Capital Area Regional Transit Coordination Committee

Tuesday, March 2, 2021

10:00 a.m. – 11:30 a.m.

Meeting to be held virtually on Microsoft Teams
Click here to join the meeting

AGENDA

1. Welcome and Introductions

2. Chair Announcements

3. ACTION ITEM: Consider Revisions to Bylaws
   Andrew Hoekzema, Director of Regional Planning and Services, CAPCOG

4. ACTION ITEM: Consider Appointment of New Members
   Andrew Hoekzema, Director of Regional Planning and Services, CAPCOG

5. ACTION ITEM: Officer Elections
   Lyle Nelson, Chief of Staff, CARTS/RTCC Chair

6. Presentation on Process for 2022-2026 Update to Regionally Coordinated Transportation Plan
   Todd Gibson, Planner, CAMPO
   Representative from Nelson Nygaard

7. Project Connect Update
   Sam Sargent, Director, Program Strategy and Coordination, Capital Metro

8. Adjourn
MEMORANDUM
2/24/2021

TO: Capital Area Regional Transit Coordination Committee (RTCC) Members

FROM: Andrew Hoekzema, Capital Area Council of Governments (CAPCOG) Director of Regional Planning and Services

RE: March 2, 2021 Meeting Item 3: Proposed RTCC Bylaws Update (revised)

The RTCC’s bylaws were last updated in 2015, and call for a 32-member committee, including 30 voting members and 2 non-voting, ex-officio members. In early 2021, the RTCC Chair and staff from CAMPO and CAPCOG decided to place an item on the agenda for the 3/2/2021 RTCC meeting to consider updates to the bylaws in order to better match current circumstances and expressed interest in serving on the RTCC. The officers, CAMPO staff, and CAPCOG staff are proposing the following updates:

- Add a slot for the City of San Marcos now that it is directly administering transit funding.
- Change the single slot currently named “representative of elected officials, local government” to three slots for “local government,” of which one would be an appointment from the Capital Area Regional Transportation Organization (CARTPO). Bastrop County Commissioner Clara Beckett is currently filling this slot and would fill the CARTPO appointment sub-category, and the other two slots would be in a sub-category called “other local government officials” to accommodate interest by Manor Mayor Larry Wallace and Pflugerville Assistant City Manager Trey Fletcher in serving on the committee.
- Eliminate the rural and urban sub-categories for the transit users category. This would enable us to fill the vacancy we currently have in the “rural” transit user category and accommodate interest from second CapMetro user in participating.
- Make additional clarifying updates to the descriptions of various membership categories in section 2.
- Change the time frame for distributing an agenda and backup from 10 business days to five business days, consistent with the timeframes CAPCOG and CAMPO distribute information to other committees we work with.

As the RTCC undertakes the planning process this year, there may be additional changes the group determines appropriate, but these are the only updates being proposed at this time. At the March 2, 2021, meeting, additional changes can be considered, although it may be challenging and time-consuming to try to address other proposed changes at this meeting, so if there are additional changes that members wish to be considered, please e-mail them to me at ahoekzema@capcog.org by Thursday, 2/25/2021, so that I can compile them and distribute them to the group ahead of the meeting.
For reference and future consideration, CAPCOG reviewed how the North Central Texas Council of Governments (NCTCOG), the Houston-Galveston Area Council of Governments (H-GAC), and the Alamo Area Council of Governments (AACOG) organize their committees.

- H-GAC has a Regional Transit Coordinating Subcommittee of its Transportation Advisory Committee (TAC):
  - 18 voting members:
    - 9 members representing transit agencies, appointed by those agencies;
    - 3 members representing local governments, appointed by cities and/or counties;
    - 4 members representing social service or health and human service agencies, appointed by H-GAC and/or the H-GAC’s Transportation Advisory Committee (TAC); and
    - 2 members representing citizen and business interests, appointed by the H-GAC TAC.
  - 4 ex-officio members representing the 4 TxDOT districts that cover the H-GAC region.
  - Members serve at the pleasure of the appointing agency for a term of 1 year.
  - Membership appointed or confirmed by a majority vote of the TAC in attendance at a regularly scheduled meeting with a quorum of TAC members.
  - Engineering, planning, or other consultants who are for-profit or have financial interest in transportation projects are not eligible to serve as a member due to potential conflict of interest.
  - Subcommittee elects a Chair and Vice Chair that serve a term of 1 year and no more than 2 consecutive years in any single position.

- NCTCOG’s Surface Transportation Technical Committee
  - Equivalent of CAMPO’s Technical Advisory Committee
  - Staff members nominated by respective governments or agencies and includes at least one member from each jurisdiction and agency directly represented on the Regional Transportation Council

- AACOG Alamo Regional Transportation Steering Committee
  - AACOG – Executive Director
  - Area Agency on Aging – Alamo & Bexar Aging Director
  - Alamo Area Judges Representative – Bandera County Judge
  - Alamo Area Rural Planning Organization – Medina County Judge
  - Alamo Regional Transit – ART Administrative Manager
  - At-Large – Rural – Former Kendall County Commissioner
  - At-Large – Urban (VIA Board Member)
  - Bexar County – Bexar County Commissioner
  - City of San Antonio – Program Manager, Senior Services
  - Disability Community Representative – Vacant
  - Health and Human Services – American Medical Response
  - Regional Economic Development
  - Alamo Area MPO Public Involvement Coordinator
  - TxDOT San Antonio Public Transportation Coordinator
  - VIA Metropolitan Transit Authority Manager of Operations
  - Workforce Solutions – Alamo Senior Workforce Service Specialist
BY-LAWS OF THE
CAPITAL AREA REGIONAL TRANSIT COORDINATION COMMITTEE

1 NAME AND PURPOSE
1.1 Name: The name of the committee is the Capital Area Regional Transit Coordination Committee (the “RTCC”).
1.2 Purpose: The RTCC has been established to ensure the benefits of the State's public transportation and health and human service transportation resources are optimized through coordination of services throughout the Capital Area Council of Governments (CAPCOG) region of Texas, which consists of Bastrop, Blanco, Burnet, Caldwell, Fayette, Hays, Lee, Llano, Travis and Williamson counties.
1.3 Key Activities:
1.3.1 Improve the delivery of transportation services
1.3.2 Generate efficiencies in operation that can lead to increased levels of service
1.3.3 Enhance customer service and satisfaction
1.3.4 Encourage cooperation and coordination

2 MEMBERS
2.1 Members: The RTCC is comprised of a total of 30 voting members and 2 ex-officio non-voting members. All members are to be from throughout the region to best provide direction and oversight throughout the planning process. Members include:
2.1.1 Four representatives from Public Transportation Authorities, Rural Transit Districts and other Public Transportation Operators, including:
   -- Hill Country Transit District (as an ex-officio, non-voting member): one
   -- Capital Metropolitan Transit Authority: one
   -- Capital Area Rural Transportation System: one
   -- City of Round Rock: one
   -- City of San Marcos: one

2.1.2 One representative from Intercity Transportation Providers

2.1.3 Two representatives from Agencies that Fund Public Transportation for the General Public

2.1.4 Four representatives from Client Transportation Providers, including:
   -- One member from Texas Health and Human Services Medical Transportation Program (HHS MTP)

2.1.5 One representative from recipients of Federal Transit Authority (FTA) Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities to provide client transportation

2.1.6 Four representatives from health and human service agencies who fund or purchase transportation for clients

2.1.7 Two representatives from regional transportation planning organizations:
   -- Capital Area Metropolitan Planning Organization (CAMPO): one
   -- CAPCOG: one

2.1.8 One representative from elected officials, local governments, including one representative appointed by the Capital Area Regional Transportation Organization (CARTPO) and two additional local government officials

Commented [HA1]: Revised proposed change on 2/24/2021
Commented [HA2]: Vacant
Commented [HA3]: Vacant
Commented [HA4]: 1 of 4 vacant
Commented [HA5]: Revised proposed changes on 2/24/2021
2.1.9 One representative from agencies who provide services for clients who need transportation
2.1.10 Two representatives from organizations that advocate for those who use or need public transportation and advocate for transit coordination
2.1.11 Two representatives from users of public transportation, including
   -- One urban user
   -- One rural user
2.1.12 One representative from interested member of the general public
2.1.13 One representative from university higher education transportation provider
2.1.14 One representative from private sector providers
2.1.15 One representative from faith based transportation provider
2.1.16 One representative from sponsor of volunteer driver programs
2.1.17 One representative from primary and secondary student education transportation
2.1.18 One representative from the business community
2.1.19 One representative from Office of Mobility Management (as an ex-officio, non-voting member)

2.2 Membership Vacancies: The RTCC will accept applications for vacancies during the months of January and July, each year, then at its first regularly scheduled meeting, following those months, discuss the applications and vote on whether to accept the applicant.

2.2.1 The Chair has the authority to make additional calls to fill membership vacancies.

2.3 Attendance: Members are expected to attend all quarterly meetings. If a member cannot attend, his/her alternate is expected to attend.

2.3.1 A member shall forfeit their membership if no one from the represented organization is present at two (2) consecutive meetings.

2.3.2 If a member forfeits their membership, the alternate for that organization will be asked to participate on the RTCC.

2.3.3 If the alternate does not wish to participate, the Chair may make an additional call to fill the vacancy or wait until the next bi-annual membership vacancy process.

2.4 Member Proxy:

2.4.1 Written notice is required for members to be represented by proxy, either short-term, long-term or permanently.

3 OFFICERS

3.1 Officers: The officers of the RTCC consist of a Chair and Vice-Chair.

3.2 Elections: Officers shall be elected at the first regularly scheduled meeting of each calendar year. Elections shall be conducted as follows:

3.2.1 Nominations shall be made during the month of January and sent to the assigned person from the lead agency.

3.2.2 All nominations will be placed on a paper ballot.

3.2.3 Ballots shall be distributed at the first regularly scheduled meeting of the year.

3.2.4 All present members shall cast their vote for Chair and Vice-Chair.
3.2.5 Completed ballots shall be submitted to the assigned person from the lead agency and tallied by that person.
3.2.6 Once all votes are tallied the results shall be read aloud.
3.2.7 In the event of a tie, the two names shall be read aloud, votes cast on blank paper, submitted to the assigned person from the lead agency, tallied by that person, and results shall be read aloud.

3.3 Term: Officers serve a one-year term, beginning on the date of election.
3.4 Duties:
3.4.1 Chair - The Chair shall call meetings of the RTCC to order and shall conduct the meetings.
3.4.2 Vice-Chair - The Vice-Chair shall perform the duties of the Chair in the event of the Chair’s absence and other activities, as directed by the Chair.
3.4.3 In case the Chair and Vice-Chair are absent or unable to perform their duties, the RTCC may appoint a Chair Pro-Tem.

4 WORKING GROUP
4.1 Establishment: The Chair, at his/her discretion, may create a working group(s), utilizing the criteria listed below.
4.2 Members: This working group shall consist of five members of the RTCC.
4.3 Duties:
4.3.1 The working group shall collaborate, discuss and prepare any materials required by the membership at large.
4.3.2 Examples include the annual workshop, plan updates, survey preparation, amendments to By-Laws and other materials as required.
4.3.3 Report progress and results to membership at RTCC meetings for discussion and/or adoption.
4.4 Term: From the date of appointment, the working group members serve a one-year term.
4.5 Appointments: At the first regularly scheduled meeting of the year, the Chair shall ask for volunteers to serve on the working group.
4.5.1 From those that volunteer the Chair shall choose five members who will serve.
4.5.2 In the case there are no volunteers the Chair shall appoint five members to be in the Working Group.
4.6 Attendance: If volunteer is not materially participating, that volunteer can be replaced.
4.6.1 The Chair has the discretion to change the membership of the working group, as he/she sees fit.

5 MEETINGS
5.1 Meetings: Regularly scheduled meetings are to be held on a quarterly schedule. The schedule, for the following year, will be determined at the last meeting of the current year. Once established, the meeting calendar will be posted on the RTCC website and a meeting invite for each meeting will be sent to each RTCC member.
5.2 Special Meetings: Special meetings of the RTCC may be called upon request.
5.3 Notice: At least 14-15 business days before each meeting an agenda, will be sent to each RTCC member via electronic transmission.
5.4 Open Meetings: All regular and special meetings of the RTCC shall be open to the public.

5.5 Conduct: Except where these By-Laws require otherwise, *Robert's Rules of Order* shall govern the conduct of all RTCC regular and special meetings.

6 QUORUM

6.1 Quorum: One-third of the total voting membership, excluding vacancies, constitutes a quorum for conducting RTCC business.

7 VOTING

7.1 Voting: All actions and recommendations of the RTCC shall be approved by a simple majority of the voting members present.

8 AMENDMENTS

8.1 Amendments: Any RTCC member may recommend an amendment to these By-Laws at a regular or special meeting.
MEMORANDUM
2/24/2021

TO: Capital Area Regional Transit Coordination Committee (RTCC) Members

FROM: Andrew Hoekzema, Capital Area Council of Governments (CAPCOG) Director of Regional Planning and Services

RE: March 2, 2021 Meeting Item 4: Appointments to Fill RTCC Vacancies (revised)

CAPCOG has received applications to serve on the RTCC, and is providing information supplied by each applicant for consideration:

There are seven vacancies under current by-laws with applicants:

- **Advocates for those who use or need public transportation and advocates for transit coordination:**
  - Jay Crossley: Executive Director, Farm and City;
  - Lisa Kay Pfannenstiel: Executive Director, Movability (Alternate: Kate Harrington: Outreach and Engagement Manager);
- **University transportation provider:** Steven Herrera, Transportation Services Director, Texas State University;
- **Faith-based transportation provider:** Vickie Orcutt, Executive Director, Faith in Action Georgetown
- **Student transportation providers:** Kris Hafezizadeh, Executive Director of Transportation, Austin Independent School District; and
- **Business community:** Kathleen Baireuther, Ford.

There are an additional four vacancies under the proposed by-laws update that will be considered under item 3, both of which would have applications:

- **City of San Marcos:** Pete Binion, Transit Manager
- **Other local officials:**
  - Manor Mayor Larry Wallace
  - Pflugerville Assistant City Manager Trey Fletcher (Alternate: Pflugerville Planning Director Emily Barron)
- **Transit user:** Ruven Brooks;

There are four vacancies that would remain unfilled until the next meeting at the earliest:

- **Intercity transportation providers;**
- **HHS medical transportation;**
• Health and human services agencies that fund or purchase transportation for clients; and
• Private sector providers.

An accompanying spreadsheet provides the list of all current appointments and proposed appointments, for reference.
<table>
<thead>
<tr>
<th>Group &amp; Number of Representatives</th>
<th>Sub-Category &amp; Number of Representatives</th>
<th>Primary Representative</th>
<th>Alternate Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Transportation Authorities, Rural Transit Districts, and other Public Transportation Operators (5 proposed, currently 4)</td>
<td>Capital Area Rural Transportation System (CARTS) (1)</td>
<td>Lyle Nelson (Chair)</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td>Capital Metropolitan Transportation Authority (CMTA) (1)</td>
<td>Suzie Edrington</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td>City of Round Rock (1)</td>
<td>Edna Johnson</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td>City of San Marcos (1)</td>
<td>Pete Binion (pending approval)</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td>Hill Country Transit District (1, Ex-Officio)</td>
<td>Tony Austin</td>
<td>n/a</td>
</tr>
<tr>
<td>Intercity Transportation Providers (1)</td>
<td>n/a</td>
<td>VACANT</td>
<td>n/a</td>
</tr>
<tr>
<td>Agencies that Fund Public Transportation (2)</td>
<td>n/a</td>
<td>Vanessa Owens, TxDOT-Public Transportation Division</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td>n/a</td>
<td>Scheeleen Walker, Travis County</td>
<td>Cathy Stephens, Travis County</td>
</tr>
<tr>
<td>Client Transportation (4)</td>
<td>HHS Medical Transportation Program (1)</td>
<td>VACANT</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td>Other Client Transportation Providers (3)</td>
<td>Serita Lacasse, Senior Access</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Annette Cooper, AGE of Central Texas</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Suzanne Anderson, AGE of Central Texas</td>
<td>n/a</td>
</tr>
<tr>
<td>Recipients of Seniors and Individuals with Disabilities (FTA Section 5310) Funding to Provide Client Transportation (1)</td>
<td>n/a</td>
<td>Dorothy Light, Bluebonnet Trails Community Services</td>
<td>n/a</td>
</tr>
<tr>
<td>Group &amp; Number of Representatives</td>
<td>Sub-Category &amp; Number of Representatives</td>
<td>Primary Representative</td>
<td>Alternate Representative</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>------------------------------------------</td>
<td>------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Health and Human Services Agencies that Fund or Purchase Transportation for Clients (4)</td>
<td>n/a</td>
<td>Patricia Bordie, CAPCOG Area Agency on Aging Division (AAA)</td>
<td>Siena Lindemann, CAPCOG AAA</td>
</tr>
<tr>
<td></td>
<td>n/a</td>
<td>Esperanza Ontiberos (A Resource Center for Independent Living)</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td>n/a</td>
<td>Cara DiMattina Ryan, Workforce Solutions Rural Capital Area</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td>n/a</td>
<td>VACANT</td>
<td>n/a</td>
</tr>
<tr>
<td>Regional Planning (2)</td>
<td>CAMPO (1)</td>
<td>Todd Gibson</td>
<td>Ryan Collins</td>
</tr>
<tr>
<td></td>
<td>CAPCOG (1)</td>
<td>Betty Voights</td>
<td>n/a</td>
</tr>
<tr>
<td>Local Governments (3 - Proposed, 1 currently)</td>
<td>Capital Area Regional Transportation Organization (CARTPO) (1)</td>
<td>Commissioner Clara Beckett, Bastrop County</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td>Other Local Government Officials (2)</td>
<td>Mayor Larry Wallace, Jr. City of Manor (pending approval)</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Trey Fletcher, City of Pflugerville (pending approval)</td>
<td>Emily Barron (pending approval)</td>
</tr>
<tr>
<td>Agencies that Provide Services for Clients who Need Transportation (1)</td>
<td>n/a</td>
<td>J.P. Eichmiller, Central Health</td>
<td>n/a</td>
</tr>
<tr>
<td>Advocates for those who use or need public transportation and advocates for transit coordination (2)</td>
<td>n/a</td>
<td>Jay Crossley, Farm and City (pending approval)</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lisa Kay Pfannenstiel, Movability (pending approval)</td>
<td>Kate Harrington, Movability (pending approval)</td>
</tr>
<tr>
<td>Users of public transportation (2)</td>
<td>n/a</td>
<td>Nirav Ved, CAMPO</td>
<td>n/a</td>
</tr>
<tr>
<td>Interested General Public (1)</td>
<td>n/a</td>
<td>Bill Hamilton</td>
<td>n/a</td>
</tr>
</tbody>
</table>
Capital Area Regional Transit Coordination Committee  
Current Members as of February 2021 and Proposed Additions - Revised 2/24/2022

