meets the needs and addresses the concerns of both parties. This study's findings will include immediate and near-term action items as well as mid to long-range implementation strategies.

At the outset, there are several important issues to address in the course of this project. Our understanding of this project might best be exemplified by a discussion of these issues and our preliminary thoughts on how they might be addressed.

1. *Condition of the KUOW fleet.* The average age of the KUOW bus fleet is 21 years, far beyond the expected life of a transit bus. The Task Force report implies that the ability to tap federal money to cover 80 percent of the cost of new buses is a major impetus for the University to pursue coordination and/or consolidation. From the City's perspective, however, capital dollars are not unlimited and the City's own fleet is more than halfway through its expected life. A phased vehicle purchase plan is the most feasible solution regardless of the ultimate study recommendations regarding operational models and system governance.
2. *Student operation of KUOW* is an unusual aspect of the University service. KUOW is one of the few student governed and operated systems in the country, and is a source of pride for the students involved. In certain sections of the Task Force report, however, the reader comes away with the impression that students would be reluctant to yield decision-making authority over where routes go. This could be a roadblock in any consolidation alternative.
3. More broadly, *any consolidation and/or coordination effort would change the current modus operandi.* All parties would cede at least some level of control in a consolidation. The effects of coordination would be less dramatic, but would require a careful consideration of the roles of each transit provider.
4. *LTS service, with its maximum frequency of one bus every 40 minutes, is perceived as too infrequent for students.* However, other than Routes 1 and 2, all KUOW routes operate every half hour, comparable in frequency to most LTS routes. As the core routes on campus, Routes 1 and 2 would continue to operate more frequently under any scenario.
5. *Impacts of the Americans with Disabilities Act.* While use of Federal funds for bus purchases is desirable, it does introduce new requirements. Perhaps the most obvious is that all bus systems receiving Federal money are required to operate a 100 percent accessible fleet. KUOW buses are not accessible to passengers with disabilities. KUOW does operate ADA-type services for students with disabilities, so no new services would be needed.
6. *Fare policies do not encourage student use of KUOW.* As noted in the Task Force report, a bus pass costs more than a parking pass. Students without a bus pass and others must pay \$1.00 per trip, discouraging casual on-campus use during the day. As discussed below, "unlimited access" programs take a different approach to funding and pricing.
7. *Fare differential between LTS and KUOW.* The LTS base fare is 50 cents, while the KUOW base fare is \$1.00. This differential will have significant impacts under any consolidation or coordination scheme.
8. *Financial participation.* The history behind KUOW and LTS service has led to some unique arrangements that are not typical of more recent unlimited access programs. First, KUOW service is not fully supported by a student fee; students are required to purchase a bus pass or pay the cash fare when boarding. Unlimited access programs do not require separate purchase of an additional pass and allow all students to board free of charge after showing their student identification card. Second, LTS does not

receive any revenue from the university beyond the deeply discounted price of an annual or semester T-sticker that allows unlimited use of the T system. While this is an admirable example of cooperation between the two transit systems and is a natural extension of the KUOW program structure, it is common for municipal or regional transit systems to receive at least a portion of student fees supporting the program in exchange for providing unlimited access. Third, LTS has not provided additional service oriented to student mobility needs since it does not receive funding from the university. Many transit systems have used student fee revenues to add or enhance service to student destinations.

These issues, while challenging, can be resolved. Our approach to this project relies on strong technical analyses of critical issues. More importantly, we envision an ongoing process of building consensus regarding win-win solutions that meet the goals and expectations of all parties. The Task Force work provides an excellent starting point for this process.

The project team brings a wealth of experience in technical analyses and consensus building from previous work with universities, transit agencies, and municipalities. This experience will be brought to bear throughout this project in terms of:

- Consulting with City and University staff and students regarding the transit planning process, issues cited above, and other issues that may arise;
- Analyzing existing reports, studies, and data as well as all transit issues related to the plan;
- Working interactively with the City and the University to review findings and to develop strategies and recommendations;
- Preparing succinct written reports and presentations that clearly summarize and illustrate study findings and recommendations;
- Providing general transit planning support as needed.

In sharing information, findings, and recommendations with project stakeholders, our team will work through the City's Project Manager for this study. We have found a single point of contact to be highly advantageous in clarifying communication channels and ensuring that all stakeholders are on the same page.

The next section discusses our proposed approach in greater detail.

4. PROJECT APPROACH

4A. APPROACH

Dan Boyle & Associates, Inc. (DBA) is a client-focused firm that provides excellent technical assistance in a style based on close cooperation with the client. Dan Boyle, President of the company, has managed transit planning studies across the United States, as noted in Section 5. Similar studies in the past three years include an ongoing University and College Service study involving six colleges and universities for Greensboro (NC) Transit Authority, a college pass program study for the University of Nevada Reno, and the Supplemental Southeast Area Bus Restructuring Study in metropolitan Los Angeles.

The Greensboro project grew out of recommendations in both a short-range system study and a long-range strategic plan to establish a college pass program. The process began in 2000, and service will begin in August of this year. There were several elements contributing to Greensboro's success in establishing a partnership with six colleges and universities, but the ongoing collaboration with colleges and universities, civic leaders at the city and state levels, and students built a level of trust and ownership in the final plan that we could not have achieved in any other way.

The University of Nevada Reno hired DBA to explore alternatives for expansion of the Wolfpass program, a cooperative venture between UNR and the Regional Transportation Commission, the local transit provider in Reno. This project included an email survey of current Wolfpass holders to assess their use of transit and perceptions of the first year of the program. The study recommended several steps to identify demand and build consensus among students, university departments, and RTC regarding potential program expansion. These recommendations served as input into a long term strategic study addressing university growth.

DBA and Judith Norman Transportation Consultant (JNTC) worked together on the Supplemental Southeast Area Bus Restructuring Study in Los Angeles County. This study was undertaken in response to concerns that an original study conducted by the Los Angeles County Metropolitan Transportation Authority did not sufficiently address local needs of the communities in the Southeast area of Los Angeles County. An important component of the study was a governance plan to facilitate funding opportunities and project integration across communities. The municipalities originally wanted a joint powers authority, but the DBA team successfully argued that this would only create an additional layer of bureaucracy. We recommended a subregional Memorandum of Understanding among all the cities, local transit providers, and the LACMTA, and the group approved this concept. This has led to enhanced service integration and the start-up of new routes within the study area.

Tindale-Oliver & Associates, Inc. (TOA) conducted a project in Lee County, FL that facilitated a consensus-building process toward the establishment of a transit authority in Lee County. The transit agency is currently a branch of County government. After evaluating and considering numerous dedicated funding sources for transit, policymakers chose to pursue the establishment of a transit authority with funding powers. TOA was also the prime consultant for Mobility Greensboro, the long-range plan in Greensboro, NC that recommended a college pass program.

These projects are cited specifically here because they have influenced our proposed approach in Lawrence. Close cooperation with the client and with various stakeholders is an essential

aspect of our approach because it has worked under a wide variety of circumstances. All team members bring this approach to each one of our projects.

The project team has worked together on several similar projects involving comprehensive analyses of transit systems, college and university services, consensus building, and governance. Yet because we have not been directly involved with the City of Lawrence or the University of Kansas, we bring a “fresh set of eyes” to current issues and concerns. Our experience with similar projects helps us to direct efforts toward practical and implementable solutions.

We strongly believe in working with the client throughout the project, particularly in the presentation of findings and the development of alternatives, to ensure agency “ownership” in the final recommendations and successful implementation. We will submit monthly progress reports that summarize work accomplished, concerns, effort expended and percent completed by phase, but we anticipate ongoing informal contact to keep the City of Lawrence and all stakeholders aware of progress and any issues that may arise. A commitment to quality and the ability to listen to the client are hallmarks of the team’s approach. Our current and past clients offer the best testimony to this, and we encourage the City of Lawrence to contact any of our references listed in Section 5.

Our knowledge of transit (planning and operations, fixed route and paratransit) and university-transit cooperation and our success in building consensus under a variety of challenging circumstances make us confident that we can successfully meet all of the study goals and objectives cited in the RFP. The approach to specific phases is outlined on a phase-by-phase basis below. For all phases, we indicate the team member who will lead the phase or play a key role in a specific sub-phase.

4B. STUDY PLAN

The following section presents Dan Boyle & Associates’ proposed work plan to conduct the Coordinated Public Transportation Development Plan for the City of Lawrence. The RFP specifies six phases of the study.

A start-up meeting is proposed at the beginning of the first phase to develop a clear understanding between the project team and City staff on project goals, schedule, deliverables, and responsibilities. This meeting will also provide the opportunity for the project team to obtain background information for use in subsequent phases of the study.

Phase I Comprehensive Operational Analysis

The project team will complete a broad based inventory and assessment of current LTS and KUOW operations. The analysis in this phase will provide a foundation for subsequent analyses and strategies. This phase involves a variety of tasks:

- Review and analyze existing reports, studies, and data (using existing information to minimize costs and avoid duplication of previous efforts). This task will allow the consulting team to become thoroughly familiar with the background materials listed in the RFP, many of which we have already consulted, and with other documents and data germane to this study.

- Conduct a series of roundtable discussions with major stakeholders, including LTS, KUOW, City officials, and University officials. In the Supplemental Southeast study in Los Angeles and elsewhere, the project team has used roundtables as a means to gather information, enhance stakeholders' knowledge of transit operations, and obtain buy-in from major stakeholders. The first four roundtables are proposed for this Phase, with another series of roundtables in Phase VI to discuss the draft final report. We also propose to meet with and/or to distribute a survey to operators at LTS and KUOW to obtain their insights regarding current transit services.
- Review and evaluate transit operations and planning at LTS and KUOW. This task will examine all operations elements for both fixed-route and paratransit services, including ridership and productivity at the route level. Other items included in this evaluation are: standards and policies; fares; passenger and operator amenities; communication systems; facilities; use of technology; staffing levels; future service plans.
- Obtain information on transit operations and management from similarly sized university communities, building upon peer work conducted as part of the Task Force report.
- Conduct a strategic analysis of strengths, weaknesses, opportunities, and threats for LTS and KUOW, based on all the information gathered in this phase. This strategic analysis can guide the development of future strategies as well as providing an honest appraisal of challenges facing the City and the University as they move forward in providing effective public transportation services for their residents and students.
- Assess transit orientation in neighborhoods throughout the City of Lawrence through use of the Residential Transit Orientation Index. This tool, originally developed at the University of South Florida by project team members, uses census information at the block group level to identify levels of transit orientation throughout the City.
- (OPTIONAL TASK) Conduct an on-board survey on all LTS and KUOW trips. This is described in greater detail under Phase IA below.

A comprehensive operational analysis can often be an entire project in itself. Its placement as one phase of this study, its time frame, and the general emphasis on use of existing reports and data all suggest that a highly disaggregate level of analysis of ridership and productivity (at the route segment and time of day level, for example) is not seen as necessary for a successful completion of this study. The optional task would provide the data needed for this type of analysis, along with survey data on customer characteristics, transit usage, and perceptions of various elements of transit service.

Deliverable: Comprehensive operational analysis of LTS and KUOW transit services

Due Date: June 15, 2006

Personnel: Dan Boyle (DBA), Judi Norman (JNTC), Heather Menninger Mayeda (AMMA)

Phase IA Survey/Data Collection (Optional)

The RFP notes that the consultant is responsible for collecting and tabulating any additional community data collection and survey work deemed necessary. In previous studies of this nature, the project team has utilized three techniques to gain understanding of passenger behavior and customer and community attitudes:

- Ridecheck of all passenger boardings and alightings on all trips
- On-board ridership survey
- Telephone survey of non-transit users in the community

For the purposes of this study, an on-board ridership survey would provide extremely useful information regarding passenger demographics, travel patterns, and perceptions of transit service. Once we place surveyors on the buses, however, there are no extra costs associated with their keeping track of boardings and alightings (although it does cost more to prepare the forms and analyze the ridership data). The ridecheck also gathers information on schedule adherence and running times that are very useful in operational terms. A telephone survey is not proposed for three reasons: (1) telephone survey results are more general in nature, and often do not lend themselves to development of an effective action plan; (2) answering machines, caller ID and an increasing reluctance to participate have made the conduct of such surveys more problematic; (3) gathering opinions on two transit services with very different markets would extend the length of a telephone survey and discourage participation.

Unfortunately, the timing of this study complicates the conduct of an on-board survey and ridecheck. May 11 is the last day of classes for the spring semester, and it is unlikely that a survey instrument could be developed and approved in time. Preparation of ridecheck forms can take even longer. Surveys and ridechecks are generally not conducted in the summer months because summer ridership is atypical for both community (due to vacations) and college (due to student presence on campus) services. Thus, a September time frame is recommended for the on-board survey.

While September is a good time for a ridecheck, analysis of results is more involved (because it is done at the route level) and could not be completed in time to have the results play a meaningful role in the final study recommendations. Thus, the project team recommends an on-board survey of both LTS and KUOW riders as the sole optional activity under this phase.

The project team, together with LTS and KUOW staff, will design a survey to solicit input from riders regarding (at a minimum):

- ◆ Trip origin and destination
- ◆ Frequency of use
- ◆ Trip purpose
- ◆ Length of usage
- ◆ Type of fare and fare payment method
- ◆ Demographic characteristics
- ◆ Ratings of individual service elements (convenience, safety, reliability)
- ◆ Desired improvements

Ideally, the survey will include many of the same questions asked in any previous surveys to permit comparisons over time and detect possible trends. The survey will be conducted at the same time as the ridership count, to minimize costs. Distribution and administration of the survey will be covered in the checker training.

The project team will assume responsibility for the distribution and collection of surveys as well as for data compilation and analysis. Each passenger will be asked to fill out the questionnaire

only once, to encourage participation. The analysis will use GIS software to analyze origin and destination information and MS Access to analyze survey results.

California Job Connection is the team member with lead responsibility for obtaining, training, and supervising personnel for the survey. CJC has conducted numerous surveys and ridechecks, primarily in California but also throughout the country. CJC understands how to gauge individual surveyor capabilities and provide the needed level of training, including reinstruction as needed. CJC will provide direct on-site supervision of the checkers at all times.

The project team will train and use a sufficient number of checkers to complete the survey over a one-week period, allowing time to re-survey any missed trips. Exact dates for the survey will be determined at the kickoff meeting.

Quality assurance throughout the ridership survey effort is critical if the highest level of accuracy, accountability, and completeness is to be achieved. The project team has extensive experience with conducting on-board surveys, and can deal with any issue that develops during the ridecheck.

The validation of survey data happens in three stages: the CJC supervisor reviews the completed surveys daily; data entry personnel provide a second level of review focused primarily on unusual answers; DBA then does a final review to insure accuracy and completeness.

The conduct of the ridership survey will require a small area at the operating facilities of both the LTS and KUOW contractors for a period of approximately one week. This area will be used for daily reports and assignments and for coordination with operating personnel.

To keep costs at a minimum, we propose to survey during weekdays only (for cost purposes we estimate approximately 440 hours of surveyor time). The survey instrument for LTS can include questions about Saturday bus usage.

Deliverable: Survey design and report of findings

Due Date: September 2006 (survey design)
October 2006 (report of findings)

Personnel: Dan Boyle, John Johnson (DBA), Brenda Sanchez-Johnson (CJC)

Phase II Review and Develop Service, Performance, Expansion, and Vehicle Standards

The purpose of this task is to develop measurable standards to guide the future development of a coordinated and/or consolidated transit system. These standards are intended to address the extent of the fixed-route network, days and times of operation, performance and productivity of existing and proposed routes, warrants for service expansion, and type of transit vehicle. DBA has worked with MTDB in San Diego, OCTA in Orange County, GTA in Greensboro, NC, and CATS in Charlotte, NC in the development of performance standards.

Several issues must be considered in the development and successful implementation of standards:

- Can standards be different for LTS and KUOW services? A successful approach used in other systems is to allow variations in standards by type of service, recognizing that

different types of routes play different yet important roles in the overall transit network. This principle can be applied under either a coordinated or consolidated scheme. For example, some college services may require later hours of service, and service directness might be more important for core routes than for neighborhood circulators.

- How can availability of service be measured? One potential measure of service availability is the percentage of residents within a $\frac{1}{4}$ mile or $\frac{1}{2}$ mile walk to a bus route. GIS software makes this calculation relatively straightforward. Of course, LTS may be more interested in residents, while KUOW might focus on students. A potential fault with this method is that it does not consider the different character of individual neighborhoods within the service area: an upper-income neighborhood with low residential densities is not likely to use transit to anywhere near the extent as a low-income neighborhood with high residential densities. The Residential Transit Orientation Index (RTOI), briefly described in Phase I, can be useful in the development of service design standards by characterizing transit orientation. An availability standard could be set higher in transit-oriented neighborhoods where transit service is more likely to be used.
- How are frequency and span of service standards set? In terms of service design, one option is to define minimum frequencies and spans. The current minimum frequency among all LTS and KUOW service is one bus every 80 minutes on certain LTS routes, while the current minimum span is approximately 7:00 a.m. to 6:00 p.m. on the daytime KUOW routes.
- How can directness of service be measured? The project team has used an out-of-direction model that calculates person-minutes of delay for passengers on the bus per passenger boarding/alighting along a route deviation to assess whether a deviation is worth making. On a broader scale, straight routes along a single corridor are often preferred from an operating perspective but may provide less coverage.
- How can performance be measured? The most successful performance evaluation schemes focus on a few readily measurable performance elements, such as passenger boardings per revenue hour, operating subsidy per passenger, and farebox recovery ratio. On-time performance is also a useful measure, but is difficult to quantify without AVL technology on the buses. Performance standards can be absolute (x boardings per revenue hour) or relative (passengers per revenue hour should be at least x percent of the average of all routes of a similar type).
- How can performance standards be tested to determine applicability? A peer review of similar transit systems is often worthwhile, and it may be possible to incorporate questions regarding performance measures in the peer review proposed in Phase I. In the team's previous work in the development of performance standards, an iterative process was used to test the results of various schemes using different variables for reasonableness. A standard that identifies 80 percent of all routes as needing improvement is not really useful in targeting poorly performing routes. Routes also should not have an identical ranking on different performance measures, or the measures are not sufficiently differentiated. On the other hand, wide variations in rankings call into question the validity of a specific performance measure; in general, the best routes should rank highest and the poorest routes should rank lowest.

