

# Erika Vandenbrande

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Collaborative and vision-oriented leader with successful track record in developing innovative partnerships and programs. Strategic thinker with demonstrated expertise in environmental, land use, transportation, and economic policy, planning and project implementation. Highly productive manager with strong team-building, mentoring, technical and communication skills. Thoughtful and caring individual who understands and shares Redmond's strategic community vision.

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## Professional Experience:

### City of Redmond, WA

*Interim Planning Director*

**March 2018 to present**

- Provide strategic direction, budgeting and management oversight for staff of 74. Lead and direct efforts of seven member management team and their staff responsible for: development review; code enforcement; inspections; comprehensive long range planning; human services; homeless outreach; transportation planning and engineering; prioritization of Redmond's capital investments; archeological and historical resources; and planning and implementation of Redmond's climate action strategy.

*Deputy City Administrator*

**2014 to present**

- Lead and provide strategic direction, budgeting and management oversight of 17 member staff to implement organization's communications and community engagement, economic development, customer service, alternative transportation, and environmental initiatives.
- As a member of City's executive leadership team, collaborate with fellow department directors and the Mayor to provide strategic direction, focus implementation and prioritize resources to implement City services and further the City's vision as a vibrant and welcoming community.
- One of two individuals designated to act on behalf of the Mayor on organizational policy and administrative matters in his absence.

### Key accomplishments:

- Implemented new Customer Service division, including construction of a Customer Service Center at Redmond City Hall, deployment of a customer service request and management system, and staffing the customer service function.
- Reimagined and updated the City's communication and community engagement strategy, processes and brand to increase community engagement and participation in civic decision making and budgeting through initiatives such as Neighborhood Conversations with elected leaders and "Your City, Your Choice" budget campaign.
- Built trust and enhanced collaboration among senior leadership. Fostered servant leadership culture in the organization by leading by example, mentoring and focusing on shared learning experiences as exemplified by holding an all-day Bloomberg Philanthropies sponsored workshop to structure thinking to enhance innovation and public engagement on environmental issues.

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## *Economic Development Manager*

**2009-2014**

- Managed Economic Development division staff of five. Responsible for hiring, terminations, performance reviews, staff career development, and guiding divisional work plan development and implementation.
- Collaborated with public and private partners to form and launch a local economic development organization, OneRedmond.
- Developed partnership and received Washington State Department of Commerce designation as an Innovation Partnership Zone for Interactive Media and Digital Arts.
- Developed and deployed a home energy savings program designed to educate residents about ways they could reduce their energy use as part of a multi-jurisdictions C7 New Energy Partnership with Puget Sound Energy, OPower and the federal government.
- Implemented Redmond Trip Reduction Incentive Program (R-TRIP) and other City commute programs and partnerships resulting in delivery of equivalent of 2.5 freeway lane's worth of vehicle capacity during rush hour.

## *Transportation Demand Management Manager*

**2008-2009**

- Managed staff and guided partners to implement Redmond Trip Reduction Incentive Program and other City commute programs and partnerships.
- Managed transit implementation program, including transit service purchases.
- Developed budget, prepared work plan and tracked over \$3 million in program expenditures.

## *Transportation Demand Management Program Manager*

**2001-2008**

- Managed program staff implementing Commute Options, Employer Commute Trip Reduction and Transportation Management programs.
- Developed partnerships and managed business relationships to:
  - \* increase employer incentive funding by over \$1 million through grants
  - \* guide vendor selection and implementation of first of its kind Commute Management System for use by R-TRIP program and Redmond employers
  - \* develop Think Redmond buy local, go local, be local campaign
- Negotiated Transportation Management Programs as conditions of development for including Microsoft and Nintendo of America headquarter sites.
- Working with a stakeholder group, developed refinements to parking and transportation mitigation standards, including updates to Redmond's zoning code and development guidelines.

## **King County Metro Transit**

**1998-2000**

## *Market Development Specialist*

- Developed and implemented innovative award-winning Redmond Trip Reduction Incentive Program as a demonstration program to increase use of alternate travel modes through incentives and consumer focused commute products and services.
- Identified and analyzed options to address parking capacity issues at park and rides.
- Project consultant for economic development partnership to develop and implement an employee alternate commute program at a newly opened shopping center/office development.

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## Vandenbrande and Associates

1997-1999

### *Consultant*

- Provided planning, policy analysis and market research consulting services for federal, state and regional public and private-sector clients on environmental, transportation and land use policy and legislative issues.

Projects included: Texas/Mexico international border crossing freight movement efficiency study; recyclable waste oil market evaluation and draft business plan; public opinion surveys; and preparation of environmental impact reports for developments.

