

Minutes of the  
Oahu Metropolitan Planning Organization  
**TECHNICAL ADVISORY COMMITTEE**  
October 8th, 2021  
Virtual Meeting hosted on Microsoft Teams

**Members Present:**

Name	Agency	Voting Rights	Present
Ken Tatsuguchi (Chair)	HDOT	Yes	X
Masatomo Murata	HDOT	Yes	X
Ryan Tam (Vice Chair)	HART	Yes	
Adele Balderston	HART	Yes	
Yoko Tomita	DTS	Yes	X
Marian Yasuda	DTS	Yes	X
Dina Wong	DPP	Yes	X
Andy Yamaguchi	DPP	Yes	X
Joseph Roos	DBEDT	Yes	X
Ruby Edwards	OP	Yes	X
Kimberly Evans	FAA	No	X
Ted Matley	FTA	No	
Kyle Oyasato	DFM	No	
Gareth Sakakida	HTA	No	
Tim Trang	DDC	No	
Amy Ford-Wagner	FHWA	No	X

**Guests Present:** Bryan Lum (DTS), Kelly Akasaki (DTS), Greg Tsugawa (DTS), Daniel Galanis (HDOH), Rachel Roper (HDOT), Aaron Setogawa (State OP), Kari Benes (HDOH)

**OahuMPO Staff Present:** Alvin Au, Nicki Smith, Samantha Lara, Kiana Otsuka, Joel Vincent, Nicole Cernohorsky, Tori Trevino

The meeting was properly noticed in accordance with State law.

**I. CALL TO ORDER**

Chair Tatsuguchi called the meeting to order at 9:01 am.

**II. ROLL CALL**

Chair Tatsuguchi took roll call by reading out the list of attendees in the meeting as noted in the Teams program.

**III. APPROVAL OF THE SEPTEMBER 10TH MEETING MINUTES**

Chair Tatsuguchi requested members review the minutes which were emailed to the members in advance of the meeting.

A motion was made by Masatomo Murata and seconded by Ruby Edwards to approve the minutes, as distributed. Voting proceeded with a roll call vote. Results of the voting are noted in the table below. There were no further discussions or objections, and the minutes were approved, as presented.

Member	Roll Call Vote
Ken Tatsuguchi	Aye
Masatomo Murata	Aye
Dina Wong	Aye
Andy Yamaguchi	Aye
Marian Yasuda	Aye
Yoko Tomita	Aye
Joseph Roos	Aye
Ruby Edwards	Aye

The TAC Chair noted that the Strategic Plan Overview will be postponed to a future meeting and that the agenda would be re-ordered to move the items requiring motion earlier. Agenda items A, D, B under new business will precede the Executive Director’s report. There were no objections from the committee.

**IV. OLD BUSINESS**

There was no old business to conduct.

**V. NEW BUSINESS**

**A. Lumiaina Street, Managers Drive, Mokuola Street Route Functional Classification**

Bryan Lum with the Department of Transportation Services provided background on the subject route, including roadway width, average daily traffic volume, key destinations along the route, and corridor bus service. Mr. Lum reviewed the definition of an urban collector road per the American Association of State Highway and Transportation Officials (AASHTO) and noted that the Lumiaina St/Managers Dr/Mokuola St route meets these criteria. The route must be classified as a collector road or higher for future improvement projects to be eligible for federal funding. DTS is proposing that the subject route be reclassified as a minor collector. Mr. Lum shared proposed improvements to Managers Drive at the Hiapo Street Roundabout that are on the TIP/STIP with design to begin in FFY2022.

The TAC Chair asked what this road is collecting and moving. The TAC Chair requested that when this request is forwarded to the HDOT that it provide further details. Amy Ford-

Wagner with FHWA asked DTS whether they anticipate additional functional reclassifications this year. Kelly Akasaki responded that DTS does not anticipate any more functional reclassifications this year.

TAC annotation: It was requested that additional details on use of the route and connections be submitted to HDOT with the reclassification request. DTS provided clarification as to why two functional reclassifications were requested this year and stated that no additional requests are anticipated.

