



**WTS**  
Advancing Women in Transportation  
Los Angeles Area Chapter

# MEASURING OUR SUCCESS

## 2016 ANNUAL REPORT





# Opening Statement

## *Measure for Measure, It Has Been a Very Good Year*

People tend to measure what they can easily count. As a result, they can fail to measure what really counts. But Los Angeles and WTS-LA are different. We measure what is easy to count and what really counts. And in looking back at the past year in transportation, significant gains were made that are both evident and fundamental. While this has been a very complex, dynamic, and challenging year in many respects, it has been a very good year in transportation. It has also been a very good year for WTS-LA. We, too, have made evident and fundamental advances that portend great things in the year to come. And that is exactly what we will explore in this annual report.

### *Measuring Up*

Without question, voters giving the nod to Measure M on November 8, serves as the centerpiece of transportation advancement. A sales-tax ballot measure titled, “the Los Angeles County Traffic Improvement Plan,” and dubbed Measure M, the \$120 billion ballot measure is a vital funding element for the Los Angeles County Metropolitan Transportation Authority’s (Metro) Long Range Transportation Plan (LRTP), Metro’s “roadmap to improve mobility, provide more transportation options, stimulate our local economy and create jobs.” In addition to enhancing public transit (both bus and rail), the LRTP looks to deliver highway improvements, alternative transportation enhancements, and a host of other transportation benefits. It’s a comprehensive, strategic effort to improve overall mobility in the county. Measure M makes certain that Metro can deliver on its plan. Notably, voters approved the measure with 71.15 percent in support; Angelenos believe in transportation investment, particularly when the benefits are made clear. But Measure M was by no means the only advancement.

From Los Angeles International Airport to the Port of Los Angeles to Los Angeles County freeways, major area infrastructure projects are helping Los Angeles lead the way in a momentous national trend. Throughout the nation, local and regional jurisdictions are taking the lead in the planning and execution of infrastructure. Formally a more top-down federal process, local jurisdictions are now using a wealth of tools—public-private partnerships, ballot measures, design-build, or other innovative mechanisms—to initiate local and regional infrastructure projects and improvements. That trend will only continue to grow. And WTS-LA is doing many things to facilitate that process.



### *Chapter Won*

2016 was a stellar year for WTS-LA. From record-setting fundraising and scholarship awards at the Annual Scholarship and Awards Dinner to unique advances in several committees, WTS-LA delivered tangibly and meaningfully on several fronts. From Programs to Mentorship, from the Adopt-A-School Committee to the Volunteer Committee, WTS-LA continued to demonstrate its commitment to innovation and its mission to advance women in transportation. And we will delve more deeply into that in the following pages.

People tend to measure what they can easily count. But in doing so, they can fail to measure what really counts. Fortunately, Los Angeles and WTS-LA do not fall victim to that problem. Both the City of Los Angeles and WTS-LA have shown a unique ability for self-examination and then action to ensure that both fulfill their mission when it comes to transportation. And Southern California is a better place because of that. So, relax, and enjoy this review of WTS-LA and the year in transportation.

*Strategic. Effective. Indelible.*



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# President's Letter

## *This Is Not a Drill*

Annual reports are misunderstood. To some, they are a curiosity, to others they are company-sponsored, self-inflating fluff, to others still they are a perfunctory waste of time, effort, and funds. Well, those people are all wrong. An annual report is an essential document, a vital portrait of an organization's successes and failures, beliefs and actions, aspirations and dreams. As Warren Buffett points out, an annual report is an organization's most powerful document. He studies them religiously before he even considers investing in a company. Rightly, he asserts it is an organization's unique opportunity to define itself, its achievements for the year, and its prospect for the future. I agree with him. So, welcome to WTS-LA's single most important document for the year. It provides a perfect snapshot of the chapter from 2016.

Florence Nightingale said, "I attribute my success to this: I never gave or took any excuse." I like that. And I have tried to use that rule as a guiding principle for my tenure as WTS-LA president. And while I can't claim perfection, I hope that I have achieved a degree of excellence as your president in that regard. And I'd like to take this opportunity to offer my complete and sincere gratitude to our hardworking board of directors, our committee chairs and members, and our dynamic membership for making this one of the most wonderful jobs in the Southern California. WTS-LA only succeeds if we all pitch in, join together, and deliver on our collective promise. And I am most grateful and humble for the extraordinary effort that you have put forth in helping me advance the chapter and its mission while I was president. And I wish the incoming president the best of luck in all of her efforts as well.

So, thank you. Thank you very much. And please enjoy reading about your success in this, the 2016 WTS-LA Annual Report.

Thank you,

Amanda Heinke  
WTS-LA President

*Vital. Candid. Advanced.*



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# Membership

## Membership Has Its...Responsibilities

People sometimes misperceive exactly what WTS-LA membership means. Yes, when people join the chapter and gain membership, they know they are joining a unique organization that will help advance their careers. But WTS-LA membership means so much more than that. From access to networking to lifelong professional relationships, WTS-LA is most certainly about meeting people and advancing careers. But WTS-LA membership also does more than just connect people with one another. Membership in WTS-LA also connects people with ideas and opportunities. It changes perceptions. It raises awareness. It alters the landscape and levels the playing field. And that's what makes WTS-LA membership invaluable. As a result, membership is one of the most important committees in WTS-LA. It is also one of the most challenging. And this year proved no exception.

