



BLUE ZONES[®]

HUMBOLDT COUNTY
VISION ZERO ACTION PLAN

February 2025

Blue Zones, TYLin, GHD, TLC Engineers, CivicWell, and Redwood Community Action Agency (RCAA) are pleased to submit this response to the Request for Proposals for the Humboldt County Association of Governments' Vision Zero Action Plan.

Our multidisciplinary team brings deep expertise in transportation planning, engineering, land use policy, and community engagement to deliver an actionable plan aimed at eliminating traffic fatalities and serious injuries. With experience working together and on projects in Humboldt County, we have strengthened relationships and refined our collaborative approach. We believe we have assembled the right team to lead a rigorous, engaging process that builds lasting partnerships for effective and feasible implementation.

We look forward to the opportunity to collaborate with HCAOG and local stakeholders to advance this critical initiative.



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A. Cover Letter

Subject: Proposal for Humboldt County Vision Zero Action Plan

Dear Ms. Eberwein,

Every life lost or injured on Humboldt County's roads is a tragedy. Seventy-six people died between 2018-2022 on Humboldt County roads — a rate far exceeding the per capita state average. Humboldt's rural roads, dispersed communities, and infrastructure require smart, actionable solutions. The Humboldt County Vision Zero Action Plan must be as ambitious as the challenge itself. Our team is ready to deliver.

We bring deep technical expertise, including a deep dive into the world's best Vision Zero programs (see the References section for more information on the 2024 Vision Zero Mobile Workshop for Hawai'i), as well as authentic public engagement, and an unwavering commitment to evidence-informed implementation. Our team has worked extensively in Humboldt County: we understand its High-Injury Network, its most at-risk corridors, and the communities hit hardest by preventable crashes. Our approach integrates data-driven analysis with lived experience—pairing safety engineering with community-led storytelling, youth-driven initiatives, and pop-up demonstration projects that bring solutions to life in real time. Our team has also achieved some of the best safety results in the nation, including a 71% crash reduction in Albert Lea, Minnesota; a 60% reduction in crashes and crash severity in Bird Rock, California; and similar results in Raleigh, NC, and Hamburg, NY. We deliver results. Some of our teammates call Humboldt County home or have worked to improve the safety, vitality, and connectivity of this region. Our approach will ensure that Humboldt County's Vision Zero Action Plan is:

- **Data-Driven:** Mapping high-injury corridors, investigating near-miss data, and developing cost-effective safety countermeasures that work in rural contexts, we will incorporate traffic safety sensors and near-miss analysis to better understand risk factors before crashes happen, providing a predictive and proactive approach to Vision Zero.
- **Engaging and Community-Endorsed:** From school-based programs to pop-up installations and quick-build projects, we make safety visible, interactive, and community-driven. Our expertise in national health and well-being campaigns ensures we deploy targeted, place-based engagement strategies that encourage lasting behavioral change.
- **Fair:** 64% of Humboldt County's residents live in disadvantaged communities. Our approach prioritizes Tribal engagement, rural connectivity, and direct outreach to unhoused and underrepresented voices. We specialize in face-to-face, direct engagement, particularly when large or in-person gatherings are not feasible or advisable, and have extensive experience ensuring that rural and historically marginalized voices inform decision-making.

A Vision Zero Action Plan succeeds when it is embraced as more than just a policy document—it must be a community imperative that reshapes public perception for real behavioral change. Our team has led targeted 1:1 engagements in safe settings for marginalized individuals to large-scale, Emmy-winning campaigns that have inspired action, mobilized stakeholders, and turned safety health and well-being goals into a shared mission for millions. With Humboldt County, we want to create a high-impact Vision Zero campaign that:

- Communicates urgency while inspiring hope, ensuring that every resident understands their role in building safer streets and the realities associated with impaired driving.
- Engages youth, schools, and workplaces to make Vision Zero a household conversation, while solving real transportation challenges where they live, work, and play.
- Uses multilingual storytelling, social media, and grassroots outreach to engage both unincorporated and incorporated areas of Humboldt County.

A. Cover Letter

- Creates immersive, interactive demonstrations and real-world experiences that turn Vision Zero principles into everyday habits. We approach solutions through joyful activities that lead to community-endorsed solutions.

To ensure accountability and transparency, we will develop an interactive Vision Zero Data Dashboard, hosted on the HCAOG website and integrated with California’s Statewide Integrated Traffic Records System (SWITRS). This tool will align with UC Berkeley’s StreetStory platform, allowing residents to document near-misses and safety concerns while providing a clear picture of collision trends across the county. The dashboard will:

- Visualize Humboldt County’s traffic safety data through an interactive story map.
- Filter data by jurisdiction, location, mode, and collision factor to support informed decision-making.
- Integrate real-time crash and injury data into city and county platforms, ensuring alignment across agencies.
- Provide a transparent, public-facing tool to track progress, monitor equity impacts, and inform future safety investments.

By making data accessible and actionable, this dashboard will transform insights into tangible improvements, ensuring that Humboldt County’s Vision Zero strategy remains adaptive, measurable, and living.

Humboldt County has set a bold goal: zero traffic fatalities and severe injuries. Achieving this requires co-created community strategies, empowered leadership, and well-developed partnerships through a plan development process designed for implementation success. Our approach ensures that the Vision Zero Action Plan is both innovative due to its strong engagement and implementable. We will:

- **Advance Community-Endorsed Solutions:** Through immersive engagement, interactive events, and a sustained local presence, we ensure that residents and technical staff are active participants in shaping their transportation future and the key components of Humboldt’s Safe System approach.
- **Identify Actionable Implementation Pathways:** We deliver clear, achievable steps for policy adoption, infrastructure investments, and behavioral change campaigns. By building strategic partnerships as part of the development process, including state and local agencies, law enforcement, public health organizations and community groups, we build momentum across sectors and disciplines.
- **Bring Vision Zero to Life:** We create spaces where people don’t just talk about safety—they experience it firsthand. Through creative demonstrations, dynamic educational efforts, and evaluated pilot projects that showcase real improvements, we turn community energy into lasting change.

With this proposal, we stand ready to assist Humboldt County in building a Vision Zero Action Plan that is not just a document—but a movement. This proposal constitutes a firm offer and shall remain valid for a period of at least sixty (60) days from the date of submission.

Sincerely,



Sarah Bowman
Vice President, Blue Zones
200 Southdale Center, Edina, MN 55435
sarah@bluezones.com
614-595-0976



B. Brief Company Profiles

This section provides an overview of our firms, highlighting how each organization contributes its unique expertise to the Humboldt Vision Zero Action Plan. Following this, we introduce our core team members, detailing their qualifications, local experience, and direct role in implementing this project. Resumes can be found in the Appendices.



BLUE ZONES™
live longer, better®

Blue Zones meets each neighborhood and community where it is. We achieve safety by bringing back healthy natural movement everywhere we work. We are a celebrated global leader in community-driven health and mobility transformation, applying evidence-based strategies to improve health, well-being, and social connectedness. Through policy, infrastructure, and behavior change initiatives, Blue Zones engages millions of individuals across the United States annually, designing safer streets, advancing active transportation plans, and facilitating Vision Zero goals. In fact, the Federal Highway Administration celebrated three of our projects as the best three out of five features street redesigns in the nation: Hamburg, NY; Raleigh, NC; and Bird Rock, CA. Our team specializes in innovative community engagement, built environment interventions, and policy development, ensuring that all residents—especially historically under-served populations—benefit from safer, more accessible streets. Blue Zones has led more than 100 transformative projects across the country, guiding local governments and agencies in designing and implementing policies and programs that reduce traffic fatalities and serious injuries. Our approach integrates a community health needs assessment with Vision Zero planning for impact. Headquartered in Edina, Minnesota, Blue Zones has 151 employees and was incorporated in 2009. We focus on four policy areas: built environment, food systems, alcohol and tobacco, integrating community health and well-being needs assessment in planning efforts to maximize impact.

TYLin

TYLin brings outstanding project leadership in Vision Zero implementation, with a proven record of delivering safety-focused transportation solutions across the U.S. and globally. As an industry leader in multi-modal planning, traffic engineering, and safety strategy development, TYLin specializes in crash data analysis, high-injury network identification, and infrastructure-based safety solutions. Their data-driven approach ensures that Humboldt County's Vision Zero Action Plan is aligned with national best practices while being tailored to local conditions. TYLin and Blue Zones are currently partnered on Scottsdale's Safe Systems Plan, demonstrating a strong, effective collaboration in Vision Zero strategy and implementation.



GHD provides traffic and engineering analysis expertise, supporting comprehensive safety evaluations, roadway design, and systemic safety assessments. As a multidisciplinary engineering and planning firm, GHD has experience delivering Vision Zero strategies across diverse community contexts and a strong track record in active transportation planning. Having worked extensively in Northern California, GHD provides localized insight into Humboldt County's transportation challenges and opportunities. Blue Zones and GHD teammates have worked together on Shasta and Ukiah corridor projects in 2024 and 2025, ensuring alignment on safety-focused engineering solutions.

B. Brief Company Profiles



TLC Engineers is a specialized transportation and civil engineering firm based in Cardiff-by-the-Sea, CA, providing innovative solutions for active transportation, traffic safety, and multi-modal infrastructure. With expertise in traffic calming, roadway reconfigurations, and intersection design, TLC Engineers works closely with cities and agencies to develop data-driven, safety-focused transportation projects, providing on-the-ground support for demonstration and pilot projects. Through leadership in project design, planning, and implementation, TLC Engineers helps create safer, more accessible streets that support active and equitable transportation networks. Blue Zones and TLC are working on projects in Lake County, CA, and Parkland-Spanaway, WA.



CivicWell (formerly the Local Government Commission) is a nonprofit organization specializing in policy development, public engagement, and sustainable transportation planning. We support local governments in advancing equity-focused Vision Zero initiatives through strategic partnerships, capacity-building, and innovative community outreach. CivicWell has worked with cities and counties across California, including Tribal Nations in Humboldt (Hoopa Nation), to align safety policies with long-term land use, transportation, and climate resilience goals, ensuring that Vision Zero efforts are both impactful and enduring. Blue Zones and CivicWell are currently working on an Active Transportation Plan in Lakeport, CA.