A motion was made by Ruby Edwards and seconded by Dina Wong to recommend Policy Board approval of the functional reclassification of Lumiaina Street, Managers Drive, and Mokuola Street. Voting proceeded with a roll call vote. Results of the voting are noted in the table below. There were no further discussions or objections and the motion passed.

Member	Roll Call Vote
Ken Tatsuguchi	Aye
Masatomo Murata	Aye
Dina Wong	Aye
Andy Yamaguchi	Aye
Marian Yasuda	Aye
Eileen Mark	Aye
Joseph Roos	Aye
Ruby Edwards	Aye

## **B. 2018-2022 Highway Safety Targets**

Kiana Otsuka, Transportation Planner with OahuMPO, provided an overview of the federal requirements related to Highway Safety, and provided some context for what the targets are used for. Ms. Otsuka reviewed OahuMPO’s target setting process noting the steps that have been completed and those remaining.

Dan Galanis with the Hawaii Department of Health then reviewed safety trends for total traffic fatalities, rate of traffic fatalities per 100 million VMT, total serious injuries, rate of serious injuries per 100 million VMT, number of non-motorized fatalities and serious injuries, speed-related serious injuries, fatalities and hospitalizations.

Mr. Galanis presented traffic crash mode for fatal injuries in the City & County of Honolulu by victim age group, and the traffic crash mode for non-fatal injuries requiring hospital admission by victim age group. In summary, Mr. Galanis noted that fatalities and the rate of fatalities are a persistent problem, the definition change for “serious injuries” complicates the interpretation of HDOT data, and while people drove less during the pandemic, fatalities did not decrease.

Ms. Otsuka summarized what OahuMPO staff heard from the public about their safety concerns while doing outreach for the Oahu Regional Transportation Plan 2045. Based on this feedback, Goal #1 for the ORTP 2045 was to improve the safety of the transportation system. As a reminder that traffic safety data represents real lives impacted, Ms. Otsuka shared personal stories that OahuMPO heard from the community about how traffic violence impacts their lives. Ms. Otsuka then provided examples of how other MPOs chose to adopt safety targets.

Ms. Otsuka summarized the four safety target options developed by OahuMPO staff: (a) adopt HDOT's targets, (b) adopt the Oahu VMT share of the Statewide targets, (c) 2% reduction from the Oahu baseline for absolute targets and (d) 4.5% reduction from the Oahu baseline for absolute targets. Mr. Galanis described the non-required targets that HDOH is recommending.

Prior to departing the meeting, the TAC Chair commented that if we don't have a plan for how to reduce fatalities and serious injuries, they are aimless targets.

The TAC Chair nominated Masatomo Murata to act as pro tem Chair for the remainder of the meeting. The TAC Chair made a motion and Ruby Edwards seconded. There were no further discussions or objections.

Ms. Otsuka summarized a list of FHWA proven safety countermeasures including roundabouts, median and pedestrian crossing islands in urban and suburban areas, road diets, and leading pedestrian intervals, and the FHWA Bikeway Selection Guide. Ms. Otsuka also reviewed the various ways that OahuMPO can contribute to reduced fatalities and serious injuries through its required work products.

Prior to requesting committee action, Ms. Otsuka again reviewed the four highway safety target options being proposed. Amy Ford-Wagner with FHWA provided some insight into how FHWA is thinking about highway safety. Ruby Edwards commented that she doesn't feel prepared to vote on this motion. Dina Wong asked about including other countermeasures in the slide with the heading "We Know What Works to Improve Safety" such as the raised crosswalks that were installed on the Pali Highway.

Ms. Otsuka clarified that the non-required target which includes hospitalizations and fatalities is being proposed because of the definition change for "serious injuries" .

A general discussion ensued on which target is most appropriate for Oahu, taking into consideration how progress could be made toward that goal and how it would impact decision-making.

The pro tem TAC Chair determined that motion by the TAC on highway safety targets will be deferred to the November meeting.