Membership numbers fluctuated quite a bit in 2016, but ended approximately where it started. In January 2016, WTS-LA had 350 members. At the end of the year, the number hovered around 346 members. In looking at those numbers, it may seem like very little happened. Nothing could be further from the truth. Throughout the year, Second Vice President of Membership, Rosa Brice of Los Angeles World Airports and Membership Chair Rebecca Kalauskas, from Parsons Brinckerhoff worked valiantly, responding to the thorny challenge of increasing and retaining membership numbers. And they used several inventive strategies to do that.

For example, in March the Membership co-chairs challenged each WTS-LA board member to recruit three new members. As incentive, board members who succeeded received a voucher for free admission to a WTS-LA event. Brice and Kalauskas also provided board members with email and direct mail templates to help with the challenge. Through these efforts, the chapter flirted repeatedly with the Membership co-chairs' stated goal of reaching 400 members, a chapter high-water mark not reached since 2013. At times, they were only 20 members away from that goal!

Kalauskas and Brice challenged individual members as well. They instituted a campaign for each WTS-LA member to bring a potential new member to at least one program. The WTS-LA member then received a future-event voucher if the prospective member joined at that event. Kalauskas and Brice also identified and targeted potential agencies and companies that could support additional members, along with point people within each organization that could facilitate the process. By and large, their efforts worked.

Though the net result at the end of 2016 closely resembled the membership number at the start of the year, those numbers don't tell the entire story. Membership co-chairs Brice and Kalauskas worked determinedly to increase membership while trying to retain as many members as possible. And it was only through their outstanding efforts that they succeeded.



*Inclusive. Supportive. Expansive.*



# Programs/ Professional Development

## Putting Your Best Face Forward

Without question, a chapter is judged by its programs. For that reason, the Programs Committee is unique. And that's because in nearly every instance, a WTS program serves as the face of the chapter. It is where most people first come in contact with the chapter. But it's also the singular event that leaves the greatest and most lasting impression on members and potential members, as well as the press, bloggers, etc. For those reasons, Programs faces an extremely difficult challenge.

Month after month, they must deliver compelling, timely, and engaging topics and speakers. If they succeed (and they nearly always do), chapter life goes on as usual, but the chapter maintains its image as being one of the premier chapters in WTS. If they fail, however, it can hurt the perception of the chapter considerably. Fortunately, great care goes into delivering superlative programs. In 2016, Programs Committee co-chairs CH2M transportation engineer Heather Anderson, Mott MacDonald project engineer Lisa Karwoski, Mott MacDonald rail transit engineer Kaoru McCullough, California High-Speed Rail Engineering Manager Noopur Jain, and Berg & Associates client relations manager Jenelle Saunders succeeded brilliantly. But the Herculean task does not fall to the Programs Committee alone.

Professional Development/Leadership Committee chair and WSP vice president Emily Freund and her committee also deserve significant credit for the creation and development of invaluable professional development programs. Their programs invited professional development experts to help members advance their careers in careful and effective means. Together, the Professional Development/Leadership Committee and the Programs Committee put together a roster of programs that truly served the wants, needs, and professional objectives of WTS-LA members.

By no means a comprehensive list, the WTS-LA Programs Committee presented numerous other events as well for the WTS-LA membership. But they didn't stop there. To fully serve the membership and wanting to ensure optimal effectiveness, the committee also conducted routine surveys throughout the year to gain important feedback to constantly improve programs.

## Informative. Educational. Invaluable.



## 2016 Programs



**Working Together: Caltrans and Metro** — This event featured Caltrans District 7 director Carrie, Metro deputy chief executive officer Stephanie Wiggins, Metro board member Jackie Dupont-Walker, and LADOT general manager Seleta Reynolds. Moderated by former CA Assembly Speaker and Metrolink director Richard Katz, the program included an engaging exchange on how Caltrans and Metro work together to improve Southern California mobility, as well as a preview of upcoming projects for both agencies. Hosted by WTS-LA Platinum Sponsor AECOM.



**Metro Office of Extraordinary Innovation** — WTS-LA welcomed Dr. Joshua Schank, Metro's first Chief Innovation Officer, in a fascinating members-only professional development program. Dr. Schank gave a compelling perspective on real and profound change to transportation in Los Angeles County. Sponsored by WTS-LA Platinum Sponsor CH2M Hill.



**EXPO Phase II Tour** — In an exclusive members-only event, WTS-LA toured Phase II of Metro's Exposition Light Rail Line. Hosted by Los Angeles County Supervisor Sheila James Kuehl, the tour presented the opportunity for WTS-LA members to be the first to ride the Expo line from Culver City to Santa Monica. The event was also hosted by WTS-LA Platinum Sponsor WSP.



**LAWA's Future** — LAWA deputy executive director and WTS-LA director at large Cynthia Guidry and LAWA director of Terminal Planning Ellen Wright graced the WTS-LA stage. Together they enlightened WTS-LA members and guests on LAWA's upcoming \$14 billion capital improvement plan. Presented by WTS-LA Platinum Sponsor Mott MacDonald.



**The Los Angeles Streetcar Project** — Featuring project director Shane Phillips, Bringing Back Broadway executive director and director of Downtown Economic Development Jessica Wethington McLean, and OCTA rail program manager Mary Shavali, the program detailed the return of the streetcar to downtown Los Angeles and what it will mean to the city.



**New Metro Planning Chief Therese McMillan** — WTS-LA hosted a program featuring longtime friend and former FTA acting administrator, Therese McMillan, as she became Metro's new planning chief. Ms. McMillan discussed a wide range of topics, but focused mostly on Metro's long-range transportation plan. Hosted by WTS-LA Platinum Sponsor HDR.