Redwood Community Action Agency (RCAA) is a Humboldt County-based nonprofit established in 1980 with the mission of providing leadership and advocacy and developing community-based coordinated services activities. RCAA enables low-income and/or disadvantaged individuals to gain the necessary skills, education, and motivation to become self-sufficient in a healthy, sustainable environment. The Natural Resource Services division of RCAA is committed to working with private landowners, government agencies, timber and fisheries industries, Tribes, and community-based groups to promote healthy communities and healthy watersheds.

C. Organization and Staffing

Integrated, Experienced, and Well-Coordinated Team

Our team brings together highly experienced professionals across land use and transportation planning, community engagement, traffic and transportation engineering, and policymaking — ensuring an interdisciplinary approach to advancing Vision Zero. With expertise spanning policy analysis, traffic engineering, civil engineering, safety, demonstration projects, and long-term implementation, we are uniquely positioned to deliver an actionable, community-driven plan that aligns with HCAOG’s goals.

Teammates have successfully worked together on previous projects, refining our collaborative workflows. Our strong working relationships and deep understanding of each other’s skills and abilities, as well as Vision Zero best practices, ensure that we integrate technical expertise with effectiveness. Each of us believes in meaningful community engagement, translating complex data into practical, safety-focused solutions, and building healthy, purpose-filled partnerships in the process. This includes ensuring youth, like the Scottsdale Mayor’s Youth Council, which Blue Zones supports, are prepared to discuss the issues that matter most to them and advocate for their own health and well-being.

The structure outlined below reflects this high level of coordination, with each task led by the right mix of planners, engineers, and engagement specialists—ensuring that every aspect of the Vision Zero Action Plan is thoughtfully developed, feasible, fully integrated, and ready for implementation.



C. Organization and Staffing

The organizational structure provides a high-level overview of the project team, ensuring clarity in leadership and coordination. While the organizational chart reflects the overall team structure, the detailed breakdown of leadership responsibilities by task follows, outlining each team member's role in delivering key project components.



C. Organization and Staffing

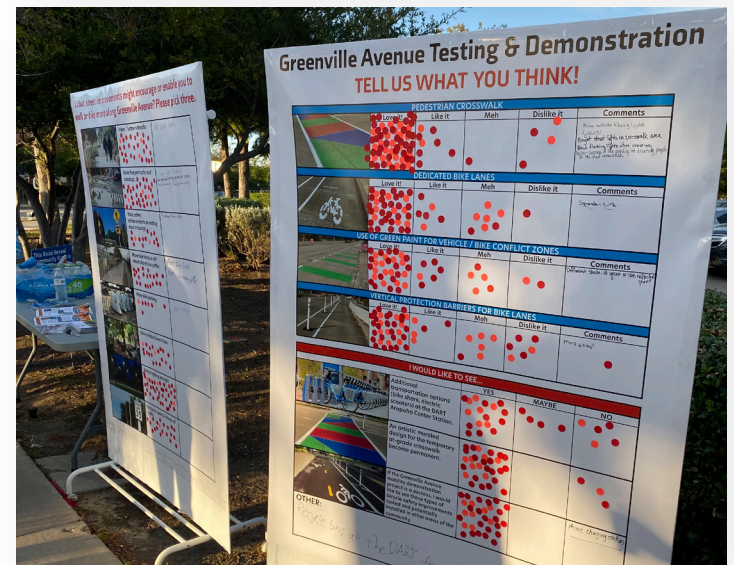
Consultant Qualifications and Experience: A Unified Team for Humboldt’s Vision Zero Goals

For long-term success, Humboldt County requires a team that blends technical expertise with highly-effective community engagement, ensuring that Vision Zero strategies are both data-driven and locally responsive. Our team is uniquely positioned to deliver a comprehensive, actionable, and impact-driven Vision Zero Action Plan that reflects the realities of Humboldt’s diverse communities. We communicate the sense of urgency required to solve challenges.

What We Bring to Humboldt County:

- National and global leadership in transportation safety, active mobility, and Vision Zero implementation, ensuring Humboldt benefits from the latest best practices and innovative solutions. For our team, this is not a one-up program, but a community-built approach that unifies and powers up responsibility for long-term individual and community change.
- Deep local knowledge of Humboldt County’s people and transportation challenges, community priorities, and Tribal engagement needs, ensuring that solutions are rooted in place-based realities.
- A balanced, integrated approach that combines planning, engineering, and community engagement, ensuring safety interventions are both technically sound and widely supported.
- Proven success in data-driven implementation, translating crash data, community input, and policy frameworks into real-world safety improvements that save lives. Our team offers numerous examples of successfully built and maintained traffic calming features and safe systems approaches, especially in California’s rural communities.
- Dynamic and engaging public involvement, ensuring that residents, business owners, youth and local stakeholders are at the heart of the solutions they help shape, endorse, and champion.

With deep appreciation of Humboldt County’s needs, our team is uniquely positioned to deliver a transformative Vision Zero Action Plan that will save lives through data-driven, targeted interventions and reduce fatalities and serious injuries.



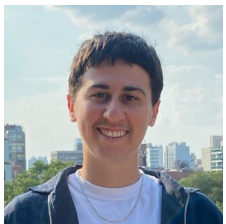
C. Organization and Staffing

Blue Zones



Dan Burden | National Leader in Walkability & Vision Zero

Dan Burden is a globally recognized expert in active transportation, community design, and street safety, with over 40 years of experience transforming communities into more livable, walkable places. He has worked with 3,800+ communities worldwide, leading walk audits, tactical urbanism projects, and complete streets initiatives to create safer environments for all road users. Named one of the six most important civic innovators in the world by Time magazine, Dan has received numerous accolades, including the Champion of Change in Transportation award from the White House and recognition as a Distinguished Lecturer by the Transportation Research Board. He has also been consistently listed among the “100 Most Influential Urbanists” by Planetizen. As the nation’s first full-time pedestrian and bicycle coordinator, Dan pioneered people-first mobility planning within Florida Department of Transportation, worked for eight years in the FDOT Safety Office, shaping state and national policies on multi-modal transportation, safety-first road design, and street-level placemaking. His expertise extends from rural communities to major cities, ensuring solutions that are both visionary and locally grounded. He has led transformative projects in Humboldt County, including Old Town Eureka and the Broadway Corridor, where he has worked directly with residents, business owners, engineers, and policymakers to create practical, actionable, and community-endorsed safety improvements. Beyond his technical expertise, Dan is a master facilitator and storyteller, known for his ability to build enthusiasm and lasting partnerships that drive real implementation. His hands-on, interactive planning processes empower communities to take ownership of street transformations, ensuring long-term success. An expert in trails planning and cycling infrastructure, Dan co-founded Bikecentennial, led a bicycling expedition from Alaska to Argentina, and was instrumental in developing the TransAmerica Bicycle Trail. His work has been featured in The New York Times, National Geographic, and National Public Radio, influencing the national conversation around walkability, active transportation, and Vision Zero strategies.



★ Liv Assael-Benjamin | Project Manager | Community Engagement & Urban Planning

Liv Assael-Benjamin brings a multifaceted background in planning, participatory research, and hands-on community engagement to her role as Project Manager for the Humboldt County Vision Zero Action Plan. With a Master’s in Urban Planning from Hunter College and international experience from University College London, she specializes in data-driven policy analysis, transportation safety, and community-led mobility initiatives that reflect real-world needs and priorities. Liv has worked across diverse communities—urban, suburban, and rural—helping residents shape safer, more connected environments. Her experience with the Office of City Council Member Chi Ossé involved grassroots organizing and direct engagement with thousands of residents to address road safety, infrastructure concerns, and equitable transportation access. She has also secured multi-million-dollar funding for local projects that enhance public spaces, expand active transportation networks, and support long-term place-based solutions. Liv is skilled in facilitating public dialogue, integrating community voices into transportation planning, and translating complex data into actionable strategies. She has led collaborative research efforts on housing, public space, and transportation infrastructure, ensuring that planning efforts are grounded in both evidence and lived experience. Her work has focused on engaging historically underrepresented communities, ensuring their perspectives are central to decision-making. As Project Manager for the Humboldt County Vision Zero Action Plan, Liv will oversee cross-disciplinary collaboration among engineers, policymakers, and local stakeholders to develop a plan that is practical, innovative, and community-driven. Her ability to blend technical expertise with deep public engagement ensures that Humboldt County’s Vision Zero initiative will not just be a policy document, but a living framework for meaningful, long-lasting change.

C. Organization and Staffing

Blue Zones



Rachel Pincumbe | Communications & Vision Zero Campaign Development Lead

Rachel Pincumbe is a strategic communications and public health expert specializing in storytelling that drives behavior change and community action. She holds a Master of Public Health (MPH) in Public Health Education and Promotion from Grand Valley State University and a Bachelor's in Landscape Architecture from Michigan State University, equipping her with the expertise to integrate public health, mobility planning, and communications strategy into transportation safety efforts. Rachel has played a key role in Blue Zones campaigns across rural counties, developing public awareness initiatives that promote active living, well-being, and Vision Zero strategies in communities with limited transportation infrastructure and unique mobility challenges. She understands the nuances of engaging dispersed populations, addressing transportation access issues, and creating tailored messaging that resonates with rural stakeholders. Her ability to translate complex health and transportation data into compelling narratives ensures that Vision Zero efforts connect with policymakers, community leaders, and residents alike—building lasting support for safer streets. With expertise in integrated messaging, multimedia outreach, and behavioral change strategies, Rachel ensures that Humboldt County's Vision Zero initiative is not just a policy framework, but a movement for lasting cultural and systemic change. Through people-first storytelling, rural-focused engagement strategies, and a deep understanding of health and mobility challenges in small communities, Rachel builds momentum, trust, and advocacy for safer, healthier streets.