## Southern California Association of Governments

### *Principal (Manager), Environmental Policy Planning*

1992-1997

- Managed Environmental Policy Division staff of seven. Responsible for hiring, performance reviews, staff career development, discipline, and guiding divisional work plan development and implementation.
- Developed agency strategic work plan and coordinated implementation of \$15 million annual budget.
- Collaborated with key stakeholders (local governments, employers, developers, ports and railroads, aviation, transit providers, roadway construction, environmentalists and regulators) and directed work efforts of 40+ multi-disciplinary interdepartmental team members and their consultant teams to develop, analyze, document, seek public participation and input, and develop consensus on the regional land use and multi-modal transportation emission control strategy for the 1994 and 1997 South Coast Air Quality Management Plans that had multi-billion dollar impacts over 20 year time horizon.
- Lead staff to Energy and Environment Committee of the Regional Council, composed of elected officials throughout the six-county region, to analyze, develop policies and craft legislative strategies to address air quality, water quality, solid waste, hazardous waste, habitat preservation, energy, and environmental impact report process issues affecting local governments.
- Testified before regional and state legislative bodies on air quality, transportation, energy and land use issues impacting the Southern California region.
- Negotiated one of the first US Department of Energy regional designations as a Clean Cities coalition to advance the implementation of clean energy, including alternative fuels, electric vehicles, and solar and wind power.
- Directed staff in development of the Air Quality, Open Space and Conservation, Water Resources, Water Quality, Energy, Hazardous Waste Management and Integrated Solid Waste Management elements of the 1995 Regional Comprehensive Plan for greater Southern California.
- Collaborated with land conservancy partners, environmental interest groups, state and federal natural resource agencies and private stakeholders to develop policies, strategic frameworks and agreements to conserve open space.
- Guided development of the funding strategy to realize the transportation infrastructure and mobility programs identified in the 1994 Regional Mobility Plan that served as the guiding document for state, county and city transportation investments in the six-county region.

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Prepared grant applications and obtained over \$1.3 million in federal and state grant funding for innovative market-based transportation and congestion pricing programs.

- Staffed committees composed of elected officials and other regional stakeholders including planning and public works directors, private sector business leaders and federal, state and county agency representatives. Managed multiple teams consisting of staff and consultants to research, evaluate options, conduct public outreach and make policy recommendations resulting in:
  - A business strategy and public/private implementation partnership to jump-start the market for five key advanced transportation technologies (technology enabled shuttles; telecommunications; intelligent transportation systems; alternative fueled vehicles and electric vehicles)
  - Identification of economic opportunities and partnership development to address mobility, environmental, land use and infrastructure funding challenges through the use of market-based mechanisms (roadway tolling; congestion pricing; parking cash-out; and paid parking)
  - Air quality/transportation emission reduction goals, measurement tools, local government implementation strategies, and funding strategies.
- Led team to develop draft performance indicator, monitoring and benchmarking process to assess and track mobility, air quality and economic impacts of transportation control strategies.

### *Senior Transportation Planner*

**1991-1992**

- Directed consultant team to develop a comprehensive modeling software tool to evaluate air quality and mobility impacts from local government land use actions and transportation infrastructure investments.
- Collaborating with representatives of Caltrans, Orange County Transportation Commission, Orange County, City of Irvine and the Irvine Company, prepared high level transportation and financial analyses to evaluate the potential traffic and financial impacts of introducing privately funded toll roads.
- Developed regional transportation demand management strategy in partnership with representatives from local transportation commissions and transit agencies, businesses, ridematch service providers, and transportation management agencies. Directed consultant technical and fiscal impact efforts.
- Served as lead agency staff and subject matter expert in regional initiative to develop model Air Quality Element for city comprehensive plans, including a model implementing ordinance.

### *Associate Transportation Planner*

**1989-1991**

- Staffed committee of local elected officials to identify priority transportation investment corridors for System of Regional Significance.
- Prepared Regional Transportation Investment Program (funding plan) and supported air quality conformity analysis for the Regional Mobility Plan.
- Managed public opinion research for multi-year series of public opinion surveys and focus groups to assess regional environmental, transportation, growth management and economic development issues.
- Analyzed census and traffic data to evaluate differences in impacts of urban, emerging urban, suburban and rural land use patterns.

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## South Coast Air Quality Management District

*Air Quality Specialist, Energy and Environment*

**1987-1989**

- Coordinated and directed team of two along with three consultant teams to analyze environmental impacts, evaluate socioeconomic impacts and conduct public outreach for the Environmental Impact Report (EIR) for 1989 South Coast Air Quality Management Plan.
- Prepared the Environmental Impact Report for the South Coast Air Quality Management District's first air quality toxics rule.
- Prepared Energy Futures Report detailing air quality impacts of projected energy consumption in the South Coast Basin.
- Staffed committee of public and private sector interests to develop nation's first regional rideshare rule, Regulation XV. This regulation provided the model for average vehicle occupancy program provisions in the federal 1990 Clean Air Act Amendments and 1991 Intermodal Surface Transportation Efficiency Act.
- Designed and implemented parking cash-out demonstration program.