<table>
<thead>
<tr>
<th>Group &amp; Number of Representatives</th>
<th>Sub-Category &amp; Number of Representatives</th>
<th>Primary Representative</th>
<th>Alternate Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Transportation Providers (1)</td>
<td>n/a</td>
<td>Steven Herrera, Texas State University (pending approval)</td>
<td>n/a</td>
</tr>
<tr>
<td>Private Sector Providers (1)</td>
<td>n/a</td>
<td>VACANT</td>
<td>n/a</td>
</tr>
<tr>
<td>Faith-Based Transportation Provider (1)</td>
<td>n/a</td>
<td>Vickie Orcutt, Faith in Action Georgetown (pending approval)</td>
<td>n/a</td>
</tr>
<tr>
<td>Sponsor of Volunteer Drive Programs (1)</td>
<td>n/a</td>
<td>Martha Stuber, Drive a Senior-West Austin</td>
<td>n/a</td>
</tr>
<tr>
<td>Student Transportation (1)</td>
<td>n/a</td>
<td>Kris Hafezizadeh, AISD (pending approval)</td>
<td>n/a</td>
</tr>
<tr>
<td>Business Community (1)</td>
<td>n/a</td>
<td>Kathleen Baireuther, Ford (pending approval)</td>
<td>n/a</td>
</tr>
<tr>
<td>Office of Mobility Management (OMM) (1, Ex-Officio)</td>
<td>n/a</td>
<td>Julie Mazur (Vice Chair)</td>
<td>Tina Porter</td>
</tr>
</tbody>
</table>

*Category names in red reflect proposed by-laws changes  
*Names in red are proposed new members
Under the RTCC by-laws, the Committee elects a chair and vice-chair at the first meeting of each year. CARTS Chief of Staff Lyle Nelson has indicated that he is willing to continue serving as chair, and Julie Mazur from the Office of Mobility Management has indicated that she is willing to continue serving as vice-chair. No other committee members have been nominated to date.
MEMORANDUM
2/23/2021

TO: Capital Area Regional Transit Coordination Committee (RTCC) Members

FROM: Andrew Hoekzema, Capital Area Council of Governments (CAPCOG) Director of Regional Planning and Services

RE: March 2, 2021 Meeting Item 6: Overview of Presentation on 2022-2026 Plan Development

CAMPO has selected Nelson Nygaard as its consultant for assisting the RTCC in developing the 2022-2026 Regionally Coordinated Transportation Plan for the Capital Area, and will be meeting with the consultant team later this week. Staff from CAMPO and Nelson Nygaard will present on the next steps for the planning effort. A copy of the Nelson Nygaard’s proposal is included in the backup for the meeting so that RTCC members can review it ahead of time in order to inform any questions they may want to ask at the meeting.
PROPOSAL PREPARED FOR:

CAPITAL AREA METROPOLITAN PLANNING ORGANIZATION

Regionally Coordinated Transportation Planning 5 Year Plan Update

DECEMBER 11, 2020
SOLICITATION NO: TG-001

Project Contact:
Meredith Greene, AICP, Principal
mgreene@nelsonnygaard.com
512-632-2523
December 11, 2020

Capital Area Metropolitan Planning Organization
3300 N. Interstate 35, Suite 630
Austin, TX 78705

RE: Regionally Coordinated Transportation Planning 5 Year Plan Update

To Whom It May Concern,

On behalf of Nelson\Nygaard Consulting Associates, Inc., I am pleased to submit this proposal to the Capital Area Metropolitan Planning Organization (CAMPO) for the Regionally Coordinated Transportation Planning 5 Year Plan Update. We are excited about the possibility of working with CAMPO and are committed to the project’s success.

Nelson\Nygaard boasts some of the leading coordinated and paratransit planning experts in the U.S. We are at the forefront of using taxis and emerging mobility options for transit-subsidized demand-responsive services for paratransit customers and all people, as well as innovative strategies for our coordinated planning projects. Our expertise includes planning and evaluating ADA and coordinated paratransit, dial-a-ride, flex-route, and other types of on-demand services as well as assessing accessible infrastructure needs.

We have considered the needs of CAMPO and have assembled a team that combines national expertise with local knowledge to complete the study. Meredith Greene, Principal and proposal contact, brings 18 years of national experience in regional service planning, transportation planning for special populations and coordinated transportation planning. She has previously worked on multiple Coordinated Human Services Transportation projects in Texas, South Dakota, North Carolina, Colorado, Nevada, Wisconsin, and Arizona. She is currently working on coordinated planning projects in California, Alaska, and Hawaii.

Meredith was one of the original founding members of the Regional Transit Coordinating Committee for the Capital Area Region in 2005 and participated in the development of the region’s first two coordinated plans. She was the RTCC’s marketing and branding liaison, and directly coordinated public transit between Capital Metro and CARTS through 2011. She has managed senior transportation projects for Capital Metro and Austin Groups for the Elderly and is very familiar with the success and challenges the Austin region faces with coordinated planning. Since 2011, Meredith has developed multiple national trainings for APTA and CTAA on non-traditional performance measures for coordinated planning and mobility management. She has also facilitated consensus-building efforts in many states. Additionally, Meredith created the guidebook on non-traditional performance measures for coordinated planning and mobility management for Texas A&M Transportation Institute and developed the original Service Expansion Plan for Capital Metro. Meredith has reviewed 23 of the Regional Coordination Transportation Plans in Texas and developed a synthesis on best practices and lessons learned, so she is quite familiar with TxDOT’s requirements for coordinating planning.

Jewel DeGuzman, Associate will work very closely with Meredith, bringing extensive experience supporting coordinated transportation planning efforts, and the ability to build trust and rapport amongst stakeholder groups to develop a coordinated plan. Together, Jewel and Meredith have worked jointly on several planning projects and make an incredible project management team.

Nelson\Nygaard will be joined by Cultural Strategies, an engagement firm located in Austin. Cultural Strategies is a DBE that adapts to the needs of their clients, projects, and business cycles in the marketplace. They bring a depth of expertise that informs and shapes their projects, and will be contributing to virtual and, when appropriate, in-person engagement. Their teams are assembled based on the unique needs of each project, ensuring that specific disciplines are assigned to get the job done well. Their firm is passionate about community engagement, specifically for marginalized communities, and makes a great match to Nelson\Nygaard’s subject matter expertise in coordinated planning.
We hope you will recognize the strengths of our proposal, staff capabilities, and firm experience as indications of our capacity to carry out this project. We submit our proposal in accordance with the terms and conditions outlined in the Request for Proposal, and our offer will remain in effect for at least ninety (90) days from the date of submittal, December 11, 2020.

If we can provide any additional information about our firm or this proposal, please do not hesitate to contact Meredith Greene at mgreene@nelsonnygaard.com or 512-632-2523. She is the primary contact for this project. I am authorized to negotiate with the CAMPO in connection with this effort.

Sincerely,

Leah Riley
Managing Director
Executive Summary

For the purposes of this project, our team recommends the following elements that align with TxDOT’s requirements:

Task 1: Program Administration and Management

This task will consist of general project management on a month to month basis throughout the course of the project. It includes regular reporting through progress reports and client check-ins, as well as the development of the project management plan and client kick-off meeting.

Task 2: Outreach and Engagement

Task 2 is one of the most important (and robust) tasks as a part of the project. One of the first deliverables of Task 2 is the development of the Stakeholder Engagement Plan, followed closely by updating the stakeholder contact list, to ensure we have the latest information. The Regional Transit Coordinating Committee is heavily involved throughout this task, meeting monthly for project updates and input as the working steering committee for the project. Stakeholder interviews are a necessary component of the engagement, wherein the project team meets with major stakeholders to discuss their perspectives on coordination in the region, and their perceptions (real or otherwise) of needs and gaps. Community and public engagement will occur at major milestones in the project, where the team may present initial findings on needs and gaps, and subsequent recommendations, allowing for ample comment periods from the public.

Task 3: Inventory of Transportation Resources

The main objective of Task 3 is to update the regional inventory of available vehicles, programs, and services that serve the marginalized populations identified for the project. The team will develop a detailed survey tool, which will be distributed among regional providers to complete to update the transportation resource database.

Task 4: Comprehensive Needs Assessment

Task 4 is a very robust task for this project. It begins with a high-level review and documentation of existing plans, studies, and previous coordinated efforts that have occurred in the region. This will allow the project team and the RTCC to paint the region (and previous efforts) with broad brush strokes and allows for a “bird’s eye view” of the state of coordination. The demographic analysis will also help to paint a picture of the “state of the region”. The project team will compile a Transit Propensity Index based on the identified populations for the study, in a series of maps that will begin to depict geographic demand and gaps. Once the team begins to compile and analyze the data, we will work with the RTCC to identify regional needs and gaps. In some cases, needs and gaps may remain the same from year to year, but over the course of five years (and given the rapid growth in the region), needs and gaps may change significantly. We will work closely with the RTCC to discuss the findings, and use those findings to then workshop updated mission, vision, goals, and objectives for the coordinated plan. Once the objectives are developed, the project team will continue to work with the RTCC to develop and prioritize strategies, understanding that some strategies from the previous plan may very well continue into the plan update. The development and prioritization of strategies will then allow the project team to pair relevant performance measures for the updated plan with the objectives and strategies.

Task 5: Development of the 5-Year Regionally Coordinated Plan

Once the analysis is complete and the draft strategies have been presented to the public and stakeholders, the team will develop the initial draft of the 5-Year Regionally Coordinated Plan. Throughout the course of the project, the team will have developed deliverables that will be incorporated into the draft final plan as chapters. The draft plan will be presented to stakeholders and boards upon request, and once the public comment period is complete, the team will then finalize the plan, submitting electronic copies (and paper, upon request), data, and all files created throughout the course of the work.
# TABLE OF CONTENTS

PROJECT WORK PROGRAM .............................................. 1  
UNDERSTANDING AND APPROACH ........................................ 1  
SCOPE OF WORK ................................................................. 2  
TIMELINE .................................................................................. 12  
RESPONSIBILITY AND QUALIFICATIONS .................................. 13  
FIRM QUALIFICATIONS .......................................................... 13  
NELSON\NYGAARD KEY STAFF ................................................. 16  
CULTURAL STRATEGIES KEY STAFF ......................................... 18  
AVAILABILITY ........................................................................... 19  
ADDITIONAL SERVICES, IDEAS, INNOVATION OR PRODUCTS .... 21  
PRIOR EXPERIENCE ................................................................. 23  
NELSON\NYGAARD EXPERIENCE ............................................. 23  
CULTURAL STRATEGIES EXPERIENCE .................................... 26  
REFERENCES ............................................................................ 27  
BUDGET ..................................................................................... 28  
DISADVANTAGED BUSINESS ENTERPRISE (DBE) GOAL .......... 29  
CONFLICT OF INTERESTS/DEBARMENT .............................. 29  
SPECIAL PROVISIONS RELATING TO LOCAL GOVERNMENT OFFICERS ......................................................... 29  

# APPENDICES

APPENDIX A: FULL RESUMES  
APPENDIX B: REQUIRED FORMS
PROJECT WORK PROGRAM

Understanding and Approach

Federal transit law requires that projects selected to receive funding under the Enhanced Mobility for Individuals and Individuals with Disabilities (Section 5310) Program are to be included in a coordinated public transit-human services plan that is locally developed and approved through a process that includes participation by older adults, individuals with disabilities, and stakeholders, including representatives of public, private, and nonprofit service providers. Coordinated plans are to be updated every 5 years, and every 4 years for those areas (or regions) that are in non-attainment.

In Texas, House Bill 3588, passed during the 2003 legislative session, initially addressed the coordination of public transportation in the state. Chapter 461 of the Bill states that regions will make an effort to coordinate to: 1) eliminate waste in the provision of public transportation services, 2) to generate efficiencies that will permit increased levels of service; and 3) to further the state’s efforts to reduce air pollution. The Texas Department of Transportation’s (TxDOT’s) Public Transportation Division (PTN) oversees and supports the statewide coordinated transportation efforts in 24 regions and provides high-level guidance as to the elements those plans should include. Additionally, most regions also have a TxDOT Public Transportation Coordinator (PTC) that actively participates in the regional coordination plan development process.

The Capital Area Regional Transit Coordinating Committee (RTCC) was initially established in 2005 through an extensive facilitation and team building process supported by TxDOT and Texas A&M Transportation Institute. At the time, Hope Andrade, former Commissioner for the Texas Transportation Commission, led the statewide charge for the 24 regions in Texas to begin developing their Coordinated Plans. The initial interim committee was facilitated by Capital Area Council of Governments (CAPCOG), and once fully established, was transitioned over to CAMPO.

2005 Regional Transit Coordination Stakeholder Meeting in Austin, TX.

TxDOT requires the following basic elements for coordinated plans developed within the state:

- Executive Summary
- Introduction
- Transportation Resources in the Region
- Comprehensive Assessment of the Public’s Unmet Transportation Needs, Assessment of Overlaps and Gaps in the Delivery of Transportation Services, and Gap Analysis
- Planning for Comprehensive Services
- Integrated Planning Processes
- Vision, Mission, Goals, and Objectives
- Sustain Planning and Implement Plan
- Performance Measures to Evaluate Effectiveness

Within these elements is the ability to tailor any coordinated plan to the region for which it is being developed. For example, it is critical to ensure that outreach and engagement is truly focused on specific marginalized populations in a given region. All coordinated plans should focus on older adults and individuals with disabilities, but additional special populations, such as Veterans, minorities, and Native peoples should be taken into consideration when tailoring coordinated planning projects.
Scope of Work

TASK 1: PROGRAM ADMINISTRATION AND MANAGEMENT

1.1 Project Management and QA/QC

Nelson\Nygaard’s approach to project management is one of strong leadership, attention to detail and continuous quality assurance procedures. We use a variety of management tools to ensure that the project comes in on time and on budget.

Project Management Software

Our primary method for monitoring and managing projects internally is a program of project management and budgeting software called Deltek. This powerful tool allows Project Manager Meredith Greene to manage projects in numerous ways including the ability to set budgets by task (or subtask) and determine exactly how much has been billed to a specific task or phase of the project.

In addition to Deltek, Nelson\Nygaard develops a timeline for each project that identifies specific deliverable dates for all tasks, staff responsibilities and dates for all presentations and meetings with the client and/or public. Updated outlines are distributed to the client as the project progresses and/or changes.

Our Nelson\Nygaard team is made up of individuals with extensive experience in Coordinated Planning. We have worked with agencies of all sizes across the U.S. and Bay Area, and understand how important it is to create context-sensitive solutions for each community.

Progress Reports

Project Manager Meredith Greene will prepare a monthly progress report (or any other interval requested by client) identifying the total number of hours worked, the specific tasks and accomplishments, and the remaining project budget. This monthly report also discusses the status of all tasks, hours remaining for each task and estimated completion date of future tasks.

Client Contact

Clear, concise and regular communication between our team and agency members is absolutely essential for a successful plan. Meredith Greene will serve as the primary point of client contact and will be responsible for ensuring the quality of all project deliverables. Meredith will be present at the kickoff and other major meetings, and scheduled events throughout the course of the project to ensure consistent project oversight and management. She provides significant project
management experience, and is supported by other team members who will provide project management support and serve as a secondary contact to the agency.

Consistency and Quality Control

It is not uncommon to have several team members review a document before presenting a draft version to the client. All Nelson\Nygaard staff members will report directly to the project manager for all scheduling, coordination and administrative issues. We regularly copy all members of the team when communicating between project participants.

Communication

Over the years, Nelson\Nygaard has developed an informal, but highly effective means of communication among team members. To ensure a high level of communication within the team that carries over to the client, we will:

- Hold an additional internal team “kickoff” meeting to explain the project in detail to team members. The goal of the kickoff meeting is to ensure that all team members understand the complexities the project throughout its scheduled progression.

