UCLA Luskin School of Public Affairs

Complete Streets Conference 2013 Pathways to Implementation

DOUBLETREE BY HILTON
LOS ANGELES, CALIFORNIA | FEBRUARY 28, 2013



Presented by:





UCLA Luskin School of Public Affairs

Complete Streets Initiative

The Complete Streets Initiative is a joint effort of the Lewis Center for Regional Policy Studies, the Luskin Center for Innovation, and the Institute of Transportation Studies in the UCLA Luskin School of Public Affairs. The Initiative's mission is to conduct research, educate students, and engage the public on the many critical, and often competing, roles streets play in creating a more vibrant, productive, and sustainable California.



The Lewis Center advances research solutions for California's urban and regional challenges, with an emphasis on transportation, economic development and housing, and the environment.



The UCLA Institute of Transportation Studies is one of the leading transportation policy research centers in the United States. ITS's mission is to advance education, public service, and quality research that makes a difference, and to provide financial and in-kind research support to faculty, students, and staff who collaborate on transportation policy and planning studies.

UCLA Luskin School

Founded in 1994, the UCLA Luskin School of Public Affairs incorporates best practices in scholarship, research and teaching in the fields of social work, urban and regional planning, and policymaking. The unique intersection of these disciplines within one School allows for academic cross-collaboration and a graduate education that values perspectives at the macro- and micro- organizational. The School is named after Meyer and Renee Luskin—UCLA alumni, Angelenos, and philanthropists—who generously gave a \$100 million gift to UCLA, half of which funded endowments in the School of Public Affairs. On March 18, 2011, the School was officially named the UCLA Meyer and Renee Luskin School of Public Affairs.











OVERVIEW

Complete Streets 2013 Pathways to Implementation



WELCOME

Complete Streets are multi-use environments that enable safe and comfortable access for all users in the streets and sidewalks in a way that promotes vibrant, healthy and active neighborhoods. This includes pedestrians, bicyclists, motorists, and public transportation users of all ages and abilities, including older people, children, and people with disabilities. Despite the benefits, implementing complete streets can be challenging. Public and professional support behind the complete streets movement continues to evolve, and on-the-ground projects are steadily growing in strength and numbers.

This conference, now in its third year, will cover a variety of topics relating to complete streets implementation. While some cities have made strides toward implementing complete streets policies and projects, many questions remain regarding how these accomplishments were made. The themes of the day include institutional change, overcoming barriers, and building diverse coalitions. This conference is meant to foster communication between the speakers, moderators and the audience. We hope this day will stimulate both thoughtful discussion and debate among participants and further the implementation of complete streets throughout the region.

DAY AT A GLANCE

- Welcome Remarks and Opening Presentation
- 9:15 From Vision to Implementation
- 11:00 Funding and Financing
- 12:30 Networking Lunch
- 2:00 **Afternoon Concurrent Sessions**
- 4:00 **Future of Complete Streets**
- 5:00 Reception
- 6:00 Closing Keynote Lecture





8:00 AM REGISTRATION, CHECK-IN & REFRESHMENTS

8:45 AM WELCOME AND OPENING PRESENTATION

Golden Ballroom

9:15 AM FROM VISION TO IMPLEMENTATION:

How cities are moving from pilots to programs

Golden Ballroom

10:45 AM BREAK

11:00 AM FUNDING & FINANCING:

Capital Improvements and Operations and Maintenance

12:30 PM NETWORKING LUNCH

Thousand Cranes, Garden Level

2:00 PM AFTERNOON CONCURRENT SESSIONS

SESSION A:

Engineering (and Re-Engineering) Complete Streets in

Constrained Corridors
Golden Ballroom 1

SESSION B:

Empowering Community Members and Engaging with Elected

Officials

Golden Ballroom 2

SESSION C:

Safe, High-Performing Streets

California Room

3:30 PM BREAK

4:00 PM FUTURE OF COMPLETE STREETS

Viewpoints from Local, State and Federal Perspectives

Golden Ballroom

4:50 PM CLOSING REMARKS

Golden Ballroom

5:00 PM RECEPTION

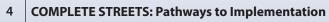
Japanese Garden, Garden Level [Weather Permitting]

6:00 PM CLOSING KEYNOTE LECTURE

Golden Ballroom









WELCOME REMARKS AND OPENING PRESENTATION: Reclaiming the Right-of-Way

8:45 AM | Golden Ballroom

This context setting opening presentation will kick-off the day's conference by showcasing recent research on parklets. How are cities around the country implementing parklet pilots and programs? How are these projects being funded, and which departments are involved? How are these projects being evaluated, and what are important lessons learned? This opening session will showcase these issues and identify the opportunities and challenges to be explored.