- How will new routes be treated? If the standard for new routes is to meet the minimum standards, then overall system performance can be degraded, but if the standard is to meet the system average, then it could be nearly impossible to justify new service. In a survey of best practices in the industry conducted as part of a study for MTDB, we were surprised to find that many systems examine projected new route performance together with existing routes, which can lead to an explicit reallocation of resources from a poorly performing existing route to a promising proposed service. Many agencies specify that a proposed new route must meet the minimum standards for a route of its size within a set time period (often 18 or 24 months).
- How are vehicle standards decided? The peak load on the busiest trip of a route is the major determinant of vehicle size. However, some transit agencies prefer to use a single type of vehicle for all fixed-route service to maximize flexibility in terms of vehicle assignment and spare ratio. ADA accessibility is a must on buses purchased with Federal funding. All LTS buses are the same size, while KUOW buses are either 35 or 40 feet in length.
- Policy issues. A blindly applied performance evaluation scheme can create more problems than it solves. The project team has recommended that a performance monitoring system be used to identify problem areas, not to dictate absolute solutions. Transit systems have adopted different procedures for addressing qualitative factors such as accessibility for special needs populations, the political need for uniform geographic coverage, role of a specific route within the transit network (beyond the categorization of routes discussed earlier), and other sensitive issues. The DBA team will work with the client to address qualitative factors affecting the viability of a given route.

The overall goal of this phase is to develop and implement standards for current and new transit services. Achieving this goal requires close consultation with LTS, KUOW, and other stakeholders, along with informed technical analysis of effective performance evaluation schemes. The DBA team will develop alternate approaches to service design, performance, expansion, and vehicle standards and present the benefits and disadvantages of each approach. Through discussion with stakeholders, the team will identify the most promising set of standards for implementation.

Deliverable: Report describing proposed service, performance, expansion, and vehicle standards

Due Date: July 14, 2006

Personnel: Dan Boyle

Phase III Develop Transit Service Alternatives

Under this phase, the project team will combine the results of the two preceding phases to develop service alternatives that address specific deficiencies and needs. A series of service improvements will be identified in light of the findings from previous phases and designed to improve the overall performance of the existing fixed-route systems. Opportunities for coordinated and/or consolidated transit service will be considered as these alternatives are developed. Proposed changes could include:

- Route restructuring for low-productivity routes
- Changes in service spans and/or days of operation
- Schedule adjustments to address overcrowding, improve on-time performance, and enhance transfer connections
- Short-turns to increase frequency where it is most needed
- New or discontinued route branches
- Route extensions to serve new areas
- Route modifications to improve on-time performance and service directness
- Restructuring of the transit network to reallocate resources from less productive areas and/or routes
- Changes to overall network structure (radial vs. grid, express vs. local, single vs. multiple transit centers)
- Schedule simplification (possibly clockface headways) and branding to improve legibility and passenger understanding

The DBA team will develop service alternatives and packages of recommendations in close cooperation with LTS and KUOW staff, as we have done with other clients. The service alternatives will be closely tied to existing and projected funding envelopes, possibly including new funding mechanisms that the project team identifies. In the OCTA South County Transit Study, projected funding envelopes were invaluable in establishing a phased seven-year improvement program with a high probability of implementation. Recommendations will be prioritized in order of importance, and will include estimates of additional equipment needs, operating costs (using current unit costs and based on changes in vehicle hours and/or vehicle miles), and ridership and revenue changes (measured by standard service and fare elasticities and/or examination of similar routes).

Each alternative will include the following:

- Identification of proposed service design, including routes, schedules, days of operation, and service span;
- Ridership estimates;
- A five-year operating and capital budget that includes preventative maintenance;
- The relationship of the elements of each alternative to service and performance standards from Phase II and to relevant service policies;
- Staffing levels;

- Fare policies and structures (some alternatives may have a greater effect in this area than others);
- Impacts on ADA;
- Potential for coordination and/or consolidation (our suggested approach is to identify service alternatives first, then to consider how each alternative would “fit” under various organizational structures) and benefits and costs of coordination or consolidation;
- Where changes are anticipated in organizational structure, a cash flow analysis that identifies sources and uses of funds during the changeover period and recommendations for financial participation by the City and the University (this could include changes in student fee levels and/or how the fees are used to support transit services);
- Critical issues and impacts.

Deliverable: Report summarizing service alternatives and improvements, expected costs and benefits, and compatibility with coordinated and/or consolidated operations

Due Date: September 1, 2006

Personnel: Dan Boyle, Bill Ball (TOA), Joel Rey (TOA), Judi Norman, Heather Menninger Mayeda

Phase IV Identify Organizational Structures, Governance Models, and Funding Options

This phase focuses on the structure and funding of transit in Lawrence and at the University of Kansas. The project team will conduct this phase as follows:

- Identify options for organizational structures and governance models available to the City and University. These might range from the status quo through enhanced coordination to consolidation into a single unit. The situation is somewhat different here than in other college towns because the dual agencies have a history and back story; we are not starting from scratch. The project team will examine models in use elsewhere through the peer review in Phase I and previous work by the Task Force. CyRide in Ames, IA (Iowa State University) is one model that influenced the Task Force, and the project team has had previous contact with Bob Bourne at CyRide as part of a TCRP study on forecasting transit ridership. In Greensboro, where we started a college pass program from scratch, the major university opted to retain control of its existing park-and-ride shuttles while working with GTA to enhance service to campus from off-campus residential areas and to provide connections to downtown and a nearby retail center. There are likely to be similar variations at other institutions. Stand-alone options that assume the continuation of LTS and KUOW will be included, such as a City of Lawrence transportation department and a transit authority.
- Identify funding options. LTS is funded through a variety of sources, including a local property tax mill levy. The RFP notes that LTS is subject to the annual city budget process and LTS currently receives half of the authorized levy amount. KUOW is funded through student fees, pass purchases, and cash fares. The project team will identify and evaluate various funding options that could include a dedicated local funding source, an

unlimited access program at the University, and other options that have proven to be successful elsewhere. For example, the City of Greensboro is using a CMAQ grant to fund the first three years of its university and college service program. This task will also include an examination of alternatives to allocate costs equitably among transit partners.

- Analyze the viability, benefits, and costs of various organizational structures, governance models, and funding schemes. This task is the heart of Phase IV. The project team will carefully analyze other transit systems that have changed their organizational structure and governance to identify relevant experiences transferable to Lawrence. Project team members have considered various models in the course of previous work, including a joint powers authority in southeastern Los Angeles County (ultimately rejected in favor of a simpler Memorandum of Understanding among all parties) and conversion of LeeTran in Fort Myers, FL from a department of Lee County to a transit authority. Effects on funding sources and levels will be included in the analysis.

The phase will conclude with a preferred alternative for organization and governance of transit in Lawrence, based upon the analysis of options and close consultation with the City and the University.

Deliverable: Report identifying alternatives for organizational structure, governance, and funding, with a preferred alternative identified

Due Date: October 2, 2006

Personnel: Bill Ball, Joel Rey, Judi Norman, Dan Boyle

Phase V Public Outreach and Public Meetings

The project team recognizes the importance of achieving a high level of consensus and recognition of benefit from all stakeholders. The public involvement process designed for this project will provide opportunities not only to involve and engage stakeholders throughout the study, but to gain qualitative insight into the level of interest and potential “buy-in” from stakeholders.

Having worked together on many previous transit and transportation projects, the project team understands the challenges of working towards common goals with a diversity of constituencies. Judi Norman, the project team member proposed to lead these efforts, is expert in public and agency/organization outreach, and has considerable transit planning experience. This strategic approach in conducting outreach offers the opportunity to both “listen” and “inform” simultaneously. This approach also helps to ensure that stakeholder perspectives and viewpoints are not just heard, but are operationally and politically understood and translated into realistic plans and programs.

The comprehensive work effort proposed offers a tremendous opportunity to solicit and translate input from involved transit partners and interested stakeholders into sound, practical recommendations. Completion of the work activities associated with the public and agency involvement process will be critical in developing a knowledge base for all those involved, which will serve to guide the decision-making process throughout the study.

We propose to work with the City and the University to ensure that our outreach efforts reach the greatest number of stakeholders possible. We will meet early in Phase I with the Study Management Team to discuss and finalize the community involvement process.

The project team will schedule, provide legal notice, and prepare information for the City to conduct public meetings, with the assistance of the City. The project team will also design the public meeting format to present study findings and service alternatives and to solicit public input. We anticipate an interactive format with a brief presentation by a project team member at the start to describe the purpose of the meeting, followed by public discussion. For certain topics, individual stations where the public can comment on specific aspects of a study phase or a charrette type approach may be used. Five public meetings are proposed:

1. During Phase I, to solicit input on potential transit improvements
2. During Phase II, to discuss service design, performance, expansion, and vehicle standards
3. At the conclusion of Phase IV, to present and solicit input on service, organizational, and funding alternatives
4. During Phase VI, to solicit input upon completion of the draft report
5. During Phase VI, to present the final report for comment

To minimize travel costs, we propose to use Judi Norman during Phases I and VI. Team members leading other phases will conduct the public meetings for their respective phases (Dan Boyle for Phases II and III and Bill Ball for Phase IV).

Public meetings provide a forum for the public to offer input and comment on an ongoing project. However, given the busy lives of residents and students, there is a possibility that we may hear only from those with strong opinions on the subject at hand in a given meeting. To obtain the broadest possible public input for this study, the project team believes that the process must be multi-faceted, and so we propose the following additional activities:

- **Roundtables with key stakeholders** as proposed in Phases I and VI. Four roundtables are proposed in each phase: with City officials, with University officials, with the LTS service contractor, and with the KUOW service contractor. The first series of roundtables will solicit input and to provide information regarding study purposes and transit in general, while the second will present draft findings and seek feedback.
- **Operator interviews** are an excellent strategy to obtain information and buy-in from LTS and KUOW employees who interact with the public every day. Bus operators are an invaluable source of input on the day-to-day operation of the transit system.
- **Surveys for riders, operators, meeting participants, and students** to obtain both qualitative and quantitative information. An on-board survey of riders is proposed as part of the optional Phase IA. We also propose to survey bus operators (in conjunction with operator meetings) and attendees at public meetings (this was a very successful tactic in the project team's work for CATS in Charlotte). During the University of Nevada Reno project, we surveyed students who used transit via email, and this strategy offers a chance to obtain valuable student input.
- **Focus groups with existing riders** are a very practical method of obtaining input in small group settings. The smaller group size and specially designed discussion topics allow for focused, unbiased conversation. If facilitated properly, this strategy is valuable in obtaining input from a variety of internal and/or external group sources. We propose to conduct two focus groups as part of Phase I, one with LTS riders and one with KUOW riders. Participants will be solicited via bus placards and/or notices at major transfer

points or from a list of pass holders. Participants will be paid \$50 for their participation, and the project team will provide food.

- **Distribution of written materials** is an important element of any public involvement process. At a minimum, project fact sheets and meeting summaries will be prepared to ensure that stakeholders are kept informed. Project brochures may also be useful.

Collectively, these strategies and techniques will provide us with a comprehensive profile of stakeholder, rider, and general public opinions and perspectives relative to the study objectives, and will allow us to develop and fine-tune alternatives and recommendations.

Deliverable: Community Involvement Plan; formal written summary of public comments and how these were considered and/or included (incorporated into the report for the particular Phase as well as the final report)

Due Date: June 1, 2006 (Community Involvement Plan); other public outreach activity to take place during various Phases of the study

Personnel: Judi Norman, Dan Boyle, Bill Ball

Phase VI Draft and Final Report

The project team will summarize data and findings from all phases in a draft final report. Specific items to be included in the report are:

- Background information and data assessment (Phase I)
- Public outreach and feedback summary (Phase V and all phases)
- Service standards and fare and service policies for LTS and KUOW (Phase II)
- All proposed service changes (Phase III)
- Proposed alternative(s) for management options (Phase IV)
- Preferred alternative(s) for governance and service delivery, including benefits and costs, ridership estimates, sources and uses of funds/cash flow analysis for the initial undertaking, capital and operating budgets covering the next five years, and recommendations for financial participation (Phase IV)
- Immediate and short-term action items (all phases)
- Mid-range and long-range implementation strategies (all phases)

The Study Management Team will review the draft final report, after which it will be the topic of a public meeting, as noted in Phase V. The project team would also conduct the second series of four roundtables with stakeholders as a follow-up to the Phase I roundtables to present draft findings and seek feedback. Any proposed revisions will be considered jointly by the DBA project team and the Study Management Team for inclusion in the Final Report.

A total of ten bound copies and one reproducible electronic version of the final report shall be issued to the City of Lawrence and the University.

Deliverable: Draft final report; Final Report

Due Date: October 30, 2006 (Draft final report); November 17, 2006 (Final Report)

Personnel: Dan Boyle, with participation by all team members

PROJECT SCHEDULE

Figure 4.1 on the following page presents the proposed project schedule for the Coordinated Public Transportation Development Plan.

DELIVERABLE SCHEDULE

The deliverable schedule is summarized below:

Community Involvement Plan	June 1, 2006
Interim Report: Phase I	June 15, 2006
Interim Report: Phase II	July 14, 2006
Interim Report: Phase III	September 1, 2006
Survey Instrument (Phase IA Optional)	September 1, 2006
Interim Report: Phase IV	October 2, 2006
Interim Report: Phase 1A (Optional)	October 13, 2006
Draft Final Report	October 30, 2006
Final Report	November 17, 2006

Figure 4.1
Coordinated Public Transportation Development Plan
Proposed Schedule - Dan Boyle & Associates, Inc.

Task	May					June				July					August				September				October					November							
	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27				
Phase I: Comprehensive Operational Analysis																																			
Phase IA: Surveys/Data Collection (Optional)																																			
Phase II: Standards																																			
Phase III: Transit Service Alternatives																																			
Phase IV: Organizational/Governance/Funding																																			
Phase V: Public Outreach																																			
Phase VI: Draft and Final Report																																			

5. FIRM QUALIFICATIONS

This section presents the qualifications of Dan Boyle and Associates, Inc. by providing a list of relevant experience in similar studies. In addition, an abbreviated list of relevant projects is provided for each of the team members (described more fully in the next section, *Project Management and Organization Plan*), so that the City of Lawrence and the University of Kansas can gain a greater understanding of the breadth and depth of the DBA project team's experience. While five references are provided in Section 9, as called for in the RFP, we have also listed specific references for each project. We encourage the City and the University to contact any and all of these references.

5A. OFFICIAL FIRM NAME AND CONTACT INFORMATION

Dan Boyle & Associates, Inc.
4511 Falcon Ridge Court
San Diego, CA 92130
(858) 259-6515 phone
(858) 259-2305 fax
dboyle34@pacbell.net email

5B. YEAR ESTABLISHED AND FORMER NAMES

Dan Boyle & Associates was established in December 2000 as a sole proprietorship. The firm was incorporated under the laws of the State of California in May 2003 as Dan Boyle & Associates, Inc. It has not been known by any other name.

5C. FIVE LARGEST PROJECTS UNDER CONTRACT

As of April 3, 2006, the following are the five largest projects under contract for Dan Boyle & Associates, Inc. There are no projects currently under contract negotiation.

1. Technical Planning Consultant Antelope Valley Transit Authority – Lancaster, CA

Long-Range Plan. AVTA selected Dan Boyle & Associates as its ongoing technical planning consultant, with the first major task of preparing the agency's first long-range plan. Building upon an ongoing strategic planning process, DBA developed strategies under a variety of growth scenarios in close consultation with the AVTA Board, Technical Advisory Committee, and staff, and has finalized the plan and an associated capital plan to coordinate with AVTA's ten-year financial plan. These plans have led to a reconsideration of service delivery in outlying portions of the service area.

Commuter Bus Surveys. Dan Boyle & Associates, Inc. analyzed the results of the past three annual surveys of AVTA's commuter bus riders, and prepared reports summarizing findings and trends.

Riders' Guide Revisions. Working with AVTA's Marketing Director, Dan Boyle & Associates, Inc. revised the agency's riders' guide to streamline and clarify the presentation of transit information needed by riders.

Fare Policy. In conjunction with AVTA management, Dan Boyle & Associates developed fare scenarios and constructed a model to estimate impacts on ridership and revenue. AVTA increased its commuter bus fares as a result of this study, and is planning to implement additional recommendations after service in outlying areas is restructured.

Technology Plan. Dan Boyle & Associates assessed the technology needs of AVTA and prepared an implementation plan to guide future technology purchases. An email survey was conducted to understand how peer agencies approach new technologies, and national ITS literature was reviewed to develop an evaluation procedure for new transit technologies. The final report included an implementation plan and guidance on the procurement process.

Telephone and Intercept Surveys. Dan Boyle & Associates oversaw a telephone survey of transit non-users in the Antelope Valley. The survey, conducted by CIC Research, revealed generally favorable attitudes toward transit but limited knowledge of the transit system. DBA also designed and managed an intercept survey of AVTA riders, using staff provided by California Job Connection.

Project Manager: Dan Boyle

Client: Randy Floyd, Executive Director
Antelope Valley Transit Authority
661-729-2206

Nature of Responsibility: Prime Consultant

Project Location: Lancaster, CA

Current Status: 89 percent complete

Timeframe: August 2003 – August 2006 (estimated). AVTA anticipates issuing a new RFP for technical assistance. Dan Boyle & Associates, Inc. will submit a proposal.

Estimated Cost of Contract: Tasks under contract total \$172,992.

2. Mobility Greensboro (long-range transportation plan) Greensboro Transit Authority – Greensboro, NC

Working as a subconsultant to Tindale Oliver & Associates, Dan Boyle & Associates developed a long-range plan for Greensboro Transit Authority. This effort parallels the City's development of a long-range transportation plan. Extensive public outreach activities were conducted as part of this plan, which has been presented to the GTA Board and the Greensboro City Council. The plan provides a blueprint for the future development of transit in the Greensboro area in conjunction with other transit operators in the region, and includes an assessment of funding needs and options. The project team recently completed a draft final report for the implementation phase that includes service frequency enhancements, institution of a college pass program, new connector routes in outlying areas, and a new crosstown route.