### **C. TAC Orientation Refresher**

Director Au provided an orientation refresher to the committee as required by the TAC By-laws. Director Au began with an overview of the OahuMPO and MPOs generally, the organization's history and its implementation partners, the City & County of Honolulu Department of Transportation Services (DTS), the Hawaii Department of Transportation (HDOT), and Honolulu Authority for Rapid Transit (HART).

Director Au reviewed the continuing, cooperative and comprehensive transportation planning process and how public input is incorporated. Director Au covered the governance of the OahuMPO, highlighting the membership and duties of the Policy Board as the decision-making body.

Director Au described the federally required work products developed by the OahuMPO on an on-going basis: the Overall Work Program (OWP), the Transportation Improvement Program (TIP), and the Oahu Regional Transportation Plan (ORTP).

Director Au described the membership, roles and duties of OahuMPO's advisory committees and Policy Board, with an emphasis on the priorities and duties of the Technical Advisory Committee.

**D. 2025 Strategic Plan Overview – TAC Chair postponed to November**

**VI. REPORTS**

**A. Executive Director**

Under accomplishments and progress, Executive Director Au provided updates on the Public Participation Plan, OahuMPO staff participation in FHWA training sessions, a meeting of the ORTP Safety Working Group, and an UrbanSIM training.

Director Au summarized the agenda items in the meetings of the Policy Board on September 28<sup>th</sup> and the meeting of the Citizen Advisory Committee on October 6<sup>th</sup>.

The Executive Director's Report can be viewed at:

[https://www.oahumpo.org/?wpfb\\_dl=2492](https://www.oahumpo.org/?wpfb_dl=2492)

**VII. INVITATION TO INTERESTED MEMBERS OF THE PUBLIC TO BE HEARD ON MATTERS NOT INCLUDED ON THE AGENDA**

None.

**VIII. ANNOUNCEMENTS**

None.

**IX. ADJOURNMENT**

Pro Tem Chair Murata adjourned the meeting at 10:54 am.

The meeting's presentation may be viewed at: [https://www.oahumpo.org/?wpfb\\_dl=2493](https://www.oahumpo.org/?wpfb_dl=2493)

DRAFT

# Findings and Recommendations of the OahuMPO Executive Director Permitted Interaction Group

September 28, 2021

## Background

At its May 25, 2021 meeting, the Policy Board established a PIG to finalize salary range, develop selection protocol, investigate candidates for the Executive Director position and make a recommendation to the Policy Board. Named as members of the PIG were OahuMPO members: Senator Sharon Moriwaki, Councilmember Brandon Elefante, Representative Henry Aquino, Mr. Ed Sniffen, and Mr. Roger Morton.

## *Summary of the Selection Procedures:*

1. The PIG held four meetings on June 25, July 23, August 5, and August 16, 2021. At its June 25 meeting, it reviewed and finalized the Executive Director position description, and agreed upon a classification at the managerial level (EM-5) to recruit a senior manager to lead the organization. It also agreed upon the recruitment timeline.
2. On July 2, 2021, the announcement (see Attachment 1) was posted on the state Department of Human Resources Development website (<https://dhrd.hawaii.gov/job-seekers/jobs-other-state-departments/>) which was linked to the OahuMPO website. In addition to the OahuMPO website, the announcement was posted on the Association of Metropolitan Planning Organizations (AMPO) website. Eleven applications were received.
3. On July 23, the PIG met to review applications using the evaluation criteria adopted by the Policy Board (Attachment 2). The Hawaii Department of Transportation (HDOT) human resources officer assisted in the initial screening of applicants to determine whether they met the minimum qualifications for the position. Of the 11 candidates, two met the minimum qualifications.
4. On August 5, the PIG interviewed the two candidates. It agreed upon interview questions to obtain answers to questions not included in the candidates' resumes and used exercises to assess abilities in oral and written communication.
5. In looking for the best Executive Director to lead the OahuMPO, the PIG sought to find one who could not only administer the organization, with at least five years of senior management experience that covered staffing, budgeting, etc; and, as importantly, had the leadership background and qualities to achieve its mission and goals. Of importance

was his/her ability to work with OahuMPO partner agencies and other government, private and community sectors to achieve the mission and goals of our agency. Both candidates scored highly.