- Conduct meetings throughout the project to appraise the status of each task and to resolve any potential issues. These meetings will allow our project manager to evaluate the proposed progress of the study with the status of specific team member tasks. Adjustments to the project schedule only occur with explicit direction from the client.

Ongoing Administration

Meredith Greene will serve as the project manager, working closely with CAMPO, the RTCC, and stakeholders. Throughout the project, she will be responsible for communicating closely with the project manager. Such communication will involve regular telephone and email correspondence, and virtual meetings (in person meetings when appropriate). Both Meredith and Jewel (Deputy Project Manager) will be responsible for preparing detailed monthly progress reports and billing statements.

Regular Project Calls

Jewel, along with Meredith Greene, will focus on proactive project management. In line with this, we will organize regular calls (weekly, biweekly, or monthly, as preferred by CAMPO staff) to discuss project status, critical-path issues, next steps and timelines. The project team is committed to completing the work in the proposed timeline, and has experience conducting coordinated studies within short timeframes. Regularly scheduled check-in virtual meetings (or conference calls) will help ensure the project is tracking on schedule and on budget accordingly and provide the team with the opportunity to present any challenges or issues to the lead agency. Nelson\Nygaard will also provide progress reports to CAMPO, including a summary of all work completed during the month, in-progress and upcoming tasks/next steps, invoices, and remaining budget.

Our project team is well versed in working on coordinated planning projects that utilize federal funding and will adhere to guidelines and conditions of those funds throughout the course of the project.

1.2 Project Management Plan

The Nelson\Nygaard will prepare a Project Management Plan (PMP) that includes an updated and expanded scope of work and corresponding schedule that outlines how the work will be completed, including schedule for deliverables by December 31, 2021. The PMP will be the guidebook and reference for both the Nelson\Nygaard team and CAMPO moving forward.

The PMP will include:

- A final negotiated and vetted scope of work and associated schedule.

- Schedule for project initiation activities, including the project kick-off meeting.

- Recommended project management practices:
  » Plans for regularly scheduled project management check-ins and conference calls
  » Schedules and tentative schedules for monthly RTCC meetings
  » Monthly written progress reports, submitted with an invoice

A style guide that lays out our proposed writing style, and design templates for documents, maps, and graphs. Nelson\Nygaard will develop a “project brand” to define the look and style for project related reports, technical memos, presentation materials and maps. The style guide will include our proposed project brand and our proposed strategy for applying the brand to study materials.
The project management plan will include an action tracking log that includes a list of action items for both the consulting team and the client. The log will detail action items, status, responsible party, and completion dates, which will help for management and tracking of deliverables and other action items.

1.3 Kick-off Meeting

An initial conference call or virtual meeting is recommended to confirm the project goals and objectives, methodology and project schedule. Meredith Greene and Jewel DeGuzman from Nelson\Nygaard will attend to ensure we have a clear and consistent understanding of the project, the proposed methodology, and desired outcomes.

Key objectives of the kickoff meeting are:

- Discuss and come to a common understanding on the goals, objectives, and outcomes of the project; this will include reviewing deliverables for each task, the project schedule, and staffing levels.
- Collect background data and studies, as available, to prepare for the assessment of needs and gaps.
- Identify key stakeholders who are not part of the Steering and/or Technical Committees and develop an approach to reach them.
- Confirm the assumptions to be used during the course of the project.
- Review the full scope of work and project timeline.

The information collected as a part of the project kick-off meeting will assist the team with developing a detailed project management plan and agreed-upon timeline to share with CAMPO and the RTCC.

Task 1 Deliverables

Nelson\Nygaard will produce all materials related to the project management. Materials to be produced include:

- Project management plan (draft and final)
- Quality assurance and quality control plan (draft and final)
- Program schedule
- Monthly invoices
- Monthly progress reports
- Meeting summaries
- Action tracking log
- Indexed project file (electronic)
- Indexed project file (electronic)

Task 2: Outreach and Engagement

Public and stakeholder engagement is both a required element of a Coordinated Public Transit-Human Services Transportation Plan and critical and valuable component of such a plan. Nelson\Nygaard will work closely with CAMPO staff and the RTCC to ensure appropriate stakeholders are engaged in the planning process (virtually or otherwise; see innovations section for more detail on virtual engagement), and that meetings with stakeholders, the public, transit providers are fruitful, informative, and allow for consensus on priority strategies. Our subconsultant, Cultural Strategies, Inc., will be heavily involved with the outreach and engagement task. Not only are they a local engagement firm, but they specialize in outreach to marginalized populations and engagement with those populations for whom English is a second language.

Engagement efforts will take place in two major phases as a part of the project. Phase one of public and stakeholder engagement will take place upon completion of the initial needs and existing conditions, and demographic analysis task of the project. The timing will allow the project team to bring initial information to both public and stakeholders by way of a “state of the region” report through a series of presentations and graphics. This phase will also allow stakeholders to reflect on the regional needs and add comments regarding needs that are more specific. Phase two of the engagement will take place during Task 5, wherein individuals may comment on and contribute to the proposed draft plan and strategies for the region. The timing for the engagement is during a critical point of the project to ensure maximum feedback from a variety of stakeholders and will help to build consensus among both stakeholders and the public.

We will develop a list of key stakeholders that encompasses a broad range of interests and affiliations, starting with local transit and health and human service-centric committees, interest groups, and associations as identified by the County and any technical advisory committee before initiating any outreach activities.

Our firm has previously conducted outreach in Austin and surrounding region and has a PACT (Paratransit and Community Transportation) practice focused on the target population groups, we are well positioned to “hit the ground running” regarding community outreach, including virtual outreach.

2.1 Stakeholder Engagement Plan

Our team has extensive experience in developing rich Stakeholder Engagement Plans on all scales. We have decades of experience in developing engagement plans and tailoring those plans to the needs and nuances of each project area. The plan will include multiple elements; the first of these elements will be a recommendation to form a steering committee or working group, and to update the regional stakeholder contact list.
2.2 Review and Update Stakeholder Contact List

Our team, with assistance from CAMPO and the RTCC, will work to update the main stakeholder contact list. We will be able to glean much of the information from our previous work in the region. We will ensure that necessary representatives are included, such as representatives from the healthcare industry, transportation providers, and representatives of services for older adults and individuals with disabilities are included as a part of the overall list. Example stakeholders include Veterans’ Administration representatives, DARS Blind Commission, and Austin Groups for the Elderly. We will work with the RTCC for final review and approval.

2.3 RTCC/Steering Committee Meetings

The role of any steering committee is to help guide and support our efforts and provide a “reality check” to project team recommendations and deliverables. In the case of this project, the RTCC will serve as the project steering committee. The RTCC will also help develop ownership of the plan and play a key role in establishing support for future recommendations and programs. Because this endorsement/ownership is critical, we plan to involve the RTCC throughout the project, listen to its representatives, and translate their ideas and suggestions—as well as issues and concerns—into a coordination model/design for the region that makes sense and has the best chance of meeting short- and long-term goals on an ongoing basis. We intend to meet with this group monthly throughout the course of the project. Depending on COVID restrictions, some meetings later in the project may be in-person; however, we are allowing for additional meetings by video conference and email discussions as needed. Nelson\Nygaard staff will work with CAMPO staff to schedule these meetings. We will prepare agendas and presentations, facilitate the meetings, and summarize meeting outcomes.

The team will seek approval from the project manager of CAMPO to review the latest RTCC representative list and will make any modifications based on lead agency input. We will then work closely with CAMPO to select a date for the RTCC kick-off meeting. Key members of Nelson\Nygaard’s team will be present at this meeting (virtual or otherwise) and will use this opportunity to present the agreed upon project work scope and schedule and establish ground rules for participation.

2.4 Stakeholder & Provider Engagement

We already have identified stakeholders, including transportation providers, through the previous coordinated plans, as well as our current projects in the region, and will work with the RTCC to expand and/or refine that list. Possible stakeholders include staff from public transit providers, local cities, Counties, organizations identified in the previous Coordinated Plan, as well as other organizations that are providing services or planning for those individuals who need service. We will also reach out to senior centers, disability advocates, social service agency staff, or other organizations serving low-income residents, non-English speakers, and minority populations.

Through these various stakeholder activities, we anticipate that interaction will result in the following:

- Provision of useful and relevant information about local transportation programs and unmet transportation needs
- Sharing results of previous planning efforts or documentation of unmet needs
- Representation of a range of interests to ensure broad-based participation in the planning process
- Provision of comments and input from the group’s stakeholders at major milestones of the project
- Participation in public outreach efforts
- Provision of comments, and confirmation of project planning assumptions

In addition to stakeholder interviews, our project team will schedule stakeholder meeting opportunities. We envision two to three rounds of stakeholder meetings in this process with possible additional organizational stakeholder meetings (described further below).

- The first meeting will provide an opportunity to gather input on transit needs, opportunities, coordination issues, funding constraints, and planned uses of 5310 funding. We will also solicit stakeholders to share opinions, perceptions, and insight from the public on transportation challenges. These stakeholder efforts will focus on the identification of unmet transportation needs and on corresponding strategies.
We recommend the second set of stakeholder meetings are conducted as part of an extensive evaluation and consensus-building effort, with the goal of confirming findings, prioritizing strategies, and seeking input on potential coordination activities.

Nelson\Nygaard will work with CAMPO staff to schedule these meetings. We will prepare the public meeting notice, agendas and presentations, facilitate the meetings, and summarize meeting outcomes.

If virtual meetings are still needed, we generally suggest using Zoom because it has accessibility features, dial-in options for people without access to a computer or the Internet, and a range of features that include breakout rooms, polls, whiteboards, screensharing, the ability to record, and security features. Tele-Town Hall or Maestro Conference may also be chosen for more polling functionality. Nelson\Nygaard will create the content for the meetings and will work with the County on interactive content.

Information collected through the course of the stakeholder interviews and meetings will be documented and written up into common “themes” in the form of a technical memo for the RTCC’s review and consideration.

2.5 Community Outreach

Community outreach is a major component of any plan development. In the case of coordinated planning, community outreach must focus on underserved, or marginalized populations in the region. Outreach will include engagement of older adults, individuals with disabilities, Veterans, and those for whom English is a second language. In addition to focused engagement on these populations, we will also reach out to the transportation providers who serve them and those entities who help with services for these populations. Due to COVID, our firm already has a toolkit that allows for engagement of those populations who may not have access to technology, such as computers or email, and have the ability engage the local community on all scales.

Equitable Engagement

The COVID-19 pandemic and resulting social distancing have reshaped the transportation landscape: transit ridership has plummeted; normally congested highways have emptied; and some micromobility companies are pulling out of cities as demand has bottomed out. The pandemic, as well as our response measures, have not impacted all communities equally, and in many ways reflect and deepen pre-existing racial and social inequities in our communities. Transit dependent populations—predominantly people of color and people with low incomes—are often unable to work from home as they continue to provide the essential, front-line services that we all rely on. It is critical that we ensure inclusive, equitable, and diverse public outreach and engagement as part of the important decision-making processes ahead—whether for real-time responses to the pandemic, existing projects, or future transportation funding and planning scenarios.

Our Director of Equity, Diversity & Inclusion has developed a guide, Principles For Equitable Public Outreach & Engagement During Covid-19 and Beyond, to provide fellow transportation sector practitioners and partners with a set of principles for inclusive engagement, including baseline equity criteria to consider when selecting an engagement strategy and accompanying tools whether analogue and/or digital. We will follow this guide during the life of this project. The full guide can be found here: https://nelsonnygaard.com/principles-for-equitable-public-outreach-engagement-during-covid-19-and-beyond/
Task 2 Deliverables

Nelson\Nygaard will provide services and produce outreach materials as follows:

- Stakeholder Database to include contact name, email, phone number, organization, and other relevant information as identified by the project manager.
- Designing and printing public input material to include direct mailers, newspaper ads, yard signs, flyers, and other public comment period advertisements.
- Survey/Questionnaire creation, printing, distributing, and retrieving paper surveys, and compiling survey results and summaries.
- Public comment logging, tracking, and responses.
- Social media, newspaper, and newsletter ad placement.
- Stakeholder and public meeting support to include note taking, sign in sheets and gathering contact information for database, and other logistics support.
- Written translations of outreach materials (English, Spanish) and Spanish speaking staff to assist with phone calls, as needed.

TASK 3: INVENTORY OF TRANSPORTATION RESOURCES

3.1 Programs Inventory and Summary

With a goal of updating an inventory of existing services, Nelson\Nygaard will collect information from public transit providers and nonprofit human service providers. Our firm, and project manager, have conducted extensive work in Austin and throughout the region, and has a large well of information to draw from, streamlining the hours needed to complete task 3.

We will collect this information a number of ways, including using findings from studying existing plans, as well as one-on-one interviews with identified stakeholders. Our experience has taught us that personal follow-up is the most effective way to collect detailed information about service and operating characteristics. Accordingly, we will develop a survey questionnaire that collects the desired information, including areas serviced, eligibility/intake, days/hours of operation, fares, rider profiles, revenues/funding, fleet data, facilities, scheduling practices, and management/staffing structure.

As we telephone each provider, we will email their survey to them so we are both reviewing the same information to record current data by the end of the telephone call. This will enable establishment of a provider database with information materials about available services.

The outcome of Task 3.1 will be an updated inventory of available services, combined with service area maps highlighting the various transportation providers, both public and human service based. This inventory is necessary to identify gaps, describe any duplicative services and develop recommendations for streamlining or coordinating services including service areas covered and sharing use of facilities. The inventory will also provide stakeholders (see Task 2) with a complete understanding of the breadth and depth of available services.

The analysis will be compiled into a technical memo for the RTCC to review and comment on and will be ultimately incorporated into the final project report for continued reference. The memo will include a description of the methodology used to conduct the inventory, findings, and recommendations. The information collection forms will be included in the appendices of the final report.

Task 3 Deliverables

- Nelson\Nygaard will produce a report (drafts and final) for the inventory of transportation resources with all of the required elements and supporting materials.

TASK 4: COMPREHENSIVE NEEDS ASSESSMENT

The previous coordinated plans outline a vision, goals, and strategies, as well as strategies for the region. Nelson\Nygaard will start by building an analysis that documents the strengths and weaknesses of the regional transportation landscape with considerations such as geography and use growth (including the role of urban growth boundaries and urban transit deserts), public health and equity, a demographic analysis, and current service delivery models. The ways in which COVID-19 impact vehicle capacity (weakness) and change demand or willingness to ride transit (threat), will also be included.

4.1 Review of Existing Plans, Studies, and Previous Coordinated Efforts

To begin painting a picture of the state of the region, our team will review existing relevant plans, studies, and reports that pertain to previous efforts on coordination, paratransit, human service transportation, and public transit in the region and produce an annotated literature review of this analysis. We anticipate this process will help us develop a general overview of available services, service gaps, needs and redundancies and potential opportunities and challenges.

As part of this effort, we will make sure to highlight findings from the previous Coordinated Plans that should be considered as needs or gaps in the development of this plan. Throughout the course of the project, the team will use all available data and plans for resource efficiency and data consistency.
4.2 Demographic Analysis

Understanding demographic, land use, and travel patterns in the region is an important element of the plan. We expect to use demographic information from the American Community Survey, (as 2020 Census Data is not yet available), as well as any projections from the local metropolitan planning organization and the State. Our objective is to develop a profile that illustrates the following characteristics: older adults, youth, low-income households, veterans, individuals with limited English proficiency, zero-auto households, and individuals with disabilities. At the RTCC’s desire, other relevant demographics may also be included, such as at-risk youth.

Based on the background review, we will also identify the residential location and distribution of population segments with attributes that make them more likely to use or rely on public transportation or human services transportation. We will also identify employment destinations, commercial activity centers, medical facilities, and institutional and recreational facilities that are, or could become, significant transit trip generators.

The product of this task will consist of a series of maps and tables that effectively communicate this information, including a transit propensity index that focuses on marginalized populations. Each will be framed by a concise narrative discussion that directly addresses the relevance of the data to existing and planned transportation.

4.3 Identification of Needs and Gaps

In this task, we will identify where gaps and underserved areas are for target populations in Task 4.2. These findings will be developed based on data from previous subtasks, as well as feedback from the RTCC. The information developed in will be used during phase one of the engagement process for further feedback and comment from project stakeholders, and the public.

We anticipate that some of the identified needs may have service options available to address them, but that information and coordination can help make those services more effective. At the same time, several needs will likely be identified that cannot be met with existing services. Some examples of the types of findings we expect to document include the following:

- Spatial gaps: Where is service needed and not currently provided?
- Temporal gaps: When is service needed and not currently provided?
- Lack of transportation options in specific areas, especially for those without access to an automobile
- Need for specialized services for people with disabilities above and beyond what is required by the ADA
- Need for specialized services for people with low incomes who are seeking or working at entry-level jobs during non-traditional hours
- Need for better connectivity between communities
- Need for transportation to key destinations
- Need to better coordinate land-use decisions with transportation programs
- Need to enhance bicycle and pedestrian access and road safety in rural areas

These and other categories of unmet needs will be discussed and highlighted for the region as a whole, as well as for sub-regions with unique demographic, land use, or transit demand characteristics.