Moderator:

Madeline Brozen, Program Manager, Complete Streets Initiative, UCLA Luskin School of Public Affairs

Speaker:

Anastasia Loukaitou-Sideris, Professor, UCLA Department of Urban Planning; Associate Dean, Luskin School of Public Affairs

9:15 AM | Golden Ballroom

FROM VISION TO IMPLEMENTATION: How Cities are Moving from Pilots to Programs

Many jurisdictions have adopted complete streets policies and have successfully implemented a few complete streets projects. But figuring out how to create change on a citywide basis can seem like a daunting task, especially if doing so involves major revisions to internal procedures or manuals. How can city staff identify either incremental or sweeping changes to internal policies or procedures that will result in significant impacts on the way their organizations do business? These case studies will showcase how cities have identified "low-hanging fruit" to deliver innovative programs and will detail how cities have progressed from individual pilot projects to full-scale programs.

Moderator:

Peter Carter, Senior Transportation Planner, Fehr & Peers

Speakers:

Margot Ocañas, Pedestrian Coordinator, Los Angeles
Department of Transportation,
"Creating the Streets for People Program"
Fred Dock, Director, Pasadena Department of
Transportation, "Coordinated Mobility Planning"
Darby Watson, Associate, Arup, "Enhancing Seattle's
Complete Streets Checklist"

FUNDING AND FINANCING: Capital Improvements and Operations and Maintenance

11:00 AM | Golden Ballroom

A critical challenge often faced by supporters of complete streets projects is how to pay for building and converting streets. Additionally, questions remain about the costs of operating and maintaining these facilities in the future. This session will provide an overview of transportation funding need, explore new emerging sources of funding and financing strategies, and discuss common political challenges when paying for new infrastructure and programs.

Moderator:

Jessica Meaney, Southern California Policy Director, Safe Routes to School National Partnership

Speakers

Ron Milam, Principal, Fehr & Peers, "City of Sacramento General Plan Analysis Nate Baird, Bicycle Coordinator, Los Angeles Department of Transportation, "Putting Highway Safety Improvement Program Funding to Use"

Kristin Eberhard, Legal Director, National Resources

Defense Council, "Cap and Trade
Transportation's New Funding Opportunity"

NETWORKING LUNCH

12:30PM | Garden Level





CONCURRENT AFTERNOON SESSIONS

SESSION A: Engineering (and Re-Engineering) **Complete Streets in Constrained Corridors**

Golden Ballroom 1

2:00 PM

Complete streets strive to achieve equal treatment for all modes of transportation; however, achieving such a balance is often a delicate process that produces winners and losers from status quo. This is especially true in many areas where space is limited and in cases where tough decisions must be made to prioritize some users over others. This engineering-focused session will present tangible design challenges and provide practical examples of creating project synergies that result in win-win outcomes.

Moderator:

Ryan Snyder, President, Ryan Snyder Associates

Speakers:

Rebecca Sanders, Researcher, UC Berkeley Safe TREC, "All Road Users Want the Same Thing"

Speakers (continued):

Andrew Lee, Senior Transportation Planner, San Francisco Municipal Transportation Authority, "Building a Better Market Street" Tim Frémaux, Traffic Engineer, Los Angeles Department of Transportation, "Engineering and Delivering MyFigueroa"

Golden Ballroom 2

SESSION B: Empowering Community Members and **Engaging with Elected Officials**

Public engagement provides challenges and opportunities for project visioning, planning and delivery. Conducting effective community engagement is both art and science, and this session will provide strategies, tactics and approaches for effective communication to develop and execute plans and projects that community members want and elected officials support. Session presenters will explore how to frame project benefits from a variety of perspectives, the art of identifying and reaching out to potential allies, and new methods for improving public engagement.

Moderator:

La Mikia Castillo, Policy Analyst, Los Angeles County Department of Public Health

Speakers:

Pam O'Connor, Mayor, City of Santa Monica, "Leading from the Front"

Speakers (continued):

Jason Wagner, Researcher, Texas A&M Transportation Institute, "Measuring Performance of Public Engagement in Transportation Planning" Dana Richardson, Senior Director, Community Health Improvement Partners, "Resident Leadership and Built Environment Change in San Diego"

SESSION C: Safe, High Performing Streets

California Room

This session presents cases to better understand how safety concerns both unify and also distinguish different interest groups. For example, provisions and street treatments that increase personal and public safety may also conflict dramatically with concerns about emergency response, liability and collisions. Leaders in this session will discuss areas where common ground may be found, and also present a new portfolio of performance measures. A key component of complete streets is not only accessibility for all, but also increased safety for users, whether they are bicyclists, pedestrians, transit users, or motorists. How are streets and policies being developed around safety?