Project Manager: Dan Boyle (for DBA)
Bill Ball, Tindale Oliver & Associates, Inc. (overall project manager)

Client: Elizabeth G. James, Transit Administrator
Greensboro Transit Authority
(336) 373-2820

Nature of Responsibility: Subconsultant to Tindale Oliver & Associates, Inc. responsible for operations plan, including staffing plan

Project Location: Greensboro, NC

Current Status: Phase II is 95 percent complete

Timeframe: Phase I: August 2002 to February 2004 (actual completion date)
Phase II: January 2005 to April 2006 (estimated completion date)

Estimated Cost of Contract (for DBA): Phase I: \$47,050
Phase II: \$36,240

3. Transit Cooperative Research Program Synthesis Project H-06: Easy to Apply, Fixed-Route Transit Ridership Forecasting and Planning Service Methods

Dan Boyle and Associates, Inc. is conducting this TCRP synthesis to document the state-of-the-practice in fixed-route transit ridership forecasting and service planning methods. The project features a survey of selected transit agencies (including CyRide in Ames, IA), a literature review, and in-depth case studies of six selected agencies.

Project Manager: Dan Boyle

Client: Donna Vlasak
Transit Cooperative Research Program
(202) 334-2934

Nature of Responsibility: Prime Consultant

Project Location: Washington, D.C.

Current Status: 67% complete (two of three phases). A draft final report has been prepared. The project panel will meet in Washington, D.C. on April 12, 2006 to discuss the draft report and suggest revisions. The final report is due on May 1, 2006.

Timeframe: September 2005 to May 2006 (estimated completion date)

Estimated Cost of Contract: \$30,000

4. Comprehensive Operational Analysis of Whittier Fixed-Route Service Norwalk Transit – Norwalk, CA

As a subconsultant to Judith Norman Transportation Consultant, Dan Boyle & Associates, Inc. conducted a ridecheck and survey of the City of Whittier fixed-route system now being operated by Norwalk Transit. DBA also analyzed ridership and productivity on existing Whittier routes and developed service recommendations that restore service to a reopened retail center and change routings and schedules to improve on-time performance. The ultimate purpose of this study is to enhance the efficiency of community service in Whittier and improve integration between the Whittier routes and the Norwalk Transit fixed-route network.

Project Manager:	Dan Boyle (for DBA) Judi Norman, Judith Norman Transportation Consultant (overall project)
Client	Jaime Becerra Norwalk Transit (562) 929-5533
Nature of Responsibility:	Subconsultant to JNTC, responsible for operating analysis of Whittier routes and operations-related recommendations
Project Location:	Whittier, CA
Current Status:	90 percent complete
Timeframe:	September 2005 to June 2006 (estimated completion date)
Estimated Cost of Contract:	\$25,321

5. Transit Planning Consultant Greensboro Transit Authority – Greensboro, NC

College Pass Program. Dan Boyle & Associates, Inc. is working closely with the City of Greensboro, GTA, and six colleges within GTA's service area to establish a college pass program. To accomplish this, we established a steering committee made up of members of the City Council, high-level representatives from each college and university, NCDOT, and civic leaders in Greensboro and North Carolina to guide the process. At the same time, DBA worked with a technical committee to identify options, gauge student reaction, and develop a recommended program. DBA has prepared routes and schedules for the new services, with a target implementation date of August 2006.

Transit Service Planning Assistance. Since its inception, Dan Boyle and Associates has worked as an on-call planning consultant to provide service planning assistance to GTA. To date, projects have included a complete ridecheck and on-board survey of bus riders, revisions to fare collection policies on connector routes, interlining of bus routes to reduce delays, a procedure to rank new service requests, development of fare policy alternatives, ongoing review of route and system performance, a business plan addressing the next five years, and proposed revisions to downtown service in conjunction with the opening of a new transit center. Current activity includes an analysis of alternatives to reduce overcrowding.

Bus Services Study. Dan Boyle conducted a comprehensive study of the bus network for Greensboro Transit Authority. The study included development and analysis of rider surveys regarding the need for bus service on Sunday and a ridecheck of the entire GTA system using handheld computers. In addition, the project team revamped Career Express, an innovative reverse-commute service, to address operational and Board concerns, developed fare policy guidelines as the basis for future decisions regarding fare strategies, and identified solutions to chronic problems with on-time performance (based on the analysis of ridecheck results). Service recommendations target improvements to current service prior to consideration of new crosstown routes. The Greensboro City Council approved an increase of \$800,000 in the FY 2001 budget to fund transit improvements, including Sunday service. The project team also assisted with implementation and evaluation of these recommendations. Career Express changes went into effect in the summer of 2000, Sunday service and revised late evening service began October 1, 2000, and fixed-route revisions have been implemented on January 2, 2001. Ridership increased by 22 percent in the first quarter of 2001.

Project Manager: Dan Boyle

Client: Elizabeth G. James, Transit Administrator
Greensboro Transit Authority
(336) 373-2820

Nature of Responsibility: Prime consultant

Project Location: Greensboro, NC

Current Status: Current contract is 50 percent complete

Timeframe: September 1999 to June 2006 (estimated completion date, but the CMAQ grant funding the college pass program includes funding for additional planning assistance.

Estimated Cost of Contract: \$24,190 current contract
\$173,288 six contracts since 2001

5D. PROJECTS WITHIN THE LAST TEN YEARS

This section lists all projects similar or comparable to the proposed project that Dan Boyle & Associates, Inc. has performed since its inception in December 2000, in addition to projects listed in Section 5C. Comparable projects include comprehensive operational analyses, transit restructuring projects, projects involving service to a university or a university pass program, and fare studies. Comparable projects managed by Dan Boyle prior to the establishment of his firm are also included.

Metro-Dade Transit – Miami, FL

Comprehensive Bus Operational Analysis. As a subconsultant to the Center for Urban Transportation Research, Dan Boyle & Associates, Inc. examined ridership, productivity, and schedule adherence for Metro-Dade Transit bus routes. In the first two phases, MDT identified critical routes in terms of schedule adherence, and the project team developed scheduling recommendations to be implemented during the next operator pick. DBA was responsible for the development of all service-related recommendations included in the final report, which

resulted in \$4.7 million savings for MDT. For various reasons, not all recommendations have been implemented. DBA is assisting CUTR and MDT with the implementation phase of this project as needed.

Project Mgr: Dan Boyle (DBA); Mark Alvarez (CUTR)
Client: David Fialkoff, Chief, Service Planning and Scheduling Division
Metro-Dade Transit
(305) 637-3740
Timeframe: March 2004 to April 2005
Contract: \$56,120

New York City Transit Authority - Brooklyn, NY

New York City Bus Rapid Transit. Dan Boyle & Associates, Inc. is a subconsultant to the DMJM team for the design and implementation of BRT in New York City. Dan Boyle is responsible for operations planning efforts in later phases of the project, in close consultation with NYCT staff.

Project Mgr: Dan Boyle (DBA); Shelley Fialkoff (DMJM)
Client: Ted Orosz, Manager, Manhattan-Bronx Bus Service Planning
MTA-New York City Transit
(646) 252-5623
Timeframe: September 2004 to present (completion date uncertain)
Contract: \$15,000

Transit Cooperative Research Program (TCRP) - Washington, DC National Academy of Sciences

Transit Service Contracting Study. Dan Boyle & Associates was selected to conduct and analyze a survey of transit operators throughout the United States regarding their experiences with contracting out transit service. The survey is part of a broader study requested by the United States Congress through the 1997 Transportation Efficiency Act for the 21st Century to evaluate private sector contracting within the transit industry. The study's final report has been published as *Transportation Research Board Special Report 258*. TCRP retained Dan Boyle & Associates to conduct a follow-on study analyzing survey results in greater detail than was possible due to the time constraints of the original study. Results of the follow-on study have been published in *Research Results Digest 46*.

Project Mgr: Dan Boyle
Client: Tom Menzies
Transportation Research Board
(202) 334-2934
Time Frame: November 2000 to November 2001
Contract: \$40,000 Phase I
\$25,000 Phase II

TCRP Synthesis 29: Passenger Counting Technologies and Procedures. Dan Boyle completed a TCRP synthesis addressing the current state of the practice in passenger counting technologies and procedures. A survey of 33 transit operators with active data collection programs was conducted as part of this project. In-depth interviews with technology providers and with six transit agencies using various technologies ranging from paper and pencil to

automatic passenger counters (APC) provided additional insight into the benefits and pitfalls of various procedures. The final report has been published as *TCRP Synthesis 29*.

Project Mgr: Dan Boyle
Client: Donna Vlasak
Transit Cooperative Research Program
(202) 334-2934
Timeframe: September 1996 to September 1997
Contract: \$25,000

Rochester – Genesee Regional Transportation Authority – Rochester, NY

As a subconsultant to Schaller Consulting, Dan Boyle & Associates, Inc. is conducted a peer review of fare structures and policies, analyzed options for zone fares for ADA service, reviewed farebox capabilities, analyzed impacts of replacing transfers with a day pass, and provided input on a fare model to predict ridership impacts of various fare structure changes. The project team developed a series of fare recommendations to enhance revenue while minimizing ridership loss and simplifying the fare structure. Dan Boyle presented the ADA fare proposal at a public hearing in February 2006 and conducted media briefings following the hearing. Proposed fare changes have been approved for implementation.

Project Mgr: Dan Boyle (DBA), Bruce Schaller, Schaller Consulting (Overall project)
Client: Robert W. Frye
Rochester-Genesee Regional Transit Authority
(585) 654-0230
Timeframe: July 2005 to June 2006 (estimated completion)
Contract: \$18,200

Norwalk Transit – Norwalk, CA

Scheduling Assistance. As a subconsultant to Judith Norman Transportation Consultant, Dan Boyle & Associates conducted a revised runcut of Norwalk Transit operator schedules to comply with a proposed union agreement. As a result, no more than 35 percent of operator assignments involved straight runs and no split shift included a break exceeding two hours.

Line-by-Line Analysis. Dan Boyle conducted 1998 line-by-line analysis for Norwalk Transit System. This project encompassed a detailed ridecheck of the system, a transfer analysis, and the development of recommendations to improve both mobility and the efficiency and effectiveness of specific lines. Recommendations included assumption of a crosstown route from MTA to serve an important east-west corridor and a restructuring of a community circulator to provide more direct service to major destinations within the City.

Project Mgr: Dan Boyle (DBA); Judith Norman, JNTC (overall project)
Client: Jaime Becerra
Norwalk Transit
12700 Norwalk Boulevard
Norwalk, CA 90650
(562) 929-5533
Timeframe: October 2003 to March 2004; April 1998 to July 1999
Contract: \$5,636 schedules; approximately \$40,000 line-by-line analysis

Pasco County Public Transportation – Port Richey, FL

PCPT Service Enhancements and Schedule Revisions. As a subconsultant to Tindale Oliver & Associates, Inc., Dan Boyle & Associates, Inc. completed an implementation plan for PCPT that includes new Saturday service on all fixed routes and a new route serving a growing area in West Pasco County that currently has no transit service. Dan Boyle developed new schedules for West and East Pasco County service and prepared new runcuts and driver rosters.

PCPT Schedule Revisions. Dan Boyle & Associates incorporated proposed changes into PCPT schedules for West and East Pasco County service, and prepared new runcuts and driver rosters. Scheduling efficiencies related primarily to a more efficient use of drivers resulted in only a 13 percent increase in labor costs for a 28 percent increase in service hours.

West Pasco Route Realignment, Time Schedules, and Driver Shift Plan. With the introduction of new inter-county bus service along the U.S. 19 corridor, Pasco County requested assistance to restructure its system and optimize its schedules. As a subconsultant to Tindale Oliver & Associates, Inc., Dan Boyle managed the project to assist PCPT in developing and refining streamlined routes and preparing schedules, runcuts, and driver rosters. Results of the study included frequency improvements to 60 minutes on all local routes (matching U.S. 19 service frequencies), optimized transfer connections, retention of service to Pasco Hernandez Community College, and runcuts and rosters that met PCPT's requirements. These improvements were achieved within PCPT's available fiscal resources.

Project Mgr: Dan Boyle (DBA), Bill Ball, Tindale Oliver & Associates, Inc. (overall project)
Client: Mr. Mike Carroll
Pasco County Public Transportation
(727) 834-3200
Timeframe: June to September 2005; August to December 2002; June to November 1999
Contract: \$10,496 in 2005; \$6,950 in 2002

Montebello Municipal Bus Lines – Montebello, CA

Line-by-Line Analysis. Dan Boyle & Associates, Inc. completed a Line-by-Line Analysis for Montebello Bus Lines. This study involved the collection and analysis of ridership and performance data for all routes operated by MBL and route segment and time-of-day-level analysis of bus lines. DBA conducted or supervised on-board and intercept surveys with riders and telephone surveys with non-riders. The analysis also addressed dial-a-ride and Montebello Link Shuttle services. Recommendations focused on improvements to a lightly used community line, enhanced efficiency of dial-a-ride service, and consideration of potential impacts of the Metro Gold Line Eastside extension in late 2009 and the Metro Connections program. Mr. Boyle also managed the 1999 MBL line-by-line analysis, which recommended the restructuring of a local community route and a greater regional role for MBL in Los Angeles County.

Project Mgr: Dan Boyle
Client: Allan Pollock, General Manager
Montebello Bus Lines
(323) 887-4628
Timeframe: August 2004 to July 2005; October 1998 to December 2000
Contract: \$135,005

SANDAG/Metropolitan Transit Development Board (MTDB) - San Diego, CA

Regional Performance Improvement Program Incentive Plan. Dan Boyle & Associates developed recommendations to enhance the performance improvement program among the transit operators in San Diego County. A key facet of this study was bringing all operators within the region together in roundtable discussions to obtain their ideas of how best to craft this plan and to build ownership in the plan ultimately adopted. SANDAG is in the process of implementing these recommendations.

Mid-Coast Study. As a subcontractor to URS, Dan Boyle & Associates addressed operational issues associated with light rail or rapid bus service to the Mid-Coast area, home of the University of California at San Diego and a major regional mall. DBA's major responsibility was the integration of current local bus service and proposed enhancements with the regional rapid transit and development of light rail/BRT "emulation routes" in advance of construction.

Fare Policy. Dan Boyle & Associates worked with MTDB marketing staff to refine and extend an EcoPass program in San Diego, with the final proposal approved by the Board in October 2002. Dan Boyle has also reviewed the fare model developed to predict the impacts of various fare scenarios in conjunction with the opening of the Mission Valley West Trolley branch. An innovative element of the fare model is its attempt to predict the impacts of changes in fare payment methods as pricing changes make pre-paid media more attractive.

Kearny Mesa/Serra Mesa/Tierrasanta Bus Study. Dan Boyle managed a bus study of the Kearny Mesa area. The area presents a challenge to transit due to generally low densities and low transit orientation. However, Kearny Mesa is an important regional employment center and community groups have strongly expressed the need for better internal circulation as well as connections to the rest of the transit network. Recommendations restored bi-directional service on the major route serving Tierrasanta, restructured a primary route in Serra Mesa to serve an important commercial center, and provided a new shuttle link to the Trolley, all at no additional cost. Recommendations have been implemented by MTDB.

Mission Valley East Bus Study. Dan Boyle managed this study, which developed a Mission Valley East Bus Plan to address changes to the bus system in conjunction with the Mission Valley East trolley extension. Among the recommendations were improved north-south access to the extended Blue Line trolley, substitution of shuttle/feeder services for redundant bus lines, and a route alignment for the La Mesa Westside Shuttle that anchors the southern portion of the route at an Orange Line trolley station. MTDB has implemented these changes with the opening of the Mission Valley East trolley extension.

Mid-City Bus Study. Dan Boyle conducted a study of the Mid-City area of San Diego that focused on additional transit needs in a very transit-oriented community. Among the recommendations are a new express service along a major east-west corridor (with the potential for development of an arterial bus rapid transit demonstration project), improved internal north-south connections, and a new express route connecting Mid-City residents with employment opportunities in Kearny Mesa and University City. The express route to Kearny Mesa has been implemented, and its success has led to added service on this route. MTDB is examining the feasibility of an arterial bus rapid transit project along El Cajon Boulevard as recommended in this study.

San Diego State University (SDSU) Bus Service Study. Dan Boyle identified and evaluated various service proposals to mitigate the impact of construction of the Mission Valley East line

on parking capacity at SDSU. This task included a focus group with SDSU students. The recommended alternative is direct shuttle service from two park-and-ride lots to the east and west of campus, operating at 15/30-minute headways throughout the day with additional service at peak times. A limited span of service targets these shuttles to times when parking is least available. Study results served as the basis for final negotiation of mitigation efforts with SDSU.

Evaluation of Service Guidelines. Dan Boyle worked with MTDB staff to evaluate and revise service guidelines. The evaluation included a review of guidelines currently in effect at peer systems and an analysis of standards and warrants for new service used at leading transit agencies throughout the United States and Canada. The revisions added a performance variable and a service category and established a continuous numerical index score to evaluate routes and identify poor performers. The MTD Board approved the new service standards as part of Policy 43 in 2000.

Project Mgr: Dan Boyle
Client: Tom Larwin, Chief Deputy Executive Director (now retired)
Jennifer Williamson, Project Manager
SANDAG (formerly Metropolitan Transit Development Board)
(619) 287-6474/699-1959
Timeframe: June 1997 to March 2005
Contract: \$24,386 (PIP)
\$1,834 (EcoPass)
\$15,000 (Mid-Coast)
Others in the range of \$25,000 each

Orange County Transportation Authority (OCTA) - Orange, CA

South County Transit Study. Dan Boyle & Associates developed a seven-year phased plan for improvements in South Orange County, based upon an outreach program covering 11 municipalities, riders, advisory groups, and OCTA committees. DBA worked through a steering committee co-chaired by two OCTA Board Directors and comprised of mayors or their designees from the 11 cities. Technical activities included an efficiency and effectiveness review of current South County transit service. The OCTA Board of Directors specifically commended staff on the extensive outreach activities in its acceptance of the recommended service plan incorporating multiple strategies for transit improvements in South Orange County.

Project Mgr: Dan Boyle
Client: Jorge Duran
Orange County Transportation Authority
(714) 560-5765
Time Frame: April 2003 to March 2004
Contract: \$98,309

Metrolink Feeder System Evaluation Study. Dan Boyle & Associates completed a review of the StationLink shuttles linking seven commuter rail stations in Orange County with nearby employment sites. The purposes of this study were to determine the market for these services, review the performance of individual routes, and evaluate the potential for innovative alternatives such as station car to serve particular markets more effectively. This study also examined “branding” of shuttle services that recognizes both OCTA’s and Metrolink’s roles while emphasizing a seamless connection between rail and shuttle. One key finding was that a route

should not be extended beyond 15 to 20 minutes away from the rail station it serves, because ridership falls off sharply even if there is a major employment site along the route.