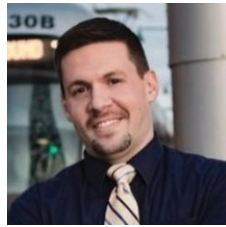


Sarah Bowman | Impact Specialist & Vision Zero Plan Quality Assurance

Sarah Bowman is a leader in community engagement, impact assessment, and transportation safety, with over two decades of experience shaping policy and implementation efforts in 1,400+ communities across the United States, Canada, and Ireland. She specializes in aligning transportation and safety initiatives with broader health, well-being, and social connectedness goals, ensuring that Vision Zero strategies are not only effective but also deeply embedded in community priorities. Sarah's work spans public engagement, research impact assessment, and policy development, with expertise in rural and small-town transportation challenges. As a former Planning Commissioner for Port Townsend, Washington, she brings an acute understanding of how transportation investments shape livability, economic development, and mobility access in dispersed, rural and under-resourced communities. Sarah has led multi-year planning and implementation projects with organizations including the U.S. Department of Transportation, U.S. Environmental Protection Agency, AARP, Federal Highway Administration, and the Transportation Research Board. She has developed award-winning toolkits, research frameworks, and educational materials to support community-led planning efforts, helping cities and towns translate policy into action. She also has a strong track record in funding strategy, assisting teams in securing over \$400 million for engaged research and community transformation projects. Her expertise in public engagement methodologies, research translation, and policy impact assessment ensures that transportation safety initiatives are practical, locally grounded, and measurable over time. A former editor for the University of Notre Dame Press, Sarah ensures that every aspect of the plan is rigorously vetted, aligned with best practices, and designed for long-term impact.

C. Organization and Staffing

TYLin



★ Ryan Wozniak | Principal-in-Charge | Senior Transportation Planner

Ryan Wozniak, our Principal-in-Charge and Senior Transportation Planner, integrates traffic safety with sustainable urban and rural development to create roadways that prioritize safety and multi-modal access for all users, including Humboldt’s rural and urban communities. He has led major street safety and active transportation projects, focusing on safer downtown corridors, protected bikeways, and traffic-calming infrastructure. Ryan’s expertise in context-sensitive planning, policy alignment, and public engagement ensures that Vision Zero principles translate into real-world improvements that reduce injuries and fatalities. With experience in Safe Routes to School programs and tactical urbanism, Ryan connects technical feasibility with local needs, advancing a safer, healthier, and more resilient transportation system.

GHD



Todd Tregenza, AICP | Senior Transportation Planner

Todd Tregenza has 17 years of experience in transportation planning projects, assisting dozens of agencies throughout central and northern California in short- and long-range programming, including the development of travel demand models, general plan circulation elements, specific and master plans, corridor studies, capital improvement programs, nexus and fee studies, transportation operational analyses, and impact analyses. This experience spans public and private sectors, extending into on-call contracts and arrangements with municipalities, where Todd prepares transportation studies and grant applications, performing peer reviews of impact studies and developing California Environmental Quality Act (CEQA) impact analyses for development projects of all sizes.



Melissa Estrada | Transportation Planner

Melissa Estrada is a highly skilled manager with a strong track record of leading complex transportation programs across federal, state, regional, and local agencies. With exceptional communication, problem-solving, and organizational skills, she has extensive experience in the public sector and a deep commitment to advancing safe and accessible mobility. As a transportation planner for the City of Redding, Melissa oversaw active transportation planning and development, including the city’s first Active Transportation Plan and several successful Caltrans Active Transportation Program grant-funded projects. She has a thorough understanding of the funding and implementation challenges faced by small cities, making her well-equipped to support Humboldt County’s Vision Zero efforts.



Rosanna Southern, EIT | Transportation Engineer

Rosanna Southern has more than a decade as a transportation engineer specializing in traffic engineering and transportation planning has allowed her to work closely with dozens of local California agencies on short- and long-range planning and engineering efforts. This experience comprises the analysis of traffic operations to assist in the design process for a variety of complex projects, multi-modal planning and safety analyses to enhance safety of all street users, and VMT analysis for Senate Bill (SB) 743 compliance under CEQA. Rosanna typically oversees multi-modal corridor studies, complete street plans, general plan circulation elements, and traffic impact fee studies. She is proficient in such tools as Synchro, SimTraffic, Sidra, HCS, and VISSIM.

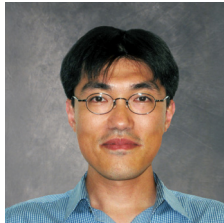
C. Organization and Staffing

GHD (Continued)



Kiera Kwan, PE | Traffic Engineer

Kiera Kwan is a transportation engineer at GHD with an emphasis in traffic operations and safety. She has five years of experience in traffic analysis and safety, as well as transportation design. Kiera has worked on Local Roadway Safety Plans (LRSPs), Systemic Safety Analysis Reports (SSARs), Intersection Control Evaluation (ICE) studies (I and II), Traffic Impact Analysis Reports (TIARs), traffic signal warrants, design, and timing, signage and striping plans, and roadway design. She is proficient in Civil 3D, ArcGIS, modeling and simulation programs, such as Synchro, SimTraffic, SIDRA, and VISSIM, and has some background in MicroStation, R and VBA.



Byung Lee, PE, PTOE | Senior Transportation Engineer

Byung Lee is registered as both traffic engineer and civil engineer in the state of California. He has 23 years of experience providing traffic operations, traffic engineering design, and Intelligent Transportation System (ITS) engineering design for projects throughout the State. His experience covers a wide range of project types including signal design, lighting design, signing & striping plans, traffic operations, and safety analyses. Byung has extensive hands-on experience in traffic operations/micro simulation models, including Synchro, SimTraffic, and VISSIM. Byung is also adept at preparing documents for changes to existing at-grade crossings, such as General Order 88B required by the California Public Utilities Commission.



Holly Murphy | Transportation Planner

Holly Murphy has over a year of experience in active transportation planning. At GHD, they have contributed a variety of active transportation, complete streets, and multi-modal corridor plans, assessing existing conditions, developing community engagement materials, supporting in-person outreach events, and proposing infrastructure recommendations. In addition to working in the private sector at GHD, Holly worked for the Caltrans Active Transportation Program, coordinating with local agencies to assist them in reporting on project progress per program guidance.



Emily Perry, PE | Transportation Engineer

Emily Perry has over four years of experience in traffic and transportation engineering. Emily has worked on roadway safety plans, traffic operations analyses, and a variety of transportation design projects for public agencies and private developers. She has experience working with both roadway analysis and design, which helps to bring a more holistic perspective to the transportation projects she works on.

C. Organization and Staffing

GHD (Continued)



Zach Porteous | Location Intelligence Project Manager

Zach Porteous is an Environmental Systems Research Institute (ESRI)-certified, GIS professional with experience in network analysis, database modelling, and web programming. He has extensive experience with spatial software packages like the ArcGIS suite of software and QGIS, data collection methods with Global Navigation Satellite System (GNSS) receivers and automated analysis using the python programming language. As a former GIS educator, Zach has hands-on experience with mentoring individuals seeking to learn how to apply GIS to their own professions. He creates a learning environment tailored to individuals and groups for optimal retention and engagement. Zach is passionate about applying his knowledge of GIS systems to his clients use cases, and is actively seeking out new, innovative solutions developed in the field of GIS every year.



Frank Penry, PE, TE, PTOE | Senior Traffic Project Manager

Frank Penry has 27 years of experience in transportation planning and traffic engineering design. He has managed numerous transportation studies and design projects over the years, from small development impact studies to major roadway improvements. Frank has served as the City Traffic Engineer for the Cities of Petaluma, Cotati, Sonoma, Windsor, and Fortuna, providing the administration and development of Municipal Traffic Engineering Programs. He is well-versed in a wide range of traffic engineering design standards and encroachment requirements, traffic signals, roundabouts, traffic calming and streetscapes, construction traffic handling, detour, and control plans for a variety of civil engineering projects. His experience includes traffic operations, traffic signal timing and design, ITS, transit signal priority, feasibility studies; environmental studies and documents; roadway and intersection design; signing and striping design; and traffic control plans.

TLC Engineers



Tom Bertulis, PE, PTOE | Active Transportation Engineer

With 25 years of international experience in traffic safety and vision zero, Tom Bertulis brings a global perspective to local road safety, applying best practices from Europe and North America to Humboldt's transportation network. He has a background in Civil and Traffic Engineering and has brought vision zero principles and practices to over 200 cities and communities in six countries. His experience includes implementing Vision Zero Action Plans as well as designing protected bike lanes, pedestrian safety enhancements, and roundabout projects, including in dozens of California communities facing similar infrastructure challenges. Tom has led Vision Zero studies, safety projects, protected intersection designs, traffic engineering projects, road diet traffic analyses, and Complete Street plans. He is a former Board member for the Association for Pedestrian and Bicycle Professionals (APBP) and has been on the Bicycle Technical Committee (BTC) for the National Committee on Uniform Traffic Control Devices (NCUTCD) for the last 7 years. He is also on the committees to review and update Part 7 on School Areas and Part 9 on Bicycles for the California MUTCD.

C. Organization and Staffing

CivicWell



Josh Meyer | Director, Community Engagement & Design Specialist

Josh Meyer is Director of Community Design at CivicWell. He has 27 years of experience in policy, planning, education and equitable, community-centered engagement in the areas of multi-modal and active transportation, placemaking and revitalization. He has directed numerous transportation corridor, downtown and rural community public design charrettes in California that included walkability assessments, focus meetings and collaborative workshops. This included youth and tribal engagement as well. He authored or co-authored many of the resulting plans. He served as a trainer and technical assistance provider to disadvantaged communities on behalf of Caltrans for three rounds of the California Active Transportation Program. Josh presents at national and state conferences, workshops and public hearings, and has taught rural sustainability at the University of California, Davis, Extension program, and developed educational materials on public participatory planning, pedestrian-friendly street design, compact development, green streets and infrastructure, energy-efficient neighborhood design, and innovative funding and financing strategies for community revitalization.



Paul Zykofsky | Community Engagement & Design Specialist

Paul Zykofsky has over 30 years of experience providing public participatory planning, training, and education in California on pedestrian and bicycle safety, complete streets, and health in the built environment. He is co-author of Building Livable Communities: A Policymaker's Guide to Transit Oriented Development and Emergency Response: Traffic Calming and Traditional Neighborhood Streets. He has prepared over 20 Community Image Surveys that have been used to involve residents in visioning and planning efforts. In 2006, Paul co-wrote (with Dan Burden of Walkable Communities) the section on "walkability" in the American Planning Association's Planning and Urban Design Standards. He has also been a contributing author on documents on infill development, street design, traffic calming, traffic safety, smart growth, form-based codes, smart economic development and community engagement in the planning process. Paul has extensive experience giving educational presentations to local elected officials, staff and community leaders. He was born and raised in Mexico, is fluent in Spanish and often gives presentations or facilitates workshops for Spanish-speaking residents..