4.4 Vision, Mission, Goals, and Objective Development

Following our understanding of needs and gaps, we believe it is important for the Coordinated Plan to include a set of goals and objectives, as well as a possible update to the regional Vision and Mission statements. Our team has a combined 35 years of experience working specifically with stakeholders and steering committees to establish consensus around goals and objectives for coordinated transportation plans. Vision and mission statements set the long-term direction and foundation for any coordinated planning process. Our team will work closely with the RTCC to review the previous vision and mission statements to ensure they are still applicable to the direction coordinated planning is taking in the region.

The development of these goals and objectives will take place at a meeting of the RTCC. Our team will guide participants through the analysis to date, and discuss strengths, challenges, and opportunities for current and future services. Through this guided discussion, we will work with the RTCC to develop a draft series of goals and objectives that are critical to developing sustainable, coordinated services. These draft goals and objectives will be shared with the stakeholders in the region during the second round of general stakeholder meetings and will then be updated to reflect community priorities.

4.5 Strategy Development and Prioritization

Based on the work from the preceding tasks, we will develop a set of solutions and strategies that can be applied throughout the region to eliminate or reduce duplication in services, fill service gaps, and otherwise provide more efficient utilization of transportation services and resources pertinent to the target populations.
Communication  
**Acting Independently**  
Sharing information, but establishing a regular forum for communication as opportunities arise.

Coordination  
**Acting Jointly (on an informal basis)**  
Working together on selected functions by non-binding action.

Collaboration  
**Acting Jointly (on an informal basis)**  
Working together on selected functions by binding action (interlocal agreements, memoranda of understanding).

Consolidation  
**Total Integration**  
Merging selected (or all) functions by mutual consent and legal transfer of authority to a single legal entity.

**Transit Integration Continuum**

As we identify potential coordination strategies, we will draw on our extensive experience with coordination planning, our knowledge of successful coordination and mobility management activities throughout the U.S., and any actions recommended in the transit plan and previous Coordinated Plan. Both short- and long-term strategies will be considered.

Coordination is not a single strategy, but a range of options and processes from relatively simple actions to complex implementation strategies. This “coordination continuum” ranges from information sharing to the consolidation of services under a single provider, as described below:

- **Networking**—the simplest form of partnerships where participants share a common interest, but with no significant action other than information exchange
- **Cooperation**—involves low-level linkages, informal agreements, and some possible resource sharing
- **Coordination**—more intense linkages that include resource sharing to pursue common goals
- **Collaboration**—the most sophisticated partnership form with strong, formal linkages among partners and complex goals implemented over longer periods of time
- **Consolidation**—one organization assumes responsibility for service delivery of other participant organizations

We fully expect the proposed solutions to cover a very broad spectrum. Other types of strategies to increase mobility that might also merit further consideration may include volunteer driver programs implementation of a proposed flexible voucher program; travel training for fixed-route buses; transit fare subsidies; improved transit customer information content and dissemination; bus fleet enhancements; timed transfers between regional and local bus services; shuttles and other hybrid services; accessible vehicle sharing; and other approaches.

In developing strategies, we will consider existing coordination activities currently underway and assess potential new opportunities for service coordination. Such opportunities may include application of new technology, integration of services, enhanced information and sharing, shared use of vehicles, or other strategies that have proved effective elsewhere.

**Implementation**

We will review these proposed approaches with the TAC to review recommendations and select criteria to evaluate and prioritize the solutions and strategies. We will then work with the team as well as the stakeholders in the second stakeholder meeting to prioritize strategies.

The strategies will be based on an agreed-upon set of criteria. A preliminary list of criteria and key questions might include:

- **Does the strategy meet the documented gap or need?** How well does the strategy address transportation gaps or barriers identified in this planning process? Strategies are evaluated based on how successfully they accomplish each of the following:
  - Provide service where there are few transportation options
  - Have stakeholder acknowledgement of the importance of the strategy
  - Serve locations where the greatest number of people will benefit
  - Improve the level of service available
  - Improve the quality of service available
  - Improve the mobility of low-income populations and other disadvantaged groups
  - Provide a higher level of service than currently provided with existing resources
  - Preserve and protect existing services
• **How feasible is the strategy to implement?**
  How likely is the strategy to be successfully implemented given available resources, funding opportunities, and the willingness of stakeholders to take the lead? What is the role for the lead agency versus other entities in the region? The most successful strategies would rank highly for each of the following:
  > Possibly be eligible for grant funding
  > Understand the likely costs, including ongoing operational costs
  > Efficiently use available resources
  > Have a potential project sponsor with staff or vehicles (or equipment) to carry out the strategy
  > Be sustainable beyond a short-term grant period
  > Offer the potential for savings in unit costs (cost/trip, cost/hour) (if applicable)
  > Have stakeholder support and availability of lead agencies

• **How much does the strategy reflect a coordinated effort?** Is coordination an element of the solution? How would the strategy encourage agencies to work with one another? Strategies are evaluated based on how successfully they accomplish the following:
  > Avoid duplication of services
  > Encourages agencies to work together to find efficient, effective solutions
  > Promote coordination of transportation services and other programs
  > Offer value to economic and regional development

### 4.6 Performance Measure Development

Performance measurement is crucial to determining the success of any coordinated planning project. For the successful adoption of performance measures, the purpose of measurement must be clarified and documented, as it will be in the technical memo produced for this task. The development of performance measures should be followed by establishing clear and simple goals and related objectives as a part of the coordinated planning process. Measures should also be aligned with the expected outcomes that the region aims at achieving through strategy implementation.

Our project team will work closely with the RTCC to develop relevant performance measures for the goals, objectives, and strategies formed throughout the course of this project. Our project manager has nearly 15 years of experience in developing performance measures for coordinated planning projects and mobility management programs nationwide and is a specialist in non-traditional performance measurement as well as subjective performance measurement.

The elements and data developed throughout the course of Task 4 will be compiled into a comprehensive technical memorandum for review by CAMPO and the RTCC. The memo will include maps, tables, and a narrative description of the information as well as methodologies used to compile and analyze the data, observations and findings, and strategy recommendations for the region. The appendices will include all technical data analysis and any relevant engagement sign-in sheets and stakeholder documentation.

### Task 4 Deliverables

- Nelson\Nygaard will produce a report (drafts and final) for the comprehensive needs assessment with all of the required elements and supporting materials.
**TASK 5: DEVELOPMENT OF THE 5-YEAR REGIONALLY COORDINATED TRANSPORTATION PLAN**

**Task 5.1 Draft Plan**

Nelson\Nygaard will prepare a draft report after all recommendations have been reviewed by the RTCC. The Draft Plan will address all items identified in the FTA checklist to ensure the updated plan meets all federal transit regulations associated with the Section 5310 program. It will also meet TxDOT guidelines and recommendations for the preparation and submittal of coordinated plans. The report will include a synthesis of the results of all previous work in logical chapter format with technical appendices and supporting graphics. The CAMPO staff liaison will provide a consolidated set of comments from the RTCC and any other organizations reviewing the report and Nelson\Nygaard will respond with changes and updates.

The plan contents will include an Executive Summary, and the following chapters that follow TxDOT guidance:

1. **Introduction**
2. **Transportation Resources in the Region**
3. **Comprehensive Assessment of the Public’s Unmet Transportation Needs, Assessment of Overlaps, and Gaps in Delivery of Transportation Services and Gap Analysis**
4. **Planning for Comprehensive Services**
5. **Integrated Planning Processes**
6. **Vision, Mission, Goals and Objectives**
7. **Sustainable Planning and Plan Implementation**
8. **Performance Measures**

The plan will include a technical appendices, and the chapters will be written to flow smoothly with accompanying graphics.

Prior to finalizing the plan, our team will (upon client request) present the draft final plan and recommendations to the any boards or formal official groups for review and approval.

**Task 5.2 Final Plan**

Based upon one set of non-conflicting comments from staff, Nelson\Nygaard will revise the Draft Plan and produce a Final Coordinated Plan. We will deliver the final document (including all supporting analysis files) in electronic form (Word and PDF), along with all electronic files used to create the report and any native GIS files used for analysis.

**Task 5 Deliverables**

- Nelson\Nygaard produce the updated 5-year Regional Coordinated Transportation Plan that includes all of the required elements (draft and final).
We expect this project to be completed by January 2022, and are able to work with CAMPO to adjust the schedule as needed. The table below shows a detailed sequence of tasks, subtasks, and milestones.

<table>
<thead>
<tr>
<th>Task Description</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TASK 1 PROGRAM ADMINISTRATION AND MANAGEMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Project Management and QA/QC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2 Project Management Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3 Kick-off Meeting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TASK 2 OUTREACH AND ENGAGEMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Stakeholder Engagement Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2 Review and Update Stakeholder Contact List</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3 RTCC/Steering Committee Meetings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4 Stakeholder Interviews</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.5 Community Outreach</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.6 Public Meetings &amp; Comment Periods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TASK 3 INVENTORY OF TRANSPORTATION RESOURCES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1 Programs Inventory and Summary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TASK 4 COMPREHENSIVE NEEDS ASSESSMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1 Review of Existing Plans, Studies, and Previous Coordinated Efforts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2 Demographic Analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3 Identification of Needs and Gaps</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.4 Vision, Goals, and Objective Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.5 Strategy Development &amp; Prioritization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.6 Performance Measure Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TASK 5 DEVELOPMENT OF THE 5-YEAR REGIONALLY COORDINATED PLAN</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.1 Draft Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.2 Final Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Timeline Key**
- D = Deliverable
- F = Final Deliverable
- M = Meeting
RESPONSIBILITY AND QUALIFICATIONS

Firm Qualifications

Nelson\Nygaard Consulting Associates, Inc.

Nelson\Nygaard Consulting Associates, Inc. (Nelson\Nygaard) is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson\Nygaard has grown from its roots in transit planning to a full-service transportation firm with over 115 people in offices across the United States. In keeping with the values set by our founders, Nelson\Nygaard puts people first. We recognize that transportation is not an end by itself but a platform for achieving broader community goals of mobility, equity, economic development, and healthy living. Our hands-on, national experience informs but doesn’t dictate local solutions. Built on consensus and a multimodal approach, our plans are renowned as practical and implementable.

Nelson\Nygaard’s areas of expertise include:

- **TRANSIT**
  Designing and developing great transit services for people

- **TRANSIT CORRIDORS**
  Building vibrant, equitable communities with high-quality transit at the center

- **STREETS AND CITIES**
  Balancing the mobility needs of everyone to create thriving places

- **ENGINEERING DESIGN AND DEVELOPMENT**
  Analyzing movement to improve connectivity and reduce environmental impacts

- **EMERGING MOBILITY**
  Collaborating on solutions for people in a new era of mobility

- **PARATRANSIT AND COMMUNITY TRANSPORTATION**
  Achieving service/cost performance and ADA compliance for demand-responsive services

- **MOBILITY MANAGEMENT**
  Coordinating and enhancing an individual’s access to more mobility options

- **CAMPUS MOBILITY**
  Improving mobility choices at university, corporate, and medical workplaces

- **PARKING AND DEMAND MANAGEMENT**
  Creating livable places with better management of parking supply and demand

- **ACTIVE TRANSPORTATION AND SAFETY**
  Making places better for people to walk, bike, and gather
Public Transit—Human Service Transportation Coordination Experience

Nelson\Nygaard has developed numerous coordination plans across the U.S., many in response to FAST Act requirements and United We Ride initiatives. Our coordination experts have been helping states, regions, and counties develop, implement, and manage coordinated planning efforts and systems since the late 1970s. In addition, our participation in national research efforts on coordination has kept us abreast of recent innovations.

Public/Stakeholder Involvement & Facilitation

Nelson\Nygaard’s public involvement expertise can be harnessed to reach the broadest array of stakeholders. We are adept at conducting focus groups, workshops, and other education and awareness efforts, and have facilitated the establishment of state and regional level coordinating councils. Inclusive participation and input enhances local ownership and provides a foundation for progress.

Coordination Strategies

We understand that coordination is a process and that the best solution often encompasses a set of simple and more complex strategies all along the “coordination continuum.” We also recognize which strategies make sense locally and which are sustainable. Because our staff continues to be at the forefront of coordination planning across the U.S., we are familiar with innovative solutions to augment other coordination strategies that have stood the test of time.

Provider Inventories and Needs Assessments

Nelson\Nygaard's coordination experts, armed with a kitbag of proven supporting tools and techniques, are skilled at developing inventories of providers and services, mapping demographic and employment-related trends, and assessing service gaps and redundancies.

Nelson\Nygaard’s Paratransit Project Across the U.S. and Canada

Map showing the distribution of paratransit projects across the U.S. and Canada.
Cultural Strategies

Cultural Strategies is experienced in providing marketing, public information, and community engagement services on various projects for the City of Austin and its departments, including the Transportation Department, Parks and Recreation, Public Works, Austin Resource Recovery, and Development Services to name a few. They have also provided strategic consultation and coordinated public outreach programs for Capital Metro – Project Connect and the Lone Star Rail District. Their approach reflects best practices and standards for success in marketing communications, public information and community involvement, employing varied tactics that include audience segmentation, conducting primary research, placing targeted media buys in both broadcast and digital platforms, and managing experiential marketing campaigns that engage diverse audiences.

Public Engagement

It is critical for Cultural Strategies’ marketing or public engagement campaigns to understand the needs and desires of the stakeholders who are most affected by the proposed initiative or solutions. Persuasive campaign messaging needs to speak to unique experiences and perspectives to spark a connection, often times reflecting geographic, demographic, cultural, and socio-economic characteristics. Because different people have different experiences, preferences and constraints, campaign planning should consider diverse levels of brand and campaign engagement. Their approaches seek to leverage relationships with community and organizational leaders and institutional partners to reach targeted audiences, recruit community advocates to engage those who are hard-to-reach, and bring behavioral change pathways that feel authentic to the cultural personalities of each audience group.

Their approach to multilingual communications has been to ensure that key cultural insights are embedded in the strategy and implementation of all marketing and communications efforts. They strongly believe that effective multicultural communications is not about mere “segmentation” but rather about emphasizing the integration of multicultural communities from the inception of the project’s development.

Agency Capabilities Include:

- **Marketing & Communications**
  - Research & Insights
  - Brand & Identity Development
  - Message Development
  - Creative Execution
  - Media Planning/Buying
  - Communication Plans
  - Earned Media
  - Bilingual Custom Publishing
- **Engagement**
  - Public Engagement/Public Information
  - Multicultural Comm. & Outreach Plans
  - Partnership Development
  - Public & Stakeholder Coalition Building
- **Advocacy**
  - Cause-Oriented Campaign Development
  - Coalition Building/Partnership
  - Grassroots Management
- **Web & Social Media**
  - Web site Design & Development
  - Social Media Strategy & Implementation
  - Search Engine Marketing
  - Spanish Translation/Transcreation
Nelson\Nygaard Key Staff

We are pleased to offer a team of experts in the transportation planning field with extensive experience in Coordinated Planning. Our project manager and key staff’s qualifications are described below. Brief Resumes can be found in the Appendix.

Meredith Greene, AICP, Principal | Project Manager

Meredith has 15 years of experience in Coordinated Human Service Transit Planning and Mobility Management projects.

Meredith has nearly two decades of experience in the transportation industry and 12 years in project management. She served as Project Manager for multiple coordinated human service and public transit projects in several states, including Colorado, Idaho, Arizona, Alaska, South Dakota, Texas, California, Oklahoma, Hawaii, and North Carolina. She has led multiple rural and large-scale transit planning projects at the county and city levels. In addition to coordinated and rural projects, Meredith has led multiple projects in the North Texas Metroplex: The North Central Texas Council of Governments, the cities of Dallas and Fort Worth, Dallas Area Rapid Transit, Denton County Transit Authority and the Trinity Park Conservancy.

Meredith conducted research for both the Texas A&M Transportation Institute and the Community Transportation Association of America for best practices in Mobility Management and Coordinated Public Transit-Human Service Transportation and is a specialist in non-traditional performance measures for coordinated planning, rural transit, and mobility management. She also led the Service Expansion project for Capital Metro in Austin, Texas. In that role, she helped to plan and coordinate transit between the MTA and various stakeholders throughout the region, preparing master plans and budgets for various transit plans, which included coordination between the MTA, the Department of Health, the County, and the rural transit provider, Capital Area Rural Transit System.

Jewel DeGuzman, Associate | Deputy Project Manager

Jewel turns ideas, data, and feedback into real solutions that improve mobility for all.

Jewel has more than five years of experience in the nonprofit, public, and private sectors with expertise in technical analysis and community engagement. She has supported transportation planning efforts throughout the nation for a wide variety of projects ranging from transit system redesigns to pedestrian safety projects. Currently, she is serving as the Deputy Project Manager for the Oklahoma Public Transit Policy and Plan, a statewide effort to enhance coordination among transit providers and to provide strategic direction for the newly created Office of Mobility and Public Transit. She is also working as a project planner to assess community transportation needs for the Yavapai County Passenger Transportation Study. This study played a role in the successful bid for more than $400,000 in FTA tribal transit grant funding. Highly organized, she has broad experience leading multiple project tasks such as data collection, survey implementation, and public engagement efforts.
Jacob Francis, Associate | Project Planner

Jacob believes that enhancing mobility options for cities begins with designing streets for pedestrians of all ages and abilities.