Moderator:

Mike Smart, Post-Doctorate Scholar, UCLA Lewis Center for Regional Policy Studies

Speakers:

(O)

Wes Marshall, Assistant Professor, University of Colorado, Denver, "Street Networks, Crashes and Safety"

Speakers (continued):

Peter Furth, Professor, Northeastern University, "Bicycle Level of Stress"

Menaka Mohan, Program Coordinator, Prevention Institute, "Measuring Complete Streets through Health and Personal Safety"



COMPLETE STREETS: Pathways to Implementation











FUTURE OF COMPLETE STREETS PANEL: Viewpoints from Local, State and Federal Perspectives

4:00 PM | Golden Ballroom

These panelists will discuss their views on the challenges that lie ahead and the opportunities that await. Who must lead the charge, and what are the information needs? While much focus on implementation has been concentrated at local levels of government for good reason, speakers in this session will turn their attention to the role of state and federal governments in redefining the functions of streets. How do governments go about supporting the implementation of safer, more livable, and more sustainable streets? Should and will there be continued support in developing and adopting changes to technical and engineering guidelines, in both funding and financing and in building public and political support?

Moderator: Allison Yoh, Associate Director, UCLA Lewis Center for Regional Policy Studies; Associate Director,

UCLA Institute of Transportation Studies

Panelists:

Bryan Jones, Deputy Transportation Director, City of Carlsbad Alyssa Begley, Chief, Office of Community Planning, Caltrans Robin Smith, Senior Transportation Planner, FHWA Office of Planning

CONCLUDING REMARKS 4:50 PM | Golden Ballroom

Brian Taylor, Professor, UCLA Department of Urban Planning;
Director, UCLA Lewis Center for Regional Policy Studies;
Director, UCLA Institute of Transportation Studies

5:00 PM | Japanese Garden, Garden Level

RECEPTION

6:00 PM | Golden Ballroom

CLOSING KEYNOTE LECTURE

Putting Plans into Action: A Conversation with Janette Sadik-Khan

Janette Sadik-Khan has been New York City Commissioner of Transportation since 2007. Under her leadership, New York City is creating safer and more sustainable urban streets. She is implementing PlaNYC; a bold document that catalyzed over 25 city agencies to work together to achieve Mayor Bloomberg's vision of a greener, greater New York City. Included are the creation of public plazas, implementing bus rapid transit, designing and installing a host of dedicated bicycle lanes, and planning for the roll-out of an extensive bicycle sharing system. After five years, the results are visible in the streets across the city and in the city's safety and livability. The Commissioner's presentation will showcase these innovative projects and describe how the results have improved safety and are serving all. The conversation following her lecture will explore how these changes were achieved given the physical, fiscal and political landscape of New York City. The discussion will seek insights useful for Los Angeles.

Introduction:

Anastasia Loukaitou-Sideris, Professor, UCLA Department of Urban Planning; Associate Dean, Luskin School of Public Affairs

Speaker:

Janette Sadik-Khan, Commissioner, New York City Department of Transportation

Moderator:

Martin Wachs, Distinguished Professor Emeritus, UCLA Department of Urban Planning







Janette Sadik-Khan has served as the Commissioner of the New York City Department of Transportation since her appointment by Mayor Michael R. Bloomberg in April of 2007. She oversees a budget of more than \$2 billion, manages 4,700 skilled employees with wide-ranging expertise, from engineering to construction finance and marine navigation, and is responsible for the operation and maintenance of 6,300 miles of streets and highways, nearly 800 bridges, 1.3 million street signs, 300,000 streetlights and 12,000 signalized intersections, as well as the Staten Island Ferry, the nation's busiest commuter ferry service carrying more than 21 million passengers annually.

Since her appointment, Commissioner Sadik-Khan has implemented an ambitious program to improve safety, mobility and sustainability throughout New York City, and to ensure a state of good repair on all of the Department's roads, sidewalks and bridges. DOT's recent major infrastructure improvements include the rehabilitation of the Brooklyn Bridge, the replacement of the Willis Avenue Bridge, and transit improvements to the St. George Ferry Terminal on Staten Island. To provide a reliable supply of paving materials and increase the use of recycled content in resurfacing operations, DOT purchased a second asphalt plant in 2010.

Beginning with Sustainable Streets, DOT's first strategic plan published in 2008, Sadik-Khan has implemented a series of innovative projects: the creation of Broadway Boulevard, new Select Bus Service Routes in the Bronx, Manhattan and Staten Island, the installation of 23 plazas, the addition of over 285 miles of on-street bike lanes, carfree summer streets, weekend pedestrian walks and the publication of a "Street Design Manual" and a "Street Works Manual" that define new standards for creating more durable and attractive streets.

Under Sadik-Khan's leadership, DOT has received awards from the National Highway Traffic Safety Administration, the Environmental Protection Agency, the Women's Transportation Seminar, the Municipal Arts Society, the Institute of Transportation Engineers, and the Lee Kuan Yew World City Prize.