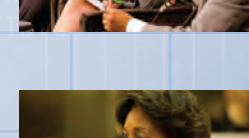
**A Professional Development Workshop: A Members-Only Half-Day for a Future** — Fehr & Peers and Left Lane Advisors (a subsidiary) principal Katie Carr led a sold-out, members-only half-day professional development workshop to provide members with effective tools for public speaking, developing an effective elevator pitch, enhanced communication skills, and successful strategies for networking and relationship building.



**Gerald Desmond Bridge Replacement Tour** — WTS-LA held a members-only tour of the Gerald Desmond Bridge Replacement Project. An engineering challenge and marvel, the bridge replacement project team had to overcome several significant challenges to replace the bridge without interfering with either vehicular or port traffic. And project team members Derya Thompson, Zeph Varley, Denis Walcott, and Bill Corn served as exceptionally well-informed tour guides for WTS-LA members.



**Southern California Ports Dinner Program** — WTS-LA put together a panel of major players from Southern California ports, featuring Port of Long Beach Supply Chain Optimization senior executive Michael Christensen, Port of Hueneme chief executive director Kristin Decas, and Port of Los Angeles deputy executive director Antonio Gioiello, the dinner program was moderated by Southern California Gateway Office director for the US Department of Transportation's Maritime Administration and WTS-LA board member Eric Shen. Presented by WTS-LA Platinum Sponsor Stantec.



**Reception Honoring US West Transit Leaders** — In a singular members-only event, WTS-LA brought together Federal Transit Administration acting administrator Carolyn Flowers, Santa Clara Valley Transportation Authority general manager/CEO Nuria Fernandez, Bay Area Rapid Transit general manager Grace Crunican, Sound Transit chief executive officer Peter Rogoff, and TriMet general manager Neil McFarlane. A stellar lineup by every measure, this program lived up to the chapter's mission to bring unparalleled access to WTS-LA members.



**Regional Rail Panel Discussion** — Moderated by the Honorable Yvonne B. Burke, the WTS-LA rail panel featured OCTA director of Rail and Facilities/LOSSAN managing director Jennifer Bergener, California High-Speed Rail Authority Southern California regional director Michelle Boehm, Metrolink deputy chief executive officer Elissa Konove, and Metro deputy chief program management officer Bryan Pennington. Held on the afternoon of October 13, the program covered regional rail issues in depth and how regional rail will continue to help transform Southern California transportation. WTS-LA Platinum Sponsor Arcadis presented the program.



# Mentorship

## Advice and Intent: Taking the Lead from Those Who Know

The learning process knows no age. But transferring valuable career skills from one generation to the next can prove most difficult, particularly when crossing gender lines and when moving from a mid-career to executive level. WTS-LA knows this all too well. That's why the chapter places great emphasis on mentoring and its mentoring programs. They are integral to WTS-LA's mission to advance women in transportation. AECOM senior project manager and 2016 Mentorship Committee chair Veronica Siranosian takes this responsibility very seriously. So much so, in fact, that she decided to revamp the traditional mentorship program in 2016.

In the past, WTS-LA mentorship programs did what most mentoring programs do. They paired protégés with mentors and provided a structure for them to meet and exchange knowledge, experience, and wisdom. By and large, that had been a very successful model. But in 2015, participation in that kind of program ebbed because the program drew "from the same pool of potential mentors and protégés each year." Ms. Siranosian saw a better way. So, working in close collaboration with WTS-LA President Amanda Heinke of Fehr and Peers and special advisor to the president Stephen Polechronis of AECOM, she created the Mid-Career Leadership Program (MCLP).

Focusing on a limited number of mid-career professionals, the MCLP paired those professionals specifically with WTS-LA directors at large. And this pairing accomplished two very important goals. First, it gave mid-career professionals—an oft-ignored subset—a rare opportunity to meet with senior professionals and learn what it takes to break the glass ceiling and move to the next level(s). But second, it also better engaged WTS-LA's directors at large, giving them greater access and awareness of chapter members. None of this happened by accident. Ms. Siranosian carefully designed the program to provide optimal returns in that regard. And then she sought feedback to make sure it was working and adjusted the program to better suit participants.

To start, Ms. Siranosian created and disseminated a program application. After careful review and selection of candidates by the WTS-LA Mentorship Committee, she then commenced with bringing the accepted mid-career professionals together with the directors at large for a kickoff dinner/orientation, facilitated by professional business coach Katie Carr. Mid-career leaders and mentors were paired based on their expressed preferences following the kickoff event. Then, in addition to quarterly meetings, she also helped establish a structure for one-on-one meetings with each mentoring pair, as well as suggestions for best practices. Working with the Communications chair, she also created a group in the WTS TransPortal to facilitate group communications.

Evidently, Ms. Siranosian's design worked. The program proved so popular that only half of this year's applicants could be accommodated. But there's another measure of the program's success. Throughout the year, MCLP participants were so enthusiastic about the program that they self-organized several proactive events and get-togethers, and the group created several informal



lines of communication as well. Without question, participants see their grouping as a networking and development opportunity with much greater life than one year. Though launched in 2016, the program continued through to July 2017. Yet by virtually every measure it is a rousing success.

But Veronica Siranosian is not content with just success. She also wants to ensure that all WTS-LA members that seek mentors can have them. So, she also proposed that the chapter toggle each year between the MCLP and the traditional mentoring program to make sure that the chapter can fully serve its members.

*Practical. Strategic. Prudent.*



# Adopt-a-School

*In 2016, WTS-LA was most definitely up for adoption...*

Adults love to go back to school. WTS-LA is no exception. And this year, WTS-LA's Adopt-A-School Program went back to school quite a lot. WTS-LA Adopt-A-School chair and Claremont Graduate University Professor Dr. Amy Shimshon-Santo created a robust program, bringing WTS-LA members and their expertise to area schools in several memorable and effective events.