6. On August 16, the PIG was informed that one of the candidates had withdrawn. It agreed that the remaining candidate was well qualified for the position.

### Recommendation

The PIG recommends Mr. Mark Garrity for the Executive Director position. See Attachment 3 for Mr. Garrity's resume.

Mr. Garrity is no stranger to city transportation planning. He served as deputy director of the Honolulu Department of Transportation Services from 2013-17 where he supervised staff, managed contracts and prepared operating budgets. In addition to knowing Honolulu's landscape and transportation needs, he brings his experience from other systems, having worked as project manager and planner for the Washington State Department of Transportation and other national and international transportation firms in the private sector. He brings the experience and commitment to work collaboratively with partners and staff to achieve a sustainable, efficient, multi-modal transportation system for Honolulu.

The PIG also recommends that Mr. Garrity be offered a salary above the midpoint of the EM-5 salary range at \$130,000/year which is commensurate with his transportation planning and managerial experience.

Respectfully submitted:



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Sharon Moriwaki, Chair

Members:

Henry Aquino  
Brandon Elefante  
Roger Morton  
Ed Sniffen



SELECT ONE OF THE FOLLOWING:

- NEW REQUEST
- RE-POST
- REMOVE – POSITION FILLED

## REQUEST TO POST AN EXEMPT POSITION ON NEOGOV

Advertise From: <b>7/2/21</b>	Advertise To: <b>7/16/21</b>
Position Title: <b>Executive Director</b>	Exempt Position #: <b>00100906</b>
Advertised Salary: <b>\$7,999 - \$13,309 / month</b>	Location of Position: <b>Downtown Honolulu</b>
Department: <b>Oahu Metropolitan Planning Organization</b>	Division: (Optional)
Date Request Submitted: <b>6/28/21</b>	Request Submitted By: <b>Rey Domingo</b>
Requester's Email Address: <a href="mailto:Rey.Domingo@hawaii.gov">Rey.Domingo@hawaii.gov</a>	Requester's Phone #: <b>8085872385</b>

**Instructions:** Please complete the following required information. DHRD-ESD will assist your department in posting an exempt position on the DHRD's Website – State Job Opportunities, "Non Civil Service Job Opportunities Listing". The information must be accurate and free of grammatical errors. This information will be copied from this request and pasted directly into NEOGOV. WE will not be responsible for editing the contents of the exempt announcement. The department representative will be emailed a copy of the draft announcement for one final edit. Once ESD finalizes the posting, the system will automatically advertise the exempt position at 12 midnight of the date advertised and will close at 11:59 p.m. on the closing date.

- To extend this posting, please contact Patti Miyamoto-Asato at 587-0988. (Let us know before the posting ends.)
- Please submit this form at least one (1) week in advance or as soon as possible. We will do our best to accommodate your needs.

### RECRUITMENT INFORMATION

This posting is for the State of Hawaii, Oahu Metropolitan Planning Organization (OahuMPO).

The position is located on the Island of Oahu.

Salary: \$ 7,999 - \$13,309 per month, based on experience and qualifications.

If you have any questions regarding this non-civil service exempt position, please contact Veronica Schack at (808) 586-2303 (Monday - Friday, 7:45 a.m. - 4:30 p.m. (HST)).

The State Recruiting Office will refer all inquiries regarding this exempt position to the OahuMPO.

### DUTIES SUMMARY

**Instructions:** To be completed by department representative. Add the summary of the duties for this position

The Executive Director is appointed by and reports to the Policy Board and is responsible for the leadership and administration of the OahuMPO, which is designated to carry out the federally mandated, multimodal framework for U.S. involvement in and funding of both land and surface transportation for the Island of Oahu. That framework — known as the Continuous, Coordinated, and Comprehensive (3-C) Planning Process — is established by U.S. statute and regulations (23 CFR 450 Subpart C) and for the State of Hawaii, contained in the enabling legislation found in HRS 279D.