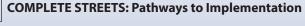
Sadik-Khan's contributions to public service and the field of transportation have been recognized with awards from the Rockefeller Foundation, the American Institute of Architects, the Municipal Arts Society, the National Resources Defense Council and NYU Wagner's Rudin Center for Transportation Policy & Management. Pratt Institute, The New School and Occidental College have conferred honorary degrees on her for her work in New York City.

Sadik-Khan is President of the National Association of City Transportation Officials (NACTO), Chair of the Transportation Research Board's (TRB) Committee on Transportation Issues in Major U.S. Cities, and was appointed to the Energy Secretary's Energy Efficiency and Renewable Energy Advisory Committee (ERAC). She has published widely on transportation policy, planning, and finance and project management.

Before joining DOT, Sadik-Khan was a Senior Vice President of Parsons Brinckerhoff, a leading international engineering firm. Previously, she worked in Washington, D.C. as the Deputy Administrator at the Federal Transit Administration. Sadik-Khan holds a B.A. in Political Science from Occidental College, and a J.D. from Columbia University School of Law.









Nate Baird is a Bicycle Coordinator for the Los Angeles Department of Transportation. Prior to working at LADOT, he worked at Metro bike program, where he managed a variety of bicycle parking and bike map projects. He became interested in bicycling as transportation while transitioning to urban planning work. Getting rid of his car helped him pay for his graduate studies, which introduced him to the many societal benefits to be gained by bicycling, as well. He has a Master's degree in Urban and Regional Planning from Cal Poly Pomona. Nate worked in education prior to his work in urban planning and received his undergraduate degree from Occidental College in Sociology. Nate is a native of California, where he grew up in the Central Valley.



Alyssa Begley has fifteen years experience implementing transportation programs, finding transportation solutions, and coordinating with partner agencies and advocates. As a transportation planner in the private sector, she worked with Transportation Management Agencies, city and county governments, and neighborhood groups. Her public sector work includes experience with current and long range land use planning, air quality, transit marketing, and increasing responsibility in transportation planning at the California Department of Transportation. She is currently Office Chief for the California Department of Transportation's Office of Community Planning. The goals of the Office of Community Planning are to strengthen the planning linkage between proposed and existing land uses and transportation decisions at the local level; and, develop and advocate for local proactive planning through policies, strategies, and tool development. This work supports sustainable transportation system development, livable communities, and smart growth. The core functions of the Office include local development review program, community-based transportation planning and environmental justice grant programs, Complete Streets, sustainable mobility, Native American coordination, and public engagement.



Madeline Brozen is the Program Director of the UCLA Complete Streets Initiative. In her role with the Initiative, she conducts research, manages research projects, lectures in urban planning classes and hosts civic engagement events. Her background is in transportation planning, non-motorized transportation, GIS and applied research. Her research experience includes items varying from coauthoring, "Reclaiming the Right-of-Way" to such earth science reports as, "Characterizing Co-Variability Among Satellite-Derived Variables for Predicting Pacific Hake Distribution." Her experience includes work for Ryan Snyder Associates with Safe Routes to School and Bicycle/Pedestrian Master plans. She received her bachelor's degree and a certificate in GIS/Remote Sensing from University of New Orleans and a master's degree in urban planning from UCLA. After two years in Los Angeles, Madeline sold her car and is now proud to call herself a 'car-free Angeleno.'





Peter Carter, AICP, LEED AP is a senior transportation planner with Fehr & Peers in Los Angeles. His areas of interest include multimodal performance metrics, transportation and public health, transit-oriented development, and transportation finance. Peter currently serves on the Board of Directors of the Los Angeles Section of the American Planning Association as the Vice Director of Professional Development. He recently presented a paper on the topic of multimodal level of service at this year's Annual Meeting of the Transportation Research Board entitled "Complete Enough for Complete Streets? Testing the Sensitivity of HCM 2010 Multimodal LOS under Conditions of Change." His articles for Planning magazine and Planetizen have discussed the intersection of planning and technology. He received his bachelor's degree from Columbia University and his master's degree in urban planning from UCLA.



La Mikia Castillo is a Policy Analyst at the PLACE Program in the Los Angeles County Department of Public Health. She arrives at DPH after obtaining a dual masters degree in public policy and urban planning at the University of Southern California. Prior to graduate school, La Mikia worked as a Faith Community Organizer with Clergy & Laity United for Economic Justice (CLUE), where she planned, organized and managed events for up to 800 faith leaders, community members and low wage workers. She also currently serves as policy advocacy coordinator for California Black Women's Health Project (CABWHP), where she designs and facilitates programs to keep over 80 graduates of the organization's advocate training program engaged in community concerns related to health policy. La Mikia joined Education Pioneers in Los Angeles in summer 2010 working as a Student Recruitment Leader at ICEF Public Schools under the direct supervision of ICEF President Corri Tate Ravare. Her projects included developing a community outreach plan around LAUSD's Public School Choice 2.0, as well as planning a family summit for ICEF students and families.