To start, Dr. Shimshon-Santo collaborated with the WTS-LA Diversity Committee and provided monthly transportation college and career pathways discussions for students at John C. Fremont and Susan Miller Dorsey High Schools, both in underserved communities. She documented these meetings to create videos, articles, and social media posts to help spread the word about WTS-LA's program. She also worked closely with LA Metro and its Transportation Career Academy Program to help WTS-LA Adopt-A-School students gain entry into Metro's summer internship program.

In May, the Adopt-A-School Committee facilitated several events for high school students. Looking to increase awareness of transportation as a career path and to strengthen relationships with local schools, the Adopt-A-School Committee worked closely with three schools—Dorsey in South Los Angeles, Fremont in Central Los Angeles, and Banning High School in Wilmington—all in majority low-income neighborhoods. On May 23, the Adopt-A-School Committee hosted an introductory transportation workshop for 11th grade students of Dr. Fahamisha Butler, a Dorsey High School teacher of Women's Studies. This workshop helped students generate questions for an upcoming transportation panel on May 26.

Once again at Dorsey High School, the May 26 panel saw the Adopt-A-School Committee partnering once more with the WTS-LA Diversity Committee. Opening with a welcome from the school's coordinator, Akeba Jackson, the program featured experts from Dorsey's Law, Public Service, and STEM magnet programs, as well as high-ranking transportation professionals of color—many from WTS-LA. In addition, the panel also included two WTS-LA scholarship winners, both of whom were enrolled in college. Their presence helped high school students better relate to the messages the Adopt-A-School Committee sought to impart.

Working with the International Trade Education Program (ITEP) at Banning High School, the Adopt-A-School Committee next held a transportation entrepreneurship workshop for 11th graders on May 31. The workshop focused on raising student awareness about career opportunities in transportation. In addition, the committee helped teachers and counselors prepare students for transportation scholarship applications.



Dr. Shimshon-Santo next brought together WTS-LA Adopt-A-School Committee member and Port of Los Angeles (POLA) civil engineer Mahsa Hematabadi Pan, PE, and 110 high school student interns enrolled in ITEP's summer internship program. Held at POLA on July 15, the program featured Ms. Pan speaking about her experience working at the Port and how she climbed the ladder to hold the position she does today. Dr. Shimshon-Santo also used the opportunity to promote WTS-LA and the scholarships the chapter offers.

Finally, at a panel on October 14 at CalState University, Dominguez Hills, the Adopt-A-School Committee presented on college and career prospects in transportation at ITEP's GPS Your Future career event. This time, Dr. Shimshon-Santo brought two graduate students in transportation from UCLA's Master of Urban & Regional Planning program. By design, again, their presence helped students better connect with transportation careers and opportunities in transportation academia, as both graduate students were former students from the participating high schools.

Throughout the year, the Adopt-A-School Committee worked closely with the WTS-LA Communications Committee to help generate articles, videos, and social media posts about the Adopt-A-School program and other opportunities.

*Altruistic. Scholastic. Momentous.*



# Annual Scholarship and Awards Dinner—Awards

## 2016 Annual Scholarship and Awards Dinner: The Ultimate Peer Revue

Awards are wonderful. Recognition for achievement, awards often connote greater meaning when given by peers. So, the 2016 WTS-LA Annual Scholarship and Awards Dinner held special significance for all in attendance, as the chapter bestowed its highest honors on the most deserving of transportation professionals. And it was a very good year.

Bringing together luminaries from every transportation discipline, the 2016 WTS-LA Annual Scholarship and Awards Dinner was held at the Millennium Biltmore Hotel in downtown Los Angeles. Hosted by LAWA CEO Deborah Flint and Metro Chief Planning Officer Therese McMillan, the dinner also formally welcomed the First Lady of Los Angeles Elaine Wakeland. And 2016 WTS-LA Scholarship and Awards Dinner co-chairs Lisa Karwoski, PE, of Mott MacDonald and Samantha Foley, formerly of HDR, Inc., worked tirelessly to ensure that the near-capacity crowd enjoyed both the proceedings and their meal. They also helped the chapter raise considerable funds to replenish next year's scholarship coffers. It was most certainly a night to remember. But the evening's focus was split.

While scholarship awards earned much attention—and deservedly so—much of the crowd came to see their transportation peers recognized for outstanding contributions to the transportation industry, education, and diversity. The recognition meant quite a lot to both the recipients and WTS-LA members, as this is the annual opportunity for the chapter to celebrate meaningful achievement.

### 2016 WTS-LA CHAPTER AWARDS

*WTS-LA Woman of the Year*  
Seleta Reynolds, LADOT General Manager

*WTS-LA Ray LaHood Man of the Year*  
Stephen Polechronis, AECOM Senior Vice President

*WTS-LA Employer of the Year*  
Los Angeles World Airports

*WTS-LA Member of the Year*  
Lucy Terrell-Lewis, HDR Civil Engineer

*WTS-LA Diversity Leadership Award*  
Miguel Cabral, Metro Diversity and Economic Opportunity Executive Officer

*WTS-LA Educator of the Year*  
Carol Shaw-Loose, BETA/Narbonne High School Lead Teacher

*Innovative Transportation Solutions Award*  
Metro/City of Los Angeles Bikeshare Partnership



Engrossing. Entertaining. Sororal.