Redwood Community Action Agency (RCAA)



Mike Cipra | Engagement Coordinator

Mike Cipra is a community engagement and active transportation specialist with expertise in trail planning, public access, and stakeholder collaboration. As Program Director for the Natural Resources Division at RCAA, Mike focuses on integrating mobility, safety, and environmental stewardship into transportation and land use projects. With a background in public land management and conservation, Mike has led multi-agency partnerships, facilitated community-driven planning, and secured funding for infrastructure and restoration projects. His work on trail networks, ADA-accessible pathways, and sustainable transportation initiatives ensures that mobility solutions are safe, inclusive, and responsive to local needs. Mike's experience in public engagement, policy alignment, and multi-modal planning makes him a key asset in advancing Vision Zero goals, ensuring that transportation systems prioritize safety, connectivity, and long-term community benefits.

C. Organization and Staffing

Redwood Community Action Agency (RCAA) (Continued)



Alysia Bixler, MS | Engagement Coordinator

Alysia Bixler is a natural resources specialist and transportation planner with expertise in community engagement, active transportation, and public safety initiatives. She specializes in collaborative planning, infrastructure development, and multi-modal transportation solutions that improve road safety, accessibility, and environmental resilience. As a Natural Resources Specialist II at RCAA, Alysia leads multi-year community planning and infrastructure projects, engaging diverse stakeholders through public workshops, youth outreach, and Tribal collaboration. She has played a key role in facilitating Humboldt County's Safe Routes to School Task Force, leading pedestrian and bicycle safety education at local schools and coordinating walking and biking encouragement programs. Her experience includes co-leading public engagement for the Arcata Local Road Safety Plan, ensuring that community priorities inform safety improvements. She also manages infrastructure planning on the Samoa Peninsula, working to align transportation solutions with long-term environmental and community needs. With a background in environmental studies, conservation, and forestry, Alysia brings a holistic approach to Vision Zero planning, ensuring that Humboldt County's transportation systems are safe, sustainable, and community-driven.



Mason Rewerts | Engagement Specialist

Mason Rewerts is a community engagement and environmental planning professional with expertise in active transportation, outreach, and infrastructure development. As a Natural Resources Specialist I at RCAA, Mason supports the planning, development, and implementation of projects that improve watershed and community health while advancing sustainable mobility and public space enhancements. Mason plays a key role in Safe Routes to School initiatives, helping to facilitate youth engagement, school-based active transportation programs, and safety education. He has led door-to-door outreach, community canvassing, and event coordination for Peninsula Beautification and wind energy education initiatives, ensuring that local voices inform project decisions. With experience in infrastructure planning, public education, and collaborative stakeholder engagement, Mason is committed to ensuring that Humboldt County's Vision Zero efforts prioritize safe, accessible, and community-supported transportation solutions. Mason recently worked with local agencies in McKinleyville to support community-led street redesign initiatives.

D. Description and Approach

A Critical Moment for Humboldt County

Humboldt County faces a persistent roadway safety crisis, with traffic fatality rates far exceeding state and national averages, per capita. Key safety challenges include:

- **High Rate of Drug-Involved Crashes:** While statewide data show that in 2021, 52.9% of drivers killed in crashes tested positive for drug involvement, Humboldt County is recognized as one of the counties with high per capita rates of fatalities related to drug-impaired driving (OTS).
- **Pedestrian and Bicyclist Safety Concerns:** Per capita, Humboldt County ranks among the highest counties in California for pedestrian and bicyclist injuries and fatalities. Factors contributing to this include inadequate a high incidence of impaired driving and speeding (OTS).
- **Broadway Corridor (State Route 101 in Eureka):** This corridor has been identified as a pedestrian fatality hotspot, with a long history of serious and fatal crashes requiring targeted interventions such as improved crosswalks, traffic calming, and enhanced lighting.
- **Day vs. Nighttime Crash Trends:** Humboldt County shows a significant distinction between daytime and nighttime crashes, with the latter tending to be more severe due to a higher prevalence of impaired driving and lower visibility, while daytime crashes appear tied to speeding, congestion and distracted driving.
- **Speeding as a Contributing Factor:** A disproportionate number of fatal crashes involve excessive speed, particularly on rural roads with sharp curves and limited enforcement presence. Designing for target speed is key opportunity for Humboldt County.
- **Limited Emergency Response Capabilities:** Due to Humboldt's rural expanse and challenging geography, emergency response times can be significantly delayed, increasing the likelihood of fatalities in severe crashes.

- **High Rates of Unrestrained Fatalities:** Data suggests that a significant portion of traffic fatalities involve unrestrained drivers and passengers, highlighting the need for increased seatbelt enforcement and awareness campaigns.

HCAOG's Vision Zero Action Plan presents a once-in-a-generation opportunity to re-imagine transportation safety for all jurisdictions, including cities, unincorporated areas, and Tribal Nations. Focusing on more than 1,400 miles of road plus 378 miles of state highways, this initiative offers all of Humboldt County the opportunity to:

- Eliminate fatal and injurious crashes through a Safe Systems Approach.
- Prioritize historically under-served communities, including Tribal communities, people with disabilities, youth, and rural residents, as well as vulnerable road users.
- Integrate policy and infrastructure solutions, alongside a public health campaign, to ensure long-term impact rather than reactive fixes.
- Phase strategic investments for better regional coordination and impact.
- Engage residents of all ages in fun and meaningful ways, ensuring local knowledge and ownership of safety solutions.



D. Description and Approach

The Safe Systems Approach: A Shift in Thinking

Traditional traffic safety efforts have often focused on individual responsibility rather than systemic solutions. The Safe Systems Approach, which informs this Vision Zero Action Plan, acknowledges that human error is inevitable—but fatalities and serious injuries are preventable. This requires designing safer streets and transportation systems that minimize risk and ensure equitable mobility for all users.

Rather than blaming individuals, this approach applies proven strategies that:

- Reduce system kinetic energy (e.g., speed management, safer intersections, road diets).
- Prioritize vulnerable users (e.g., pedestrians, bicyclists, transit riders, people with disabilities).
- Design for human error (e.g., forgiving roadway design, separated infrastructure, traffic calming, and target speed design adoption).
- Promote shared responsibility (e.g., aligning local policies with Vision Zero goals, inter-agency collaboration).
- Advance targeted outreach and enforcement campaigns (e.g., seatbelt use, impaired driving, youth engagement).

For this Vision Zero Action Plan to be successful, engagement and outreach must be at the forefront. Effective public awareness campaigns, behavior change strategies, and community-led interventions are critical to shifting the conversation to shared responsibility, ensuring residents understand that traffic safety is a collective effort.



D. Description and Approach

A Data-Driven Foundation for Decision-Making

Our team will collaborate with HCAOG, local agencies, key partners, technical staff, advocates, and members of the public to establish a framework that ensures evidence-based decision-making. This will involve a comprehensive assessment of crash data, predictive analytics, and real-time safety evaluations to guide Humboldt County's Vision Zero Action Plan. Our approach:

- **Identifies High-Risk Corridors:** By analyzing SWITRS data and leveraging predictive analytics, we will map the High-Injury Network to pinpoint locations with systemic safety concerns and prioritize interventions accordingly.
- **Integrates Community-Reported Safety Issues:** The UC Berkeley StreetStory Tool will be incorporated into the project's dashboard to enable residents to document near-misses, hazards, and safety concerns, enriching quantitative data with lived experiences.
- **Ensures Inclusive Safety Investments:** Crash data will be overlaid with social vulnerability indicators, ensuring that planned investments serve historically under-served and at-risk populations first. This will draw on Blue Zones' strengths in integrating community health needs assessment data into transportation and land use planning efforts, delivering a plan that has cross-sectoral value.
- **Conducts Technical Safety Audits:** Our team will carry out detailed assessments of High Injury Network locations, developing phased solutions that provide both immediate safety enhancements and long-term infrastructure improvements. This includes both daytime and nighttime audits, given data from Humboldt County. Many traditional traffic safety assessments happen during daylight hours, but the majority of fatal crashes involving pedestrians occur at night due to low visibility, poor lighting, and driver inattention.



Conducting walk audits after dark allows planners, engineers, and community members to see the streets as pedestrians and cyclists experience them—navigating unlit crosswalks, high-speed corridors, and infrastructure gaps that create life-threatening conditions.

- **Utilizing Traffic Safety Sensor Analysis:** By partnering with HCAOG, we will analyze near-miss data from three priority intersections, refining the scope of study and generating safety reports to inform the final Vision Zero Action Plan. We will complement this with built environment audits including members of the public, technical staff, policymakers and elected officials to ensure the full picture is understood.

Through this methodical and person-centered approach, Humboldt County will have an evidence-based foundation that guides project identification and prioritize decisions to achieve its Vision Zero goals.

D. Description and Approach

Community Engagement Aligned with HCAOG's Priorities

A Vision Zero Action Plan succeeds when it is developed and championed by the community. Our team—Blue Zones, TYLin, GHD, TLC Engineers, RCAA, and CivicWell—brings a dynamic, hands-on, and multifaceted approach to engagement, ensuring that participation is meaningful, person-centered, and results-driven. Our strategies align and power up HCAOG's Public Participation Plan, ensuring that we reach diverse communities through trusted, well-proven, and effective methods:

- **Tribal & Rural Engagement:** We prioritize direct outreach to Tribal governments, rural communities, and historically underrepresented populations through trusted relationships and culturally appropriate engagement strategies. Our team has worked with 43 Tribal nations throughout the nation and in Humboldt. We understand the need for both structured and informal conversations that build trust and drive participation over time.
- **Local Leadership & Safe Engagement:** Our partnership with RCAA and CivicWell ensures that this process is deeply rooted in local expertise. These organizations have longstanding community trust and well-networked engagement experience, allowing our team to co-develop solutions that reflect local needs and aspirations.
- **Youth Engagement & School-Based Programs:** Today, most youth do not receive traffic safety training until they reach driver's age. Yet, young people play a crucial role in shaping transportation safety culture, both now and into the future. With more than 60 SRTS projects, we understand how to engage youth through school-based programs, student-led advocacy, interactive workshops, and art-based storytelling initiatives that empower them to be safety ambassadors in their communities. Our team has overseen the development of and management of the best school crossing guard training and certification and traffic safety education programs for youth in the nation. Our approach integrates partnerships with local schools, after-school programs, and youth organizations to make Vision Zero a part of everyday conversations.