Fred Dock is a traffic engineer and transportation planner with 35 years of experience and currently directs the Department of Transportation for the City of Pasadena, California. His experience includes leading an urban street design initiative for the Congress for the New Urbanism and developing a national award-winning formbased street design code. He is a contributing author for several books - the Institute of Transportation Engineers Recommended Practice for Walkable Urban Streets, the Urban Land Institute's Developing Around Transit, and Sustainable Urbanism. He attained bachelor and master's degrees in civil engineering at the University of California, Berkeley, is registered as a Professional Engineer, is certified as a Professional Traffic Operations Engineer, and is a member of the American Institute of Certified Planners. Mr. Dock is active with ASTM's Committee on Sustainability that is developing metrics for sustainable urban form and recently completed a three-year appointment to LEED's Location and Planning Technical Advisory Group.







Kristin Eberhard is the Legal Director of Western Energy and Climate Projects in NRDC's energy program. Ms. Eberhard leads NRDC's efforts to reduce greenhouse gas emissions in California and throughout the West. She has taught at "Climate Change Law" at Stanford Law School and "Energy Law" at UCLA Law School. In the past, Ms. Eberhard has worked as a litigator at a private law firm, as an energy consultant for PG&E, and conducting independent research on renewable energy and sustainable building practices in rural areas of Latin America. She graduated cum laude from the Duke University School of Law, while concurrently earning a Masters of Environmental Management from Duke's Nicholas School of the Environment. She also holds a B.A. in Science, Technology and Society, with interdisciplinary honors in Environmental Science and Technology Policy, from Stanford University.



Tim Frémaux is a Traffic Engineer with the City of Los Angeles Department of Transportation. He has worked in LADOT's Bikeways division during his entire 11+ year career with the Department. During the first few years of his tenure with LADOT Bikeways, Tim worked primarily as a Project Manager, overseeing several capital projects; these projects were typically off-street bicycle paths, and Tim oversaw the design, right-of-way and construction phases of several such projects, such as the extension of the Los Angeles River Bike Path, San Fernando Road Bike Path and Metro Orange Line Bike Path. In recent years, Tim has focused his work on expansion of the City's on-street bicycle lane network, which has accelerated drastically since the adoption of the City's 2010 Bicycle Plan. Tim works primarily to identify potential corridors for bike lane implementation and oversees the impact analysis, design and installation of bike lanes throughout the City. In addition to traditional bicycle lane projects, Tim is the Project Manager for "My Figueroa", an ambitious and fullyfunded twenty million dollar project which aims to reinvent Figueroa Street as a more pedestrian and bicyclist-oriented corridor - a truly complete street. The project will feature Los Angeles' first separated bicycle lane, or cycle track. Tim is a native of Los Angeles, a graduate of the University of Southern California with a Bachelor of Science Degree in Mechanical Engineering. He lives in Hollywood with his dog Gambit.



Peter Furth is a Professor of Civil Engineering at Northeastern University, where he does research in transit operations analysis, traffic signal control, and bicycle transportation. He earned his BS, MS, and PhD degrees at MIT and has published more than 50 papers and book chapters. He has taught bicycle facility design in courses and workshops since 2007, including summer courses in the Netherlands introducing American students to Dutch urban planning and bikeway design. His bicycle-related research projects include studying the safety of along-road bike paths in Montreal, mapping existing and potential greenways in the Boston area, network analysis of low-stress bicycle routes in San Jose (CA), and analyzing the operational characteristics of different bike lane configurations. He is the inventor of the Bicycle Priority Lane marking used in Massachusetts and in Minneapolis, and is a contributing author to the Bikeway Design Guide published by the National Association of City Transportation Officials. He developed the bicycle network plan for Brookline, MA, and has participated in the design of many bikeways (bike paths and bike lanes) in the Boston area. He is active with the Transportation Research Board, the Association of Pedestrian and Bicycle Professionals, the American Society of Civil Engineers, the Institute of Transportation Engineers, the Boston Cyclists Union, the Massachusetts Bicycle Coalition, and the bicycle advisory committees of Boston and Brookline.



Bryan Jones is the Deputy Transportation Director for the City of Carlsbad where he is leading a cultural transformation to align transportation decisions and projects with community values. The Transportation Department team is focusing on implementing complete and livable streets and making ordinary projects "extraordinary" by challenging the status quo in four areas; planning, design, implementation, and operations & maintenance. As a result, the Transportation Department was recently recognized as Agency of the Year by the Institute of Transportation Engineers (ITE). Bryan was appointed by Caltrans to serve on the state committee to represent bicycle and pedestrian issues as they relate to standards in the CA MUTCD. Bryan received his undergraduate from UC Davis in civil engineering and his master's in public administration from Norwich University where he focused his studies on finance, leadership, and innovation within local governments.