# Annual Scholarship and Awards Dinner—Scholarships



*One night  
can change a life...*

If it's the WTS-LA Annual Scholarship and Awards Dinner, it can change many lives. And in 2016, that's exactly what it did. By all accounts, it was an astounding evening. And 2016 WTS-LA Scholarship and Awards Dinner co-chairs Lisa Karwoski, PE, of Mott MacDonald and former HDR, Inc., Strategic Communications and Public Involvement manager Samantha Foley report that the chapter awarded \$43,000 in scholarships to deserving high school, undergraduate, and graduate students. Equally important, the chapter raised approximately the same amount of money for scholarships in 2017. Held at the Millennium Biltmore Hotel in downtown Los Angeles, the 30th Annual Scholarship and Awards Dinner on November 16, proved to be an exceptional night for chapter members, award winners, and scholarship winners.

WTS-LA's mission to advance women in transportation is paramount to chapter activities. But a critical aspect of that mission looks to the future. So, scholarship awards hold a special place for chapter membership. Few moments are more rewarding than watching a budding, young transportation professional receive funds to help them pay for their transportation education. In 2016, WTS-LA welcomed an extraordinary group of high school, undergraduate, and graduate scholarship winners.



## 2016 HIGH SCHOOL AWARD RECIPIENTS

*WTS-LA \$1,500 Joan G. Wood Memorial High School Scholarship* – Chelsea Juan, John C. Fremont High School

*WTS-LA \$1,500 Marilyn J. Reese High School Scholarship* – Guadalupe Mendoza, John C. Fremont High School

*WTS-LA \$2,000 PB Marty Rubin Memorial Scholarship* – Rachel Valencia, Banning High School

## 2016 UNDERGRADUATE AWARD RECIPIENTS

*WTS-LA \$5,000 Directors' Scholarship Presented in Honor of Alexandra Spencer* – Sunghea Khil, University of Southern California

*WTS-LA \$2,500 Alexandra Spencer Transportation Communications Scholarship* – Kenan "Kaitlyn" Zhang, University of Southern California

*WTS-LA \$8,000 Ava Doner Memorial Undergraduate Scholarship* – Isabella Levin, Scripps College

*WTS-LA \$5,000 Ava Doner Memorial Undergraduate Scholarship* – Crystal Faqih, Cal Poly Pomona

## 2016 GRADUATE AWARD RECIPIENTS

*WTS-LA \$2,500 Richard G. Newman AECOM Scholarship* – Christine Song, University of Southern California

*\$2,000 Southern California Association of Governments Scholarship* – Hannah Brunelle, Cal Poly Pomona

*WTS-LA \$8,000 Myra L. Frank Memorial Graduate Scholarship* – Rosemary McCarron, University of California, Los Angeles

*WTS-LA \$5,000 Myra L. Frank Memorial Graduate Scholarship* – Mai Farrag, Cal State University, Long Beach



*Captivating. Enlightening. Lasting.*



# Communications and Social Media

## Interfacing the Truth: Reaching Out and Getting Through in 2016

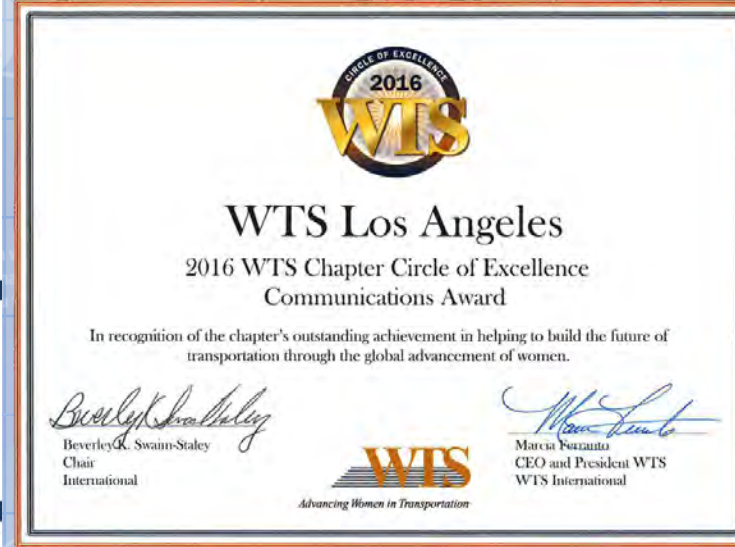
Communications is more art than science. As a result, what works in one instance may not be as effective in another case. Also, the media is an extremely crowded landscape with organizations shouting their messages as loudly as they can both in print and the electronic space. That makes the efforts of the Communications Committee that much more challenging. But 2016 WTS-LA Communications Committee chair and Athens Services Director of Government Affairs Elizabeth “Liz” Ramirez surmounted that challenge in a number of inventive and effective ways. In 2016, with the help of Communications Committee members Elenna Salcido of STV, LA Metro’s Tamar Fuhrer, and Alexandra Spencer, the committee created a compelling roster of unique and indelible communications. And the breadth and depth of their coverage for the chapter was astounding, resulting in the chapter receiving a Communications Award from WTS International for their ongoing efforts.

First and foremost, the team got the word out about chapter events and programs. Publishing numerous articles in the WTS-LA newsletter, on the WTS-LA website, and through the chapter’s social media channels, the committee informed Southern California and the world about the chapter’s exemplary programs and happenings.

But the Communications Committee did not live by word alone. They also developed extremely valuable images for the chapter through the evocative work of photographer and longtime WTS-LA corporate partner John Livzey, helping to garner great exposure in the press and on social media. Using both the word and the image, the Communications Committee generated an incredible volume of noteworthy articles, member profiles, and social media posts. They also developed the exceptional 2015 WTS-LA Annual Report for the chapter. But the team didn’t stop there.