Central to the Executive Director's responsibilities is the coordination of planning among and in cooperation with the major partners — the Hawaii State Department of Transportation, the City and County of Honolulu Department of Transportation Services, and the Honolulu Agency for Rapid Transportation (HART) — to

ATTACHMENT 1

ensure Oahu's regional transportation initiatives satisfy federal requirements and achieve OahuMPO's mission and goals for a coordinated and comprehensive transportation infrastructure to meet the island's needs.

The Executive Director is the face of OahuMPO and advises the Policy Board on federal and state requirements and other transportation planning practices; and communicates on its behalf to federal, state and county government agencies, the private sector and the public on the region's long-range transportation infrastructure plans and other initiatives.

The Executive Director is responsible for recruiting, hiring and managing a team of professional, technical, and administrative staff to effectively develop and implement the policies and activities, including but not limited to the long-range Oahu Regional Transportation Plan, Transportation Improvement Program, Congestion Management Process, and Overall Work Program; for budgeting and fiscal management; and for assuring compliance with federal, state and local requirements in coordination with its major partners.

### **MINIMUM QUALIFICATION REQUIREMENTS**

*Instructions: To be completed by department representative. Add the minimum qualifications (if any) in this section.*

**LEGAL AUTHORIZATION TO WORK REQUIREMENT:** The State of Hawaii requires all persons seeking employment with the government of the State shall be citizens, nationals, or permanent resident aliens of the United States, or eligible under federal law for unrestricted employment in the United States.

Applicants must meet all the minimum qualification requirements for the position as of the date of the application:

- Education: Bachelors Degree in urban, regional, or transportation planning, civil engineering, public administration or related fields and five years of experience in regional transportation planning.
- Specialized Experience: Five years of senior management, including direct supervisory experience. Strong leadership, managerial, and verbal and written communications skills. Professional experience in planning, organizing, staffing, budget planning and execution, policy formulation, and implementation of programs or projects, including work with senior officials, public and private.

Desired Qualifications:

- Graduate degree in an appropriate field.
- Professional certification from a recognized accrediting organization, such as the American Institute of Certified Planners, Institute of Transportation Engineers, or equivalent.
- Knowledge of and familiarity with theories, principles, and practices of transportation planning for political jurisdictions, including recent trends and literature in the field of transportation planning and urban development.
- Understanding of and experience with public administration, business, and management principles, including but not limited to, strategic planning, leadership, coordination of people and resources, budget preparation and fiscal responsibility.

ATTACHMENT 1

- Ability to establish and maintain effective working relationships with a wide range of constituents including local, state, federal, and other partners as well as to provide effective outreach to both public and private stakeholders.
- Ability to prioritize and manage multiple projects to keep them on track and within budget.
- Knowledge of federal statutes and regulations relating to transportation and procurement, as well as specific knowledge of requirements established in the statutes and ordinances of the State of Hawaii and City and County of Honolulu, respectively.

**OTHER INFORMATION**

This position is an exempt position. As an excluded managerial position, it is excluded from the civil service system, with the appointment and salary approved by the OahuMPO Policy Board. As an exempt position, the employment is "at will" subject to the Policy Board's decision..

Applicants must submit evidence of education and provide three professional references who can be contacted concerning the applicant's background. Please also include a cover letter and resume to:

Veronica Schack  
Oahu Metropolitan Planning Organization  
707 Richards Street, Suite 200  
Honolulu, Hawaii 96813-4623

Or by e-mail to: [Veronica.Schack@oahumpo.org](mailto:Veronica.Schack@oahumpo.org).

Filing Deadline: Until filled.

**ADDITIONAL INFORMATION FOR ESD**

None.