Jacob uses his background in parking and transportation demand management to support the development of walkable cities. Before joining Nelson/Nygard, Jacob worked to improve campus mobility for Cal Poly Pomona. He assisted by evaluating parking and transportation conditions and developing demand management goals and strategies for the University. Jacob is skilled in producing visual communications to aid in the general public’s understanding of complex planning concepts and lauds the effectiveness of community collaboration as a planning tool. As a transportation planner, his work is informed by his daily use of transit, his beginnings as a local land use planner, and passion for building data-driven plans that are inclusive of all people.

Lauren Mattern, Principal | Advisor

Lauren is motivated by seeing important projects become implemented reality.

Lauren brings over a decade of city and transportation planning experience, with a focus on transportation demand management and emerging mobility. She has unique expertise with data-driven decision-making, agile project management, and public communications strategies. Lauren connects transportation projects with broader city goals, such as economic development and public health, leading both technical projects and conceptual policy development. She’s led pricing policy projects using new technology and coordinating with a variety of technical experts and public officials. Her rich municipal experience implementing technically challenging projects allows her to build projects that are both forward-thinking and highly implementable. In an era of changing mobility options, Lauren helps clients connect back to their goals to help navigate change and achieve clear outcomes.

Kevin Ottem, Assistant Visual Communications Supervisor | Visual Communications

Kevin translates text into workable, engaging documents.

A document designer and writer with over thirty-five years of professional experience, Kevin specializes in fitting form to content, creating imaginative layouts that engage the intended audience by telling the intended story in a concise and graphic manner. Kevin has worked with Meredith on multiple coordinated planning projects and possesses a keen understanding of how to graphically showcase coordinated plan elements.
Cultural Strategies Key Staff

Sebastian Puente, Co-Founder, President | Public Engagement Lead

As President of Cultural Strategies, Sebastian oversees and directs development of communication strategies for public and private entities.

Sebastian co-founded Cultural Strategies and serves as its managing partner. His experience spans over 20 years crafting, producing, and managing communications and media strategies for clients. As the chief operations officer for Hispanic Communications Network, Sebastian oversaw the production and syndication of daily and weekly cause-oriented radio and print campaigns, reaching millions of Spanish-speakers across the Western Hemisphere on over 160 radio stations, 60 newspapers, and four satellite radio channels. Among its clients were the National Science Foundation, U.S. Department of Labor, U.S. Army, and Robert Woods Johnson Foundation. Sebastian led the development of a leading print and online media company that served thousands of Spanish-speaking homes with local search services in Texas and Georgia, and was the publisher of Club Deportes, a weekly Spanish-language sports newspaper recognized nationally in 2008 with two José Martí Publishing Awards. As President of Cultural Strategies, Sebastian has overseen and directed development of communication strategies for public and private entities including The University of Texas System, The City of Austin, Sendero Health Plans, and The Texas Association of Community Health Centers to name a few.

Juan Tornoe, Co-Founder, Chief Marketing Officer | Public Engagement Lead

Juan is passionate about clearly delivering concepts to and between English and Spanish audiences.

Juan has been working for more than 23 years on the media, agency and client sides of the marketing and advertising industry. A native Spanish speaker, fully bilingual since early childhood, he is passionate about clearly delivering concepts to and between English and Spanish audiences. He has successfully worked on copywriting, market research, advertising planning, and translations with surgical detail within a wide range of industries, including healthcare, education, quick service restaurants, nonprofits, entertainment, local government, financial services, utilities and media companies. His copywriting has shaped marketing, advertising, and public information projects for the City of Austin, Texas Association of Community Health Care Centers, and Seton Healthcare Family. He has conducted both qualitative and quantitative market research for a variety of clients, including Central Health, The City of Dallas, the Austin Downtown Alliance, the University of Texas at Austin, and Texas Gas Service.
Availability

Nelson\Nygaard staff is fully available and capable of performing the work as described in the scope of work. Our staff, although working on a few projects at once, are trained to balance the needs of clients. We pride ourselves on getting our work done, and a good portion of our work is from repeat clients because they are happy with the quality of our work and our ability to meet deadlines. Below we have included information on our key staff’s involvement in the project, the amount of time they will be on-site, and the percent of their time dedicated to this project.

<table>
<thead>
<tr>
<th>Key Staff</th>
<th>Anticipated Amount of Time On-Site*</th>
<th>Percent of Time Dedicated to this Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meredith Greene</td>
<td>50 Hours</td>
<td>35%</td>
</tr>
<tr>
<td>Project Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jewel DeGuzman</td>
<td>50 Hours</td>
<td>40%</td>
</tr>
<tr>
<td>Deputy Project Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lauren Mattern</td>
<td>12 Hours</td>
<td>20%</td>
</tr>
<tr>
<td>Advisor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jacob Francis</td>
<td>40 Hours</td>
<td>40%</td>
</tr>
<tr>
<td>Project Planner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sebastian Puente</td>
<td>50 Hours</td>
<td>30%</td>
</tr>
<tr>
<td>Public Engagement Lead</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Juan Tornoe</td>
<td>50 hours</td>
<td>30%</td>
</tr>
<tr>
<td>Public Engagement</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Anticipated time on-site depending on COVID-19 restrictions.

Current Projects for Meredith Greene, Principal and Project Manager

Below we’ve listed the current projects our Principals assigned to this project along with their expected completion date.

- Hawaii Statewide Public Transit-Human Services Coordination Plan, to be completed 12/2021
- Alaska Centralized Dispatch Coordination Implementation Project, to be completed 6/2021
- Sonoma County Connected Communities Coordination Project, to be completed 3/2021
- Boulder County Electric Vehicle/Affordable Housing Research, to be completed 2/2021
Project Management

Nelson\Nygaard’s approach to project management is one of strong leadership, attention to detail, and continuous quality assurance procedures.

At Nelson\Nygaard, our approach to project management is simple. We select our most experienced principal staff to lead our projects, form teams where staff experience is aligned with project need, and deliver the highest quality products in the industry. For this project we have included an experienced project manager and deputy project manager. Both have worked together in the same roles on other projects and are able to hit the ground running together on for this Coordinated Plan. Our project manager and deputy project manager’s qualifications are further described in the Responsibility and Qualifications.

Keys to our project management success include:

- **Clear and detailed work plan and schedule:** Our project management team has delivered Coordinated Plan in many states. We have a proven process and understand the temporal requirements of each step, know what data to ask for early, and which milestones require stakeholder and policy maker inputs.

- **Partnerships with subconsultants:** Equally important to our working relationship with CAMPO, is the communication that Meredith establishes with subconsultants. All team members report directly to Meredith for scheduling, coordination, and administrative issues. We copy all members of the team when communicating between project participants and schedule regular team meetings.

- **Quality control procedures:** We have well-established protocols for project kick-off through planning completion, delivery of final documents, and project closeout. Our Project Management Handbook includes requirements for establishing a realistic scope of services, work tasks, schedule, and fees; coordinating team member and subconsultant work responsibilities; establishing criteria for maintaining consistent monthly invoicing and status reports; and review of work products before client delivery.

- **Regular, consistent communication:** We will establish regular project management meetings with the client project management team. This structure will be determined in the project kick-off meeting and will comply with COVID-19 restrictions that work best for all.

- **Technically driven:** Because our project management team members are also technical experts, we are able to focus project management meetings and activities on substantive discussion around technical work and delivering process decisions quickly.

Internal Management of Subconsultants

Our subconsultants are selected based on their competence in their special field of expertise and successful working relationships on previous assignments. Their assigned project responsibilities, schedule, budget, and quality expectations of their deliverable products are negotiated with our project manager prior to project kickoff and are included in the written contract to provide specific services.

Procedures for maintaining quality control and product compatibility are explained by the project manager, who is the main contact for management and oversight of the subconsultant. Subconsultant's tasks, responsibilities, and expectation are discussed in the proposal phase and finalized in an internal kickoff meeting. Consistent communications and check-in meetings will keep all team members on schedule and within budget. Additionally, we use a cloud-based file sharing system that allows easy access to shared project documents and files with our subconsultants.

The following table highlights how each team member will be involved on tasks throughout the project. This table will be officially updated as a part of the project management plan upon Notice to Proceed:

<table>
<thead>
<tr>
<th>Team Member</th>
<th>TASK LEAD</th>
<th>SUPPORT LEAD</th>
<th>SUB</th>
<th>START</th>
<th>END</th>
</tr>
</thead>
<tbody>
<tr>
<td>1: Project Admin and Management</td>
<td>Meredith</td>
<td>Jewel</td>
<td>Cultural Strategies</td>
<td>Jan 2021</td>
<td>Dec 2021</td>
</tr>
<tr>
<td></td>
<td>Greene</td>
<td>DeGuzman</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2: Outreach and Engagement</td>
<td>Meredith</td>
<td>Jewel</td>
<td>Cultural Strategies</td>
<td>Feb 2021</td>
<td>Dec 2021</td>
</tr>
<tr>
<td></td>
<td>Greene</td>
<td>DeGuzman</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3: Inventory of Transportation Resources</td>
<td>Jewel</td>
<td>Jacob</td>
<td></td>
<td>Mar 2021</td>
<td>Jun 2021</td>
</tr>
<tr>
<td></td>
<td>DeGuzman</td>
<td>Francis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4: Comprehensive Needs Assessment</td>
<td>Meredith</td>
<td>Jewel</td>
<td>Cultural Strategies</td>
<td>Mar 2021</td>
<td>Oct 2021</td>
</tr>
<tr>
<td></td>
<td>Greene</td>
<td>DeGuzman</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5: Draft and Final Plan</td>
<td>Meredith</td>
<td>Jewel</td>
<td>Cultural Strategies</td>
<td>Sept 2021</td>
<td>Dec 2021</td>
</tr>
<tr>
<td></td>
<td>Greene</td>
<td>DeGuzman</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Outreach During COVID-19

The COVID-19 pandemic and resulting social distancing have reshaped the transportation landscape, including how we approach public and stakeholder engagement. While many online engagement tools and platforms exist to help facilitate stakeholder working groups and collect feedback from the public, it’s important to assess the possible barriers that vulnerable communities may experience, particularly if digital and online platforms are the only means to engage in a process. In order to ensure inclusive, equitable, and diverse public outreach and engagement, we developed Principles for Equitable Public Outreach and Engagement, a guide comprised of ten principles to prioritize equity and inclusion in our engagement processes.

Nelson\Nygaard has also developed a virtual engagement toolkit that inventories existing tools for online engagement, evaluating each tool by cost, features, and equity considerations. These include tools for virtual interactive meetings, livestreaming, presenting information (maps, data visualizations, videos, animations), co-creation and brainstorming, map-based community input, and surveys. This toolkit is extensive and organized to help tailor engagement strategies to the specific needs of the project.

For the Sustainable Transportation Plan for Arlington, MA, we led a virtual focus group using interactive maps that allowed participants to document issue and opportunity areas as we went through the meeting. Participants could also drop dots, stars, shapes, and other comment boxes on top. The mapping tool also allows for auto-saving a screengrab of the map to participants’ desktops.
Spanish Translation and Bilingual Outreach Support

Nelson\Nygaard takes pride in ensuring that our plans and outreach materials are accessible to all community members, including non-English speakers. Our Spanish translation team provides support for translation of surveys, graphics, maps, posters, and other materials that ensure that Spanish-speakers are empowered to participate in our community outreach process. Several of our planners are native Spanish-speakers and all members of the translation team have full professional fluency. We are also committed to collaborating with community engagement firms who offer translation and outreach support in other languages when necessary.

Our subconsultant Cultural Strategies will also provide support for Spanish outreach and translation as needed.

Racial Equality

Heightened awareness of racial equity concerns following the death of George Floyd in May 2020 among those in positions of power is impacting the transportation industry in ways that should result in better accessibility to resources and improved safety for all bodies. It is now clearer to white planners that race-neutral policies are not, in fact neutral. This project will carry forward the outcomes of the previous planning studies in the area by detailing where promoting historically marginalized voices will be important in project implementation and sustainability.

Natural Disasters

Our project team has the unfortunate experience of working with clients who have experienced more than their fair share of natural disasters. In addition to COVID, we have worked with clients that have had to navigate project management through wildfires, blizzards, and flooding due to hurricanes. Throughout the past two years, one California client experienced two wildfires in back-to-back years, all through the course of our coordinated project. Our team is experienced at working within these sensitivities and has a keen understanding of how to incorporate emergency management processes into coordinated plans.
The future of Las Vegas is more than a vibrant tourism economy. Over the last decade, the proportion of older adults in Nevada’s most populous county has increased, a massive Veterans Affairs hospital complex has opened, and future projections expect continued growth in older adults choosing to retire and age in place. With this change, the region can expect higher demands on the transportation network and human service sector.

Southern Nevada’s leaders have created partnerships with community organizations and technology leaders alike to offer a diverse array of demand-response transit services to meet such needs. Meanwhile, the region faces challenges in accommodating bus riders in the desert climate, providing convenient social services within every neighborhood, and increasing the necessary revenues to support transit operations. Through a planning process that values collaboration, communities, and the personal experience of people who ride transit, Nelson\Nygaard is proud to assist the Southern Nevada region in meeting its transportation challenges.

Thanks to the input from over 300 representatives of transportation, health, and human services organizations, the Southern Nevada Coordinated Transportation Plan is a working directive to build community awareness of transit programs, leverage technology to improve system accessibility, overcome institutional siloes, and reduce service imbalances in historically marginalized communities. Approved in 2020, multiple plan recommendations have already begun to manifest, including:

- A federal grant for studying future microtransit service particular to low-income areas
- Programs to expedite grocery deliveries to households lacking access to healthy food
- Statewide advocacy for a coalition of transit agencies and increased flexibility in Medicaid appointment transportation coverage

With stakeholder group meeting on a quarterly basis to continue implementing the plan, Southern Nevadans are continuing to do the work of serving older adults and people with disabilities.
The Atlanta Regional Commission (ARC) adopted its Human Services Transportation (HST) Plan in 2016. This study builds on the adopted plan by focusing on realistic and practical opportunities to strengthen coordination among service providers. The goal is to advance implementation strategies that work for regional stakeholders including advancing the use of technology. The project will update information on existing county-based and regional providers and

During its earlier work for ARC, Nelson\Nygaard identified six priority mobility management strategies:

- ADA paratransit coordination and cost saving strategies
- Taxicab strategies: subsidy program, accessible vehicles, and transit use of taxis
- Coordinated travel training program
- Coordinated voucher and volunteer driver programs
- Regional network of local mobility managers
- Veteran’s volunteer driver network

The current study is focused on advancing these strategies to implementation, particularly in light of the recent establishment of the Atlanta-Region Transit Link Authority (the ATL), increasing coordination among regional and county transportation and human services providers, and identifying technology resources that can be used to improve efficiencies, and improve the customer experience.
The purpose of this project is to update the Hawaii Department of Transportation's (HDOT) Coordinated Public Transit Human Service Plan (CSP) for the Counties of Hawaii, Maui, and Kauai. Due to the unique nature of Hawaii being an island state, the plan, while created for the state as a whole, will assess transportation in each of the three counties independently. As a statewide plan, this project will also acknowledge the separate planning efforts for coordinated and human services public transit occurring in the City and County of Honolulu. Honolulu's MPO is currently undertaking their Regional Coordinated Public Transit Human Service plan, which Nelson\Nygaard is managing as well.
Cultural Strategies Experience

AUSTIN TRANSPORTATION DEMAND MANAGEMENT BRANDING AND WEBSITE DEVELOPMENT  
2018–2019

Client: City of Austin Transportation Department, TX

Reference: Tien-Tien Chan, Austin Transportation Department, TDM Program Manager, Systems Development Division, 512-974-7939, tien-tien.chan@austintexas.gov

Key Staff: Sebastian Puente, Project Lead and Creative Director | Juan Tornoe, Research and Content Management

The City of Austin Transportation Department’s Transportation Demand Management (TDM) Program contracted Cultural Strategies for the development of consistent brand identity standards, a dynamic website design, and professional design services. For this project, Cultural Strategies performed best practices research, developed a name and brand for the program (GetThereATX), concept and design of a stand-alone, fully responsive website with researched and curated content.

PROJECT CONNECT BLUE LINE CORRIDOR | 2019–2022

Client: Capital Metro, TX

Reference: Jackie Nirenberg, Mgr. Community Involvement, 512-369-6201, Jackie.Nirenberg@capmetro.org

Key Staff: Sebastian Puente, Project Lead | Juan Tornoe, Research, Spanish Translation/Transcreation

The City of Austin Transportation Department’s Transportation Demand Management (TDM) Program contracted Cultural Strategies for the development of consistent brand identity standards, a dynamic website design, and professional design services. For this project, Cultural Strategies performed best practices research, developed a name and brand for the program (GetThereATX), concept and design of a stand-alone, fully responsive website with researched and curated content.

WILLIAMS DRIVE STUDY | 2017

Client: Capital Area Metropolitan Planning Organization (CAMPO), City of Georgetown, TX

Reference: N/A (Nelson\Nygaard was the prime consultant for this project)

Key Staff: Sebastian Puente, Project Lead | Juan Tornoe, Research, Spanish Translation/Transcreation

CS partnered with Civic Collaboration and Nelson\Nygaard to lead key elements of the public involvement tasks for the development and implementation of the Williams Drive Study, a joint project of the Capital Area Metropolitan Planning Organization (CAMPO) and the City of Georgetown. The study aimed at addressing historic and emerging mobility and economic development issues, with an aim to improve mobility and performance of the corridor.