The committee also lent its considerable expertise to the WTS-LA board and other committees, regularly developing outreach and communications for a number of significant endeavors. From program email blasts to promotional copy to stunning portraits, the Communications Committee helped advance the WTS-LA brand both visually and verbally. And then there was social media itself.

At the beginning of the year, WTS-LA had approximately 3,160 followers. Tweeting, on average, about 250 times per month, the chapter raised that number to over 3,500



followers. The number of impressions and retweets rose precipitously as well. But tweeting alone does not increase followers, impressions, or retweets. The social media team increased WTS-LA’s presence through quality photography, incisive posts, and critical timing. And Twitter was not their only success. At the beginning of the year, WTS-LA had fewer than 200 LinkedIn followers. By the end of 2016, the social media team increased that number to 285 followers. Instagram presented an equally positive story. At the start of 2016, WTS-LA had 98 Instagram followers. By the end of the year, the chapter increased that number to more than 185 followers.

In addition, Ms. Ramirez expanded the Communications Committee’s reach in a trip across The Pond. Meeting with author (Future Cities: All that Matters) and WTS-London president Camilla Ween, Ms. Ramirez brought back fascinating news about WTS-London and their recent efforts in transportation. In doing so, she also paved the way for WTS-LA and WTS-London to establish greater communication and cooperation between the chapters.

Though the challenges were great, the team developed and implemented a highly sophisticated and powerful communications program for WTS-LA. From a communications perspective, 2016 proved to be a very good year.



*Dynamic. Connective. Revealing.*





# Transportation Résumé Book

*This volume has everyone listening...*

WTS-LA's name carries weight. It's respected throughout the transportation industry. And while that provides significant benefits for members, it also benefits another group: students. Each year, WTS-LA publishes its Transportation Résumé Book (TRB). A curated collection of résumés from outstanding area college and university students, the TRB provides a unique opportunity for those students to get an inside track on transportation employment opportunities from a very select group of exemplary transportation organizations: WTS-LA corporate partners. WTS-LA TRB chair and WSP transportation & environmental planner Todd Nguyen believes that the benefit goes both ways. Through the TRB, WTS-LA corporate partners also get a first look at the best and brightest transportation students entering the profession. Without question, the TRB is a win-win for the Southern California transportation industry. And 2016 proved to be no exception to this belief.

In 2016, WTS-LA TRB chair Todd Nguyen advanced the TRB's effectiveness in numerous ways. Mr. Nguyen spent much of the beginning of the year reaching out to area schools and apprising them of TRB deadlines and guidelines as well as WTS-LA benefits. In addition, he hosted numerous in-school outreach events at various institutions in Southern California including USC, UCLA, and Cal Poly Pomona. After making area colleges and universities aware of the guidelines and deadline of March 11, Mr. Nguyen collected approximately 140 résumés and reviewed them with his committee. On April 1, Mr. Nguyen and the committee returned résumés to students to carry out suggested edits.

On April 21, the WTS-LA TRB Committee hosted a networking mixer at Metro headquarters. They hosted 28 professionals from 15 companies including Access Services, AECOM, Fehr & Peers, HDR, Iteris, Jacobs, Metro, Morgner Construction, Myers & Sons, STV, WSP, Michael Baker International, CH2M, and ICF. And they welcomed nearly 40 students from schools that included Cal Poly Pomona, CSUN, UCLA, and USC. But the committee took things a step further. Working closely with WTS-LA Corporate Partner chair Dan Beal, Mr. Nguyen put together career-oriented raffle prizes for attendees including 1-on-1 mentoring sessions, an in-office/facility tour, and a John Livzey headshot photo.

Finally, on May 6, the WTS-LA TRB Committee published the TRB and distributed it exclusively to WTS-LA Corporate Partners. And by all accounts it was a monumental success. However, Mr. Nguyen and his committee rested on no laurels. They immediately launched a campaign to garner feedback to improve the TRB for next year. Throughout the rest of the year, Mr. Nguyen and the committee attended outreach events, mixers, and even the ITE Transportation Camp to expand the reach of the WTS-LA TRB. They also reached out to board members and WTS-LA members for suggestions to improve the TRB. And with preparation like that, Mr. Nguyen and the WTS-LA TRB Committee look to outdo themselves in 2017.

*Exclusive. Influential. Constructive.*





# Volunteer Coordination

## *More Valuable than Money; More Necessary than Air*

Volunteers hold a special place in any organization. Giving of their time, their expertise, and their energy, volunteers make things happen. WTS-LA volunteers do more than that. Day in and day out, at each and every program, year after year, volunteers perform vital tasks that advance the chapter in myriad ways. Without their unwavering support, the chapter could not function. Naturally, WTS-LA Volunteer Committee chair and WSP transportation engineer Kyra Tao has her work cut out for her, given the volume and caliber of chapter volunteers. And in 2016, she, too, went above and beyond the call to ensure that every committee had the volunteers it needed and the volunteers had the experience they deserved.

First and foremost, being the Volunteer Committee chair means spending an inordinate amount of time obtaining and directing volunteers. Committees need different things, different kinds of help. But every committee needs assistance. So, a considerable amount of Ms. Tao's time is spent matching the right volunteer for the right task. But that is also a two-way street. She works to ensure that volunteers gain desired experience for their efforts. Though Ms. Tao routinely recruits 1-2 new volunteers each month, she achieves that rate through eblasts, requests during programs, social media, and by talking with potential candidates. She also worked with the Communications Committee to generate two articles about her and the volunteering program, highlighting its virtues to draw in even more candidates. But she didn't stop there.