- **Interactive Events & Pop-Up Demonstrations:** All teammates specialize in creating engaging, hands-on activations that allow residents to experience safety improvements firsthand before permanent implementation. This includes tactical urbanism, temporary infrastructure demonstrations, virtual reality experiences to raise awareness, and creative community engagement strategies – for youth and adults – that build excitement around Vision Zero.
- **Multilingual & Culturally Competent Outreach:** We are committed to ensuring that non-English speakers and diverse communities have equal access to safety planning. Our approach includes on-site translators, bilingual facilitators, translated content, and engagement methods that are inclusive and accessible. Additionally, we integrate health and well-being into Vision Zero planning efforts, moving conversations from adversarial to collaborative solution-seeking discussions.
- Through this dynamic, inclusive, and action-oriented engagement strategy, we will ensure that Humboldt County's Vision Zero Action Plan is community-driven, impactful, and enduring.



D. Description and Approach

From Planning to Implementation: A Vision for Action

- **We Honor the Uniqueness of Place.** We treat all towns and cities as unique places with unique people. Change is hard. Our results-driven work in more than 2,000 small to large rural towns and cities has taught us that every community needs a community-built solution. What may work in Arcata may not work in Blue Lake. We know that.
- **We are Leaders in Award-Winning Storytelling & Communications.** Winning three Emmy awards in 2024 for the Netflix docuseries, *Live to 100: Secrets of the Blue Zones*, our team understands the components of high-performing campaigns—engaging audiences at a 3:1 ratio over comparable programming.

Our storytelling and organizing expertise extend beyond media, positioning us as national leaders in policy influence, community engagement, and movement-building. Our Blue Zones approach in Albert Lea, Minnesota, for example, organized community-led programming, inspiring MinnDOT to build streets in a safer way. Not only did this lead to a 71% reduction in crashes on the corridor, but it became the new approach and model for the MinnDOT district.

Additionally, Blue Zones colleagues have sold more than 2 million books, shaping the global conversation on health, well-being, and community transformation. We maintain a powerful digital presence, with the Blue Zones Instagram account reaching ~400,000 followers and key Blue Zones staff platforms engaging over 1 million followers, amplifying critical messages on health, transportation safety, and community well-being. Year after year, we have built one of the most recognized and trusted digital brands in the health, well-being and community transformation space, generating over \$100M in earned media value.

We bring effective outreach and engagement skills to this project, ensuring that Vision Zero is not just a plan or catch phrase, but a movement that inspires action and long-term community commitment.



D. Description and Approach

From Planning to Implementation: A Vision for Action

This Vision Zero Action Plan is designed for real-world impact and lasting change. Our team specializes in taking ideas from strategy to action, ensuring measurable, community-driven results.

What Sets Our Team Apart?

- **We Deliver Results.** Priority projects are identified for immediate implementation and results are measured, leveraging available funding and aligning with regional priorities. Our team has been involved in safety policy planning and programming since the mid-80's. We have not only identified the best safety solutions, we implemented them in more than 20 states, delivering profound results.
- **We Test Before We Invest.** Demonstration and model projects allow for real-world piloting of safety interventions, building public support and refining solutions before full-scale investment.
- **We Hold Ourselves Accountable.** Our Vision Zero Data Dashboard tracks progress, interventions, and performance metrics to ensure continuous improvement and transparency. Our project team operates through coordinated workflows, shared tracking systems, and structured reporting to ensure efficient collaboration, accountability, and action-driven results.
- **We Train the Best Vision Zero Implementors.** In 2024, we took 21 of Hawaii's top legislators and staff leaders to New York City, then Norway, Denmark and Sweden to hear from those who have overcome the needed cultural shift and commitment to safety, and delivered success. Blue Zones then contributed to another mobile study workshop for 30 key Hawaiian staff on the best safety treatments in California, in 2024.

Please see **Appendix A: Scope of Work** for our team's detailed approach by task, which includes focus areas, deliverables and value alignment.



E. Cost Proposal

	RYAN WOZNIAK (TYLIN)	LIV ASSAEL- BENJAMIN (BLUE ZONES)	RACHEL PINCUMBE (BLUE ZONES)	SARAH BOWMAN (BLUE ZONES)	SOURAYA FARHAT (BLUE ZONES)	DAN BURDEN (BLUE ZONES)	JOSH MEYER (CIVICWELL)	PAUL ZYKOFKSY (CIVICWELL)	MIKE CIPRA (RCAA)	ALYSIA BIXLER & MASON REWERTS (RCAA)	TOM BERTULIS (TLC ENGINEERS)	MELISSA ESTRADA (& GHD TEAM)	TOTAL	TOTAL
RATE	\$155	\$100	\$135	\$150	\$150	\$200	\$150	\$165	\$96	\$81	\$175	\$189	HOURS	FEE
1. Project Management and Reporting														
Task 1.1: Project Kick-off Meeting	4	4	4	4	2	2	2	2	0	4	2	6	36	\$5,298
Task 1.2: Project Coordination	48	48	12	12	4	8	12	0	0	30	0	0	174	\$22,090
Task 1.3b: Final Reporting	12	12	0	12	12	0	0	0	0	0	0	0	48	\$6,660
2. Stakeholder Participation and Community Engagement														
Task 2.1: Project Task Force Collaboration	24	24	0	8	0	8	4	4	0	12	0	0	84	\$11,152
Task 2.2: Community Engagement Plan	8	8	8	8	0	2	2	2	0	8	0	0	46	\$5,998
Task 2.3: Community Meetings	16	80	12	8	12	70	60	10	0	100	60	0	428	\$58,350
Task 2.4: Community Education Campaign	8	10	80	30	0	4	4	4	0	8	0	0	148	\$20,248
3. Review of Existing Documents and Data														
Task 3.1: Review Existing Plans, Policies, and Public Input	12	12	0	8	0	16	8	0	0	0	8	16	80	\$13,084
4. Data Analysis														
Task 4.1: Conduct Regional Collision History and Safety Data Analysis	4	2	0	0	0	2	0	0	0	0	6	160	174	\$32,510
Task 4.2: Conduct High Injury Network Analysis	4	2	0	0	0	2	0	0	0	0	6	160	174	\$32,510
Task 4.3: Equity Analysis	4	24	10	10	0	4	0	0	0	0	6	40	98	\$15,280
Task 4.4: Traffic Safety Sensor Analysis	4	2	0	0	0	4	0	0	0	0	6	160	176	\$32,910
5. Identifying Countermeasures, Strategies, and Projects														
Task 5.1: Develop Prioritized List of Safety Projects	4	2	8	8	0	8	4	4	0	0	8	12	58	\$9,628
Task 5.2: Conduct Cost-Benefit Analysis for Treatments	4	2	8	8	0	8	4	0	0	0	24	6	64	\$10,634
Task 5.3: Develop Concept Designs and Cost Estimates	4	2	40	8	0	8	4	0	0	0	22	4	92	\$14,226
6. Vision Zero Action Plan Development														
Task 6.1: Administrative Draft	30	30	22	12	0	8	8	8	0	8	4	8	138	\$19,400
Task 6.2: Draft Plan	10	20	22	8	0	4	2	4	0	0	0	0	70	\$9,480
Task 6.3: Final Plan	4	4	4	2	0	4	0	0	0	0	0	0	18	\$2,660
7. Quick-Build Demonstration Projects														
Task 7.1: Lead Process for Selection of Effective Demonstration Projects	4	10	4	2	0	4	4	0	0	0	0	0	28	\$3,860
Task 7.2: National Environmental Policy Act (NEPA) Review	8	30	0	20	0	0	0	0	40	0	0	0	98	\$11,080
Task 7.3: Lead Project Management to Plan, Implement, and Evaluate Demonstration Projects	12	16	24	2	12	20	20	0	0	40	10	0	156	\$20,790
Task 7.4: Integrate Demonstration Project Findings into Action Plan	4	4	4	2	0	2	2	2	0	0	0	0	20	\$2,890
8. Vision Zero Data Dashboard														
Task 8.1: Define Requirements and Technical Specifications	40	4	4	2	0	0	0	0	0	0	0	0	50	\$7,440
Task 8.2: Develop and Configure Software Solution	70	4	0	0	0	0	0	0	0	0	0	0	74	\$11,250
Task 8.3: Launch and Maintain Interactive Dashboard	10	2	0	0	0	0	0	0	0	0	0	0	12	\$1,750
TOTAL HOURS	352	358	266	174	42	188	140	40	40	210	162	572	2544	\$381,178
TOTAL LABOR	\$54,560	\$35,800	\$35,910	\$26,100	\$6,300	\$37,600	\$21,000	\$6,600	\$3,840	\$17,010	\$28,350	\$108,108	2544	\$381,178

We present our proposed budget for the Humboldt County Vision Zero Action Plan. Our cost structure is designed to maximize efficiency while maintaining high-quality project management, technical analysis, stakeholder engagement, and demonstration support. This team is committed to delivering on schedule, within budget, and exceeding quality expectations.

DIRECT COSTS	\$38,817
TOTAL FEE	\$419,995

F. Travel and Mileage

DIRECT COSTS	COST
Flights	\$4,500
Team Hotel	\$7,000
Team Meals	\$3,000
Team Transportation	\$4,500
Event Catering	\$5,000
Event Childcare	\$3,000
Event Supplies & Printing	\$4,000
Virtual Reality Activity	\$4,817
Translation Services	\$3,000
TOTAL	\$38,817

Please note that all consultant travel and per diem reimbursement costs are consistent with the California Department of Transportation's Travel Guide policies.



Right: We engage community partners to envision transformation, develop the plans and strategies to action and evaluate demonstration projects, then celebrate permanent transformation locally and widely, as in this example from Chattanooga, Tennessee.

G: Team Experiences and References

Our Humboldt Vision Zero Action Plan proposal is built on a foundation of proven expertise, innovative solutions, and a deep commitment to community safety, public health, and mobility. Our team has successfully implemented Vision Zero strategies, active transportation plans, community engagement initiatives, and data-driven safety interventions across the country—including in Humboldt County and Northern California.

The references in this section highlight our ability to translate data, policy, and community engagement into actionable safety improvements, ensuring both technical rigor and local alignment. This includes:

High-Impact Events – Hosting Hawai'i's 2023 State Transportation Safety Summit and the 2024 Vision Zero 11-Day Mobile Workshop, bringing global Vision Zero and Safe Systems best practices to real-world applications.