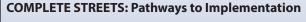


Andrew Lee is a transportation planner with the Sustainable Streets Division of the SFMTA. He is the transportation lead for the Better Market Street project, the SFMTA project lead on the Geary Bus Rapid Transit Project, and the principal author of the 2013-2018 SFMTA Bicycle Strategy. Andrew is an alumnus of the urban planning program at UCLA (2010) and the civil engineering program at Cal Poly SLO. He is a registered traffic engineer in California.



Anastasia Loukaitou-Sideris is the Assistant Dean of the Luskin School of Public Affairs and a Professor in the Department of Urban Planning at UCLA. Her research focuses on the public environment of the city, its physical representation, aesthetics, social meaning and impact on the urban resident. Her work seeks to integrate social and physical issues in urban planning and architecture. An underlying theme of her work is its "user focus"; that is, she seeks to analyze and understand the built environment from the perspective of those who live and work there. Recent and ongoing projects, funded in part by the U.S. and California Departments of Transportation, the Haynes Foundation and the Mineta Transportation Institute, include: an examination of the privatization of public open space in major American downtown areas to documentation of varying patterns of use of neighborhood parks among different ethnic groups; proposals for the physical and economic retrofit of blighted inner city commercial corridors, examination of the impacts of new rail transit lines, and creation of guidelines for the development of transit station neighborhoods.











Wes Marshall is currently an assistant professor of Civil Engineering and adjunct professor in Urban and Regional Planning at the University of Colorado Denver, program director of the University Transportation Center through the Mountain Plains Consortium, co-director of the Active Communities/Transportation (ACT) research group, and an affiliated faculty member of the Center for Sustainable Infrastructure Systems (CSIS) that houses the NSF IGERT Program. He received his Professional Engineering (P.E.) license in 2003 and focuses on transportation teaching and research dedicated to creating more sustainable urban infrastructures, particularly in terms of road safety, active transportation, and transit. Other recent teaching and research topics involve: transportation planning and land use modeling, parking, health, and street networks. Having spent time in the private sector with Sasaki Associates, and Clough, Harbour and Associates, Dr. Marshall has been working on planning and site design issues related to civil and transportation engineering for the last fifteen years. A native of Watertown, Massachusetts, he is a graduate of the University of Virginia, a recipient of the Dwight Eisenhower Transportation Fellowship, and winner of the Charley V. Wootan Award for Outstanding TRB Paper in the field of Policy and Organization.



Jessica Meaney works as the Southern California policy director for the Safe Routes to School National Partnership, working on transportation policy priorities specifically regarding transportation finance, equity, and data collection/evaluation. With a Masters in Urban Sociology from CalStateLA, and a BA in American Studies from Prescott College, Jessica enjoys being part of efforts to strengthen communities through improved transportation investments and policies. Jessica previously worked at the Southern California Association of Governments (SCAG), Los Angeles County Metropolitan Transportation Authority (Metro) and the California Community Foundation. Jessica has lived car free in the City of Los Angeles for over 15 years.



Ronald T. Milam, AICP, PTP is a Principal with Fehr & Peers located in the Roseville, California office. He is actively involved in a wide variety of project work but has also found time to co-lead the firm's research and development efforts, teach a course for the Institute of Transportation Studies Technology Transfer program at U.C. Berkeley entitled "Managing Transportation and Land Use Interactions," and serve on the TRB Special Committee for Travel Forecasting Resources. Ron has an extensive background in travel demand model development and applications, traffic operations analysis, micro-simulation modeling, and transportation impact studies involving NEPA and CEQA. He has also published papers on a wide variety of transportation planning and traffic engineering topics and received recognition for his work that includes the Institute of Transportation Engineer's (ITE) National Past President's Award and best paper honors at the Transportation Research Board (TRB) Conference on Planning Applications.



Menaka Mohan, Program Coordinator at Prevention Institute, works in the area of health equity and supports the development of the Tool for Health and Resilience in Vulnerable Environments (THRIVE) initiative. Prior to joining Prevention Institute in 2011, Menaka worked as a graduate assistant at Active Living By Design in Chapel Hill where she supported the Healthy Kids Healthy Communities (HKHC) grantmaking process and developed resource guides to help HKHC grantees change the built environment to promote active living. While pursuing her graduate degrees in transportation planning and public health at UNC, Menaka wrote her thesis on the willingness and capacity of North Carolina public officials to implement health impact assessments (HIAs) as a decision making tool to address health equity. Menaka received her Masters in Public Health with an emphasis in Health Education and Health Behavior, and a Masters in City and Regional Planning with a focus on transportation from the University of North Carolina at Chapel Hill.