DHRO Approved: *RD*

**ESD Use Only**

Received  
Final Draft:

Final Steps:

Remove "Draft" Status

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Time In

Time Out

## OahuMPO Executive Director Evaluation Criteria and Weight

Factor	Weight %	Rating* 1 2 3 4 5	Comments
<b>Education &amp; Relevant Experience</b>	10		
<b>Specialized Senior Management &amp; Administrative Experience—organizing, staffing &amp; direct supervision, budget planning &amp; execution, policy formulation, project management</b>	30		
<b>Working Relationships with the Public, Other Government Agencies (legislative, executive at local, state &amp; federal levels), and Private &amp; Non-profit Sectors</b>	40		
<b>Communication, including written &amp; verbal skills, Interpersonal skills, and Ability to build cooperative partnerships</b>	20		

### OVERALL COMMENTS:

#### \*KEY:

1. Candidate displays an unsatisfactory, unacceptable amount and level of this factor.
2. Candidate displays a below average, not quite up to acceptable level for performing independently.
3. Candidate displays an average amount and level of this factor; minimum acceptable level for performing independently
4. Candidate is better than average in the amount and level of this factor; would need minimal supervision and training in this factor.
5. Candidate displays an exceptional amount and level of this factor; indicates that the candidate is highly qualified in this factor.

# Mark N Garrity AICP

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*30 years of experience in urban planning, multi-modal transportation planning, transit operations, environmental analysis, station design, and contract management. Focused on making cities more livable and sustainable, with superior executive leadership, project management, and communication skills.*

Phone: 808-457-7318

Email: [mark.n.garrity@gmail.com](mailto:mark.n.garrity@gmail.com)

## KEY ACCOMPLISHMENTS

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- ✓ Directed a multimodal Department of Transportation for a jurisdiction of more than one million people
- ✓ Established new programs to implement Complete Streets, electronic fare payment, and multimodal rail station access
- ✓ Installed Hawaii's first protected bicycle lane and helped establish Hawaii's first major bike-share program
- ✓ Helped establish an operations and maintenance program for the USA's first driverless urban metro system
- ✓ Negotiated a major amendment to long-term rail operations and maintenance contract
- ✓ Supported procurement of a potential contract for construction and operation of large rail project segment

## HIGHLIGHTED WORK HISTORY

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### 2018 – PRESENT      **URBAN PACIFIC CONSULTING – HONOLULU, USA** **President**

- Currently supporting the City and County of Honolulu, Department of Transportation Services (DTS) with various tasks related to the Honolulu Rail Transit Project (HRTTP) and other initiatives and programs
- Helping DTS update their organizational structure, modernize facilities, and update standard operating procedures
- Helped develop a new rail transit operations and maintenance program, including budget, staffing, and organization
- Facilitated completion of an MOU between HART and DTS regarding handover and operations of the HRTTP
- Provided procurement support for potential long-term contract to construct, operate and maintain the HRTTP
- Negotiated major amendment (\$100m) to existing 13 year, \$1b HRTTP rail operations and maintenance contract
- Prepared documents, reports and presentations for local, state and Federal Transit Administration (FTA) approval
- Helped update DTS development review procedures for consistency with best practices and principles of Complete Streets

### 2017 – 2018      **OC GLOBAL – TOKYO, JAPAN** **Senior Division Manager, Global Solutions Division**

- Oversaw staff, managed projects, contracts, and initiatives related to transportation and Transit Oriented Development (TOD); pursued business opportunities and partnerships throughout Asia and Pacific regions
- Project Director for Colombo Suburban Railway project in Sri Lanka. Oversaw contract with prime consultant and managed staff members for feasibility study and design phase for upgrading four existing commuter railway lines.
- Project Manager for a mixed-use development project in Hanoi, Vietnam on the site of a future metro station. Under contract to a large private company, conducted infrastructure analysis, prepared reports and presentations.

### 2013 - 2017      **CITY AND COUNTY OF HONOLULU – HONOLULU, USA** **Deputy Director/Acting Director of Transportation Services (DTS)**

- Managed staff of more than 100 in Public Transit, Traffic Engineering, Traffic Signals, and Transportation Planning divisions
- Responsible for managing the department's capital improvement program and annual operating budget
- Developed Complete Streets program, managed an interdepartmental working group with staff and stakeholders
- Managed interagency working group to develop multimodal plan for integration of bus transit operations with new rail system
- Developed, secured funding, implemented and oversaw a new multimodal rail station access program
- Served on Honolulu Authority for Rapid Transportation (HART) Board of Directors
- Served on Mayor's Transit Oriented Development (TOD) sub-cabinet
- Installed Hawaii's first protected bicycle lane, and developed guidelines for car share, bike share, and parklets