In June 2016, Ms. Tao proposed creating a Volunteer Rewards Points program. Earning one reward point for each volunteering job, a volunteer would receive a Starbucks gift card once she or he completed three volunteer jobs. Before implementing the program, Ms. Tao even upped the ante. A volunteer could receive an event voucher for completing five volunteer tasks. In July 2016, Ms. Tao implemented the program...and it worked, but not necessarily for the most obvious reason. Yes, volunteers were happy to get a Starbucks gift card and/or free admittance to a WTS-LA program. And many volunteers qualified for both types of rewards. But in truth, most volunteers were happier with recognition for their service. And that speaks directly to Ms. Tao's understanding of exactly how to best manage volunteers and their requirements.

Finally, throughout the year Ms. Tao maintained a comprehensive volunteer program database. Updating it constantly, the database serves as the heart of the Volunteer Committee program.



*Selfless. Indispensable. Steadfast.*



# Legislative Report

## *The Legislative Trench: Cousins elucidates WTS-LA's relationship with the law...*

In addition to being an attorney, Nossaman LLC, partner and WTS-LA legislative chair Elizabeth "Liz" Cousins is an auditor of the law for the chapter. In doing so, she keeps chapter members aware of vital legal happenings in the transportation world. And 2016 proved to be a busy year.

In California alone, there were more than 17 statewide transportation ballot measures, giving California the longest election ballot in the nation. But without question, the passage of Measure M served as the most important legal transportation story for 2016. Proposed by Metro, Measure M asked voters to approve a new ½-cent sales tax and continue a sunseting ½-cent sales tax (Measure R) "to improve freeway traffic flow/safety; repair potholes/sidewalks; repave local streets; earthquake-retrofit bridges; synchronize signals; keep senior/disabled/student fares affordable; expand rail/subway/bus systems; improve job/school/airport connections; and create jobs."

Estimated to provide \$860 million per year and add 465,690 new jobs in LA County, Measure M is slated to run for the next 40 years. Providing many transportation-related and quality-of-life benefits, Measure M funds will also advance many projects including the Airport Regional Connector and Green Line Extension, the Crenshaw/LAX Light Rail Track Enhancement Project, the East San Fernando Valley Transit Corridor, the Orange Line BRT Connector to the Gold Line, the Gold Line Rail Extension: Foothill to Claremont, the Purple Line Rail Subway Extension: Century City West to Westwood/VA Hospital, and many, many more. In addition, Measure M addresses bicycling and walking (especially the first/last-mile connection to transit), Metrolink, Complete Streets, fare subsidies, ADA paratransit, and precious maintenance funding. Needing a two-thirds supermajority to pass, Measure M won by a vote of 70% to 30%. But Measure M was not the only transportation measure on the ballot in California. Unfortunately, many of them met with a different fate.

The San Diego Association of Governments proposed Measure A, also a ½-cent sales tax that would have provided funding for public transit, biking, and walking projects, as well as major highway expansions. It failed to pass by a vote of 57% to 43%. The Sacramento Transportation Authority's Measure B, also a ½-cent sales tax, was expected to raise \$3.6 billion over 30 years, with 60% of its revenue dedicated to the unglamorous-but-necessary task of infrastructure maintenance and repair. Measure B also fell to defeat by a 66% to 34% margin. And in Ventura County, the Ventura County Transportation Commission put Measure AA on the ballot. Another ½-cent sale tax for 30 years, Measure AA promised to raise \$70 million annually to address quality-of-life transportation issues, from pothole repair to polluted runoff. Sadly, voters nixed the measure by a margin of 57% to 43%.

Cousins also reported on potential dramatic transportation budget cuts from Sacramento. Citing falling gas tax revenue, "massive" budget cuts were promised for transportation project funding that amounted to approximately \$754 million over the next five years, a 38% decrease. LA County

was projected to lose about \$191 million. But Cousins reported on alternative funding options being discussed throughout the legislature and in local municipalities. From potential new taxes like the vehicle-miles-traveled tax and other user-based fees to the expansion of public-private partnerships, Cousins presented the reality and the legal hurdles for these funding alternatives to become law.

Finally, 2016 was also a banner year for Cousins herself. The Design-Build Institute of America presented Cousins with the 2016 Design-Build in Transportation Leadership Award in the Young Professional category, citing the "critical strides" that she made to advance and expand design-build project delivery in transportation. So, congratulations Liz, and thank you for keeping the chapter informed on the complex transportation and funding legislation and legal doings in 2016.

*Edifying. Illuminating. Facilitating.*





# Corporate Relations

## CORPORATE PARTNERS

### PLATINUM



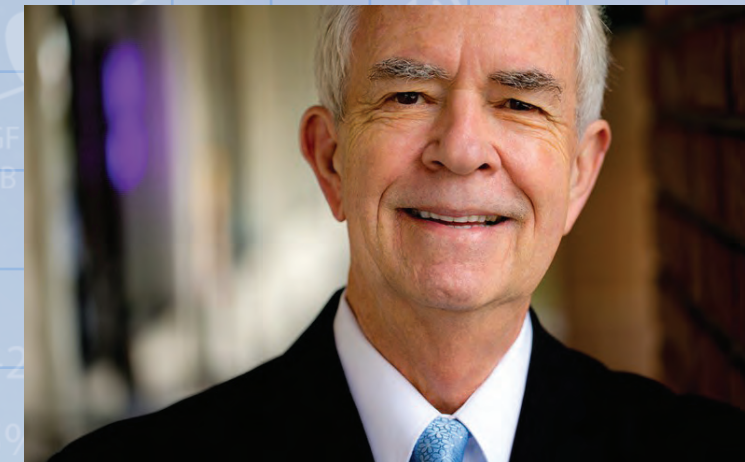
### GOLD



### SILVER



### BRONZE



*With great partnerships, came great success...*

Money isn't everything. And it's not the only thing. But it is extremely important, particularly to non-profit organizations like WTS-LA. It underwrites everything from panels and programs to professional development events to student attendance at WTS-LA gatherings. Corporate financial support empowers WTS-LA to expand its mandate greatly into the far

reaches of the transportation industry. But gaining corporate backing can be a tricky endeavor. It is no small challenge to draw support from corporations, while remaining independent and true to an organization's mission. Fortunately, WTS-LA has Corporate Relations chair Dan Beal. And in 2016, Mr. Beal brilliantly balanced the chapter's mission with its need for critical financial support.