Sebastian led the CS team in designing a public information plan that reached over 400 individuals by phone, delivered regular project updates and information to over 1,300 email accounts, and supported city staff with news media relations. CS also provided copywriting and design of event notices, meeting handouts, and social media content for both Facebook and twitter platforms. The initiative coordinated public input and review at three public meetings, a series of theme-specific stakeholder discussions, online comment tools and supported a public charrette coordinated by Nelson\Nygaard, the prime contractor for the study. The insights gathered through the public involvement process provided substantive feedback for the development of a set of recommendations adopted by the Georgetown City Council.
REFERENCES

Nelson\Nygaard has served hundreds of clients and we are proud of our positive relationships with them, enjoyed both during and after our collaborative projects. Below we have listed several relevant references that can speak to our high quality work and deliverables. We have also included references from our subconsultant partner.

**Nelson\Nygaard References**

**Regional Transportation Commission of Southern Nevada, Coordinated Public Transit-Human Services Transportation Plan Update**
Reference: Deborah Reardon, Principal Planner
702-676-1721, ReardonD@rtcsnv.com

**Atlanta Regional Commission, Atlanta Human Services Transportation Demand Response Study**
Reference: Sidney Douse III, AICP, Principal Planner
470-378-1595, sdouse@atlantaregional.org

**Southwest Colorado Council of Governments, Four Corners Coordinated Public Transit-Human Service Plan**
Reference: Jessica Laitsch, Administrative Assistant
970-779-4592, info@swccog.org

**Cultural Strategies References**

**City of Austin, Transportation Demand Management Branding and Website Development**
Reference: Tien-Tien Chan, TDM Program Manager
512-974-7939, tien-tien.chan@austintexas.gov

**Capital Metro, Project Connect Blue Line Corridor**
Reference: Jackie Nirenberg, Mgr. Community Involvement
512-369-6201, jackie.Nirenberg@capmetro.org
## BUDGET

The total fee for this project is $94,255 including all tasks presented in our scope of work in this proposal. The detailed budget below shows the breakdown of costs by task and hours per staff member.

### Nelson/Nygaard Labor Costs

<table>
<thead>
<tr>
<th>Staff Member</th>
<th>Base Rate</th>
<th>Hourly Rate</th>
<th>Labor Hours</th>
<th>Total Labor Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meredith Greens</td>
<td>$78.02</td>
<td>$78.02</td>
<td>30</td>
<td>$2,340.60</td>
</tr>
<tr>
<td>Jewell Dełużman</td>
<td>$34.85</td>
<td>$34.85</td>
<td>20</td>
<td>$697.00</td>
</tr>
<tr>
<td>Lauren Maltman</td>
<td>$66.66</td>
<td>$66.66</td>
<td>16</td>
<td>$1,066.56</td>
</tr>
<tr>
<td>Jacob Francis</td>
<td>$29.81</td>
<td>$29.81</td>
<td>8</td>
<td>$238.48</td>
</tr>
<tr>
<td>Kevin Othman</td>
<td>$46.79</td>
<td>$46.79</td>
<td>12</td>
<td>$561.48</td>
</tr>
</tbody>
</table>

### Subconsultant Costs

<table>
<thead>
<tr>
<th>Consultant</th>
<th>Rate</th>
<th>Labor Hours</th>
<th>Total Labor Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Strategies, Inc.</td>
<td>$41.47</td>
<td>14</td>
<td>$580.68</td>
</tr>
<tr>
<td>$41.47</td>
<td>14</td>
<td>$580.68</td>
<td></td>
</tr>
<tr>
<td>$32.73</td>
<td>20</td>
<td>$654.60</td>
<td></td>
</tr>
</tbody>
</table>

### Expenses

- **Direct Labor**
  - Total: $21,664
  - Subconsultants: $2,593
  - Cultural Strategies, Inc.: $1,208
  - Total: $14,459

- **Indirect Expenses**
  - Total: $2,500

- **Total Costs**
  - Total: $24,168

### Total Labor Hours

- **Task Total:** 122
- **Total Labor Hours:** 182
- **Total Travel Expenses:** $2,500
- **Total Misc. Expenses:** $4,200
- **Total Direct Expenses:** $4,700
- **Total Costs:** $93,046

### Task Description

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Project Management and QA/QC</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Project Management and Administration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Project Management and QA/QC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2 Project Management Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3 Kick-off Meeting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Cultural Strategies, Inc.</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Outreach and Engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Stakeholder Engagement Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2 Review and Update Stakeholder Contact List</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3 RTCC/Steering Committee Meetings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4 Stakeholder Interviews</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.5 Community Outreach</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.6 Public Meetings &amp; Comment Periods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Inventory of Transportation Resources</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Programs Inventory and Summary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.2 Task Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Comprehensive Needs Assessment</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Review of Existing Plans, Studies, and Previous Coordinated Efforts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2 Demographic Analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3 Identification of Needs and Gaps</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.4 Vision Goals and Objective Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.5 Strategy Development &amp; Prioritization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.6 Performance Measure Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Development of the 5-Year Regionally Coordinated Plan</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Draft Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.2 Final Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task Description</th>
<th>TOTAL HOURS</th>
<th>TOTAL LABOR COST</th>
<th>TOTAL TRAVEL EXPENSES</th>
<th>TOTAL MISCELLANEOUS EXPENSES</th>
<th>TOTAL DIRECT EXPENSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>120</td>
<td>$21,664</td>
<td>$2,500</td>
<td>$0</td>
<td>$4,200</td>
<td>$6,900</td>
</tr>
<tr>
<td>172</td>
<td>$24,168</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>182</td>
<td>$24,168</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task Description</th>
<th>TOTAL COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Strategies, Inc.</td>
<td>$24,168</td>
</tr>
<tr>
<td>Subconsultant Markup</td>
<td>$1,208</td>
</tr>
<tr>
<td>TOTAL COSTS</td>
<td>$25,377</td>
</tr>
</tbody>
</table>

**Regionally Coordinated Transportation Planning 5 Year Plan Update**

**Proposal**

**Capital Area Metropolitan Planning Organization**

**Nelson/Nygaard Consulting Associates, Inc.**
Disadvantaged Business Enterprise (DBE) Goal

Nelson\Nygaard has met the 25% DBE goal for this project by partnering with local firm Cultural Strategies for public engagement and outreach. Their DBE Certificate can be found in Appendix B.

Conflict of Interests/Debarment

Nelson\Nygaard is not currently participating in any projects that pose a conflict of interest. During the life of this contract, we will not engage in other projects with a third party that would pose a conflict of interest. Nelson\Nygaard is not barred from doing work involving federal funds and we can provide a signed Debarment Certification for our team members if we are selected for this project.

The CIQ form for Nelson\Nygaard and our subconsultant can be found in Appendix B.

Special Provisions relating to Local Government Officers

Nelson\Nygaard does not have any employees who are local government officers of a political subdivision that conducts business with CAMPO and is located within CAMPO’s geographic boundaries.
APPENDIX A
FULL RESUMES
Meredith Greene, AICP
Principal

Meredith has over eighteen years of experience in the transportation industry, fifteen years in coordinated human service planning and mobility management, and twelve years in project management. She served as project manager for multiple coordinated human service and public transit projects in several states, including Idaho, Hawaii, Arizona, Alaska, California, South Dakota, Colorado, South Dakota, Oklahoma, and North Carolina. She has also led multiple rural and large-scale transit planning projects at the county and city levels. Meredith has extensive experience working in Austin and the surrounding region. She is a former transit planner for Capital Metro, and former Chair of Austin’s Urban Transportation Commission. She has conducted extensive research in the Capital area during her tenure at Texas A&M Transportation Institute. She is a specialist in non-traditional performance measures for coordinated planning, rural transit, and mobility management. She also led research for the Community Transit Association of America in developing mobility management programming. She is well-versed in facilitating and managing large groups of stakeholders with differing opinions and is known for her ability to bring groups together to achieve a greater mission.

EDUCATION

M.A. Applied Geography—Land Use Planning, Texas State University, San Marcos, TX, 2003
B.A. Geography, Texas Tech University, Lubbock, TX, 2001

REGISTRATION

AICP, American Planning Association #025290, 2011

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.
Principal, October 2017–Present

- **Alaska Mat-Su Borough Centralized Dispatch Implementation Pilot Project, Wasilla, AK, 2020-Ongoing.** Meredith is project manager for this project, which builds on the 2018 Coordinated Public Transit-Human Services Plan adopted by the Borough. The centralized dispatch pilot is a strategy that was developed out of the plan, and Meredith is offering subject matter expertise for data collection and performance measure needs, as well as oversight of the project steering committee.

- **State of Hawaii Coordinated Public Transit Human Services Plan, Hawaii DOT, 2019-Ongoing.** Meredith is the project manager for this coordinated plan, operating as liaison between the DOT and stakeholders, and managing the project team and subconsultants. The objective of this project is to update the State of Hawaii’s Coordinated Service Plan (CSP) for the islands, as well as coordinate the outcomes with Honolulu MPO’s Coordinated Plan, a project that Nelson\Nygaard is also managing.

- **Sonoma County Connected Communities, Santa Rosa, CA, 2018-Ongoing.** Meredith is the project manager for Connected Communities, a coordinated planning project facilitated through the County’s Human Services Division. The focus of this coordinated project is the mobility of older adults in Sonoma County.

- **Atlanta Human Services Transportation Demand Response Study, Atlanta Regional Commission (Atlanta, GA) 2019-2020.** Meredith served as project manager. This study built on the adopted plan by focusing on realistic and practical opportunities to strengthen coordination among service
providers. The goal of the study was to advance implementation strategies that work for regional stakeholders including advancing the use of technology.

- **Oklahoma Statewide Transportation Plan and Policy (State of Oklahoma), 2019-2020.** Meredith was the project manager for the state of Oklahoma’s Transportation Plan and Policy development. The project was jointly managed by Oklahoma Department of Transportation and the Oklahoma Transit Association, and is the product of the legislature’s House Bill 1365, which funded a new division of Mobility and Transit for ODOT and set aside funding for a new statewide 10 year transit plan, as well as statewide mobility management.

- **Regional Transportation Commission of Southern Nevada Coordinated Public Transit-Human Services Transportation Plan Update (Las Vegas, NV), 2019-2020.** Meredith served as project manager for this plan update. The project inventoried existing transportation services, developed goals, objectives and strategies, identified service gaps, incorporated the addition of transportation network companies and new emerging technologies, and developed an actionable implementation plan.

- **Kern Rural Transit Alternative Services Transportation Development Plan, Kern Council of Governments (Bakersfield, CA) 2018–2020.** As project manager, Meredith oversaw all aspects of the project, including client and sub management, QA/QC, reviewing research, analyzing demographic data and past plans to identify the propensity and demand for transit service in rural municipalities and unincorporated areas of Kern County.

**PREVIOUS EXPERIENCE**

**Texas Transit Association, Austin, TX**
Executive Director, 2015–2017

Oversaw the day-to-day operations of the state transit association. Planned and managed logistics for multiple association events for member and non-member transit agencies, including annual conference & expo, fall training, legislative seminar, member meetings and receptions. Established and managed annual TTA budget, bi-annual legislative agenda, and made recommendations to the Board on updates and creation of TTA’s bylaws and policy documents. Assisted multiple transit agencies with needs varying from training to grant writing and conducted multiple onsite agency visits throughout the year.

**Texas A&M Transportation Institute, Austin, TX**
Associate Research Scientist, 2011–2015

Four primary responsibilities included conducting research, providing technical assistance to agencies, conducting workshops and supervising employees. Managed multiple research projects funded by transit providers, state DOTs and several national agencies, including the Federal Transit Administration. Research included non-traditional performance measures for public transit, mobility management, and regional coordination, as well as research on mobility investment priorities, and guidebooks for facilities planning and development. Technical assistance to transit providers included finance and budgeting, planning and operations, asset management, and grants management. Workshops included trainings for boards of directors, regional transit coordination, benchmarking and performance measurement, and Transit 101.

**Capital Metropolitan Transit Authority, Austin, TX**

Responsible for short and long-range planning, facilities, and operations projects. Developed future bus & rail plans, alternatives, and station analysis for regional service expansion as well as associated cost allocations and budgets. Researched and identified funding sources, including state and federal grants, to determine creative financing strategies for transit projects. Planned transit routes and multi-modal connectivity for future service changes, including fixed route design, service, and operation standards. Collaborated with the City of Austin, MPO, Council of Governments, Downtown Alliance and the DOT on a variety shared projects and developments.
Jewel DeGuzman
Associate

Jewel specializes in transit planning, emerging mobility, and multimodal solutions. With over five years of experience in the non-profit, public, and private sectors, Jewel possesses a strong technical background and a passion for community engagement. While at Nelson\Nygaard, she has worked on local, regional, and statewide transportation plans, and has partnered with state entities to elevate community participation in local planning processes. Highly organized with strong communication skills, her responsibilities often include project management, survey implementation, data analysis, report writing, and graphic design. Jewel is committed to promoting context-sensitive mobility solutions that improve the quality of life for all members of the community.

EDUCATION
M.A., Urban and Regional Planning, University of California, Los Angeles, 2016
GIS Certificate of Competency, Rio Hondo College, 2013
B.A., Urban Studies/Psychology and Social Behavior, University of California, Irvine, 2010

EXPERIENCE
Nelson\Nygaard Consulting Associates, Inc.
Associate, 2017–Present

Transit Planning

- **Oklahoma Public Transit Policy Plan, Oklahoma Department of Transportation and Oklahoma Transit Association, (State of Oklahoma) 2019–Ongoing.** Jewel is serving as Deputy Project Manager for the Oklahoma Public Transit Policy Plan. In her role, she has taken the lead on public engagement efforts, which includes scheduling and participating in interviews with transit agencies and other stakeholders across the state. In partnership with ODOT and OTA, this statewide plan will set the foundation for transit investments and provide a vision for transit improvements over a 10-year horizon.

- **Yavapai Passenger Transportation Study, Northern Arizona Council of Governments (Prescott, Arizona) 2019–Ongoing.** The Yavapai Passenger Transportation Study involves an assessment of transportation needs for residents of Yavapai County, which will inform the recommendations for increasing and expanding transportation throughout the study area. The study covers all passenger transportation, including services provided by public or private agencies and non-profit services, including public transportation, taxis, ride-hail services, vanpools, and medical transportation. Serving as a project planner, Jewel is assisting with the review of past plans, case studies, and development of recommendations.

- **High Capacity Bus Study, Sacramento Regional Transit District (Sacramento, CA) 2020–Ongoing.** Nelson\Nygaard is part of the consultant team studying corridors in SacRT’s service area to be upgraded with capital improvements that contribute to speed and reliability. As a project planner, Jewel developed a High Capacity Transit (HCT) toolbox for wide dissemination among project stakeholders and is currently conducting a land use evaluation among five potential HCT corridors.

- **Northwest Arkansas Transit Study, Confidential Client, (Benton and Washington counties, AR) 2019.** Jewel served as the deputy project manager on a comprehensive analysis of the existing and future opportunities for transit service in Northwest Arkansas. This project entailed a review of local and regional transit services in similar communities nationwide and research into emerging international trends that have been proven to enhance transit. In addition, Nelson\Nygaard identified a series of demonstration projects that could be accomplished through a variety of public and private entities to catalyze a positive focus on transit investment in the region.

- **Torrance Transit Comprehensive Operational Analysis, City of Torrance (Torrance, CA) 2018–2019.** As project planner, Jewel led the online survey analysis, conducted a review of local and regional plans, and presented transit service alternatives to the public to gather feedback. This comprehensive assessment of transit service included an analysis of existing and future conditions, a robust community engagement plan, development of service improvements, and a capital improvement plan.
Long Beach-UCLA Express Implementation Plan, Long Beach Transit (Long Beach, CA) 2018 and 2020. Following the completion of a Comprehensive Operational Analysis for Long Beach Transit, Jewel assisted with the process of developing an implementation plan for a new commuter express service connecting Long Beach to UCLA. This process included an analysis of survey data, employee home address data, and Census LEHD data to estimate the size of the market for the service. Nelson\Nygaard also conducted field tests of operating times, which are highly variable given congestion on Interstate 405 in the study area. Long Beach Transit began operating the service, which is the first commuter service operated by Long Beach Transit, in Spring 2019. In 2020, Nelson\Nygaard was hired to conduct an evaluation of the first year of the express service, which surpassed initial ridership projections. This service has received a TIRCP grant that will provide Long Beach Transit with five battery electric over-the-roach coaches to enhance the service as it moves to permanent operation.

Transit to Open Space Plan, LA Metro (Los Angeles, CA) 2017-2019. Jewel translated written recommendations into visual, report-ready maps that highlighted five different potential service types that could be implemented in LA County to connect disadvantaged communities to regional parks, beaches, and mountain trails. Strategies ranged from express connections to on-demand connections from rail stations.

Comprehensive Operational Analysis, Long Beach Transit (Long Beach, CA) 2016-2018. Jewel developed graphics to support the proposed vision of Long Beach Transit’s (LBT) future bus network and conducted GIS analysis to determine how many new riders would have access to frequent service. She also evaluated online survey responses regarding travel patterns and identified major themes brought forth by survey respondents to improve LBT’s services. This project will provide a comprehensive analysis of Long Beach Transit’s fixed routes, which have not changed in over a decade.