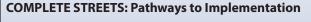
Margot Ocañas is the first Pedestrian Coordinator of the City of Los Angeles
Department of Transportation. She is partnering with other City departments and
community based organizations to develop and deliver pedestrian related capital
and operational improvement projects. Margot, along with others in the LADOT
Pedestrian Group, aims to promote pedestrian issues, assist in developing more active
transportation plans and policies, establish effective partnerships, secure funding
opportunities and support implementation of pedestrian improvements. Previously,
with Project RENEW, Margot, in partnership with the City Planning Commission,
spearheaded the City's first public place making pilot program, the Streets for People.
Margot's corporate, entrepreneurial and developmental economics experience includes
lead management roles with SmashTube, Inc, a new media studio, Opus Films, Dell
Computer Corporation, Booz Allen Hamilton and SRI International, Margot holds a
Master's Degrees in Business Administration and International Affairs from Columbia
University, New York, and is a Fulbright Scholar.



Hon. Pam O'Connor has served on the Santa Monica City Council since 1994 and been Mayor three times. She is also a member of the Board of the Los Angeles County Metropolitan Transportation Authority, where she represents the cities of the South Bay and Westside areas of Los Angeles County and initiated the agency's first Sustainability Plan. Pam is also a member of the Exposition Metro Line Construction Authority Board and President of the Southern California Association of Governments. As a professional urban planning consultant, Pam specializes in historic preservation and environmental review of potential historic resources. Other positions have included: Director of the National Trust for Historic Preservation's Northridge Earthquake recovery partnership program; Planner for the City of Pasadena, and Research Associate at the Survey Research Center, Institute for Social Research at the University of Michigan. Pam holds Masters' degrees in Planning and in Technology Management from Eastern Michigan University and a B.S. in Communications from Southern Illinois University.









Dana Richardson is Senior Director of Community Health and Engagement at Community Health Improvement Partners in San Diego, California. Dana directed Chula Vista's six-year Healthy Eating Active Communities (HEAC) initiative, working with youth and adult residents in western Chula Vista on issues of safety, violence prevention, and nutrition. Since 2007, Richardson and CHIP have facilitated cuttingedge primary prevention efforts to improve food and physical activity environments in South Region – San Diego, and other parts of the county. Together with the advocates he empowered, Richardson secured a raft of policies that promote physical activity and increase access to healthy foods, including provisions in the city General Plan encouraging development of parks and open space.



Rebecca Sanders is a PhD candidate and University of California Transportation Center Fellow in the UC Berkeley Department of City & Regional Planning, where she has taught the Department's Pedestrian and Bicycle Transportation Course and conducts research on road safety. Much of Rebecca's work has focused on complete streets concepts. Rebecca also works for the UC Berkeley Safe Transportation Research and Education Center, SafeTREC. There, she recently completed a four-year research project to develop Complete Streets performance measures for Caltrans. Rebecca is a member of the TRB Bicycle Transportation Committee, served on the California Department of Motor Vehicle's statewide Traffic Safety Culture Committee, and cochairs the TRB Pedestrian and Bicycle University Education Subcommittee. Her favorite current activity is riding her cargo bicycle on Berkeley's bicycle boulevards with her delighted and delightful 18-month old daughter.



Mike Smart, PhD, received his PhD from the Department of Urban Planning at UCLA's Luskin School of Public Affairs in 2011. He is currently a post-doctoral researcher and lecturer in the department, as well as the Research Lead for the Complete Streets Initiative at the Luskin School. He teaches transportation courses in planning and geography, as well as a seminar in travel demand modeling. He has also taught courses in Geographic Information Sciences and planning theory. Dr. Smart previously received his Master's degree in City and Regional Planning from the University of Pennsylvania's School of Design, as well as his Bachelor's degree from Yale University.



Ryan Snyder is the President of Ryan Snyder Associates, a transportation planning firm that prepares bicycle plans, pedestrian plans, trail plans, safe routes to school plans, transit plans and smart growth plans. He is coordinating development of a Model Street Manual for the County of Los Angeles Department of Public Health. He is a Federal Highway Administration Pedestrian Safety Design instructor, a Certified National Safe Routes to School instructor, and a National Sustainable Advisor Program instructor. Snyder teaches a class on Pedestrian and Bicycle Planning to graduate students in the UCLA Urban Planning Department. He is former Vice President of the Los Angeles Board of Transportation Commissioners. He holds an M.A. in Urban Planning and a B.A. in Economics from UCLA.