Project Mgr: Dan Boyle
Client: Shohreh Dupuis
Orange County Transportation Authority
(714) 560-5673
Time Frame: July 2002 to June 2003
Contract: \$92,392

Paratransit Growth Management Study. Working as a subconsultant to A-M-M-A, Dan Boyle & Associates helped to facilitate a series of steering committee meetings that elicited suggestions and built consensus across all OCTA departments for ways to manage the future growth of ACCESS service in Orange County. Dan Boyle was responsible for coordination with the fixed-route operations planning department throughout this study.

Project Mgr: Heather Menninger Mayeda, A-M-M-A
Client: Beth McCormick, OCTA
(714) 560-5964
Time Frame: October 2003 to May 2004
Contract: \$3,800

ADA Service Demand Study. As a subconsultant to A-M-M-A, Dan Boyle & Associates assisted in the development of a ridership model to forecast ADA ridership over the next five years at OCTA. Specific responsibilities included an evaluation of impacts of anticipated fixed-route improvements, general review and comment regarding model development, and analysis of the relationship between forecast vehicle revenue hours and peak vehicle needs.

Project Mgr: Heather Menninger Mayeda, A-M-M-A
Client: Beth McCormick, OCTA
(714) 560-5964
Time Frame: July 2002 to June 2003
Contract: \$4,600

Bus System Restructuring Study. As Project Manager, Dan Boyle worked closely with Orange County Transportation Authority staff to recommend alternatives for straight-lining bus routes and enhancing frequency of service throughout the OCTA network. This study, completed in July 2000, was intended to strengthen the corridor identity of bus routes, reduce or eliminate overlapping services and off-route deviations, improve system efficiency and effectiveness, provide for a reallocation of resources for frequency improvements, and make the system more understandable for existing and potential riders and bus operators. Transit centers throughout the system were re-examined to determine if their location enhances or hinders rider mobility and whether they would be continued under a straight-lined network. OCTA added service in 2001 and relied on study results to finalize the service plan. The study also proposed a future network, particularly addressing outlying areas that are expected to experience growth by the Year 2020.

In conjunction with this study, Dan Boyle also conducted a review of service guidelines and standards at peer systems and recommended guidelines to direct the future development of the OCTA network.

Project Mgr: Dan Boyle
Client: Kurt Brotcke, Principal Transportation Analyst
Orange County Transportation Authority
(714) 560-5742
Time Frame: June 1999 to October 2000
Contract: Approximately \$190,000

University of Nevada Reno – Reno, NV

University Pass Program. Dan Boyle & Associates worked with the University of Nevada Reno to develop and analyze a student survey, research college pass programs at other universities, and prepare a report detailing recommendations for the University as it considers its next steps in an ongoing partnership with the Regional Transportation Commission, the transit agency in Reno. Recommendations included opening a dialogue with students and other university departments about an unlimited access pass and continuing discussions with RTC on this topic and on potential transit service enhancements to the University.

Project Mgr: Dan Boyle
Client: Melody Bayfield
University of Nevada Reno
(775) 784-4654
Time Frame: April to November 2003
Contract: \$8,700

North County Transit District – Oceanside, CA

NCTD Fare Study. Dan Boyle & Associates conducted a fare study to address specific fare policy proposals arising out of a broader systemwide study for NCTD. The study recommends implementation of a college pass program, an employer pass, and a day pass in lieu of transfers, and also proposes a fare philosophy for the NCTD Board and an increase in the price of the monthly pass. DBA presented final recommendations to the Board in October 2002. The study also includes a timeline to guide the implementation of all recommendations. As a follow-on study, Dan Boyle & Associates worked with NCTD staff to develop a fare model that forecasts ridership and revenue impacts of potential fare changes. The model has been used to support proposed fare changes to the NCTD Board.

Project Mgr: Dan Boyle
Client: Stefan Marks
North County Transit District
(760) 966-6539
Timeframe: March 2002 to April 2003
Contract: \$29,513 original; \$9,400 follow-on study

Southern California Association of Governments – Los Angeles, CA

Norwalk Transit Services Restructuring Project. Dan Boyle & Associates worked through a contract with Southern California Association of Governments for Norwalk Transit in its attempts to assume operation of the eastern segment of LACMTA Route 125 (Rosecrans). This proposal, which has been advanced in several preceding studies, is based on the LACMTA “tiered services” concept in its strategic plan, under which local routes in outlying areas would be operated in many cases by existing municipal operators. This proposal was among the first

to implement the tiered services concept. The route segment was transferred to Norwalk Transit in September 2002.

Project Mgr: Dan Boyle
Client: Michelle Glickert, Project Manager, SCAG
Now: Transportation Management Division, City of Santa Monica
(310) 458-2204
Timeframe: June 2001 to April 2003
Contract: \$80,834

South Coast Area Transit – Oxnard, CA

SCAT Fare Study. Dan Boyle & Associates worked as a subcontractor to Nelson\Nygaard Consulting Associates on a fare study to identify and evaluate alternative fare structures for SCAT's fixed-route and ADA services. DBA assisted in identifying alternatives and developed a fare model to estimate the ridership and revenue impacts of preliminary fare packages.

Project Mgr: Dan Boyle (DBA); Linda Rhine (N\N)
Client: Laura Caskey, Director of Planning and Marketing
South Coast Area Transit
(805) 483-3959, ext. 116
Time Frame: November 2002 to March 2003
Contract: \$11,500

Gateway Cities Council of Governments – Paramount, CA

Supplemental Southeast Area Bus Restructuring Study. Dan Boyle & Associates conducted a bus restructuring study after the original study completed for LACMTA did not sufficiently address local needs of the communities in the Southeast area of Los Angeles County. Working with Judi Norman from JNTC, DBA conducted a series of roundtables with key stakeholders to build consensus on key issues. The study resulted in recommendations for a new community shuttle in the unincorporated area of the County, new fixed-route service in the City of La Mirada, a subregional Memorandum of Understanding to facilitate funding opportunities and project integration across communities, and revisions to paratransit operations within the subregion. The Council of Governments unanimously accepted the final report at its February 2003 meeting.

Project Mgr: Dan Boyle
Client: Jack Joseph, Deputy Executive Director
Gateway Cities Council of Governments
(562) 663-6850
Timeframe: May 2002 to February 2003
Contract: \$54,585

Regional Transportation Commission – Reno, NV

RTC Fare Study. Dan Boyle and Associates managed a fare analysis for the Regional Transportation Commission in Reno. The project involved stakeholder and bus operator participation in a review of current fares. As the study progressed, emerging budget shortfalls gave a greater urgency to revenue-increasing proposals. DBA developed three fare alternatives and refined these into a single recommended alternative following a fare workshop with the RTC

Board. Ridership and revenue impacts were estimated using a fare model developed originally at MARTA and calibrated for use at RTC. Recommendations addressed fare levels, the pricing relationship among various fare media, fare payment methods, and ridership and revenue impacts associated with proposed changes. The final recommendation was presented to the Board at a public hearing in October 2002, and implemented early in 2003.

Project Mgr: Dan Boyle
Client: David Jickling, Director of Public Transportation
Regional Transportation Commission
(775) 335-1902
Timeframe: November 2001 to December 2002
Contract: \$62,795

Torrance Transit System – Torrance, CA

Municipal Area Express (MAX) Scheduling. As a subcontractor to A-M-M-A, Dan Boyle and Associates reviewed schedules and stop locations for MAX express service operating from the South Bay area to El Segundo. DBA developed updated schedules that reflect changes in the journey-to-work travel patterns of MAX riders. Prior to implementation, Torrance Transit contracted directly with DBA to revise the schedules and develop operator assignments.

Project Mgr: Heather Menninger Mayeda, A-M-M-A
Client: Anthony Rose
Torrance Transit System
(310) 618-6266
Timeframe: November 2001 to August 2002
Contract: \$3,000

St. Lucie Urban Area Metropolitan Planning Organization – Fort Pierce, FL

Transit Development Plan. Working as a subconsultant to Tindale Oliver & Associates, Dan Boyle & Associates developed transit service concepts and alternatives based upon guiding principles. St. Lucie County is the largest (in terms of population) county in Florida without fixed-route service. Dan Boyle also evaluated the alternatives and developed recommendations. Fixed-route service along U.S. 1 and local fixed-route service in Fort Pierce assumed highest priority among the alternatives evaluated.

Client: Bill Ball, Tindale Oliver & Associates
(813) 224-8862
Timeframe: May to November 2001
Contract: \$9,118

Charlotte Area Transit System – Charlotte, NC

Countywide Transit Services Plan. Dan Boyle worked with the Charlotte Area Transit System as Project Manager to conduct its Countywide Transit Services Plan. The study focused on short-term improvements to the existing bus network and included extensive public outreach, preparation of a fare policy for CATS, development of service guidelines and a performance monitoring system, identification of locations for transit centers outside of downtown, and a restructuring of service to build toward the Centers and Corridors 2025 Plan. In addition, the study undertook a comprehensive review of paratransit operations and needs. Key elements of

the plan were approved by the MTC in August 2001, and the final report was completed in the Fall of 2001. CATS continues to implement the recommendations into 2004.

Project Mgr: Dan Boyle
Client: Keith Parker, Chief Operating Officer
Charlotte Area Transit System
(704) 336-3855
Timeframe: July 2000 to October 2001
Contract: \$190,000 (approximately)

Los Angeles County Metropolitan Transportation Authority – Los Angeles, CA

Metro Rapid Bus (BRT) Implementation. Served as Deputy Project Manager for the implementation of arterial Bus Rapid Transit (locally called Metro Rapid Bus) service in Los Angeles County originally developed for LACMTA as part of the Regional Transit Alternatives Analysis and the Westside Bus Restructuring Study. In addition to participating on the core design team that developed the Metro Rapid Bus proposals, was responsible for a before-and-after survey assessing changes in riders' perspectives with the introduction of Metro Rapid Bus. Service on the Wilshire-Whittier and Ventura lines was successfully initiated in June 2000 concurrently with the opening of the Metro Red Line extension. Metro Rapid ridership rose significantly compared with previous limited-stop service, and operating speeds also showed significant improvement. Introduction of Metro Rapid Bus resulted in statistically significant increases in customer satisfaction as measured by eleven different elements of service.

Client: Rex Gephart
Los Angeles County MTA
(213) 922-3064
Timeframe: April 1999 to December 2000
Contract: Uncertain

Capital District Transportation Authority (CDTA) – Albany, NY

Route Scheduling Study. Dan Boyle served as project manager for a study involving the evaluation and optimization of the operating schedules for CDTA's 12 core routes, which carry the majority of CDTA's ridership. This project involved extensive fieldwork, followed by the development of completed schedules and vehicle blocks, ready for implementation. The revised schedules provided CDTA with an eight percent increase in scheduled service on its core routes, with no increase in cost originally (as money became available from other sources, additional service improvements were included in the package). This was achieved through use of advanced scheduling techniques, resulting in improved efficiencies. CDTA implemented the new schedules in November 1999 and has experienced a 3.7 percent increase in ridership in the first four months, reversing a lengthy period of decline.

Project Mgr: Dan Boyle
Client: Kristina Younger, Planning Manager
Capital District Transportation Authority
(518) 482-4199
Timeframe: June 1998 to October 2000
Contract: Approximately \$40,000

Riverside Transit Agency – Riverside, CA

Comprehensive Operational Analysis. Dan Boyle conducted the Comprehensive Operational Analysis for RTA, including an analysis of passenger loads, schedule adherence, and transfer patterns based upon a complete ridecheck of RTA fixed-route service. This analysis was used to redesign service to meet regional and community mobility needs. Recommendations included improved service on major corridors in Riverside (candidates for bus rapid transit in 2004), streamlined routes to improve travel times, and redesigned route networks in outlying cities to improve internal and external mobility. The recommendations were structured in a phased five-year development plan to improve service efficiency and cost effectiveness within the given budget envelope. The project also included a fare study that developed revisions to simplify RTA's complex zonal fare structure, thus benefiting both riders and operators.

Project Mgr: Dan Boyle
Client: Susan Hafner (COA)
General Manager, RTA
now: Metropolitan Transit System
(619) 595-3084
Timeframe: August 1997 to March 1999
Contract: Approximately \$125,000

City of Los Angeles Department of Transportation – Los Angeles, CA

LADOT Line-by-Line Analysis. Dan Boyle managed this study, which involved the collection and analysis of ridership and performance data for all routes operated by private contractors under the direction of LADOT. The analysis included a plan to improve transit service delivery through the development of performance evaluation measures and recommendations for appropriate changes to City bus service. LADOT did not previously utilize service guidelines, and asked the project team to review guidelines currently in use at other similar transit agencies and make appropriate recommendations. A major outcome of this study was the development of a set of service standards that address route-level performance for the variety of services overseen by LADOT, including community-based shuttles, DASH service in downtown Los Angeles, and commuter express routes. Application of these standards has resulted in discontinuation of poorly performing routes. Completed in 1996.

Project Mgr: Dan Boyle
Client: James Lefton
City of Los Angeles Department of Transportation
(213) 580-5417
Timeframe: April to December 1996
Contract: Approximately \$100,000

5E. PROJECTS WITHIN THE PAST THREE YEARS

This section summarizes municipal and university projects that have been awarded to Dan Boyle & Associates, Inc. as the prime consultant within the past three years. Project descriptions are only provided here if they have not previously been included in Section 5C or 5D.

1. City of Laguna Beach NTD Sample and Analysis

When the City of Laguna Beach resumed its NTD reporting, Dan Boyle & Associates, Inc. worked with staff to calculate passenger miles and devise a statistically valid sampling plan for FY 2005. The City recently retained DBA to confirm staff calculations and provide NTD requirements over the next two years.

Project Manager: Dan Boyle
Client: William Liebel, Deputy Director of Public Works
City of Laguna Beach
(949) 497-0343
Nature of Responsibility: Prime consultant
Project Location: Laguna Beach, CA
Current Status: Completed November 2005

**2. Transit Planning Consultant – College Pass Program
Greensboro Transit Authority – Greensboro, NC**
Described in Section 5C

Project Manager: Dan Boyle
Client: Elizabeth G. James, Transit Administrator
Greensboro Transit Authority
(336) 373-2820
Nature of Responsibility: Prime consultant
Project Location: Greensboro, NC
Current Status: Current contract is 50 percent complete
Completion Date: June 2006 (estimated completion date, but a follow-up contract is likely)

**3. Line-by-Line Analysis
Montebello Municipal Bus Lines – Montebello, CA**
Described in Section 5D

Project Manager: Dan Boyle
Client: Allan Pollock, General Manager
Montebello Bus Lines
(323) 887-4628
Nature of Responsibility: Prime consultant
Project Location: Montebello, CA
Current Status: Completed

**4. Regional Performance Improvement Program Incentive Plan
SANDAG - San Diego, CA**
Described in Section 5D

Project Manager: Dan Boyle
Client: Toni Bates, SANDAG
(619) 557-4538
Nature of Responsibility: Prime consultant
Project Location: San Diego, CA
Current Status: Completed

**5. Route 17 and Route 38 Analysis
Riverside Transit Agency – Riverside, CA**

Dan Boyle & Associates, Inc. analyzed stop-level ridership and productivity for two poorly performing RTA routes to develop alternatives short of discontinuation. After consultation with staff members in the affected cities, DBA prepared recommendations to strengthen the routes through restructuring. RTA conducted public hearings and implemented changes to these routes.

Project Manager: Dan Boyle
Client: Anne Palatino, Director of Planning
Riverside Transit Agency
(909) 565-5130
Nature of Responsibility: Prime consultant
Project Location: Riverside, CA
Current Status: Completed

**6. On-call Services Assistance with General Transportation Planning
Orange County Transportation Authority – Orange, CA**

Dan Boyle & Associates, Inc. was awarded an on-call contract with OCTA to provide assistance as issues arise. There are no current task orders open under this contract.

Project Manager: Dan Boyle
Client: Jorge Duran
Orange County Transportation Authority
(714) 560-5765
Nature of Responsibility: Prime consultant
Project Location: Orange, CA
Current Status: Open; no current task orders

**7. Peer Review Panel for Comprehensive Operational Analysis
Hillsborough Area Regional Transit - Tampa, FL**

HARTline invited Dan Boyle to participate in a panel reviewing recommendations from the comprehensive operational analysis. The panel report recommended a clearer connection between recommendations and overarching principles, and in the panel discussion Mr. Boyle emphasized the need to improve connections between Tampa and its growing eastern suburbs, possibly by introducing midday express service.

Project Manager: Dan Boyle
Client: Robert O. Potts, General Manager of Planning and Development
Hillsborough Area Regional Transit
(813) 223-6831
Nature of Responsibility: Panel Member
Project Location: Tampa, FL
Current Status: Completed

8. Technical Planning Consultant
Antelope Valley Transit Authority – Lancaster, CA
Described in Section 5C

Project Manager: Dan Boyle
Client: Randy Floyd, Executive Director
Antelope Valley Transit Authority
(661) 729-2206
Nature of Responsibility: Prime Consultant
Project Location: Lancaster, CA
Current Status: 88% complete
Completion Date: August 2006

9. South Orange County Transit Study
Orange County Transportation Authority – Orange, CA
Described in Section 5D

Project Manager: Dan Boyle
Client: Jorge Duran
Orange County Transportation Authority
(714) 560-5765
Nature of Responsibility: Prime Consultant
Project Location: Orange, CA
Current Status: Completed

10. University Pass Program
University of Nevada Reno
Described in Section 5D

Project Manager: Dan Boyle
Client: Melody Bayfield
University of Nevada Reno
(775) 784-4654
Nature of Responsibility: Prime Consultant
Project Location: Reno, NV
Current Status: No current activity

5F. PROJECTS FROM OTHER TEAM MEMBERS

This section provides an abbreviated list of relevant projects for each of the team members to indicate the breadth and depth of the DBA project team's experience.

A-M-M-ASCAG/ San Bernardino Associated Governments

Sina Zarifi, SCAG (213) 236-1853

Michael Bair, SANBAG (909) 884-8276

Health Access in San Bernardino and Riverside Counties: A Study of Non-Emergency Medical Transportation Needs and Resources – 5313 Project

As consultant project manager, responsible for all aspects of this Caltrans Section 5313 planning grant, including definition of the work plan, development of appropriate RFPs, determination of critical stakeholders, and guiding of demonstration projects to be recommended by the study. Participating match funding partners involve both Riverside and San Bernardino county transportation commissions and a team of health care institutions that include Kaiser Permanente, two MediCal providers and a community hospital. Designed the March 2005 conference at which study recommendations were presented to an interdisciplinary audience of 125 including elected officials, first responders [police and fire chiefs], health care and public transit administrators.