Innovative Public Engagement Tools – Developing interactive resources and strategic campaigns to ensure that community partners, policymakers, and agencies have the knowledge and support needed to drive change.

Proven Project Delivery – A track record of delivering community-centered, data-driven, and accessibility-focused Vision Zero and transportation safety projects that align with local priorities.

Our longstanding partnerships with local agencies, community organizations, and public leaders—combined with our expertise in multi-modal planning, engineering, and safety analysis—make us a trustworthy team to develop Humboldt County's Vision Zero Action Plan.



G: Blue Zones Experiences and References

Hawai'i State Transportation Safety Summit (2023)

In January 2023, Blue Zones facilitated the Hawai'i State Transportation Safety Summit, convening more than 70 policymakers, transportation leaders, and community advocates to advance Vision Zero and Safe Systems strategies across the state. The event provided a platform for state and local leaders to discuss policy, infrastructure investments, and data-driven safety interventions. This included presentations to the Hawai'i State Senate and House to shape policy discussions on Vision Zero, walking audits identifying key safety gaps in pedestrian and bike infrastructure, and expert-led discussions on speed management, pedestrian safety, and complete streets strategies to prevent traffic fatalities and serious injuries. This Summit had a direct role in shaping the 2024 Vision Zero Mobile Study Workshop, also facilitated by Blue Zones.

- **Location:** Honolulu, Hawai'i
- **Client Contact:** Heidi Hansen Smith, Primary Prevention Branch, Hawai'i Department of Health
- **Phone:** (808) 586-4795
- **Email:** heidi.hansen-smith@doh.hawaii.gov
- **Date:** 2023
- **Professional Staff:** Dan Burden, Sarah Bowman

Hawai'i Vision Zero Mobile Study Workshop (2024)

In June 2024, Blue Zones organized and facilitated the 2024 Vision Zero Mobile Study Workshop, bringing 20 Hawai'i leaders in transportation, planning, and policy on an 11-day Vision Zero Mobile Workshop, traveling to New York City, Denmark, Sweden, and Norway to study global best practices in Safe Systems approaches. Participants included Senator Chris Lee, Senator Karl Rhoads, Representative Chris Todd, Representative Adrian Tam, Mark Garrity (Oahu MPO), Kelly Akasaki (Honolulu DTS), Renee Espiau (Honolulu DTS), Heidi Hansen Smith (Hawai'i DOH), Roger Millar (Washington State Secretary of Transportation), Daniel Orodener (Hawai'i State Land Use Commission), Marc Takamori (Maui Transportation Department), Safe Routes to School Coordinators, and others. Participants experienced walking, cycling, rail, ferry and transit audits in Copenhagen, Malmö, Oslo, and New York City, studying how speed management, pedestrian zones, enforcement strategies, and quick-build projects enhance safety. The mobile workshop directly influenced the 2025 Summer Festival Streets Bill, introduced by Senator Chris Lee and Representative Chris Todd, supporting temporary street closures for safer, more active public spaces and allocating \$1M in funding for this purpose.

- **Location:** Honolulu, Hawai'i
- **Client Contact:** Senator Chris Lee, Hawai'i State Senate
- **Phone:** (808) 587-8388
- **Email:** senlee@capitol.hawaii.gov
- **Date:** 2024
- **Professional Staff:** Dan Burden, Sarah Bowman



G: Blue Zones Experiences and References

Active Transportation and Community Connectivity Plan

The City of San Juan Bautista received a Caltrans Sustainable Communities Planning Grant, in partnership with CivicWell, to develop an Active Transportation and Community Connectivity Plan that advances Vision Zero goals by prioritizing safe, multi-modal, and connected streets. Building on the City's draft Parks Master Plan, the plan identifies short- and long-term improvements that enhance street safety, active mobility, and community connections. These projects can be implemented through maintenance efforts, capital improvement projects, and the state's Active Transportation Program.

- **Location:** San Juan Bautista, California
- **Client Contact:** Don Reynolds, MPA, Kimley-Horn (former City Manager, San Juan Bautista)
- **Address:** 2801 Monterey-Salinas Highway, Suite K, Monterey, CA 93940
- **Phone:** (831) 316-1428 | Mobile: (831) 594-6322
- **Email:** Don.Reynolds@kimley-horn.com
- **Date:** 2022-2023
- **Professional Staff:** Dan Burden, Sarah Bowman



Traffic Calming Mobility Plan

Edgewater's Traffic Calming Mobility Plan advances Vision Zero principles by prioritizing safer streets, active transportation, and reduced cut-through traffic. The plan identifies key corridors and high-risk areas for targeted street safety interventions that improve walking, biking, and transit access. Through community engagement, tactical urbanism demonstrations, and technical planning, the City developed a data-driven strategy to enhance livability, business vitality, and traffic safety. The plan outlines infrastructure improvements, behavior change strategies, and policy recommendations to create a more connected, people-first transportation network.

- **Location:** Edgewater, Colorado
- **Client Contact:** Dan Maples, City Manager, City of Edgewater
- **Phone:** (720) 763-3012
- **Email:** dmaples@edgewaterco.com
- **Date:** 2019 - 2024
- **Professional Staff:** Dan Burden, Sarah Bowman



G: TYLin Experiences and References

Scottsdale Strategic Transportation Safety Plan

TYLin is underway leading the development of Scottsdale first dedicated transportation safety plan. The process endeavors to approach the plan through a Safe System Approach and with empathy for and between all users. The methods match the goals of building a supportive culture of transportation safety as well as being technically excellent in the traditional safety approaches of engineering, education, enforcement, emergency response, and evaluation.

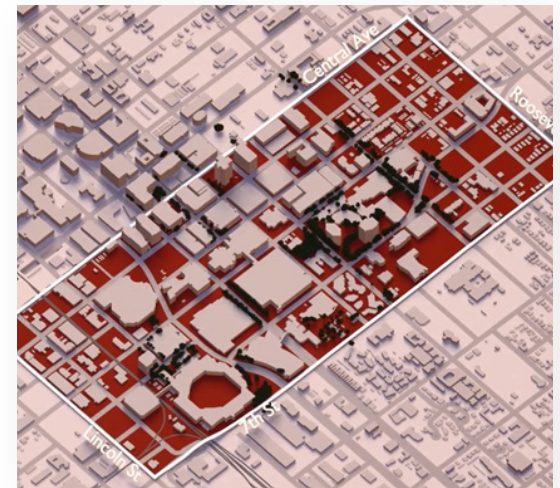
- **Location:** Scottsdale, AZ
- **Client Contact:** Nathan Domme, Transportation Planning Manager, City of Scottsdale
- **Phone:** (480) 312-2732
- **Email:** ndomme@scottsdaleaz.gov
- **Date:** September 2024 - Present
- **Professional Staff:** Ryan Wozniak, Dan Burden, Sarah Bowman



SACOG Rural Main Streets Technical Assistance Program

TYLin is preparing an active transportation connector study through Downtown Phoenix. The study is assessing several potential north-south routes between Lincoln and Roosevelt through the heart of downtown Phoenix. The area is home to Arizona State University Downtown Campus and the Arizona Biomedical Collaborative that attract students who are often less likely to own a car. It is also close to Light Rail Transit and an extensive network of bus routes. The intent of the study is to culminate in a recommended safe, convenient, and shaded north-south connector route for people walking, riding bicycles and/or scooters, and driving wheelchairs to travel safely, conveniently, and comfortably between downtown destinations.

- **Location:** Phoenix, AZ
- **Client Contact:** Brian Fellows
- **Phone:** (602) 534-2163
- **Email:** brian.fellows@phoenix.gov
- **Date:** June 2022 - December 2023
- **Professional Staff:** Ryan Wozniak



G: GHD Experiences and References

Local Road Safety Plan (LRSP) – City of Fortuna

This comprehensive, citywide, targeted, and systemic safety plan will guide the City's safety vision and priorities for the next 5 years and allow the City to be eligible for future Highway Safety Improvement Program (HSIP) funding. The City LRSP included two Stakeholder Working Group (SWG) meetings facilitated by GHD. The SWG reviewed collision analysis, developed a vision, goals, and mission statement that guided the document, reviewed public comments, and discussed recommended countermeasures and projects. The City LRSP included a prioritized list of proposed intersection projects and roadway segment projects based on preliminary benefit-to-cost ratios, as well as potential funding opportunities.

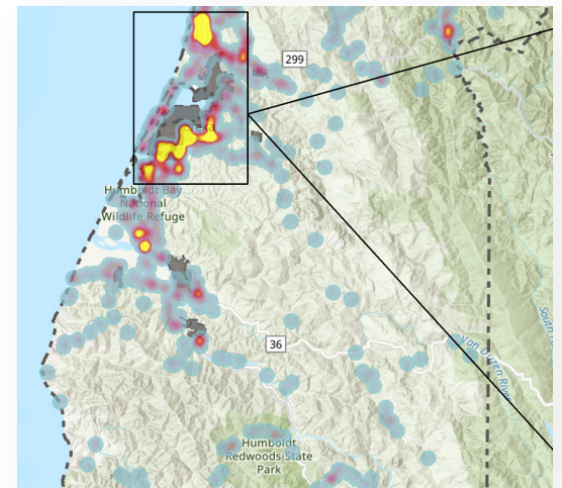
- **Location:** Fortuna, California
- **Client Contact:** Brendan Byrd, Public Works Director & City Engineer
- **Phone:** (707) 725-1469
- **Email:** bbyrd@ci.fortuna.ca.us
- **Date:** March 2020 – November 2021
- **Professional Staff:** Melissa Estrada, Frank Penry, Kiera Kwan, Emily Perry



Local Road Safety Plan (LRSP) – Humboldt County

GHD developed a Local Road Safety Plan (LRSP) for the County of Humboldt. The County comprises the Eureka-Arcata Micropolitan Statistical Area, eleven Native American tribes, and many small communities and Census-designated places. The mountainous terrain results in a significant number of rural, winding roadways. The County LRSP provides a framework for organizing stakeholders to identify, analyze, and prioritize roadway safety needs, taking a proactive approach to roadway safety to develop achievable and measurable countermeasures to strive to eliminate traffic collisions.