### 2012 – 2013      **ARUP – ABU DHABI, UAE** **Planning and Environment Lead**

- As Planning and Environment Lead for the Abu Dhabi Integrated Public Transport Network (IPTN) Program, responsible for planning and environmental compliance for a large multimodal transportation program; included coordination of multiple metro, light rail transit, and bus rapid transit projects prepared by different consulting teams
- Prepared a water transport report using updated ridership estimates based on land use, tourism and commuter trips

2005 – 2012

**PARSONS BRINCKERHOFF – PORTLAND & HONOLULU, USA**  
**Senior Transportation Planner**

- Managed and supported a variety of rail, bus and multimodal transportation planning projects across western USA
- Served as Transportation and Land Use Planning Task Manager for 32-km, 21 station Honolulu Rail Transit Project (H RTP); analyzed transportation and land use impacts; managed review of traffic impacts, transit ridership and modeling
- Prepared official submittals to FTA including Before & After plans and milestone reports, and other submittals related to station-area land use, transit-oriented development, station access, urban design and sustainability
- Developed optimal bus system transit network and operating plan for the OR-WA Columbia River Crossing project
- Analyzed transportation alternatives, conducted transit feasibility study at a wildlife refuge in Hawaii
- Completed inventory of existing transit amenities in Arizona, developed standards and specifications for future transit stops
- Prepared environmental reports and created new disaster response procedures following an earthquake in Hawaii
- Prepared multi-modal transportation plan for small Washington city, with new streets, bicycle and pedestrian improvements

2004 – 2005

**WASHINGTON STATE DEPT OF TRANSPORTATION – VANCOUVER, USA**  
**Senior Transportation Planner**

- Managed WSDOT Southwest Region Corridor Planning Team, supervised employees, prepared various corridor improvement plans, and coordinated with State DOT headquarters in Olympia
- Led a review of the WSDOT project benefit-cost model procedures and provided recommendations for inclusion of non-traditional inputs, including bicycle and pedestrian modes, environmental considerations, and weight limitations
- Analyzed multimodal strategies to relieve congestion, focused on comparing roadway, transit and pricing alternatives

2003 – 2004

**OREGON TRANSPORTATION & GROWTH MANAGEMENT PRGM – SALEM, USA**  
**Senior Planner**

- Developed education programs and oversaw contracts associated with public outreach for the TGM program

1998 – 2000

**OWLS COMPANY LIMITED – KITAKYUSHU, JAPAN**  
**Planning Consultant**

- Prepared research reports and planning documents for various clients including the Kitakyushu Mayor's Office

1993 – 1998

**C-TRAN – VANCOUVER, USA**  
**Senior Transit Planner**

- Managed and supported a variety of programs and projects, including a major Light Rail Transit (LRT) study and park-and-ride site selection study, and created a new development review program to encourage walkable and transit-friendly design
- Wrote two pedestrian-oriented design handbooks; made presentations to community, elected officials, and stakeholders
- Participated in bus service planning and scheduling; developed pilot program using public transit to serve school students

1991 – 1992

**CH2MHILL – SEATTLE/BELLEVUE, USA**  
**Urban Planner**

- Prepared environmental review documents for various transportation and energy projects in Washington and Hawaii

1990 – 1991

**LOWER MERION TOWNSHIP – ARDMORE, USA**  
**Planning Intern**

- Supported transportation planning, growth management and open space preservation programs

**PROFESSIONAL REGISTRATION**

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Since 1990

AMERICAN PLANNING ASSOCIATION (APA)

Since 1997

AMERICAN INSTITUTE OF CERTIFIED PLANNERS (AICP #082865)

Since 2006

INSTITUTE OF TRANSPORTATION ENGINEERS (ITE # 1024376)

**EDUCATION**

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1989 – 1991

UNIVERSITY OF PENNSYLVANIA  
Master of City Planning

1982 – 1987

CARNEGIE MELLON UNIVERSITY  
Bachelor of Architecture