Fall 2002 –Spring 2005

City of La Mirada Dial-a-Ride/ City of Norwalk

Jim Parker, General Manager

Susan Chow, Administrative Analyst (562) 929-5601

La Mirada Dial-a-Ride Comprehensive Operations Analysis

This project conducted a thorough assessment of community needs and attitudes regarding La Mirada's general public Dial-A-Ride service and a detailed assessment of the system's operating policies, procedures and performance. The study recommended the adoption of formal goals or objectives for the service and presented a number of recommendations for improving service performance, reporting and monitoring, public information and the contracting relationship between the Cities of La Mirada and Norwalk.

Fall 2005 – Winter 2006

City of Downey – Downey, CA

Angela Avery, Manager (562) 904-7238

Alta Duke, Transit Manager [retired]

Re-routing of DowneyLINK Around New Retail Facilities – With the City's promotion of DowneyLanding, a major new retail and multi-use location on the old Boeing property in Downey, this pulse-transfer transit program had to be modestly reconfigured. Bus stop location had to be carefully considered, addressing a variety of pedestrian and bus access issues within the new retail site.

Fixed-Route Transit Planning, Implementation and Service Evaluation, and Dial-a-Ride Service Review and Enhancements. Conducted planning functions necessary to implement a four-bus, four-route circulator system for Downey, including finalizing routing, seeing routing through LACMTA route review processes, developing RFP and conducting bid processes. Concurrently, conducted a full review of City's paratransit program and proposed a series of procedural changes to improve service quality, efficiency and reporting. Monitored the implementation of both fixed-route implementation and dial-a-ride service improvements. Various on-going planning functions continue around reporting and rider surveying.

Transit Center Federal Proposal and Architect Selection Prepared for City Section 5309 grant to secure Federal funding for transit center in downtown Downey. Conducted bidding procedures to procure architectural and engineering assistance and assisted the City in reporting to the Federal government on project status. Oversaw the integration of the fixed-route and paratransit programs in the new center's design and planned operation.

1991 to 2005

Orange County Transportation Authority

Beth McCormick,
Orange, California

(714) 560-5964

Paratransit Growth Management

Developed a strategic plan and planning process for Orange County Transportation Authority by which to contain and control the growth of ADA complementary paratransit trips and budget levels. Constructed a set of 19 strategic objectives with 64 specific, operational recommendations. Worked across departments within the agency, through an internal working group, to establish an integrated planning process whereby the agency as a whole took on the responsibilities of managing ADA trip growth and implementing the study recommendations.

Fall 2004 – Winter 2005

Orange County Transportation Authority

Patrick Sampson
Orange, California

(714) 560-5425

ACCESS Demand Estimation Model - Project purpose was to develop a statistically-reliable analysis of historical ADA passenger trip data, with flat files constructed from 3 ½ years of archived Trapeze data. Other project elements included community outreach and review of other studies to identify predictor variables that could influence demand. Model developed uses multiple regression analysis to predict demand at confidence levels of over 99%, based upon historical patterns of trip use by type of day and time of year. Paper submitted (August 2003) for publication to Transportation Research Board reporting on the results.

Fall 2002 – Spring/Summer 2003

Antelope Valley Transportation Authority

Randy Floyd, Planning Manager
Lancaster, California

(661) 729-7215

Paratransit Planning Support – Providing ongoing planning technical assistance to this joint powers authority on matters related to paratransit operations, both an ADA complementary paratransit program and a traditional elderly and disabled paratransit service. *Subcontractor to Dan Boyle & Associates, Inc.*

Ongoing since Fall 2003

JUDITH NORMAN TRANSPORTATION CONSULTANT

Southern California Association of Governments (SCAG) – Health Access in San Bernardino and Riverside Counties – Study of Non-Emergency Medical Transportation Needs and Resources. Judith Norman worked with SANBAG, RCTC, transit operators and healthcare organizations on a planning study to qualitatively describe the non-emergency medical transportation trip needs relative to the availability of public transit in Riverside and San Bernardino Counties, including identification of resources and barriers, for the purposes of formulating recommendations that match transportation resources with needs in relationship to defined geographic areas within the two counties. The work activities on this study included collection of quantitative transit data through administration of a survey, qualitative research including:

- Consumer and stakeholder meetings
- Transit agency, operator and healthcare organization interviews; and
- Focus groups and meetings

In addition, a healthcare and transit services resource and funding inventory (locally and nationally—including use and availability of funding for transportation relative to Tobacco Settlement and other revenues) and a Geographic Information Systems (GIS) analysis component. This study was recently completed in October 2004.

Client: Southern California Association of Governments
Sina Zarifi, Project Manager
(213) 236-1800
San Bernardino Associated Governments
Mike Bair, Project Manager
Address: 1170 W. 3rd Street
San Bernardino, CA
Phone: 909-884-8276
Timeframe: March 2003-October 2004

California Department of Transportation (Caltrans) Analysis of Public Transportation to Promote Non-Traditional Transit Rider Market Share in California. Ms Norman served as Prime Contractor and Project Manager for this statewide research, outreach and analytical study effort that involved work with transit operators, MPOs, the CTA and other stakeholders to identify successful operational, service and marketing related strategies to increase non-traditional transit rider market share in California. Major elements of the study included a statewide telephone opinion survey, a transit operator survey, regional transit agency/operator focus groups, a literature review and development of a GIS and transit operator statistics database. Study results are being used by Caltrans to share information with transit operators and to develop and fund programs statewide aimed at increasing transit mode share. Elements of the report were used as the basis for the United We Ride program. In March 2003, the final document was posted for viewing on the Caltrans website and distributed statewide.

Client: Caltrans Headquarters Sacramento- Mass Transportation Programs
Jim Conant, Director Mass Transportation Programs
Address: 1120 N Street
Phone: 916-657-3876
Timeframe: March 2000-October 2001

Orange County Transportation Authority (OCTA) – South County Transit Study – The study was conducted to identify strategies to improve and expand upon bus transit services in South Orange County. As the lead outreach subconsultant, Judith Norman conducted an extensive three-month stakeholder outreach process covering eleven (11) South County cities in the study area, which included the following general work activities:

- ☐ Elected official and City representatives meetings and roundtables;
- ☐ OCTA Advisory committee meetings and presentations;
- ☐ Bus rider intercept surveys and focus groups;
- ☐ Bus operator (non-contract and contract) focus groups;
- ☐ Telephone interviews with agencies, community organizations and employers

Ms. Norman thoroughly documented the results of the overall process and developed recommendations for improvement of bus services based upon stakeholder input.

Client: Orange County Transportation Authority (OCTA) - Jorge Duran, Project Manager
Subcontractor to Dan Boyle and Associates, Inc. - Dan Boyle, Prime Contractor
Address: 4511 Falcon Ridge Court
San Diego, CA
Phone: 858-259-6515
Timeframe: April 2003-March 2004

Orange County Transportation Authority (OCTA) – Metrolink Feeder System Evaluation Study – JNTC performed all stakeholder outreach activities which included developing questionnaires and topics, conducting an employer roundtable discussion and interviewing Metrolink riders. In addition, Judith Norman explored alternative service-delivery options including Flex Car, ZEV-NET shared-use Electric Station Car program, the Zipcar and vanpool programs.

Client: Orange County Transportation Authority - Shohreh Dupuis, Project Manager
Subcontractor to Dan Boyle and Associates - Dan Boyle, Prime Contractor
Address: 4511 Falcon Ridge Court
San Diego, CA
Phone: 858-259-6515
Timeframe: July 2002-June 2003

Southern California Association of Governments (SCAG) – Supplemental Southeast Area Bus Restructuring Study – A study conducted to identify and evaluate opportunities to improve existing local and regional fixed-route bus transit services, transit facilities, and community-level transit and paratransit systems serving the Southeast area of Los Angeles County. As a subconsultant, Judith Norman performed outreach activities which included scheduling and facilitating focus group discussions with riders, conducting an opinion leader roundtable discussion and assisting in facilitating city working group sessions. In addition, Ms. Norman developed the funding and institutional arrangements recommendations associated with the service alternatives proposed for implementation.

Client: Southern California Association of Governments (SCAG)
Subcontractor to Dan Boyle and Associates - Dan Boyle, Prime Contractor
Address: 4511 Falcon Ridge Court
San Diego, CA
Phone: 858-259-6515
Timeframe: May 2002-February 2003

CALIFORNIA JOB CONNECTION

Antelope Valley Transit Authority – Lancaster, CA Orange County Transportation Authority – Orange, CA

Intercept Surveys. Recruited staff for intercept surveys of riders at major transfer locations in the Antelope Valley (June 2004) and in South Orange County (June 2003).

Client: Dan Boyle & Associates
4511 Falcon Ridge Court
San Diego, CA 92130
(858) 259-6515

Greensboro Transit Authority – Greensboro, NC Montebello Bus Lines – Montebello, CA

System Ridecheck and On-Board Survey. Recruited, trained, and supervised surveyors for a systemwide ridecheck and on-board survey of all GTA fixed-route service in May 2003 and all MBL fixed-route services in October 2004. Also conducted intercept surveys for MBL.

Client: Dan Boyle & Associates

City of Laguna Beach – Laguna Beach, CA

Transit System Analysis. Conducted a complete ridecheck of free Summer Festival Service operated by the City of Laguna Beach in July 2002. Surveyors also handed out and collected an on-board survey.

Client: Dan Boyle & Associates

Norwalk Transit System – Norwalk, CA Culver City Municipal Bus Lines – Culver City, CA Montebello Bus Lines – Montebello, CA

As part of the study transferring operation of the eastern segment of MTA Line 125 to Norwalk Transit, California Job Connection conducted point checks, ride checks, and an on-board survey for the former Line 125 and the current Line 5. CJC also hired and trained surveyors for the Norwalk Transit, Montebello, and Culver City Line-by-Line Analyses. The Montebello Line-by-Line Analysis featured on-board and intercept surveys and a complete ridecheck.

Client: Dan Boyle & Associates
Timeframe: September 1997 to February 1999, May 2002 through March 2003

Long-Term Funding Options for Transit Lee County, Florida

Key Elements

- Transit Finance
- Local Funding
- Transit Governing Structures

Date: 2001

Cost: \$54,300

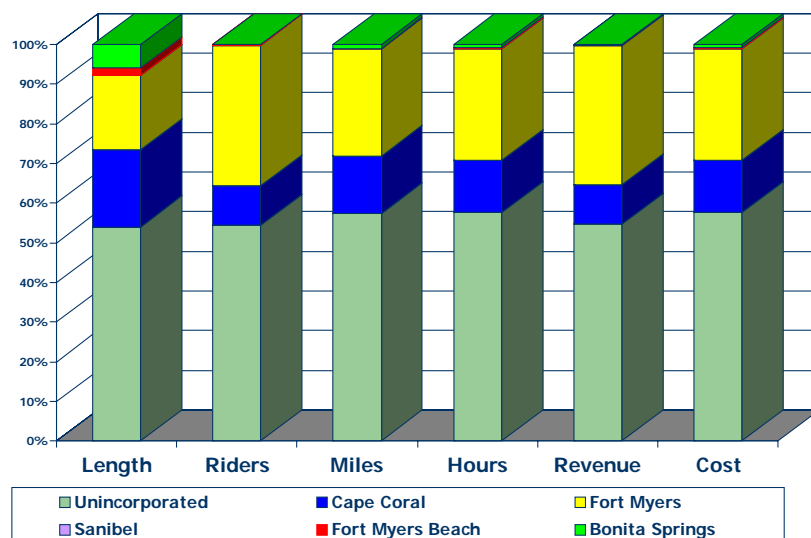
Contact:

Mr. Steve Myers
Lee County Transit
(LeeTran)
10715 E. Airport Road
Fort Myers, FL 33907
(239) 277-5012

Tindale-Oliver & Associates, Inc., summarized and evaluated long-term funding options for public transportation in Lee County. The evaluation included funding for the fixed-route provider, Leetran, as well as the paratransit service provider for the County.

A major element of the study was the evaluation of governing structures for transit, particularly as they relate to future funding possibilities. Governing structures and funding options were evaluated in the context of resolving funding shortfalls in recent years. Specific recommendations were made regarding what governing structure and funding combinations should be considered for implementation.

Distribution of Transit Service in Lee County



Fixed-Route Transit Funding Issues St. Lucie County, Florida

Key Elements

- Transit funding sources;
- Transit financial planning;
- Municipality and County meetings with technical staff;
- Consensus-building workshop with policy-makers.

Date: 2002

Cost: \$84,600

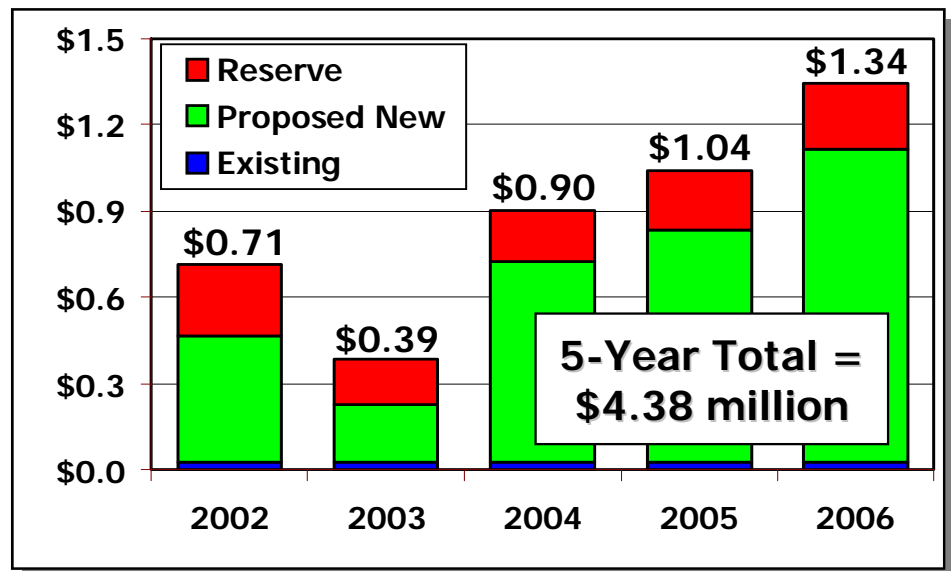
Contact:

Ms. Beth Ryder
437 N. 7th St.
Ft. Pierce, FL 34950
(772) 462-1777

Tindale-Oliver & Associates, Inc. (TOA) worked closely with the St. Lucie Urban Area MPO and Community Transit to update the Five-Year Transit Development Plan (TDP). While the TDP provides a comprehensive evaluation of existing and potential future public transportation services in St. Lucie County, additional services were identified to assist the MPO in efforts to select a local funding source to leverage state and federal grants for public transportation in the county.

The project includes meetings with technical staff from the County, Port St. Lucie, and Ft. Pierce. Following these preliminary meetings, a technical issue paper is being prepared to facilitate discussion of future transit funding sources in St. Lucie County. An Executive Summary was produced for distribution to policy-makers representing all jurisdictions in the County. This led up to a Consensus-Building Workshop to discuss transit funding among policy-makers representing the county and its municipalities.

TOA ultimately prepared a Final Report and Executive Summary to present the transit funding recommendations resulting from this project.



Transit Development Plan, Transportation Disadvantaged Service Plan & Local Funding & Governing Options for Transit / St. Lucie County, Florida

Key Elements

- Transit Development Planning
- Transportation Disadvantaged
- Transit Finance
- Transit Governing

Date: 2002

Cost: \$170,000

Contact:

Ms. Beth Ryder
437 N. 7th St.
Ft. Pierce, FL 34950
(772) 462-1777

Tindale-Oliver & Associates, Inc., under contract to the St. Lucie Urban Area MPO, completed a major update of the Transit Development Plan (TDP) and a Transportation Disadvantaged Service Plan (TDSP) for the MPO planning area. Long-term funding and governing options for public transportation in St. Lucie County were evaluated, as well.

Based on input from system users, the public, the MPO, various advisory committees, and the Florida Department of Transportation, the TDP developed a strategic vision for public transportation in the St. Lucie Urban Area for the period from 2002 to 2006. This process included the evaluation of current transit services and identification of system goals/objectives and future mobility needs, and the development of recommendations and an implementation plan to meet those needs.

The TDSP was completed to meet the requirements of the Florida Commission for the Transportation Disadvantaged, which requires an annual plan update that examines coordinated service, its quality, the allocation of costs and revenues, and the justification of fares.

Finally, a transit funding and governing study was completed to discuss and address fixed-route transit funding issues in the county. The study developed recommendations for future transit governing structure, as well as potential alternatives for transit funding.



Transit Authority Consensus-Building & Action Plan Lee County, Florida

Key Elements

- Transit governing
- Transit funding
- Consensus-building
- Implementation and action planning

Date: 2005

Cost: \$100,000

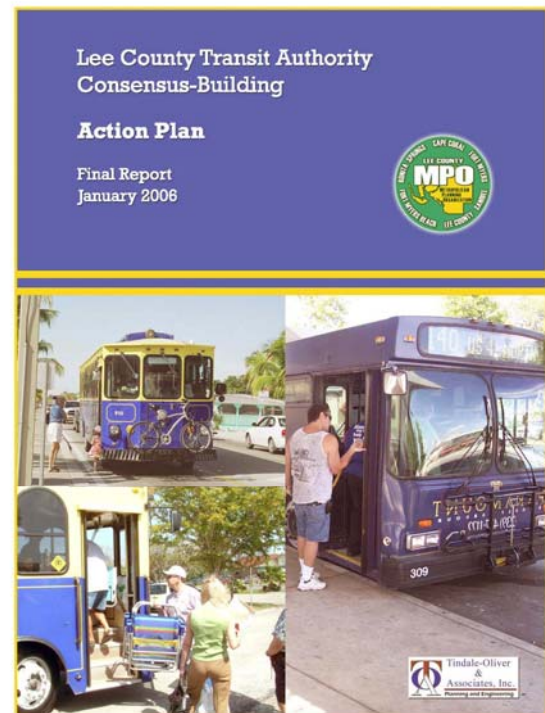
Contact:

Mr. Steve Myers
Lee County Transit
(LeeTran)
10715 Airport Road
Fort Myers, FL 33907
(239) 277-5012

Since 2000, the Lee County MPO and Lee County Transit (LeeTran), in conjunction with their consultant, Tindale-Oliver & Associates, Inc., have worked on a number of different studies that have involved, either directly or indirectly, the funding and governing of transit services in Lee County.