- **Location:** Humboldt County, California
- **Client Contact:** Jeff Ball, Associate Civil Engineer, Humboldt County Dept. of Public Works
- **Phone:** (707) 445-7377
- **Email:** jball@co.humboldt.ca.us
- **Date:** March 2023 – July 2024
- **Professional Staff:** Melissa Estrada, Frank Penry, Kiera Kwan, Emily Perry



G: CivicWell Experiences and References

Safe Routes to School & Designing for Pedestrian Safety Trainings, Walk Audits & Planning Workshops

CivicWell partnered with Madera County Public Health to advance Vision Zero and equity through Safe Routes to School trainings, walk audits, and planning workshops. These efforts identified barriers to safe walking and biking, prioritizing underserved areas for infrastructure improvements, traffic calming, and safer school zones. The project empowered local leaders with data-driven strategies to reduce pedestrian injuries and create safer, more accessible streets for all.

- **Location:** Madera County, California
- **Client Contact:** Joanna Orea, Madera County Department of Public Health
- **Phone:** (559) 675-7893
- **Email:** joanna.orea@maderacounty.com
- **Date:** January 2023 – September 2023 & March 2022 – September 2022
- **Professional Staff:** Josh Meyer, Paul Zykofsky



SACOG Rural Main Streets Technical Assistance Program

CivicWell provided technical assistance to rural communities across the Sacramento Area Council of Governments (SACOG) region, supporting Vision Zero and equitable street design through walkability assessments, transportation planning, and safety-focused infrastructure recommendations. The program helped small towns enhance their Main Streets by integrating traffic calming, multi-modal accessibility, and economic vitality strategies, ensuring safe, vibrant, and connected downtowns that prioritize pedestrian and cyclist safety.

- **Location:** Sacramento Area Council of Governments Region
- **Client Contact:** Greg Chew, Senior Planner, SACOG
- **Phone:** (916) 340-6227
- **Email:** gchew@sacog.org
- **Date:** July 2019 - June 2021
- **Professional Staff:** Josh Meyer, Dan Burden, Paul Zykofsky



G: RCAA Experiences and References

Humboldt Bay Trail Extension to College of the Redwoods

The Redwood Community Action Agency (RCAA) is collaborating with the County of Humboldt's Public Works Department on a planning study to extend the Humboldt Bay Trail from Eureka to the College of the Redwoods. This initiative aims to enhance active transportation and recreational opportunities for communities such as Humboldt Hill, King Salmon, and Fields Landing, as well as for students and staff of the College of the Redwoods. RCAA's role in this project includes conducting community outreach, facilitating public meetings, coordinating an advisory committee, and engaging in one-on-one discussions with landowners. The advisory committee comprises representatives from the Wiyot Tribe, the Humboldt Bay National Wildlife Refuge, the Humboldt Transit Authority, the State Coastal Conservancy, and other agency partners, ensuring the project addresses the needs and concerns of all stakeholders.

- **Location:** Humboldt County, California
- **Client Contact:** Hank Seeman, Deputy Director (Environmental Services), Humboldt County Department of Public Works
- **Phone:** (707) 445-7741
- **Email:** hseemann@co.humboldt.ca.us
- **Date:** 2023 - Present
- **Professional Staff:** Alysia Bixler, Mason Rewerts



Peninsula Beautification Project

Working in partnership with the Humboldt Bay Harbor District to carry out a Clean California grant to beautify the Samoa peninsula, RCAA is facilitating community meetings and clean ups, work with community partners to install murals and infrastructure improvements, signage and educational activities.

- **Location:** Samoa Peninsula, California
- **Client Contact:** Chris Mikkelsen, Executive Director, Humboldt Bay Harbor District
- **Phone:** (707) 443-0801
- **Email:** cmikkelsen@humboltdbay.org
- **Date:** 2022 - Present
- **Professional Staff:** Alysia Bixler, Mason Rewerts



Closing Thoughts

Why the Blue Zones Team? A Unique Approach for Humboldt County

Humboldt County has a broad selection of teams to consider when advancing transportation safety. The Blue Zones team offers HCAOG and Humboldt County a proven, community-centered approach that includes:

- Extensive experience in Humboldt County and nationwide, integrating global best practices with local, place-based solutions.
- A holistic approach that prioritizes healthy, active transportation while enhancing overall quality of life.
- 40+ years of leadership in transportation safety, shaping safer streets, multi-modal networks, and policy-driven improvements.
- A strong ability to align rural and urban needs, ensuring a balanced approach that serves all communities equitably.
- Firm understanding of the Civil and Traffic Engineering needs of Humboldt County.

Humboldt's commitment to safer, more accessible streets means that walking, bicycling, and transit must be viable options for all residents. The evidence is clear—the safest cities in the U.S. and worldwide are those that invest in walking and biking infrastructure.

We are ready to lead an organized path to safety, delivering real, measurable results. Through engaging activities, in-depth analysis, and a strategic outreach campaign, we will identify and address barriers to achieving Vision Zero. We will:

- Emphasize immediate action, ensuring that safety improvements move forward efficiently.
- Provide strategic guidance, aligning stakeholders and resources for long-term success.
- Deliver meaningful, lasting safety improvements—one town at a time.

We look forward to the opportunity to partner with you in building a safer, healthier, and more connected Humboldt County for all.





BLUE ZONES[®]

APPENDICES

Attachment A: Draft Scope of Work

Task 1: Project Management & Reporting

- **Lead:** Ryan Wozniak (TYLin), Liv Assael-Benjamin (Blue Zones)
- **Support:** Sarah Bowman, Souraya Farhat, Rachel Pincumbe (Blue Zones)

Ryan Wozniak, Principal-in-Charge and Liv Assael-Benjamin, Project Manager, will oversee project coordination and reporting, ensuring alignment with HCAOG's Vision Zero goals. Their complementary expertise—Ryan's leadership in Vision Zero planning (including Scottsdale, AZ) and Liv's person-focused engagement approach—ensures a well-rounded, strategic management process. Sarah Bowman provides quality assurance, Rachel Pincumbe oversees the Vision Zero communications campaign, and Souraya Farhat oversees financial reporting.

Deliverables

- Kick-off meeting & coordination plan
- Biweekly team meetings & monthly progress reports
- Final project closeout report

Team Values

- **Collaboration:** We work as a team—across agencies, stakeholders, and jurisdictions—to create solutions that last.
- **Accountability:** Clear oversight, milestone tracking, and real-time updates keep the project on course and teammates supported.
- **Equity:** Every voice matters. We design processes that include and reflect the communities we serve, ensuring we meet people where they are.



Attachment A: Scope of Work

Task 2: Stakeholder Participation & Community Engagement

- **Lead:** Josh Meyer (CivicWell), Mike Cipra (RCAA), Dan Burden (Blue Zones)
- **Support:** Paul Zykofsky (CivicWell), Liv Assael-Benjamin, Rachel Pincumbe (Blue Zones), Alysia Bixler, Mason Rewerts (RCAA)

CivicWell, RCAA, and Blue Zones will lead inclusive and engaging public engagement efforts, ensuring the Vision Zero plan reflects meaningful community input and aligns with local needs and priorities. Dan Burden and Josh Meyer play a key role in engagement, ensuring alignment with broader safety and Vision Zero policy goals. Mike Cipra, Alysia Bixler, and Mason Rewerts oversee local outreach and stakeholder coordination, leveraging their longstanding relationships with Tribal, rural, and historically underserved communities. Paul Zykofsky provides quality assurance and Spanish translation support across outreach initiatives, while Liv Assael-Benjamin and Rachel Pincumbe shape strategic communication and messaging campaigns, ensuring accessibility and visibility across diverse populations.

What sets our team apart is our multi-sector approach—we connect Vision Zero to health and well-being, ensuring the plan serves transportation, public health, planning, and community development sectors. By integrating health and well-being indicators into the Vision Zero framework, the plan becomes a valuable resource for multiple agencies, increasing its long-term impact and adoption. Our strong local partnerships and national expertise allow us to bridge policy and community engagement in ways that lead to practical, lasting solutions. RCAA's local presence strengthens relationships with the community, while CivicWell and Blue Zones bring expertise in government collaboration, youth and Tribal engagement, and effective outreach strategies.

Key Activities

Engagement is at the heart of everything we do. Blue Zones, RCAA, and CivicWell bring an interactive, hands-on approach by creating experiences that invite the community to take an active role in shaping the Vision Zero plan. We will lead a community-centered engagement process that includes:

- Pop-up events, walk audits, and creative public workshops in familiar spaces—schools, farmers' markets, faith-based organizations, and neighborhood

meetings.

- Virtual Reality demonstrations powered by TYLin to illustrate street safety, comfort, and Vision Zero principles in unforgettable ways that engage youth and general audiences.
- Community storytelling sessions to document and amplify the experiences of residents navigating Humboldt County streets, shaping an authentic messaging campaign, amplified by Blue Zones' communications expertise.
- Interactive digital engagement, multilingual surveys, and youth-focused outreach to ensure widespread participation. This includes working with schools to integrate Vision Zero and Safe Routes demonstration projects.
- A hands-on Project Task Force that shapes and refines solutions. We recognize that combining lived experience with technical expertise leads to actionable, specific strategies that meet real community needs.

With 12 community meetings across Humboldt County, plus 1:1 interviews and our presence at community gatherings, our process ensures Tribal, rural, and historically underserved communities are active contributors to the Vision Zero

Action Plan, building momentum for change. This includes engagement with Promotores, Latino Outdoors, Black Humboldt, youth groups, Area 1 Agency on Aging, schools and other stakeholders.

Deliverables

- Kick-off meeting & coordination plan
- Biweekly team meetings & monthly progress reports

Team Values

- **Engagement:** We build strong relationships and ensure solutions reflect the experiences and priorities of the people they serve.
- **Accessibility:** Outreach is equitable, multilingual, and designed to meet people where they are.
- **Transparency:** Clear, consistent communication ensures stakeholders stay informed and involved.
- **Holistic Impact:** We integrate health and well-being into Vision Zero, making it a practical tool for multiple agencies, and aligned with HCAOG's strategic priorities.