Transportation and Mobility Plans

Casper Long Range Transportation Plan, Casper MPO (Casper, WY) 2018-2020. Jewel served as lead planner, supporting the community engagement, data analysis, and overall development of this LRTP. Her responsibilities included meeting with town planners, Department of Transportation officials, and other stakeholders to determine how to improve access and mobility in the Casper Area. Nelson\Nygaard was hired to conduct a federally mandated update of the LRTP for the Casper Urbanized area and to provide a plan for the development of transportation infrastructure for a 30-year horizon, to the year 2048.

Santa Maria-SLO Transportation Connectivity Plan, Santa Barbara County Association of Governments (Santa Maria and San Luis Obispo County, CA) 2017. Jewel led the existing conditions analysis on this joint effort between the Santa Barbara County Association of Governments (SBCAG) and the San Luis Obispo Council of Governments (SLOCOG). Santa Maria, in northern Santa Barbara County, is a growing population center that is connected across the county line to San Luis Obispo by Route 10, an all-day transit service that provides a multitude of trip types, including commuters and students. This study identified opportunities to enhance Route 10 service and assessed funding options that could be employed for joint support of the service between the two counties.

Transit Master Plan, Orange County Transportation Authority (Orange, CA) 2016-2018. Jewel analyzed corridors in Orange County using geographic information systems (GIS) to determine the feasibility of new or increased transit services. This transit master plan for Orange County covers an area of three million people with a diverse population, a mix of urban and suburban communities, and major destinations such as Disneyland. In addition to developing a long-term plan for high-capacity transit in major corridors, the study addressed the role of emerging technologies (transportation network companies and autonomous vehicles), developed transit-supportive land use guidelines, and developed an investment framework to guide policymaking regarding allocation of limited resources.
Jacob uses his background in parking and transportation demand management to support the development of walkable cities. Before joining Nelson/Nygaard, Jacob worked to improve campus mobility for Cal Poly Pomona. He assisted by evaluating parking and transportation conditions and developing demand management goals and strategies for the University. Jacob is skilled in producing visual communications to aid in the general public’s understanding of complex planning concepts and lauds the effectiveness of community collaboration as a planning tool. As a transportation planner, his work is informed by his daily use of transit, his beginnings as a local land use planner, and passion for building data-driven plans that are inclusive of all people.

EDUCATION
B.S., Urban and Regional Planning, California State Polytechnic University, Pomona, CA, 2019

EXPERIENCE
Nelson\Nygaard Consulting Associates, Inc.
Associate, 2019–Present

- **Downtown Circulator Study, Downtown Austin Alliance (Austin, TX) 2020-Ongoing.** Held stakeholder discussions to support the development of an Existing and Emerging Conditions Report. Analyzed bike and scooter share micromobility data, researched origin-destination patterns between CBD and surrounding neighborhoods, and examined peer city circulator systems—all to coordinate a profile of recommendations for a potential downtown circulator system to complement Capital Metro service to move residents, employees, and visitors throughout the center of Austin.

- **Project Connect Corridor Preliminary Engineering and Environmental, Capital Metro (Austin, TX) 2019–Ongoing.** Technical analysis and graphic development of two Locally Preferred Alternatives for new start Light Rail Transit (LRT) lines. Produced designs, costs, and public-facing documents and materials to display work and demonstrate best practices, key decisions, challenges, and opportunities. Delivered presentations and facilitated open houses to share system design concepts with agencies and public stakeholders.

- **Dallas Fair Park Master Plan, Fair Park First (Dallas, TX), 2019-2020.** On a team led by Perkins + Will, Nelson\Nygaard is developing circulation and access recommendations for an update to the master plan for Fair Park – the site of large events like the Texas State Fair. Supported with analysis of existing mobility conditions at the campus, and assisted in developing recommendations for multimodal improvements to external park access and internal park street infrastructure, better integration with the existing DART light rail stations, and a high-level evaluation of parking policy and special-event TDM strategies.

- **Mountain View Lot 12 Parking and Transportation Demand Management Plan, EAH Housing (Mountain View, CA) 2020.** Analyzed parking and transportation demand management needs for a proposed 100% affordable housing, 200-thousand square foot mixed-use development and produced a comprehensive TDM plan to support a 40-percent reduction in trips to the proposed site. Cultivated an two-part approach employing comparable developments with up to 100% affordable housing components found via the GreentTRIPS database and applied a portfolio of CAPCOA trip reduction measures to achieve a parking ratio of .5/spaces per dwelling unit and 0-spaces for non-housing uses.

- **South Congress Parking Study, Downtown Austin Alliance (Austin, TX) 2019.** Held stakeholder discussions to support the development of management strategies and policies. Supported in report writing and graphic development of the Phase 1 analyzing existing conditions and near-term solution development.

- **Confidential Transportation Impact Analysis Client (Los Angeles, CA) 2019.** Performed comprehensive transportation impact analysis for a transit-oriented development using the Los Angeles Department of Transportation VMT Calculator. Drafted TIA and analyzed area conditions, researched best practices, and provided graphic support for the final document.
- **St. Louis Parking Study, St. Louis Development Corporation (St. Louis, MO) 2019-Ongoing.** Held stakeholder discussions to facilitate development of long- and near-term parking solutions and to coordinate a comprehensive parking and land-use data gathering effort. Worked with a team of subconsultants to engage in data gathering and parking counts. Held stakeholder discussions, analyzed salient area parking studies, evaluated parking inventory, queried current practices, documented existing conditions, and developed recommendations within a series of sub-area reports, to be compiled in a graphical final report in Summer 2020.

- **Bandera Road Corridor Plan (San Antonio, TX) 2019-Ongoing.** As a sub to local architecture and planning firm WorkShop, Nelson\Nygaard is leading the transportation analysis component of the City of San Antonio’s Bandera Road Corridor Plan. The Corridor Plan will provide the city with a blueprint for integrating land use, economic development, and mobility improvements to transform the corridor from a “through” place to a “to” place. Bandera Road is also State Highway 16, and the study area overlaps with a TxDOT-led initiative to develop mobility improvements along the facility, necessitating strategic coordination between the teams to ensure that recommendations benefit all users of this critical regional artery. Provided feasibility analysis for range of innovative intersection improvements. Developed technical graphics, including cross-section diagrams, for existing conditions analysis.

- **Austin MLS Stadium TDM Plan (Austin, TX) 2019.** Created a TDM strategy and gameday mobility plan for a proposed MLS stadium in Austin, TX. Analyzed existing transportation infrastructure and ticket sales data to develop a near- and long-term gameday mode share target. Produced a Mobility Playbook outlining key opportunities to leverage TDM programs to support of stadium priorities and city-wide policy goals.

**PREVIOUS EXPERIENCE**

**Cal Poly Pomona, Pomona, CA**
Transportation Demand Management Analyst, 2019
- Coordinate with Parking and Transportation Services (PTS) and the University President’s Office to analyze the impacts of bicycle and scooter share on campus.
- Evaluate digital assets and develop recommendations to communicate transportation information to campus users.
- Research and draft proposals for improving parking compliance.
- Coordinate with the Campus Master Plan committee by sharing research on the value of emerging mobility options and rideshare incentives with a focus on return on investment.
- Analyzed parking occupancy trends and developed recommendations for improved efficiency.
- Developed campus shuttle route changes and coordinated data collection efforts to improve the program.

**City of Dana Point, Dana Point, CA**
Planning Intern, 2017–2019
- Interpret downtown parking occupancy studies for department heads to present to the Parking and Circulation Oversight Task Force.
- Collaborate with SCAG and senior staff to certify the Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) for Dana Point.
- Developed an inventory of city and county owned public parking to improve seasonal shuttle route service planning and marketing of public parking.
Lauren Mattern brings over 12 years of city and transportation planning experience, with a focus on parking, transportation demand management, and emerging mobility. Before joining Nelson\Nygaard, Lauren served as Manager of Parking Policy and Technology at the San Francisco Municipal Transportation Agency, where she oversaw implementation of the innovative SFpark program and related parking policy efforts. She led pricing policy projects using new technology and coordinating with a variety of technical experts and public officials. Her rich municipal experience implementing technically challenging projects allows her to build projects that are both forward-thinking and highly implementable. In an era of changing mobility options, Lauren helps clients connect back to their goals to help navigate change and achieve clear outcomes.

EDUCATION
M.C.P., University of Pennsylvania, Philadelphia, PA, 2008
B.A., Political Science, Drake University, Des Moines, IA, 2006

EXPERIENCE
Nelson\Nygaard Consulting Associates, Inc.
Principal, 2017–Present; Senior Associate, 2015–2017

Transportation Demand Management
- American Cities Climate Challenge Technical Advisor (Austin, TX), 2019–Ongoing. Lauren is serving as transportation technical advisor on four Austin Climate Challenge initiatives, helping various City leads to quickly implement emissions-reducing parking and TDM strategies.
- Austin American-Statesman Parking and TDM Plan (Austin, TX) 2018–Ongoing. Lauren is leading the TDM and parking programming for this 19-acre site redevelopment, located in the South Central Waterfront District in Austin (formerly the Austin-American Statesman Newspaper Building). Key features include: developing a fully-shared parking system and developing a robust TDM plan.

Multimodal Plans
- Walkability Study, City of Des Moines (Des Moines, IA) 2016–Ongoing. Lauren serves as project planner on this ambitious project that is studying one-way to two-way street conversions, improving key bicycle connections, and recommending pedestrian enhancements, using transportation infrastructure to improve the vibrancy of the Downtown Des Moines area.
- South Pasadena General and Mission Specific Plan, City of Pasadena (South Pasadena, CA) 2016–2018. Oversaw parking data collection and analysis effort and formulation of new policies. The parking recommendations of this plan addressed staff-prioritized issues including potential parking districts, and updates to the existing density bonus provisions.
- Multimodal Transportation Plan, City of Madison (Madison, WI) 2015–2017. Lauren oversaw production of Madison’s long-range transportation plan document, synthesizing two years of analysis, developing policy recommendations, and adding review and direction to the impact of emerging mobility trends on the future of the transportation system. This Madison in Motion plan will guide future transportation decisions in Madison, to make Madison a more walkable, bikeable, and transit-oriented city.
- Transportation Planning, City of Breckenridge (Breckenridge, CO) 2015–2016. Lauren provided case study and exemplar research as the project team seeks to understand how other
resort cities have dealt with increasing traffic, affordability, resort growth pressures, transit needs, and pedestrian connections.

- **Santa Rosa SMART Station Access, City of Santa Rosa (Santa Rosa, CA) 2016.** Nelson\Nygaard was hired to help the City prepare for the opening of a new transit station of a brand new transit system. While the new station is located adjacent to a historic transit depot, the uses and priorities have long since evolved, and the area needed to be rearranged to accommodate essential transit linkages, bringing local buses, paratransit service, TNC and taxi zones, and a kiss-and-ride area near the station entrance, while supporting bicycle and pedestrian linkages. As Project Manager, Lauren guided a charrette process to come up with a Day One plan that could be swiftly implemented to meet an imminent system opening date, using temporary materials to deploy, test, and measure a station access design.

**Emerging Mobility**

- **Future Communities Pilot Program (FCPP), Southern California Association of Governments (SCAG), 2017-2018.** Nelson\Nygaard worked with SCAG to develop an application framework for a new grant program that provides local cities and counties with the resources needed to reduce transportation demand through the use of new technology and data solutions. Lauren served as project manager, leading research into new mobility practices, interviews with mobility experts, and shaping the Call for Project and evaluation approach. The first round of projects were selected and funded within a month of project completion, and will be implemented with a year's time from project close.

- **Emerging Technologies in Transit, Las Vegas High Capacity Transit Plan (Las Vegas, NV) 2018-Ongoing.** Lauren is finalizing a white paper on how the transit industry will be affected by emerging mobility trends such as automation, electrification, and a new suite of private mobility service providers. The work aims to lay out emerging trends, lessons learned, and how RTC and Las Vegas must prepare for a changing future.

- **CSU Channel Islands Parking and Transportation Demand Management Plan, CSU Channel Island (Camarillo, CA) 2016.** CSU Channel Islands, located in Ventura County, is in transition from a commuter campus to a full service campus, with ambitious growth targets. They hired Nelson\Nygaard to prepare a plan to guide sustainable transportation investments that are ambitious, yet achievable in a rural context and scalable to a small but growing campus. Lauren served as Deputy Project Manager, guiding the process of developing a multimodal, phased Parking and TDM Strategy for the campus, balancing costs and revenues of the system over a ten-year horizon.

- **Occidental College Campus Plan, Occidental College (Los Angeles, CA) 2015-2016.** Provided policy guidance and parking operations review to develop a traffic and parking management plan in anticipation of intensifying land uses on campus.

**PREVIOUS EXPERIENCE**

*San Francisco Municipal Transportation Authority, San Francisco, CA*

*Metropolitan Planning Group, Mountain View, CA*
City Planner, 2008–2009

**SELECT SPEAKING ENGAGEMENTS AND MEDIA**

- **Time Magazine, Park that thing! Data – and the startups that trade in it – could help lessen traffic congestion in cities, March 2, 2015**

- **NPR Marketplace, The tricky practice of pricing parking, March 13, 2015**
KEVIN OTTEM
Assistant Supervisor, Visual Communications

A document designer and writer with over thirty-five years of professional experience, Kevin specializes in fitting form to content, creating imaginative layouts that engage the intended audience by telling the intended story in a concise and graphic manner.

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Visual Communications Assistant Manager 1993–Present

After joining Nelson\Nygaard in 1993, Kevin was instrumental in setting up the file structure and workflow rules in Creative Services, becoming a key figure in defining the department’s role at the firm. As the lead developer of the firm’s Word and Adobe Creative Suite templates, he excels at troubleshooting technical and graphic challenges, translating text into engaging documents via his unique blend of layout and writing skills.

In addition to daily report editing and design for a wide range of client projects, recent project work includes:

**Coordinated Report Design (Microsoft Word and Adobe InDesign)**

- **Bus Plan, Capital Area Metropolitan Planning Organization (Wake County, NC) 2017-2018.** Designed and coordinated a wide array of deliverables and outreach materials, integrating the look of InDesign reports, flyers, posters, postcards and Word technical reports for a major bus study in Raleigh, NC

- **Paratransit Market Study, Lake County Division of Transportation (Lake County, IL) 2017–2018.** Layout and design for a suite of technical memos that were eventually consolidated into a final report.

- **Quality Review, San Francisco Municipality Transportation Authority (San Francisco, CA).** Developed customized color, font and theme templates for Word, Excel and PowerPoint based on a client style guide and customized to suit color blind and visually impaired users.

- **Strategic Plan, Los Angeles Bureau of Engineering (Los Angeles, CA).** Extensive layout design, iconography and infographics in InDesign and Illustrator.

- **Congestion Pricing Study, Seattle Department of Transportation (Seattle, WA).** Layout, infographics, and iconography for a report surveying issues involved in implementing congestion pricing in Seattle’s central city.

- **Transportation Master Plan, Rhode Island School of Design (Providence, RI).** Document design, layout, and templates for Rhode Island School of Design’s TMP study.

**Websites and Branding**

- **Transit Moves Fort Worth.** Designed and implemented a project website providing the public with an online information hub featuring project news, document downloads, and an email sign-up portal. ([https://www.transitmovesfortworth.com/](https://www.transitmovesfortworth.com/))

- **Champagne Urbana MTD Next Transit System Analysis.** Created a unified project brand and designed and managed an informational website and coordinated templates for reports, presentations and outreach materials.

**PREVIOUS EXPERIENCE**

Freelance Document Design - San Francisco, CA; Miami, FL, New York, NY
1980-1993

- Provided freelance document support to a wide range of companies in an assortment of diverse programs, including the Wang, WordPerfect, and the Microsoft and Adobe Suites. Clients included big and small law firms, major CPAs, multinational banks, and diverse small and medium-sized businesses.
Sebastian Puente | Co-Founder, President

3300 Bee Cave Road, #650 | Austin, TX 78746 | (512) 501-4971 Ext. 701 | spuente@cultural-strategies.com

Sebastian co-founded Cultural Strategies and serves as its managing partner. His experience spans over 20 years crafting, producing, and managing communications and media strategies for clients. As the chief operations officer for Hispanic Communications Network, Sebastian oversaw the production and syndication of daily and weekly cause-oriented radio and print campaigns, reaching millions of Spanish-speakers across the Western Hemisphere on over 160 radio stations, 60 newspapers, and four satellite radio channels. Among its clients were the National Science Foundation, U.S. Department of Labor, U.S. Army, and Robert Woods Johnson Foundation. Sebastian led the development of a leading print and online media company that served thousands of Spanish-speaking homes with local search services in Texas and Georgia, and was the publisher of Club Deportes, a weekly Spanish-language sports newspaper recognized nationally in 2008 with two José Martí Publishing Awards. As President of Cultural Strategies, Sebastian has overseen and directed development of communication strategies for public and private entities including The University of Texas System, The City of Austin, Sendero Health Plans, and The Texas Association of Community Health Centers to name a few.