Based on preceding efforts and studies, the implementation of a county-based Transit Authority, whether regional or independent in nature, has been identified as being a necessary pursuit for the future governance and fiscal health of LeeTran and the long-term viability of the services it provides. TOA led the development of an action plan for establishing a Transit Authority in Lee County.

The Action Plan outlines the course of action developed by the consultant for the Lee County MPO that should be pursued in order to successfully establish the Lee County Transit Authority. A timeline and schedule for implementing the Action Plan tasks also were developed. A description of each task is provided and the responsible agency or entity for each task is identified. In addition to outlining the tasks leading up to the establishment of the Transit Authority, the Action Plan also incorporates a recommended time-frame for establishing the recommended dedicated funding source for the Transit Authority.



Transit Funding Solutions Lee County, Florida

Key Elements

- Transit funding sources;
- Transit financial planning;
- Municipal Service Taxing Unit;
- Municipality & County meetings with technical staff.

Date: 2002/03

Cost: \$33,300; \$19,000

Contact:

Mr. Steve Myers
Lee County Transit
(LeeTran)
10715 E. Airport Road
Fort Myers, FL 33907
(239) 277-5012

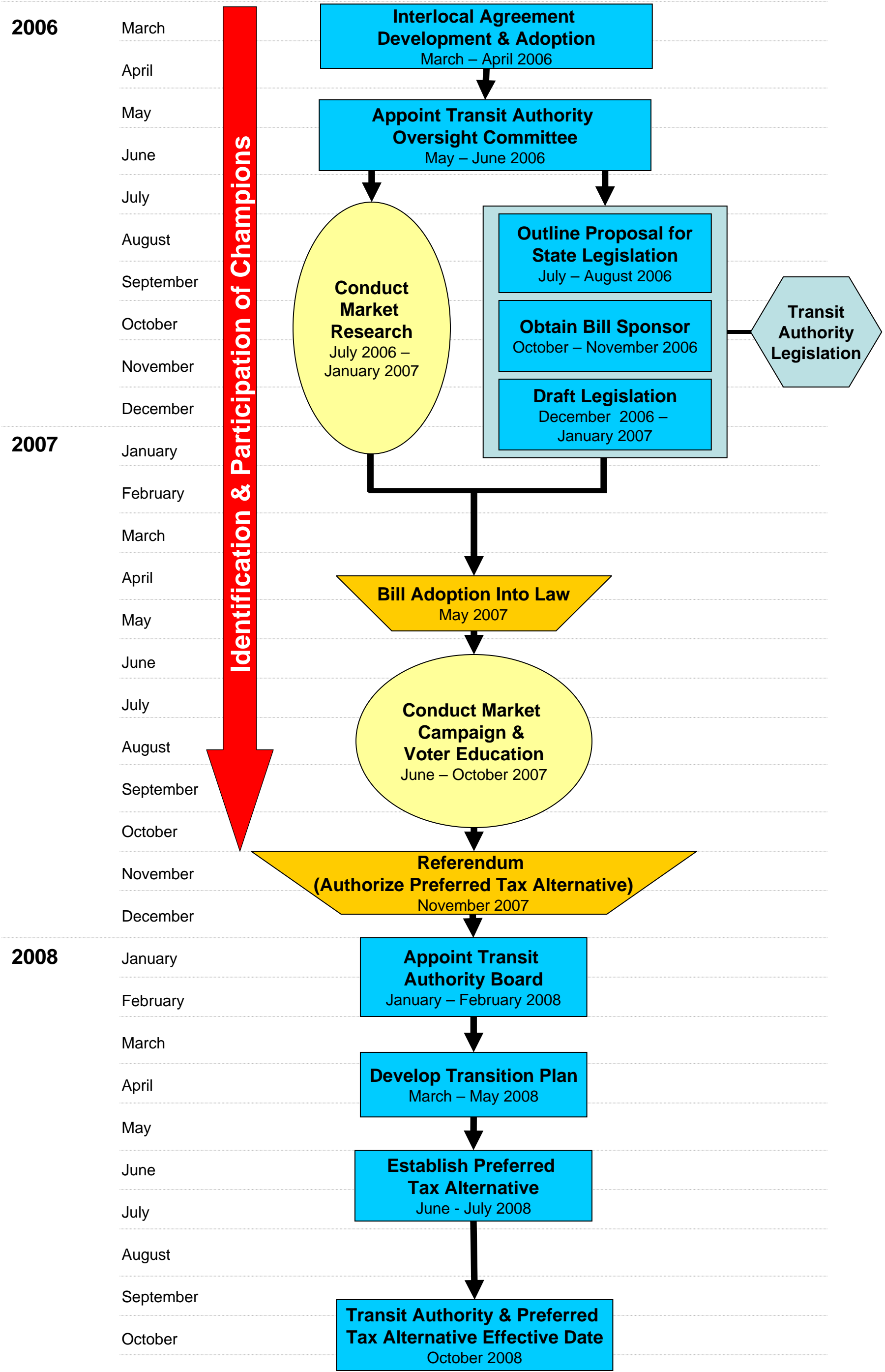
In March 2002, Tindale-Oliver & Associates, Inc. (TOA), completed a study of the Long Term Options for Funding Transit and Transportation Disadvantaged Services in Lee County. A result of this study was that the creation of a transit authority should be pursued as a long term solution to the funding issues being faced by LeeTran, the County's transit system.

To follow up this study, TOA worked with LeeTran to examine the possibility of utilizing a Municipal Service Taxing Unit (MSTU) to fund transit in the near term until an authority could be established. The advantages and disadvantages of an MSTU for transit were identified and various land use value-based and service-based distribution scenarios were developed for this option. The MSTU concept and the potential distribution scenarios were presented to the MPO Board and Technical and Citizen Advisory Committees for consideration.

However, due to existing municipal mileage cap issues, the County's MPO Board directed staff to meet with each of the County's municipalities to determine which funding sources and/or governance options would be most preferable for transit's long-term needs, as well as what potential sources could be best utilized for LeeTran in the short term. TOA worked with MPO and LeeTran staff to conduct these discussions and develop proposed recommendations based on the results of the meetings. The final recommendations presented to the MPO Board included fast-tracking the creation of a transit authority, continuing to fund LeeTran's base service with General Fund revenue in the near term, and using an MSTU in the interim to fund the system's planned improvements identified in the moderate growth scenario of its FY 2000-2005 Transit Development Plan.



Figure 3-1
Lee County Transit Authority Action Plan



6. PROJECT MANAGEMENT AND ORGANIZATION PLAN

6A. PROJECT TEAM

Dan Boyle & Associates, Inc. has assembled a project team with strong capabilities, diverse skills, and impressive expertise to conduct this study. Team members have worked closely with one another in previous projects and have a record of meeting client objectives and completing projects on time and within budget. The team and assigned roles are summarized below.

- **Dan Boyle & Associates, Inc.:** Prime contractor with primary responsibility for project management and oversight, contact with the client, comprehensive operational analysis, standards, transit service alternatives, and summary of findings (including draft and final report).
- **A-M-M-A:** DBE subcontractor with primary responsibility for ADA implications.
- **Judith Norman Transportation Consultant:** MBE subcontractor with primary responsibility for public outreach and assistance in organizational/governance issues and identification of funding sources.
- **Tindale Oliver & Associates, Inc.:** Subcontractor with primary responsibility for organizational structures, governance models, and funding options and assistance in capital and operating budgets related to transit service alternatives.
- **California Job Connection:** MBE subcontractor with primary responsibility for the staffing and conduct of the on-board surveys (optional Phase IA).

A description of each firm is provided below.

Dan Boyle & Associates, Inc. was established in December 2000 to provide assistance in various facets of public transportation planning and operations to clients throughout the United States. Areas of expertise include:

- Service design
- Short and long range development plans
- Service standards and guidelines
- Market research
- Fare policy analysis
- Strategic planning and policy development
- Passenger and non-user surveys

Daniel K. Boyle, founder and President of Dan Boyle & Associates, Inc., has 25 years of transportation experience in both the public and private sectors. He established the firm to ensure that full attention is given to the needs of each client, regardless of size. A commitment to quality and the ability to listen to the client are hallmarks of the firm. Working solo or with project teams drawn from a network of experienced transportation professionals, the firm is dedicated to providing practical and implementable solutions for its clients. A GIS specialist (John Johnson) who works closely with DBA on several projects will undertake all GIS work.

Dan Boyle & Associates, Inc. converted from a sole proprietorship to a corporation in May 2004. Our offices are at 4511 Falcon Ridge Court, San Diego, California 92130. Means of contact include telephone (858-259-6515), fax (858-259-2305), and email (dboyle34@pacbell.net).

A-M-M-A, A Menninger Mayeda Alternative, is a woman-owned transportation planning consulting firm with developed expertise in community-level public transit services and a focus on small urban, rural and specialized transit programs. Since 1987, A-M-M-A has provided consulting services to clients who represent the full gamut of organizations involved with public transit.

In addition to multiple data collection efforts, A-M-M-A projects have included development and maintenance of agency inventories (AB 120 and other transit-oriented listings), transit needs assessments, development of transit policies and procedures, telecommuting needs assessment, transit coordination studies, fixed-route and paratransit operations analyses, transit performance measurement and assessment, as well as transit operations management. A-M-M-A utilizes skilled, respected associates with complimenting areas of expertise and works routinely with student interns from California Polytechnic University at Pomona, Urban and Regional Planning Department.

A-M-M-A Principal Heather Menninger Mayeda has extensive expertise in community-level public transit services with a particular focus on small urban, rural public and specialized transit. A-M-M-A has its offices at 306 Lee Avenue, Claremont, CA 91711. Heather Menninger Mayeda may be reached by telephone at (909) 321-6101, by fax at (909) 321-9387, and by email at Menninger@earthlink.net.

Judith Norman Transportation Consultant (JNTC) is a minority woman-owned consulting firm that specializes in urban and regional transportation issues. The Principal, Judith Norman, has worked in this field for over 20 years and has extensive, senior-level, public agency experience. Areas of experience and expertise are as follows:

- Transit and Transportation Planning and Analysis
- Outreach
- Transportation Demand Management
- Transportation Project Development and Management
- Transit Funding Programs

JNTC has its offices at 1842 Denwall Drive, Carson, CA 90746. Judi Norman may be reached by telephone at (310) 608-2005, by fax at (310) 608-7900, and by email at bossclay@rcn.com.

California Job Connection is a management service organization offering a variety of custom designed Human Resources programs and services to its clients. The firm's expertise lies in its ability to identify and validate areas of their client's business that may require change, and to provide the appropriate interventions to facilitate the necessary change. California Job Connection is a minority owned corporation specializing in developing and implementing programs that are designed to meet the client's specific needs.

Some management-consulting firms teach the concepts, others do the work. California Job Connection does both, and is pleased to provide the following services:

- Temporary employment staffing and training

- Human resources programs
- Work environment programs
- Communications programs

California Job Connection has a proven track record of supplying high quality, dependable personnel for a variety of clients throughout California and elsewhere in the country. The firm can successfully fulfill all temporary personnel needs for the optional data collection efforts associated with this project.

California Job Connection has its offices at 11825 Del Amo Boulevard, Cerritos, CA 90703. The firm may be reached by telephone at (562) 809-7785, by fax at (562) 403-3427, and by email at caljob@yahoo.com. Brenda Sanchez-Johnson, Vice President of Operations, is the person leading this project.

Tindale-Oliver & Associates, Inc. is a planning and engineering firm with extensive experience in all aspects of public transportation planning and financing. Formed in 1989, TOA has grown to more than 35 employees providing expertise in the following areas of public transportation:

- Data collection
- Market assessment
- Services and facilities planning
- Geographic information systems
- Public involvement
- Communications skills
- Transit finance
- Transit governance

The primary goal of TOA's Public Transportation team is to develop solutions for transit operators and public agencies responsible for transit plans, operational assessments, and special transit studies. TOA has prepared transit plans that are not only technically sound but also understood and supported by decision-makers, transit customers, and other citizens in the community – keys to making a transit plan become reality.

Tindale Oliver & Associates, Inc. has its corporate headquarters at 1000 North Ashley Drive, Suite 100, Tampa, FL 33602, with an additional office in Orlando, FL. TOA may be reached by telephone at (813) 224-8862, by fax at (813) 226-2106, and by email at bball@tindaleoliver.com. Bill Ball, TOA Principal, will lead all work on this project.

Approximate percentage of work on this project is listed in Table 6.1

Table 6.1
Percentage of Work by Team Member

Team Member	Percentage of Work
Dan Boyle & Associates, Inc.	53%
A-M-M-A	6%
Judith Norman Transportation Consultant	20%
Tindale-Oliver & Associates, Inc.	21%
California Job Connection	Optional Phase only

The project team has worked together on several similar projects, as highlighted below.

- Dan Boyle worked with Heather Menninger Mayeda and A-M-M-A on several projects, including *Review of Ontario Mills Bus Transfer Location* for Omnitrans in San Bernardino, CA, *Paratransit Growth Management Study* and *ADA Service Demand Study* for OCTA, the *Supplemental Southeast Los Angeles Bus Restructuring Study*, *Municipal Area Express Scheduling* for Torrance Transit, and *Rerouting of Downey Link around New Retail Facilities* for the City of Downey, CA. A-M-M-A's expertise in ADA service is a natural complement to DBA's fixed-route focus.
- DBA and JNTC have worked together on a variety of projects in service planning and public outreach roles, respectively. Two examples are the *Supplemental Southeast Los Angeles Bus Restructuring Study* and the *South Orange County Transit Study*. The Los Angeles study came about because several cities were dissatisfied with the regionally oriented results of the original study. Through a series of roundtable discussions with the cities and transit agencies involved, the project team was able to identify several local improvements in fixed route and paratransit service and to craft an effective means to implement these changes. We recommended a subregional Memorandum of Understanding to facilitate funding opportunities and project integration across communities, as opposed to a Joint Powers Authority arrangement that was initially preferred by the County Supervisor's office and many of the cities. A JPA would have introduced another level of bureaucracy without necessarily enhancing the ability to effect changes, and would not have taken advantage of the LACMTA sector governance approach that was in the process of being implemented. Several cities are successfully integrating fixed-route and dial-a-ride services under the recommended approach. In Orange County, we worked through a Steering Committee co-chaired by two OCTA Directors and comprised of mayors from the eleven cities in the study area, with additional coordination with the individual city public works directors. This arrangement challenged the project team in terms of incorporating desired local services with needed regional improvements within a fixed budget envelope, but the Directors championed the recommendations before the Board and praised staff for listening and responding to public input. Implementation has already begun and will continue over the next seven years. Most recently, we are working together with JNTC as the prime consultant for the *Comprehensive Operational Analysis of Whittier Fixed-Route Service*.
- DBA and TOA have worked together on several projects, including a series of scheduling studies for Pasco County (FL) Public Transportation and a long-range plan for Greensboro (NC) Transit Authority. Over several years and multiple studies, we helped PCPT to grow from a system where routes operated only two or three days a week to six-day-a-week operation with extended spans of service built around a core connector route to Pinellas County. Careful scheduling has resulted in this growth taking place in the most cost-effective and thus politically feasible manner. In Greensboro, the project team conducted a series of consensus-building workshops to engage the public. The Mobility Greensboro plan was a direct result of workshop recommendations. An action plan for the first two years is nearing completion and, pending City Council decisions on financing, will be implemented in the coming year. In a related project, DBA has worked with six area colleges and universities to implement a college pass program. Through years of patient collaboration and a very transparent process, we built up sufficient trust with the colleges so that they will contribute to the cost of added service to meet the demands of the student market. With the help of a recently approved CMAQ grant, the program will begin in August 2006.

- Dan Boyle has relied on California Job Connection to staff and manage surveyors on any transit project calling for on-board or intercept surveys. Clients within the past three years include OCTA, Antelope Valley Transit Authority, Montebello Bus Lines, and Greensboro Transit Authority.

The following table is a high-level summary of our experience on similar projects, categorized by project type. The Qualifications section of this proposal provides a detailed list of previous projects similar to this one that have been undertaken by DBA and other team members.

Table 6.2
Summary of DBA Team Experience

Project Type/Client	DBA	A-M-M-A	JNTC	TOA
Service Planning (Fixed Route/Paratransit)				
Antelope Valley Transit Authority	✓	✓		
Metro Dade Transit (COA)	✓			
Greensboro Transit Authority	✓			
Norwalk Transit/Whittier COA	✓	✓	✓	
Pasco County (FL) PT	✓			✓
Montebello Bus Lines	✓	✓	✓	
MTDB	✓			
OCTA	✓	✓	✓	
Supplemental Southeast LA Restructuring Study	✓	✓	✓	
CATS (Charlotte, NC)	✓			
Public Outreach/Liaison				
Greensboro Transit Authority (University Pass Program/ Long Range Plan)	✓			✓
Montebello Bus Lines			✓	
OCTA (South County, Metrolink Feeder, Restructuring)	✓		✓	
Supplemental Southeast LA Restructuring Study	✓	✓	✓	
CATS (Charlotte, NC)	✓			
Westside LA Restructuring Study	✓		✓	
Caltrans Non-Traditional Rider Study			✓	
JTA (Jacksonville) Mobility Access Program				✓
University Pass Programs				
Greensboro Transit Authority	✓			✓
University of Nevada Reno	✓			
MTDB	✓			
Service Guidelines and Standards				
MTDB	✓			
CATS (Charlotte, NC)	✓			
LADOT	✓			

Project Type/Client	DBA	A-M-M-A	JNTC	TOA
Financing				
Antelope Valley Transit Authority	✓	✓	✓	
Norwalk Transit/Whittier COA			✓	
Pasco County (FL) PT				✓
St. Lucie County (FL)				✓
LeeTran (Fort Myers, FL)				✓
JTA (Jacksonville)				✓
Greensboro, NC	✓			✓
Governance				
LeeTran (Fort Myers, FL)				✓
St. Lucie County (FL)				✓
Supplemental Southeast LA Restructuring	✓		✓	
Greensboro, NC	✓			✓
Norwalk Transit/Whittier COA	✓		✓	
Scheduling				
Greensboro Transit Authority	✓			
Pasco County (FL) PT	✓			
Norwalk Transit/Whittier COA	✓			
CDTA (Albany, NY)	✓			

DBA's management approach is based on four elements:

- *Communication.* DBA prides itself on ongoing communication with project managers to share information, discuss issues and preliminary findings, and provide project updates. Our experience has demonstrated the benefits of ongoing communication with clients in enhancing the quality of work and ensuring that reports are delivered when needed.
- *Anticipation.* A key element of our approach is to anticipate client needs and issues that potentially could affect time frames and quality of analysis. By “looking forward” during the conduct of the project, DBA can take steps to avoid potential pitfalls and ensure timely delivery of high-quality technical products.
- *Tools* to manage the project. DBA tracks progress and costs through computerized programs, and provides formal updates each month to the project manager.
- *Schedule management.* All members of the DBA team have demonstrated the ability to deliver high-quality work in a timely fashion, and DBA guarantees that all work will be done on time and within budget and will meet the high quality standards of the City of Lawrence and the University of Kansas.