Robin Smith is a Senior Transportation Planner with the Federal Highway Administration, Office of Planning, and works out of the FHWA office in Lakewood, Colorado. Her responsibilities include: developing, interpreting, and providing training and technical and policy guidance on federal transportation planning requirements and practices for other federal, state, and regional transportation planners; managing projects and studies concerning financial planning for transportation, transportation demand management and ridesharing, and the integration of land use and transportation activities; contributing to research and other activities supporting FHWA initiatives concerning livable communities and climate change. In April 2011, she participated in a two week fact-finding trip to the Nation of Qatar with a team of FHWA coworkers, observing how Qatar is planning for and managing several major transportation construction projects in time to host the 2022 Soccer World Cup. She holds a B.S in Resource Development from Michigan State University and a Master of Regional Planning from the University of Michigan.



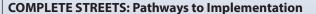
Brian D. Taylor, FAICP, is Professor of Urban Planning, Director of the Lewis Center for Regional Policy Studies, and Director of the Institute of Transportation Studies in the Luskin School of Public Affairs at UCLA. Professor Taylor's research centers on transportation policy and planning - most of it conducted in close collaboration with his students. His work explores how society pays for transportation systems and how these systems in turn serve the needs of people who – because of low income, disability, location, or age - have lower levels of mobility. Topically, his research examines travel behavior, transportation finance, and politics & planning. Professor Taylor's research on travel behavior includes but is not limited to: travel experience and cognitive mapping, cost-effective measures for increasing transit use, the effects of traffic congestion on people and firms. A principal focus on his research is the politics of transportation finance; including history of freeway planning and finance, emerging trends in pricing road use and equity in public transit finance. At UCLA, Professor Taylor teaches courses in transportation policy and planning and research design. Prior to coming to UCLA in 1994, he was a faculty member in the department of City and Regional Planning at the University of North Carolina at Chapel Hill, and a Transportation Analyst with the Metropolitan Transportation Commission in Oakland, California.



Martin Wachs is a senior principal researcher and the former director of the Transportation, Space and Technology Program at the RAND Corporation. Prior to joining RAND in 2005, he was professor of civil and environmental engineering and professor of city and regional planning at the University of California, Berkeley, where was also director of the Institute of Transportation Studies. Prior to this, he spent 25 years at UCLA, where he served three terms as chairman of the Department of Urban Planning. Wachs is the author of 160 articles and four books on subjects related to relationships between transportation, land use, and air quality; transportation needs of the elderly; techniques for the evaluation of transportation systems; and the use of performance measurement in transportation planning. His research also addresses issues of equity in transportation policy, problems of crime in public transit systems, and the response of transportation systems to natural disasters, including earthquakes. His most recent work focuses on transportation finance in relation to planning and policy. Wachs served on the Executive Committee of the Transportation Research Board for nine years and was the TRB Chairman in 2000. He received a Guggenheim Fellowship, two Rockefeller Foundation Humanities Fellowships, a UCLA Alumni Association Distinguished Teaching Award, and the Carey Award for service to the TRB. In 2006, he was named "Member of the Year" by the San Francisco Chapter of the Women's Transportation Seminar.









Jason Wagner is an Associate Transportation Researcher with the Mobility Management Group at the Texas A&M Transportation Institute. His work focuses on applying scholarly literature and innovative ideas to solve practical problems governments face at the federal, state, and local level. To accomplish this, he draws on a background in economic and policy analysis. His recent research focuses on solving a variety of pressing transportation problems. Selected topics include creating a performance measurement and management framework for public engagement, aiding in the development of a road user fee system for commercial energy development, assessing the policy implications of automated vehicles, and the creation of a framework to understand and analyze transportation finance techniques. Mr. Wagner began working at the Texas A&M Transportation Institute in 2010. In 2011, Mr. Wagner received his master's in Public Administration from the George Bush School of Government and Public Service, and his BA in Political Science, both at Texas A&M University.



Darby Watson is an urban planner in Arup's San Francisco-based Integrated Planning practice and a key member of the Urban Planning and Policy team. She has more than 14 years of experience providing urban planning and design expertise to public and private clients including complex land use, zoning, and development projects. Prior to joining Arup she led the City of Seattle's Complete Streets program and was the urban design lead for the Department of Transportation (SDOT). She is an expert in applying Complete Streets principles in existing urban environments and multi-modal hub planning using a data-driven approach. Darby is a former member of the Seattle Design Commission, the Seattle Waste Advisory Committee, and former Chair of the APA Urban Design and Preservation Division.



Allison Yoh is the Associate Director at the Lewis Center for Regional Policy Studies in the UCLA School of Public Affairs, and Associate Director at the Institute of Transportation Studies. Yoh's research focuses generally on transportation planning and politics, and specifically on policies to cost-effectively improve public transit. She served for two years as a mayoral appointee to the Los Angeles County Metropolitan Transportation Agency (MTA) Board of Directors. She received her B.A. in Anthropology from University of California, Berkeley; and her M.A. and Ph.D. in Urban Planning at UCLA.



STEERING COMMITTEE

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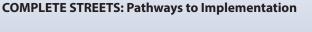
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