2016/2017/2018 CURRENT OR RECENTLY COMPLETED PROJECTS

- City of Austin/Corridor Mobility Office/Kimley-Horn & Associates - Manchaca Road Corridor Mobility Plan
- City of Austin/Corridor Mobility Office/AECOM - Martin Luther King Jr. Blvd. Corridor Mobility Plan
- City of Austin/Local Mobility Program/Alliance Transportation Group - Latta Drive and Brush Country Road Substandard Street
- City of Austin Transportation Department/Kimley-Horn & Associates – Street Impact Fee Study
- Capital Metro/AECOM – Project Connect
- Capital Metro/HNTB – Project Connect Blue Line Corridor
- City of Austin Public Works/CasaBella Architects – ESB Mexican American Cultural Center Master Plan
- City of Austin Public Works/McKinney York Architects - Montopolis Recreation and Community Center Redesign
- CAMPO/City of Georgetown/Nelson Nygaard - Williams Drive Study
- City of Austin Planning and Zoning/Opticos Design - CodeNEXT
- Lone Star Rail District/Burns & McDonnell – Environmental Impact Study/Environmental Justice Plan
- City of Austin/Public Works – Safe Walk Safe Bike Campaign / Go Smart Austin
- City of Austin Transportation Department/Transportation Demand Management/Get There ATX

KEY PUBLIC INVOLVEMENT PROJECTS:

**Comprehensive Land Development Code Revision, City of Austin, Opticos Design:** Cultural Strategies served as the prime communications sub-consultant to support public involvement during Phase 1. Sebastian worked with a broader outreach team of sub-consultants which included Civic Collaborations, to build an outreach approach that engaged a diverse set of residents and community groups representing a broad-set of interests. He managed the CS team to design and implement a branding research study, development of a brand identity and key messaging platform. The firm’s scope included providing the City of Austin’s Planning and Review Department and Public Information Office news media recommendations and placement, website content development, creation of initiative collateral materials including handouts, invitations, and flyers, outreach to stakeholder groups to schedule small group presentations and promote attendance to three large-scale public events, and three community workshops. CS also implemented the design and approach for a Community Ambassador Program and drafting of all public-facing reports. Cultural Strategies is currently supporting Phase 4 with communications and public engagement consulting.

**Guadalupe Corridor Improvement Program, City of Austin, Kimley-Horn & Associates:** Cultural Strategies served as the primary communications sub-consultant to support the public involvement and strategic communications on the Guadalupe Corridor Improvement Program. Sebastian provided design strategy consulting and managed the CS team during the implementation of the community input process. Among the firm’s responsibilities was the development of a brand identity for the initiative, outreach to businesses, landowners, neighborhood associations, university stakeholders including students, mobility advocacy groups, among others. The initiative provided public input and review of technical plans at two public meetings, six stakeholder meetings and one business open house. The team coordinated news media coverage, promotion of events including social media content, and designed and implemented a 47-question survey instrument that garnered 783 responses.
Williams Drive Study, CAMPO, City of Georgetown, Nelson Nygaard: Out partnership with the Nelson Nygaard team lead key elements of the public involvement tasks for the development and implementation of the Williams Drive Study, a joint project of the Capital Area Metropolitan Planning Organization (CAMPO) and the City of Georgetown. The study aimed at addressing historic and emerging mobility and economic development issues, with an aim to improve mobility and performance of the corridor. Sebastian led the CS team in designing a public information plan that reached over 400 individuals by phone, delivered regular project updates and information to over 1,300 email accounts, and supported city staff with news media relations. CS also provided copywriting and design of event notices, meeting handouts, and social media content for both Facebook and twitter platforms. The initiative coordinated public input and review at three public meetings, a series of theme-specific stakeholder discussions, online comment tools and supported a public charrette coordinated by Nelson Nygaard, the prime contractor for the study. The insights gathered through the public involvement process provided substantive feedback for the development of a set of recommendations adopted by the Georgetown City Council.

PROFESSIONAL HISTORY

2009 to Current – President, Cultural Strategies, Inc., Austin, TX
Cultural Strategies is a marketing and communications firm with core competencies in developing marketing, advertising, and public engagement strategies for a Multi-cultural America. The firm provides its clients cultural insights, sound advice, effective marketing concepts, and persuasive communication strategies that enhance their company's impact and profitability through a well structured and deliberate course of action, contributing to the achievement of their economic, cultural, social, and political goals and objectives.

2001 to 2008 – Senior Vice President, Avenida América, Inc. Atlanta, GA/Austin, TX
Avenida América is an integrated communications company that provides culturally sensitive marketing and communications solutions to US based companies - both large and small – who seek to increase their revenues from the rapidly expanding Latino marketplace. It publishes 5 Spanish-language yellow page directories in two states (miAvenida páginas amarillas), maintains the first online national business directory of Spanish-speaking businesses (www.miavenida.com), operates a weekly Spanish-language sports newspaper in Central Texas (Club Deportes) and a daily radio program on ESPN Deportes., www.clubdeportes.com.

1999 to 2001 - VP & Chief Operating Officer, HCN Media, Washington, DC
Operating in over 20 countries, Hispanic Communications Network is the oldest and largest educational Spanish-language radio producer and syndicator in the Western Hemisphere, www.hcmedia.com.

1997 to 1999 - Chief of Staff, Self Reliance Foundation, Washington, DC
Self Reliance Foundation (SRF) is a 501(c)3 non-profit organization that fulfills its mission to empower minorities by disseminating practical information and facilitating access to community-based services. SRF oversees comprehensive educational campaigns using Spanish-language radio, print, and Internet to reach Latinos throughout the U.S. and Latin America, www.selfreliaancefoundation.org.

Education
• Certified, Systematic Development of Informed Consent (SDIC), Institute for Participatory Management and Planning
• Moving Image Arts/Radio/Television/Film, College of Santa Fe, Santa Fe, NM
• Santa Fe Community College, Santa Fe, NM
• Austin Community College, Austin, TX

Professional Activities
• 2018-2019 National Council Member American Israel Public Affairs Committee (AIPAC)
• 2004-2009 Board of Directors Greater Austin Hispanic Chamber of Commerce, South Austin Business Council, Hispanic Real Estate Professionals of Central Texas, San Marcos Hispanic Chamber of Commerce
• Media Panelist at National Latino Children’s Institute Conference, San Diego 2000
• Press Conference Participant for AHAA National Voter Registration Campaign. Other participants included Henry Cisneros, President of Univision, MacHenry Tichenor, CEO Hispanic Broadcasting Corporation, and special taped address by Vice President Al Gore 1999
• Department of Labor Guest at White House Reception for Saver’s Summit 1998
• Representative for HRN at National Hispanic Leadership Agenda Meetings 1998
• Advisory Board Member Latino Arts Festival, Santa Fe, NM 1998
Juan Tornoe | Co-Founder, Chief Marketing Officer

Juan has been working for more than 23 years on the media, agency and client sides of the marketing and advertising industry. A native Spanish speaker, fully bilingual since early childhood, he is passionate about clearly delivering concepts to and between English and Spanish audiences. He has successfully worked on copywriting, market research, advertising planning, and translations with surgical detail within a wide range of industries, including healthcare, education, quick service restaurants, nonprofits, entertainment, local government, financial services, utilities and media companies. His copywriting has shaped marketing, advertising, and public information projects for the City of Austin, Texas Association of Community Health Care Centers, and Seton Healthcare Family. He has conducted both qualitative and quantitative market research for a variety of clients, including Central Health, The City of Dallas, the Austin Downtown Alliance, the University of Texas at Austin, and Texas Gas Service.

SELECTED PROJECT EXPERIENCE

ARR’s Residential Curbside Composting Program Outreach, City of Austin
Juan leads the team contracted by Austin Resource Recovery (ARR) to inform and educate residents living in low diversion rate collection routes (historically, where high contamination within waste carts has been registered) within the expansion areas (3 so far) about the why and how of residential curbside composting, contributing to reach Austin’s Zero Waste Goal. Efforts include the implementation of door-to-door outreach initiatives, assisting during multiple ARR-organized open houses during each expansion phase, and either organizing stand-alone events or participating in already established events to inform the community about this program.

Smart Trips Austin, City of Austin
Smart Trips Austin is a partnership between the City of Austin and Capital Metro to help residents find transportation solutions that work for everyday trips, focusing on different neighborhoods each year. Juan led Cultural Strategies team during the last 3 years of the program, contributing with stakeholder engagement, development of community outreach and marketing approaches, Spanish translations, and survey implementation.

Bicycle Education Program, City of Austin
Juan was the team leader for the design and layout of Bicycle Education Program’s double-sided information sheets including information on personal biking encouragement, biking on the Austin bikeway network, biking to school, and bike commuting. Design – maintaining a consistent graphic identity – templates for door hangers, single-fold booklets, and a PowerPoint presentation for ongoing department use. Cultural Strategies also developed a name and logo for the program, consistent with the new Transportation Demand Management’s GetThere ATX brand (Also developed by Cultural Strategies). CS identified and reached out to local non-profit and for-profit organizations making them aware of the new bicycle educational resources available, for digital or physical distribution among their respective audiences.

OTHER RELEVANT EXPERIENCE

- Comprehensive Land Development Code Revision, Austin TX
- Lone Star Rail District: Lone Star Regional Rail Project - Environmental Impact Study, Austin, TX
- Fair Chance Hiring Ordinance Outreach, Austin, TX
- Martin Luther King Jr. Blvd. Corridor Mobility Plan, Austin, TX
- Street Impact Fee Study, Austin, TX
- Project Connect Blue Line Corridor, Austin, TX
- Go Smart, Austin, TX
- Homeland Security and Emergency Management Public Education Awareness Campaign, Austin, TX
- Emma S. Barrientos Mexican American Cultural Center Master Plan, Austin, TX
- Montopolis Recreation and Community Center Redesign, Austin, TX
- Central Health’s Affordable Care Act Awareness Initiatives, Austin, TX
Professional Highlights
Years of Experience: 23
Cultural Strategies: 2009-Present

Education/Certification
- Seminars and Training on Advertising, Copywriting, PR, Media Buying, Marketing Strategy and Online Marketing, Wizard Academy, 2000-2006, Wizard of Ads, Inc. Austin, Texas
- M.A. in Business Administration with Emphasis in Marketing and Total Productivity Management, 1993, E.S.E.A.D.E., Francisco Marroquin University, Guatemala
- B.S. in Medicine, 1989, School of Medicine, Francisco Marroquin University, Guatemala

Appointments/Affiliations
- 2014-2018 Board Member, Any Baby Can Child and Family Resource Center
- 2016-2017 Austin Area Research Organization (AARO), McBee Fellow
- 2007 ADDY Judge, 4th District American Advertising Federation
- 2008-2010 Columnist, Abasto Magazine
APPENDIX B
REQUIRED FORMS
OFFER SUBMITTED BY

By the signature below, I certify that I have submitted a binding offer:

Name: ________________________________________

Company Name:  _________________________________

Address:  ________________________________________

City, State, Zip Code:  _______________________________

Phone No.:  (______) ___________________

__________________________________________ ______________________________
Signature of Person Authorized to Sign Offer        Date

Email address:  ______________________________

***SIGNATURE FOR SUBMITTAL REQUIRED***
CONFLICT OF INTEREST QUESTIONNAIRE
For vendor doing business with local governmental entity

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

1 Name of vendor who has a business relationship with local governmental entity.
   N/A Nelson\Nygaard has no conflict of interest or relationship with a local officer for this project.

2 Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

   A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

      [ ] Yes  [ ] No

   B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

      [ ] Yes  [ ] No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7 Signature of vendor doing business with the governmental entity

Date

Form provided by Texas Ethics Commission www.ethics.state.tx.us Revised 11/30/2015

N/A Nelson\Nygaard has no conflict of interests or relationship with a local officer for this project.
CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

A complete copy of Chapter 176 of the Local Government Code may be found at http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.176.htm. For easy reference, below are some of the sections cited on this form.

Local Government Code § 176.001(1-a): "Business relationship" means a connection between two or more parties based on commercial activity of one of the parties. The term does not include a connection based on:

(A) a transaction that is subject to rate or fee regulation by a federal, state, or local governmental entity or an agency of a federal, state, or local governmental entity;
(B) a transaction conducted at a price and subject to terms available to the public; or
(C) a purchase or lease of goods or services from a person that is chartered by a state or federal agency and that is subject to regular examination by, and reporting to, that agency.

Local Government Code § 176.003(a)(2)(A) and (B):
(a) A local government officer shall file a conflicts disclosure statement with respect to a vendor if:

***
(2) the vendor:

(A) has an employment or other business relationship with the local government officer or a family member of the officer that results in the officer or family member receiving taxable income, other than investment income, that exceeds $2,500 during the 12-month period preceding the date that the officer becomes aware that

(i) a contract between the local governmental entity and vendor has been executed; or
(ii) the local governmental entity is considering entering into a contract with the vendor;

(B) has given to the local government officer or a family member of the officer one or more gifts that have an aggregate value of more than $100 in the 12-month period preceding the date the officer becomes aware that:

(i) a contract between the local governmental entity and vendor has been executed; or
(ii) the local governmental entity is considering entering into a contract with the vendor.

Local Government Code § 176.006(a) and (a-1)
(a) A vendor shall file a completed conflict of interest questionnaire if the vendor has a business relationship with a local governmental entity and:

(1) has an employment or other business relationship with a local government officer of that local governmental entity, or a family member of the officer, described by Section 176.003(a)(2)(A);
(2) has given a local government officer of that local governmental entity, or a family member of the officer, one or more gifts with the aggregate value specified by Section 176.003(a)(2)(B), excluding any gift described by Section 176.003(a-1); or
(3) has a family relationship with a local government officer of that local governmental entity.

(a-1) The completed conflict of interest questionnaire must be filed with the appropriate records administrator not later than the seventh business day after the later of:

(1) the date that the vendor:

(A) begins discussions or negotiations to enter into a contract with the local governmental entity; or
(B) submits to the local governmental entity an application, response to a request for proposals or bids, correspondence, or another writing related to a potential contract with the local governmental entity; or
(2) the date the vendor becomes aware:

(A) of an employment or other business relationship with a local government officer, or a family member of the officer, described by Subsection (a);
(B) that the vendor has given one or more gifts described by Subsection (a); or
(C) of a family relationship with a local government officer.
December 9, 2020

Meredith Greene
Principal
Nelson\Nygaard

RE:  Conflict of Interest Disclosure
    Request for Proposals (RFP)
    Solicitation No. TG-001
    Regionally Coordinated Transportation Planning 5 Year Plan Update

Ms. Greene,

To the best of my knowledge, no members of the Cultural Strategies team, including myself, have any relationships, business affiliations, involvements, associations, positions, financial interests, gifts, loans or other transactions to disclose related to the above referenced RFP.

Sincerely,

Sebastian Puente
President
Cultural Strategies Inc.
March 30, 2020

CULTURAL STRATEGIES INC.
Attn: Sebastian Puente
3300 BEE CAVE RD., #650-1136
AUSTIN, TX 78746

RE: DBE/ACDBE INTENT TO DECERTIFY FOR NON-COOPERATION

Dear Puente:

This letter refers to your continued eligibility in the Texas Unified Certification Program (TUCP) Disadvantaged Business Enterprise (DBE) and/or Airport Concession Disadvantaged Business Enterprise (ACDBE) Procurement Program. The City of Austin is a member of the Texas Unified Certification Program (TUCP) and adheres to the Department of Transportation standards set forth in 49 CFR Part 26 and Part 23.

It is a requirement that firms certified in this program cooperate fully with requests to obtain relevant information to maintain certification. Our office sent Annual Update Notices required for program compliance however, CULTURAL STRATEGIES INC. failed to respond to our requests for this information per 49 CFR §26.73 (c) and 49 CFR §26.109 (c):

49 CFR § 26.73 (c)
(c) DBE firms and firms seeking DBE certification shall cooperate fully with your requests (and DOT requests) for information relevant to the certification process. Failure or refusal to provide such information is a ground for a denial or removal of certification.

49 CFR § 26.109 (c)
((c) All participants in the Department’s DBE program (including, but not limited to, recipients, DBE firms and applicants for DBE certification, complainants and appellants, and contractors using DBE firms to meet contract goals) are required to cooperate fully and promptly with DOT and recipient compliance reviews, certification reviews, investigations, and other requests for information. Failure to do so shall be a ground for appropriate action against the party involved (e.g., with respect to recipients, a finding of noncompliance; with respect to DBE firms, denial of certification or removal of eligibility and/or suspension and debarment; with respect to a complainant or appellant, dismissal of the complaint or appeal; with respect to a contractor which uses DBE firms to meet goals, findings of non-responsibility for future contracts and/or suspension and debarment).

Therefore, in accordance with federal regulations you are hereby informed of our intent to decertify CULTURAL STRATEGIES INC. from the DBE Program. If your firm is decertified, you will not be able to reapply for DBE certification for six (6) months from the effective date of decertification.

Please provide the following information within seven (7) calendar days of receipt of this letter to maintain your DBE certification:
YOU MAY COMPLETE THE AFFIDAVIT ONLINE AND UPLOAD THE FOLLOWING DOCUMENTS APPLICABLE TO YOUR CERTIFICATION(S) AT THIS LINK:

https://austintexas.mwdbe.com/

- As a certified DBE/ACDBE by the City of Austin:
  - DBE/ACDBE Annual No Change Affidavit - complete the affidavit online at the link above.
  - Business Tax Return - A full copy of your most recent filed return or extension. If you provided an extension last year, please include that full tax return as well. If Sole Proprietor or Single Member LLC please provide complete personal tax return including all schedules. If we have requested Affiliate tax returns in the past, or you have a new affiliate, please provide the most recent filed tax return(s) for that firm(s) as well.

If you have any questions please contact Ana Bernal, Business Development Counselor, at (512) 974-7645.

Sincerely,

Veronica Briseno
Director
Small & Minority Business Resources Department