The RFP calls for a Study Management Team to assist the City's Project Manager in management of study tasks. The DBA team has worked with similar arrangements many times and has found this to be an effective means of managing projects. As we mentioned previously in Section 4 of this proposal, our approach is to share information throughout the course of a

study, with the proviso that the City's Project Manager be aware of all data requests and communication. Dan Boyle will be the DBA Project Manager and is guaranteed to be available for the entire project.

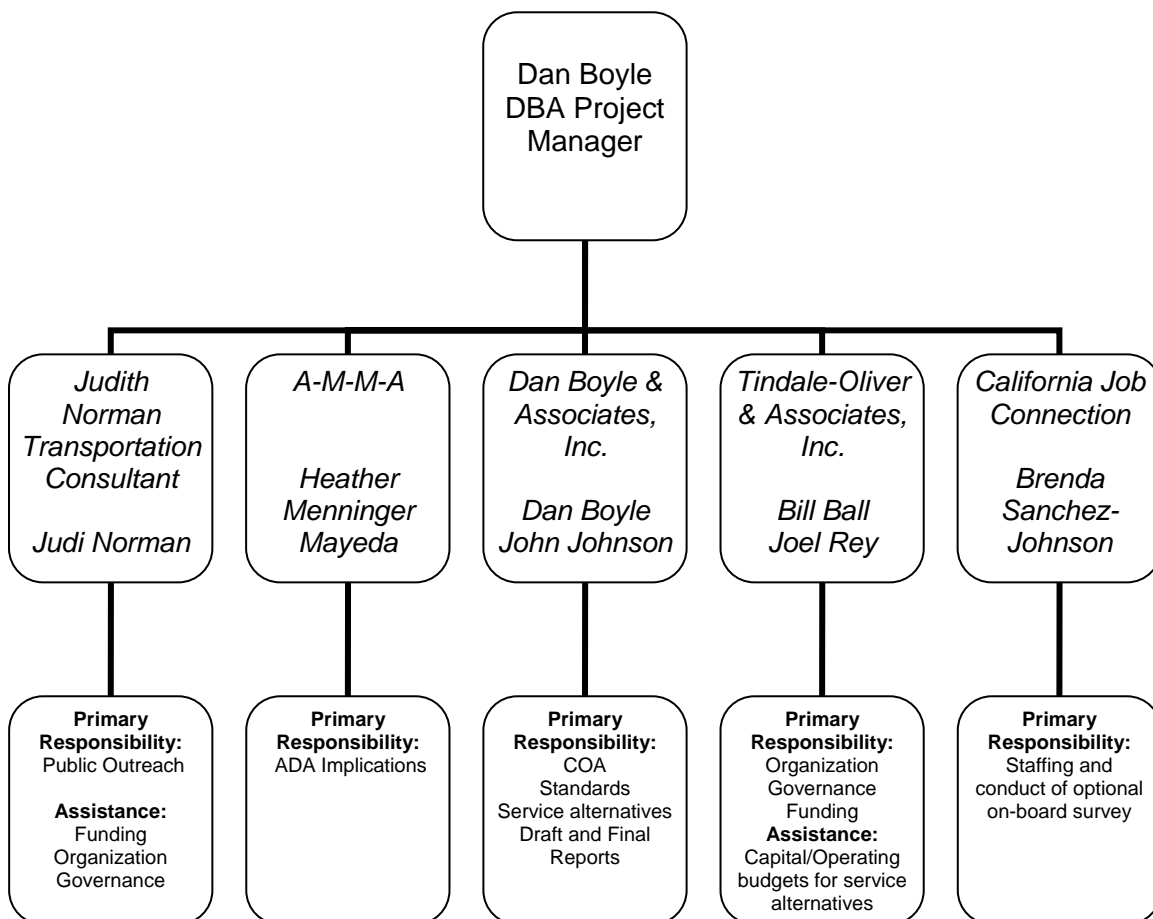
6B. PERCENTAGE OF TOTAL PROJECT THAT THE PRIME WILL PERFORM

As stated above in Table 6.1, Dan Boyle & Associates, Inc. will perform 53 percent of total project work for the Coordinated Public Transportation Development Plan.

6C. PROJECT ORGANIZATION CHART

Figure 6.2 presents a project organization chart. Please consult individual resumes in Section 8 for detailed professional experience.

Figure 6.1
Project Organization Chart



Length of experience with our respective firms is shown below:

Dan Boyle	5 years
Heather Menninger Mayeda	19 years
Judith Norman	16 years
Bill Ball	11 years
Joel Rey	4 years
Brenda Sanchez-Johnson	16 years

Table 6.3 shows proposed labor hours for key personnel by phase and by individual.

Table 6.3
Proposed Hours for Key Personnel by Phase and by Individual

Key Personnel	Proposed Hours							
	Phase I	Optional Phase IA	Phase II	Phase III	Phase IV	Phase V	Phase VI	Total without Phase IA
D. Boyle (DBA)	112	48	80	80	32	64	40	408
H. Mayeda (AMMA)	24			24			8	56
J. Norman (JNTC)	56			16	16	88	24	200
B. Ball (TOA)	24			16	64	8	8	120
J. Rey (TOA)				4	40		8	52
B. Sanchez-Johnson (CJC)		56						0

The DBA project team will submit monthly progress reports containing a summary of progress, areas of concern and actions, status of each milestone in the project schedule, and any updates needed. We have scheduled a total of 33 person-days on site in Lawrence, and anticipate project meetings while we are on-site. We appreciate the willingness to use teleconferencing for monthly meetings as appropriate, if needed. The project team is also available on short notice at critical junctures in the study. Many of our long-term clients can attest to our willingness to prepare our schedules around client needs.

7. KEY PERSONNEL BY DISCIPLINE

The following team members are nominated as key personnel in their respective functions on this project.

Project Manager/Transit Operations Analysis: Dan Boyle, Dan Boyle & Associates, Inc.

ADA Implications: Heather Menninger Mayeda, A-M-M-A

Public Outreach: Judith Norman, Judith Norman Transportation Consultant

Organization/Governance/Finance: Bill Ball and Joel Rey, Tindale-Oliver & Associates, Inc.

On-Board Survey (Optional Task): Brenda Sanchez-Johnson, California Job Connection

All key personnel will be available throughout the project. No changes will be made to project staff without the prior written consent of the City of Lawrence.

8. RESUMES OF KEY PROPOSED PERSONNEL

Resumes of key proposed personnel are provided on the following pages.

DANIEL K. BOYLE
President
Dan Boyle & Associates, Inc.

EDUCATION

- ◆ Master's Degree in Regional Planning (M.R.P.), Cornell University, Ithaca, NY, 1977
- ◆ B.A. in Urban Sociology, distinction in all subjects, Cornell University, Ithaca, NY, 1974

WORK EXPERIENCE

- ◆ **Transit Operations Planning.** Developed recommendations for Comprehensive Operational Analysis (COA) for Metro-Dade Transit (MDT, Miami). Conducted Montebello Bus Lines (MBL) Line-by-Line Analysis. Currently a member of DMJM team conducting a bus rapid transit study for MTA-New York City Transit. Managed South Orange County Bus Study and StationLink (commuter rail to employment) Evaluation for Orange County Transportation Authority (OCTA). Led project to transfer operation of LACMTA route to Norwalk Transit. Assisted in service design for Dodger Stadium shuttle. Analyzed summer shuttle service and NTD requirements for City of Laguna Beach. Served as Project Manager for Southeast LA Supplemental Bus Restructuring Study, Charlotte Countywide Transit Services Plan, OCTA Bus Service Restructuring Study, Greensboro (GTA) Service Plans, Capital District Transit Authority (CDTA) Core Routes Scheduling Study, several Line-by-Line Analyses in the greater Los Angeles area, and Riverside Transit (RTA) COA. Served as Deputy Project Manager for restructuring studies in Los Angeles and for the LACMTA Rapid Bus implementation. Conducted studies and Synthesis projects for TCRP on Ridership Forecasting (ongoing), Contracting Transit Service, Passenger Counting Technologies and Procedures and Automated Fare Vending and Collection, all of which involved surveys of transit agencies and case studies of relevant systems. Reviewed service guidelines and standards and recommended enhancements for Antelope Valley Transit Authority (AVTA, Lancaster, CA), Charlotte Area Transit System (CATS), OCTA, SamTrans (San Mateo County) and Metropolitan Transit Development Board (MTDB, San Diego). Directed scheduling studies for CDTA, Norwalk Transit, and Pasco County (FL). Served on expert review panel for HARTline COA. Reorganized Southeast Queens bus routes to serve new Archer Avenue Intermodal Transit Facility, involving nine bus routes carrying 20,000 peak-period riders. Directed express bus study that recommended privatizing Brooklyn and Queens routes while continuing to operate Staten Island express service.
- ◆ **Fare Policy.** Developed fare policy recommendations at AVTA, RTC in Reno, NCTD in Oceanside, CATS, GTA, and RTA. Reviewed and validated MARTA's fare model. Developed fare model for South Coast Area Transit (Oxnard, CA) and NCTD. Conducted fare policy review, including recommendations, for Spokane (WA) Transit. Reviewed fare elasticity model for MTDB. Recommended fare policy changes for MDTA. Managed NYCTA/private operator transfer study. Conducted fare cross-elasticity study for MDTA to predict ridership by fare payment mode.
- ◆ **Transit Productivity.** Evaluated jitney enforcement strategies for Metro-Dade Transit Agency. Study supported legislative changes in Dade County and New York City. Investigated labor productivity issues for MDTA to identify areas in which agency practices were atypical of other large systems nationwide. Coordinated a study by a private consultant that led NYC Department of Transportation to change one-way street patterns to maximize person movement as opposed to vehicle throughput.

- ◆ **On-Board and Travel Surveys.** Developed and analyzed before and after survey for Rapid Bus implementation in Los Angeles. Directed and analyzed on-board, intercept, and/or telephone surveys for OCTA, GTA, RTA, MBL, and Norwalk Transit. Designed sample and questionnaire for first on-board ridership survey for MDTA.
- ◆ **Strategic Planning.** Developed long-range and capital plans for AVTA. Assisted in development of Sustainable Service policy for MTDB. Prepared Transit Development Plans for Glendale and Burbank, CA and several transit agencies in Florida. Developed a manual for the preparation of Transit Development Plans for Florida DOT. The manual, emphasizing the strategic nature of these plans, continues to guide the preparation of all such plans in Florida.
- ◆ **General Transit Planning.** Estimated peak vehicle requirements for future ADA service at OCTA. Formalized a vehicle replacement plan for San Diego Unified School District. Analyzed cost impacts of organizational scenarios for MTDB. Identified transit incentives for transit dependent riders in Los Angeles. Reviewed and validated MARTA's passenger and revenue models. Organized bus ridership data in Queens to permit development of a historical database by route/ time of day. Served as liaison with Community Boards and bus operator union while in the Operations Planning Department at NYCTA.

EMPLOYMENT HISTORY

- ◆ Dan Boyle & Associates, Inc.
 - President (2000 to present)
- ◆ Transportation Management and Design
 - Vice President (1997-2000)
 - Principal (1995 to 1997)
- ◆ Center for Urban Transportation Research (CUTR), University of South Florida
 - Transit Planning Program Manager (1994-1995)
 - Senior Research Associate (1992-1994)
- ◆ New York City Transit Authority, Operations Planning Department
 - Assistant Manager (1990-1992)
 - Principal Transportation Planner (1987-1990)
- ◆ New York State Department of Transportation, Planning Division
 - Program Research Specialist III (Transportation) (1985-1987)
 - Senior Transportation Analyst (1982-1985)
 - Program Research Specialist II (Transportation) (1980-1982)
 - Research Analyst (Transportation) (1978-1979)
- ◆ New York State Assembly Fellow (1976)

PROFESSIONAL ORGANIZATIONS AND ACTIVITIES

Past Chairman, Transportation Research Board Committee A1E06, *Public Transportation Marketing and Fare Policy*, February 1994 to January 2000; committee member 1988-2000; Paper Review/Annual Meeting Program Chair, 1990 to 1994.

Member, TRB Committee on Bus Transit Systems, February 2003 to present.
Member, TRB Committee on Transit Capacity and Quality of Service, 1998 to present.
Member, APTA Intermodal Operations Planning Technical Forum.

<p>JUDITH NORMAN PRINCIPAL, JUDITH NORMAN -TRANSPORTATION CONSULTANT</p>

1842 Denwall Drive
Carson, CA 90746
(310) 608-2005

EDUCATION

B.A. Music, June 1977, California State University, Los Angeles, CA.

B.A. Business Management, December 1981, University of Redlands, Redlands, CA.

ADDITIONAL TRAINING

UMTA (FTA), APTA, and MIT coursework and training in *Transportation Planning and Operations*

Massachusetts Institute of Technology (MIT) training in Transportation Planning

EMPLOYMENT HISTORY

Judith Norman Transportation Consultant (JNTC) (December 1990 – Present), Carson, CA

Principal

Since 1990 Principal and sole proprietor of a transportation consulting firm, providing professional services to local jurisdictions, transportation and air-quality agencies in the areas of planning, operations, policy and program development, transit finance, technical document preparation, outreach, and project management. A complete listing of clients and projects is available upon request.

South Coast Air Quality Management District (SCAQMD) (October 1989 – December 1990), El Monte, CA

Transportation Program Manager

Managed and coordinated a staff of 19 individuals in undertaking the professional and administrative activities involved in implementation of the Regulation XV Trip Reduction Program in the South Coast Air Basin. Duties included:

- Formulation of recommendation on policy and program implementation strategies;
- Serving as liaison and representative for the Director of Transportation at meetings;
- Formulation of recommendations on policy and program implication strategies;
- Serving as liaison and representative for the Director of Transportation at meetings, workshops, conferences, and panel discussions;
- Assisted the Director in the establishment of program objectives and goals for the section;
- Assigned and reviewed staff work, directed completion of special assignments and projects, and adjusted priorities as necessary;
- Advised federal, state, and local governmental agencies, private sector businesses, executives, and various industry groups on Regulation XV and other District programs.
- Reviewed and approved trip reduction plans for public agencies and private sector businesses; and
- Served as Director of Transportation in her absence.

City of Los Angeles, Community Redevelopment Agency (July 1989 – September 1989), Los Angeles, CA

Senior Transportation Planner

Provided technical and professional support to the Mayor's Committee for the Downtown Strategic Plan. Duties included preparation of reports and analyses on relevant transportation and land-use issues, selection and supervision of outside consultants, and other duties as necessary.

Los Angeles County Transportation Commission (LACTC) (October 1985 – June 1989), Los Angeles, CA

Senior Transportation Analyst

Designed and implemented plans and policies for cities in Los Angeles County, involving Commission funding for local transportation projects, including special regional demonstration projects. Acted as liaison and represented the Commission on outside study efforts, task forces, advisory groups, and panel discussions. Made presentations on Commission funding programs to business groups, city councils and outside agencies. Reviewed and reported on legislative and legal issues related to transportation as necessary. Provided technical assistance to cities including project design, development, approval, and evaluation. Prepared grants, proposals, Memorandums of Understanding and other technical agreements and documents as necessary. Hired, trained, and supervised professional transportation and clerical staff as well as outside consultants.

Southern California Rapid Transit District (SCRTD) (June 1984 – September 1985), Los Angeles, CA

Transportation Planner

Short and long range transportation planning in the Policy and Guideway Section of the Planning Department. Performed operational and service policy analyses for use in the District's Five-Year Short-Range Transit Plan. Reviewed and commented on City of Los Angeles' specific plans in relation to Metro Rail station design and development. Formulated timeline and implementation procedures for Metro Rail Benefit Assessment. Prepared Preliminary Before/After Metro Rail Study Design of lease and Occupancy Rates within the CBD. Drafted correspondence and other written reports for the Board, as necessary. Interfaced with District and outside agency staff to schedule and coordinate Interagency Management Committee meetings.

M.L. Connely and Associates (July 1979 - May 1984), Los Angeles, CA

Assistant Planner

Assisted in the preparation and completion of a variety of technical reports, needs assessments and analyses related to transportation and traffic projects for public and private sector companies. Compiled and analyzed financial and operational data and performed statistical analyses; assisted in preparation of written reports and bid documents; attended client meetings and briefings as requested.

HEATHER MENNINGER MAYEDA

EDUCATION

California State Polytechnic University at Pomona, California

College of Environmental Science - Master's in Urban and Regional Planning, June 2002

Brandeis University, Waltham, Massachusetts

Florence Heller School of Social Welfare - Master's Management of Human Services, 1981

Hampshire College, Amherst, Massachusetts

American Studies Major (Literature and Philosophy) - Bachelor of Arts, 1977

PROFESSIONAL EXPERIENCE

A-M-M-A [A Menninger Mayeda Alternative] Claremont, CA (1987 - present)

Principal. Partnership and now sole-proprietorship formed to bring professional evaluation and problem solving resources, skills and expertise to analysis and evaluation of human services, including public transit programs. Lead responsibilities, project management and project support in the following projects.

Rural and small urban transit innovation – Transportation Research Board's *Transit Cooperative Research Program* [A-21]. Team leader responsible for research in Western United States.

Senior transportation/ non-emergency medical transportation planning studies – San Bernardino/ Riverside Counties 5313 Non-Emergency Medical Study; County of Orange; San Diego County Aging Services; San Diego Association of Governments; City of Huntington Beach.