Working closely with its numerous corporations and agencies throughout the year, Mr. Beal carefully managed the expectations and acknowledgements for each and every supporter. And corporate partners received tremendous acknowledge and access throughout the year. But in 2016, he also did quite a lot more to garner even greater contributions. For example, in-kind support is another critical aspect of corporate and agency giving.

WTS-LA benefits tremendously from in-kind contributions for many different services. From photography to writing to graphic design, many organizations provide help through in-kind delivery. In 2016, Mr. Beal wanted to guarantee that in-kind donations were handled as efficiently as possible. To that end, he proposed—and the board adopted—his criteria for the acceptance and processing of in-kind corporate partner services. He also transformed the chapter's paper voucher system to an electronic voucher system. According to Mr. Beal, the new e-voucher system, "...is expected to improve voucher tracking and make it easier for Corporate Partners to use this valuable Platinum, Gold and Silver Corporate Partner benefit." The benefit he cites are attendance admission tickets to WTS-LA programs.

Raising money can be a challenging endeavor. It requires sensitivity, audacity, and charm. Fortunately WTS-LA has Dan Beal. And in 2016, Mr. Beal and the Corporate Relations Committee raised \$71,000. He, his team, and the 2016 WTS-LA Board of Directors wish to thank all of the corporate partners who gave so generously to help WTS-LA further its mission.

*Vital. Empowering. Facilitating.*



# Financial Statement

## FINANCIAL PROFIT AND LOSS REPORT JANUARY - DECEMBER 2016

WTS-LA Treasurer, Pattie Antich, Founder of Antich Consulting Inc. handled the chapter's finances. She reports that WTS-LA started 2016 with a total of \$100,000 in unrestricted operating funds. In 2016, WTS-LA raised approximately \$57,000 from corporate partnerships and \$172,045 from other income (including event registration fees and membership dues). WTS-LA spent about \$163,216 on general operating expenses, monthly luncheon programs and special events. The net income for WTS-LA in 2016 was \$42,903 as shown in the table on the following page. At the end of 2016, the WTS-LA operating account balance was \$159,000.

In 2016, the chapter approved a new program to provide up to four (4) professional development scholarships for working professionals (in the amount of \$2,000 each) for WTS-LA members accepted to the WTS International Leadership Academy; two scholarships were granted. A total of \$43,000 was awarded in student (high school, undergraduate, and graduate) scholarships in November 2016. These funds were collected from several sources: \$6,500 from WTS-LA Corporate sponsors, \$2,500 from retiring Board Member Alexandra Spencer, \$3,580 from the 2016 Board of Directors matched by an additional \$1,420 from WTS-LA's California Community Foundation (CCF) account, \$5,800 from the proceeds of the 2015 Annual Award Dinner, \$7,800 from the boat tour fundraiser, and a \$15,400 grant from the CCF account.

The CCF account that was created in 2015 for deposit of certain funds dedicated for scholarships and educational purposes. In 2016, the chapter created a spending policy for this account that outlines the history, purpose, and general guidelines for withdrawals. As of the end of 2016, the account balance was \$452,762.

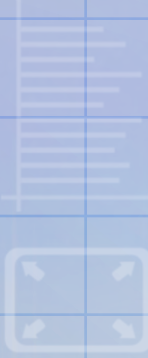
INCOME	
Corporate Sponsorship	\$57,000
Scholarship Fund Raising <sup>[a]</sup>	\$15,307
Monthly Luncheons	\$67,054
Annual Awards Dinner	\$77,894
Professional Development	\$450
Membership Dues	\$11,340
<b>Total 2016 Income</b>	<b>\$229,045</b>
EXPENSES	
Monthly Luncheons <sup>[b]</sup>	\$71,130
Annual Awards Dinner <sup>[b]</sup>	\$44,094
Memberships Dues Transfer to WTS International <sup>[c]</sup>	\$335
Professional Development	\$7,363
Mentorships	\$1,437
Board Expense <sup>[d]</sup>	\$16,938
Communications	\$26,394
Administration <sup>[e]</sup>	\$2,888
Scholarships <sup>[f]</sup>	\$15,563
<b>Total 2016 Expenses</b>	<b>\$186,142</b>
<b>NET INCOME</b>	<b>\$42,903</b>

<sup>[a]</sup> Raffle, silent auction, harbor tour, and flower donations  
<sup>[b]</sup> Photography/video, script writing, equipment rental, meals, decorations, program venue, and speaker gifts  
<sup>[c]</sup> Free membership for all Bronze level partners  
<sup>[d]</sup> Board meetings and seminars, legal/accountant fees, and computer consulting  
<sup>[e]</sup> Bank fees, office supplies, insurance, tax filing fees, postage  
<sup>[f]</sup> Scholarship funds raised by the board for high school, undergraduate, and graduate students sent to the CCF account





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TBVCB



Advancing Women in Transportation  
Los Angeles Area Chapter

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