## US Environmental Protection Agency

*Policy Analyst, Monitoring and Indicators*

**1986**

- Analyzed the impacts of federal transportation programs on wetlands using GIS tools and developed econometric model to predict the impact of transportation policy changes.
- Designed and prepared project fact sheets for senior leadership that summarized key decision-making criteria, including environmental impacts, cost-effectiveness, life-cycle costs and funds leveraged, for grant fund requests from each of the EPA regions.

## Education:

**Master of Science**, Public Policy Analysis, University of Rochester, New York

Thesis: Property Assessment and Taxation in Rochester (Refined property tax assessment model through use of hedonic regression modeling)

**Bachelor of Arts**, Geology, University of Rochester, New York

**Certificate**, Survey Design and Analysis, Cornell University, New York

**Certificate**, Transportation Demand Management, University of California, Los Angeles Extension

Trained and mentored in California Environmental Quality Act, National Environmental Protection Act and public policy dispute resolution.

## Awards and Recognition:

**2010 Bright Idea - Trip Resource & Incentive Program** Ash Center for Democratic Governance and Innovation, Harvard Kennedy School

**2010 Governor's Commute Smart Legacy Award**, City of Redmond and Microsoft Commute

**2010 Commuter Challenge Diamond Award for Special Achievement**, R-TRIP Program

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**2009 Government Partner of the Year**, Greater Redmond Chamber of Commerce

**2008 Leadership Award**, Association for Commuter Transportation

**2008 Association for Commuter Transportation Leadership Award**, R-TRIP Go Green Get Green program

**2006 US Conference of Mayors City Livability Award**, R-TRIP (City of Redmond)

**2004 US Environmental Protection Agency Clean Air Excellence Award**, R-TRIP (City of Redmond, King County Metro and the Greater Redmond Transportation Management Association)

**2004 Puget Sound Regional Council VISION 2020 Award**, R-TRIP (City of Redmond, King County Metro and the Greater Redmond Transportation Management Association)

**2003 US Conference of Mayors, Best Small Business Practices, Small Business Assistance Program**, R-TRIP

**2001 US Conference of Mayors, Best Small Business Practices**, Commute Services Program

**2000 Innovations in Government Award**, Commute Partnerships, including R-TRIP (King County Metro)

**1991 Harvard University Kennedy School of Government Case Study**, The Phantom Toll Booth: Los Angeles and the 1989 Air Quality Management Plan

**1988 South Coast Air Quality Management District Recognition of Outstanding Achievement**, for leading a multidisciplinary team of four staff and three consultant teams to prepare the Environmental Impact Report for the 1989 South Coast Air Quality Management Plan

**1987 South Coast Air Quality Management District Recognition of Outstanding Achievement**, for performing analysis, preparing staff reports and supporting a committee of elected leader and industry stakeholders to develop the nation's first regional rideshare regulation.

## **Other Activities:**

### **Affiliations**

**Member**, OneRedmond Government Affairs Committee, 2018 to present

**Board Member**, Greater Redmond Transportation Management Association, 2008-2018

**Board Member**, Save Lake Sammamish, 2001-2017

**Vice-President**, Women's Transportation Seminar, Los Angeles Chapter, 1990-1992

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## **Expert Panels**

**Member**, Technical Advisory Group to the Commute Trip Reduction Board, 2006-2009, Washington State Department of Transportation

**Member**, Association for Commuter Transportation, 2001-2014

**Member**, Trip Reduction Performance Project Grant Committee, 2005-2007, Washington State Department of Transportation

**Member**, Clean Air Project, Episodic Control Programs Task Force, 1996-1997  
National Association of Regional Councils, Washington, DC

**Member**, Indirect Source Control Advisory Committee, 1994-1996  
California Air Resources Board, Sacramento, CA

**Member**, National Cooperative Highway Research Program Project Review Panel, 1993-1994  
Transportation Research Board, Washington, D.C.

**Member**, Technical Advisory Task Force, Drafted recommendations for Congestion Management System requirements in the Intermodal Surface Transportation Efficiency Act (ISTEA), 1990  
Los Angeles County Metropolitan Transit Authority, Los Angeles, California

## **Teaching/Training**

**Presenter**, Association for Commuter Transportation, *"Connecting Commuting and Climate Change"* (2009); *"Innovating Commute Incentive Programs"* (2007); *"Forming Transit and Shuttle Partnerships"* (2002); *"Commentary On TDM As A Land Use Tool"* (2002); and *"Developing Strategic Partnerships"* (2001).

**Lecturer**, Air Quality, Transportation and Land Use Planning, 1993-1997  
University of California, Irvine

**Lecturer**, Transportation Demand Management, 1990-1994  
University of California, Los Angeles Extension