Coordination studies -- County of San Bernardino; Riverside County Transportation Commission; San Bernardino Associated Governments; Riverside County's SunLine Transit, Los Angeles County Transportation Authority [INFOLINE].

Human service evaluation studies – Western Riverside County Measure A Specialized Transit Evaluation; Blindness Support Services/ The California Endowment; Los Angeles County Early Infant Intervention Program; San Bernardino County Home Delivered Meals Program.

Fixed-route transit and paratransit planning – Orange County Transportation Authority, Antelope Valley Transit Authority, SCAG Southeast Gateway Cities, Los Angeles DOT/Los Angeles County MTA, Phoenix, AZ., Riverside Transit Agency, Riverside County Transportation Commission, Cities of Downey, Torrance, Huntington Beach, Pasadena, Santa Monica, Needles, La Canada Flintridge, La Crescenta.

Americans with Disabilities Act trip modeling, planning and service monitoring – Orange County Transportation Authority, Omnitrans, Victor Valley Transit Authority, Mountains Area Regional Transit Authority, Cities of Downey, Barstow, Rancho Mirage; Ventura County's SCAT.

Federal grants preparation – City of Downey, Morongo Basin Transit Authority, Omnitrans.

Staffing coordination councils -- San Bernardino County's Public and Specialized Transportation Advisory Council (1990 to present); City of Downey Citizens' Ad Hoc Transportation; others.

Transit performance measures, monitoring, reporting and contracting -- San Bernardino Associated Governments, Orange County Transportation Authority, Southern California Association of Governments, County of Los Angeles, cities of Downey, Glendale, Barstow.

Performance assessment, management and operations evaluation -- Omnitrans, Cities of Santa Monica, Downey, Pasadena, Glendale, Whittier, Rancho Mirage, Barstow, Morongo Basin Transit.

Telecommute needs assessment -- City of Mission Viejo.

Frank D. Lanterman Regional Center, Los Angeles, CA ('83 – '87)

Transportation Project Director, Independent Contractor. Multi-regional center project to manage the client transportation services of seven Los Angeles basin non-profit agencies serving persons with developmental disabilities. Combined transportation budget of almost \$10 million annually.

Planning & Evaluation Div., California Dept. of Developmental Services, Sacramento, CA (81-82)

Project Director. Caltrans planning grant to increase the cost effectiveness and efficiency of transportation purchased by the 21 Regional Centers serving persons with developmental disabilities across California.

Health Care Financing Administration, Federal Dept. of Health and Human Services,

Region I, Boston, MA (9/80-7/81); Headquarters, Baltimore, MD. (1980) *Special Assistant to Bureau Chief.*

Massachusetts Department of Mental Health, Boston, MA ('79 – '80). *Management Consultant.*

New England Rehabilitation Hospital, Woburn, MA ('77 – '80). *Program Coordinator.*

PROFESSIONAL and VOLUNTARY AFFILIATIONS

American Planning Association (since '98). California Association for Coordinated Transportation [CALACT] (since '91). Community Transportation Association of America (since '95). Transportation Research Board (since 2000). California Transit Association (since 1994). Foothill Philharmonic Committee/ Affiliate of the Los Angeles Philharmonic (since '93). Crippled Childrens' Society of Southern California, Board of Directors ('92-'98). Casa Colina Rehabilitation Hospital, Adult Day Health Care Board ('92-'94). Los Angeles County Metropolitan Transportation Authority, Local Transit Systems Subcommittee ('94-'98). Los Angeles County Transportation Commission, Paratransit Operations Subcommittee ('84-'93). Women's Transportation Seminar ('89-95).

PUBLICATIONS AND PRESENTATIONS

Accepted for publication by the Transportation Research Record and presented at the 83rd TRB Annual Meeting, Washington DC, January 2004: *ADA Demand Forecasting for Orange County Transportation Authority's ACCESS Program.* H. Menninger-Mayeda, P. Berger, D. Berger, B. McCormick, D. Boyle.

Evaluation of Six San Diego County Senior Transportation Programs: Transit Planning for the Graying of America. Master's Degree Thesis, Urban and Regional Planning Dept., Cal Poly Pomona, June 2002.

TCRP Report 70: Guidebook for Change and Innovation at Rural and Small Urban Transit Systems. KFH Group and A-M-M-A. Transportation Research Board, National Academy Press, Washington DC, 2001.

Presentation at the 14th National Rural Public and Intercity Bus Transportation Conference, "Status Report on TCRP A-21 – Innovation in Rural and Small Urban Transit", Lake Tahoe, CA. 11/14/02.

Presentation at the *Aging Summit – Senior Issues into the Next Century*: Sponsored by the County of San Diego, Aging and Independence Services. "Senior Mobility and Senior Transit Issues in San Diego County", San Diego, CA., February 24, 2000.

Workshop Proceedings on Transportation and the Elderly: San Bernardino and Riverside Counties, Ontario, CA., February 14, 1995, 15 pages.

Presentation at the *American Association of Homes for the Aging*: "Transportation Services to the Rural Elderly," San Diego, CA., October 22, 1993.

Presentation at the *Transportation Research Board Conference*: "Transit Professionals and Consumers Jointly Developing Service Guidelines", Phoenix, AZ, May 1993.

"Transportation Implications of Supported Employment Programs", Menninger, H., Mayeda T. California Regional Centers Journal, photocopy 23 pages, July 1988.

"The Sacramento Mobility Training Project: Early Results", Starks, J., Simpson, C., Menninger, H. *Transportation Research Record #231*, pp. 630-638, May 1985.

William L. Ball, AICP Principal



Education:

*Master of Arts Economics,
University of South Florida*

*Bachelor of Science
Economics/Political
Science, Florida Southern
College*

Certifications:

*American Institute of
Certified Planners*

Professional Affiliations:

*Florida Public
Transportation Association*

*American Planning
Association*

*Institute of Transportation
Engineers*

Mr. Ball has 17 years of transportation planning and analysis experience, with an emphasis in public transportation. His expertise includes short and long-range transit planning, facilities and capital planning and budgeting, transit performance assessment, demand forecasting, cost estimation, revenue forecasting, market analysis, and system and route-level planning and operations.

As Manager of TOA's Public Transportation Team, he has managed or played a major role in transit planning projects for Hillsborough Area Regional Transit (HART), Pinellas Suncoast Transit Authority (PSTA), Jacksonville Transportation Authority (JTA), Lee County Transit (LeeTran), Pasco County Public Transportation (PCPT), Escambia County Area Transit (ECAT), Greensboro Transit Authority (GTA), The Hernando Express (THE), and Collier Area Transit (CAT), among others.

His recent experience involves specialized work in the areas of transit and municipal finance. Recent financing successes include a Countywide Transit Municipal Service Taxing Unit in St. Lucie County and Local Option Sales Taxes in Pasco County and the City of Jacksonville.

PREVIOUS EXPERIENCE:

- Research Associate, Center for Urban Transportation Research, University of South Florida (1988-1995)

REPRESENTATIVE PROJECTS:

- General Transit Planning Consultant for HART (2002-2006)
- McMullen-Booth Road BRT Corridor Study (2005)
- Lee County MPO/LeeTran BRT Feasibility Study (2005)
- HART Long-Term Facilities Plan (2005)
- Martin County MPO - Transit Efficiency Study (2005)
- Pinellas MPO/PSTA Transit Development Plan (2001, 2004)
- Pasco County Transit Development Plan (1999, 2002, 2005)
- Greensboro Transit Authority Public Transportation Plan - including Capital and Facilities Components (2004, 2005)
- HART Transit Emphasis Corridor Study (2004)
- Jax Transportation Authority Mobility Access Program (2003)
- Hillsborough County MPO Kennedy Boulevard Corridor (2003)
- Pinellas MPO/PSTA 300X Corridor Study (2002)

Joel R. Rey, P.E., AICP

Senior Project Manager



Education:

Master of Science in Civil Engineering, University of South Florida, Tampa

Bachelor of Science in Civil Engineering, University of South Florida, Tampa

Registrations:

Florida PE #62521

Florida AICP #018834

Professional Affiliations:

American Planning Association

Institute of Transportation Engineers

*Transportation Research Board,
Committee A1D08, Urban Transportation Data & Information Systems*

Florida Public Transportation Association

Mr. Rey has been involved in transportation planning and research for the last 15 years, with a particular emphasis on public transportation operations and planning. He has managed and conducted numerous projects related to transit system capital and operational planning, performance assessment, cost estimation, funding, and market analysis; transit bus accident tracking and analysis; advanced public transportation systems; and bus rapid transit, among others.

During his time previously as a senior research associate and Transit Program Manager at the Center for Urban Transportation Research and now as a senior project manager with TOA's Transit Planning and Operations Team, Mr. Rey has worked with most of the transit agencies in Florida on projects ranging from performance evaluation, to Comprehensive Operational Analyses, to Transit Development Plans, to transit finance. Recently, he managed a project team that developed the 2030 Long Range Transit Element for Lee County, and currently he is assisting Lee County with a consensus-building effort to transition its current county department-structured transit system, LeeTran, into an independent transit authority with dedicated funding.

Mr. Rey also has worked extensively for HART in the last three years under TOA's General Planning Consultant contracts with the agency. He has assisted HART staff with the development of a long-term implementation plan component for its Facilities Master Plan, as well as developed a passenger trip length sampling procedure for HART's streetcar system to meet FTA's National Transit Database requirements. In addition, he managed an inventory of HART's 4,300 bus stops and completed an in-depth assessment of the agency's Transit Emphasis Corridors to determine potential bus rapid transit-related improvements that could be implemented to improve service.

He has been active with the Transportation Research Board and served three terms on its Urban Transportation Data and Information Systems Committee from 1996 to 2004. In addition, he has authored a number of technical reports, articles, and publications, and has presented the results of his work at local, state, and national conferences and meetings.

PREVIOUS EXPERIENCE:

- Research Assistant, Center for Urban Transportation Research, University of South Florida (1989-1992)
- Research Associate/Senior Research Associate/Transit Program Manager, Center for Urban Transportation Research, University of South Florida (1992-2002)

REPRESENTATIVE PROJECTS:

- Lee County 2030 Long Range Transit Element, 2005
- HART Transit Emphasis Corridor Studies, 2005
- Lake County TDP & Transportation Disadvantaged Service Plan, 2004
- Polk County Bus Stop Inventory, 2004
- Jacksonville Transportation Authority Mobility Access Program, 2003
- Analysis of Public Transportation Potential on Kennedy Blvd., 2002

BRENDA SANCHEZ-JOHNSON

**CALIFORNIA JOB CONNECTION
V.P. OF OPERATIONS**

**L.A. & PASADENA, CA
1990 TO PRESENT**

RESPONSIBILITIES: Managed two offices, supervised staff, administered testing, screening and interviewed applicants, designed testing procedures, interfaced with clients, filled job orders, payroll, payroll taxes, quarterly reports, accounts payable, accounts receivable, collections, marketing and completed EDD and IRS forms.

Project Manager for various transit bus surveys and helped strategic planning for small and large projects.

**FIRST L.A. BUSINESS MANAGEMENT
ADMINISTRATIVE ASSISTANT/
ACCOUNTS PAYABLE CLERK**

**LOS ANGELES
1989 TO 1990**

RESPONSIBILITIES: Handled accounts for 24 clients: accounts payable and accounts receivable, open and closed bank accounts for all clients, budgeted all income for clients, made bank deposits, data entry for all incoming mail, payroll, other secretarial duties.

**EBERHARD FOODS
CUSTOMER SERVICE REPRESENTATIVE**

**EAST LANSING, MI
1986 TO 1988**

RESPONSIBILITIES: Performed customer service for large supermarket chain, responsible for inventory control and merchandising.

EDUCATION

UNIVERSITY:MICHIGAN STATE UNIVERSITY

EAST LANSING, MI

DEGREE:BACHELOR OF SCIENCE

DECEMBER 1988

SPECIAL SKILLS: Computer Software: Microsoft Word for Windows, Excel, WordPerfect, DacEasy Payroll/Accounting and Smart.

9. BUSINESS REFERENCES

Five transit planning business references are provided for Dan Boyle & Associates, Inc. in this section. The project team encourages the City of Lawrence to contact any references listed in Section 5.

Elizabeth G. James
Transit Administrator
Greensboro Transit Authority
(336) 373-2820
Services: GTA On-call Transit Consultant; University pass program
Client: September 1999 to present

Randy Floyd
Executive Director
Antelope Valley Transit Authority
(661) 729-2206
Project: AVTA On-call Transit Consultant (including AVTA Long-Range Plan)
Dates: August 2003 to present

David Fialkoff
Chief, Service Planning and Scheduling Division
Metro Dade Transit
(305) 637-3740
Services: Route recommendations for Comprehensive Bus Operational Analysis
Client: 1993 to 1995; 2004 to 2005

Jorge Duran
Director, Operations Planning
Orange County Transportation Authority
(714) 560-5765
Services: Bus System Restructuring Study; South County Transit Study
Client: 1999 to 2000; 2003 to 2004

Jaime Becerra
Transit Administration Coordinator
Norwalk Transit
(562) 929-5533
Services: Comprehensive Operational Analysis of Whittier Fixed-Route Service
Client: September 2005 to present

Attachment A

DBE PROGRAM AND COMMITMENT FORM

The following is the proposal commitment to the DBE goals of City of Lawrence for the service of supplies pursuant to this contract.

- A. NA The undersigned firm certifies that it is a contractor (mark N/A for non applicable answers)
- A.1 For MBE, specify percentage of minority ownership_____%
- A.2 For WBE, specify percentage of woman ownership_____%
- B. NA The undersigned certifies that they are a joint venture in which the following (MBE/WBE) firm is a joint venture partner. (mark N/A for non-applicable answers)
- B.1 The MBE/WBE firm shall have _____ % participation of employees, and shall have _____% participation in cost in this project.
- B.2 Specify the percentage of minority/women ownership in the MBE/WBE firm _____%
- C. X The undersigned commits 20 % of the total bid price as a subcontract to minority business enterprise participation. The MBE firms, which are proposed as subcontractors, are the following:
- Name, Address, and type of work performed by firm:
1. Judith Norman Transportation Consultant
1842 Denwall Drive
Carson, CA 90746
Public outreach/public transportation consulting/public transportation financing
2. _____
3. _____
- D. X The undersigned commits 5.7 % of the total bid price as a subcontract to women-owned business enterprise participation. The WBE firms, which are proposed as subcontractors, are the following:

Name, Address, and type of work performed by firm:

1. A-M-M-A
306 Lee Avenue
Claremont, CA 91711
ADA/paratransit service planning and analysis

2. _____
3. _____

E. NA Are there DBE firms employed by your company for services that are not directly responsible for the manufacture, supply, or service that your company provides, such as: printing, cleaning, delivery, etc.? If applicable, please list the names, address, and type of work performed by the firms:

1. _____
2. _____
3. _____

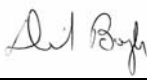
F. NA Complete (1) and (2) below if participation goals of 1.7% can't be met.

F.1 My company cannot meet the participation goals for the following reasons:

F.2 We have taken the following steps in an attempt to comply with these participation goals:

Firm Name: Dan Boyle & Associates, Inc.

Address: 4511 Falcon Ridge Court San Diego, CA 92130

By: (sign in ink):  _____

Print name: Daniel Boyle

Title: President

Date: March 30, 2006

Attachment B

DBE Information Request

Date: March 30, 2006

Name of Firm: Judith Norman Transportation Consultant

Address of Firm: 1842 Denwall Drive

Carson, CA 90746

Age of Firm: 16 years

Phone Number: 310-608-2005 **Contact Name:** Judith Norman

DBE Status

Non DBE _____ **Certified DBE** X

Annual Gross Receipts Category

<\$500,000	<u>X</u>
\$500,000 to \$1 million	_____
\$1 million to \$2 million	_____
\$2 million to \$5 million	_____
>\$5 million	_____

North American Industry Classification Code (NAICS) if known: _____

Summary of Services Provided

For this project and in general: Public outreach; assistance in organizational/governance issues and identification of funding sources

Please return form to:
Lawrence Transit System
PO Box 708
6 East 6th Street
Lawrence, KS 66044
(785)832-3465
(785)832-3462 Fax

Thank you in advance for participating in this survey!

Attachment B

DBE Information Request

Date: March 30, 2006

Name of Firm: A-M-M-A

Address of Firm: 306 Lee Avenue

Claremont, CA 91711

Age of Firm: 19 years

Phone Number: 909-621-3101 **Contact Name:** Hather Menninger Mayeda

DBE Status

Non DBE _____ **Certified DBE** X

Annual Gross Receipts Category

<\$500,000	<u>X</u>
\$500,000 to \$1 million	_____
\$1 million to \$2 million	_____
\$2 million to \$5 million	_____
>\$5 million	_____

North American Industry Classification Code (NAICS) if known: _____

Summary of Services Provided

For this project and in general: primary responsibility for analysis of implications of any proposed changes for ADA service

Please return form to:
Lawrence Transit System
PO Box 708
6 East 6th Street
Lawrence, KS 66044
(785)832-3465
(785)832-3462 Fax

Thank you in advance for participating in this survey!

Attachment C

Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion

This Certification is required by the regulation implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98 Section 98.510, Participants' responsibilities. The Regulations are published as Part II of the June 1985, Federal Register (pages 33, 036-33, 043)

Read instructions for Certification below prior to completing this certification.

1. The prospective proposer certifies, by submission of this proposal that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participating in this transaction by any Federal department or agency.
2. Where the prospective proposer is unable to certify to any of the statements in this certification, such prospective proposer shall attach an explanation to this proposal.

March 30, 2006
Date


Signed - Authorized Representative

President
Title of Authorized Representative

.....
Instructions for Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion:

1. By signing and submitting this agreement, the proposer is providing the certification as set below.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the proposer knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department, or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

Attachment D

CERTIFICATION REGARDING LOBBYING APPENDIX A, 49 CFR PART 20

Certification for Contracts, Grants, Loans, and Cooperative Agreements

(To be submitted with each bid or offer exceeding \$100,000)

The undersigned [Contractor] certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form--LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions [as amended by "Government wide Guidance for New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96)]. Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, *et seq.*)

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

[Note: Pursuant to 31 U.S.C. § 1352(c)(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure.]

The Contractor, Dan Boyle & Associates, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. A 3801, *et seq.*, apply to this certification and disclosure, if any.

 _____ Signature of Contractor's Authorized Official

Daniel Boyle, President _____ Name and Title of Contractor's Authorized Official

March 30, 2006 _____ Date