Attachment A: Scope of Work

Task 3: Review Existing Documents and Data

- **Lead:** Ryan Wozniak (TYLin), Melissa Estrada (GHD), Liv Assael-Benjamin (Blue Zones)
- **Support:** Josh Meyer (CivicWell), GHD Teammates, Tom Bertulis (TLC Engineering), Dan Burden (Blue Zones)

Ryan Wozniak and Liv Assael-Benjamin lead land use planning evaluation and best practices research, ensuring the Vision Zero Action Plan aligns with current frameworks, policies, and industry standards. Josh Meyer and Dan Burden provide equity, health, and community engagement perspectives, ensuring the review reflects both technical best practices and the lived experiences of residents. Melissa Estrada, Tom Bertulis, and GHD teammates conduct a thorough assessment of transportation planning and engineering documents, informing the project's analytical framework and data sources. This task ensures that the Vision Zero Action Plan builds on existing efforts, eliminates redundant strategies, and prioritizes practical, evidence-based solutions. Our team's multi-disciplinary approach brings together expertise from transportation engineering, land use planning, health, and community engagement, ensuring that the Action Plan reflects both technical rigor and community priorities.

Key Activities

We will conduct a comprehensive document and data review to assess existing plans, policies, and reports that influence roadway safety. Our approach balances technical expertise and community-driven insights, ensuring a well-rounded understanding of local challenges and opportunities. Our team will:

- Analyze Local Road Safety Plans, General Plans, the Regional Transportation Plan, Active Transportation Plans, Capital Improvement Plans, and StreetStory data to understand Humboldt County's existing transportation safety landscape.
- Evaluate crash data, policy documents, and infrastructure planning efforts to identify areas where Vision Zero strategies can align with and enhance current initiatives.
- Assess public comments from previous planning efforts, ensuring that past community feedback is reflected in the analysis and recommendations.
- Identify gaps in policies and programs that may be barriers to effective safety implementation.

Our multi-sector approach ensures that the final analysis integrates engineering best practices, land use and policy considerations, and equity-driven solutions to inform the Action Plan.

Deliverables

- Draft and final document review memorandum summarizing findings and recommendations.

Team Values

- **Thoroughness:** We conduct a detailed review to ensure the Action Plan is grounded in research and best practices.
- **Relevance:** Our analysis highlights actionable insights, ensuring the Plan aligns with real-world needs.
- **Integration:** We connect transportation planning, equity, and health considerations to create a plan that works across multiple sectors.



Attachment A: Scope of Work

Task 4: Data Analysis

- **Lead:** Melissa Estrada (GHD), Tom Bertulis (TLC Engineers)
- **Support:** GHD Teammates, Ryan Wozniak (TYLin), Dan Burden, Liv Assael-Benjamin, Rachel Pincumbe (Blue Zones)

Melissa Estrada and the GHD team lead crash data analysis and systemic risk assessment, ensuring the Action Plan is based on clear, evidence-based safety trends and priorities. Tom Bertulis oversees engineering feasibility, costing estimates, and quality assurance, ensuring that recommendations are both practical and implementable. Ryan Wozniak and Liv Assael-Benjamin support data coordination, integrating land use, policy, and community insights into the analysis. GHD and Blue Zones teammates develop data visualizations to inform outreach and communication. This task ensures that Vision Zero strategies are informed by real-world crash patterns, risk factors, and equity considerations. Our team's expertise in engineering, policy, and land use planning provides a holistic approach that not only identifies high-risk areas but also connects data to actionable solutions.

Key Activities

Our team will conduct a data-driven safety analysis to pinpoint priority areas and inform targeted interventions. We will:

- Analyze crash data from TIMS, SWITRS, and local sources, focusing on fatal and severe injury crashes over a five-year period.
- Develop a High-Injury Network and High-Injury Intersections map, identifying corridors with the greatest safety concerns.
- Conduct an equity overlay analysis, mapping crash data against demographics, socioeconomic factors, and vulnerable road users to ensure that safety improvements prioritize high-need communities.
- Assess environmental factors such as speed, land use, crosswalk presence, and street design to better understand risk contributors.
- Integrate emerging data sources such as traffic safety sensor analysis to assess near-miss data and proactive risk factors.

Our systemic approach moves beyond crash locations to address broader patterns and proactive safety measures. By combining quantitative data with real-world context and input gained from engagement and physical audits, our team ensures that the Action Plan identifies effective, targeted interventions that will have the greatest impact.

Deliverables

- Charts and graphs displaying crash trends
- High Injury Network and High Injury Intersections map
- Equity overlay map and supporting analysis
- Intersection safety studies using traffic safety sensor data

Team Values

- **Precision:** Our analysis is rooted in data, ensuring solutions are backed by evidence.
- **Equity:** We identify safety gaps and investments for communities most in need.
- **Clarity:** We translate complex data into actionable strategies and clear communications.



Attachment A: Scope of Work

Task 5: Identify Priority Countermeasures, Strategies, and Projects

- **Lead:** Ryan Wozniak (TYLin), Liv Assael-Benjamin, Dan Burden (Blue Zones), Josh Meyer (CivicWell), Melissa Estrada (GHD), Tom Bertulis (TLC Engineers)
- **Support:** GHD Teammates, RCAA Teammates

All teammates are involved in identifying planning, engineering, and engagement strategies that translate data and systemic risk analysis into targeted safety solutions. Tom Bertulis ensures treatment feasibility and cost-effectiveness, while Melissa Estrada and GHD teammates lead engineering-based assessments to refine countermeasure selection. Blue Zones, CivicWell, and RCAA ensure that community engagement and equity considerations shape the selection of implementation-ready projects. This task ensures that Vision Zero recommendations are not just conceptual but are practical, cost-effective, and aligned with both technical data and local priorities. By blending engineering, planning, and community insights, our team identifies strategies that maximize impact, funding eligibility, and feasibility. All three strands—planning, engineering, and engagement—are central to plan development, ensuring a fully integrated and actionable strategy.

Key Activities

Our team will develop a prioritized list of countermeasures and projects that balances technical data with local knowledge. We will:

- Use crash data, High-Injury Network findings, and risk analysis to create a prioritized list of safety projects that target high-risk locations.
- Match each location with proven countermeasures, considering national best practices and local context.
- Assess feasibility, engineering constraints, and cost-effectiveness to refine project recommendations.
- Work with local agencies to identify high-impact projects that align with funding opportunities.
- Ensure that countermeasures reflect community needs and lived experiences, integrating engagement efforts, storytelling sessions, and insights from the Project Task Force.
- Develop a multi-disciplinary approach that identifies policy, education, and enforcement strategies alongside infrastructure improvements.

This cross-sector collaboration ensures that the prioritization process is grounded in data, informed by community needs, and designed for real-world implementation. The deliverables will be prepared to ensure they are ready for inclusion in grant funding applications.

Deliverables

- Prioritized list of safety projects with countermeasure recommendations.
- Concept designs and planning-level cost estimates for key projects.
- Summary of funding opportunities for priority projects.

Team Values

- **Impact:** We identify strategies that achieve measurable safety improvements.
- **Efficiency:** We balance effectiveness, feasibility, phasing, and cost-consciousness.
- **Community-Centered:** Our approach ensures that solutions reflect real experiences and needs, as documented through consistent and locally led engagement efforts.



Attachment A: Scope of Work

Task 6: Develop Vision Zero Action Plan

- **Lead:** Ryan Wozniak (TYLin), Dan Burden, Liv Assael-Benjamin, Rachel Pincumbe, Sarah Bowman (Blue Zones), Josh Meyer (CivicWell)
- **Support:** GHD Teammates, RCAA Teammates

The entire team is involved in the development of the Vision Zero Action Plan with Ryan Wozniak and Liv Assael-Benjamin ensuring that technical findings, policy recommendations, and community engagement outcomes are seamlessly integrated into a cohesive, action-oriented framework. Dan Burden, Rachel Pincumbe, and Sarah Bowman focus on messaging, health and well-being data integration, and behavioral change strategies, while Josh Meyer ensures the plan aligns with policy and governance considerations. GHD provides infrastructure and policy alignment expertise, while RCAA teammates ensure the integration of community feedback into implementation strategies. This task translates data analysis, stakeholder priorities, and best practices into an implementable plan that is clear, practical, and built for action. The final plan will serve as a roadmap for Humboldt County jurisdictions, prioritizing short-term wins while outlining long-term safety goals and regional collaboration.

Key Activities

Our team will craft a data-informed, customized and localized, community-centered Vision Zero Action Plan that sets a clear pathway for achieving zero traffic deaths and severe injuries. We will:

- Synthesize crash data analysis, policy research, and community input into a plan that is comprehensive yet easy to navigate.
- Define clear goals, performance measures, and timelines for implementing community-responsive Vision Zero strategies.
- Align recommendations with infrastructure improvements, policy updates, and enforcement strategies, ensuring cross-agency coordination.
- Develop an equity-driven framework to ensure that solutions prioritize historically underserved communities.
- Incorporate behavioral change and health-focused strategies, making Vision Zero a tool that extends beyond transportation and into public health, education, and community well-being.
- Ensure clarity and accessibility in plan design, leveraging compelling visuals, infographics, and interactive elements to make the plan an engaging and user-

friendly resource.

This multi-sector approach ensures the plan is actionable, feasible, and built for implementation.

Deliverables

- Draft and final Vision Zero Action Plan.
- Implementation roadmap with key strategies, partners, and performance metrics.

Team Values

- **Integration:** We connect data, policy, infrastructure, and engagement into a unified framework for action.
- **Clarity:** The plan will be easy to navigate, with clear steps and measurable goals.
- **Equity:** We prioritize solutions that address disparities in safety outcomes.



Attachment A: Scope of Work

Task 7: Quick-Build Demonstration Projects

- **Lead:** Mike Cipra, Alysia Bixler, Mason Rewerts (RCAA), Josh Meyer (CivicWell), Dan Burden (Blue Zones), Tom Bertulis (TLC Engineering)
- **Support:** Ryan Wozniak (TYLin), Liv Assael-Benjamin, Rachel Pincumbe (Blue Zones)

Mike Cipra, Alysia Bixler, and Mason Rewerts lead the planning and coordination of pop-up demonstrations and pilot projects, bringing safety solutions to life in real-world conditions. Josh Meyer, Paul Zykofsky, Tom Bertulis and Dan Burden ensure alignment with best practices, as well as agency coordination, integrating these projects with ongoing planning and policy efforts. Mike Cipra oversees NEPA filings review, ensuring environmental compliance, while Tom Bertulis ensures engineering feasibility and technical accuracy. Blue Zones and TYLin provide additional technical expertise, engagement support, and messaging strategies to ensure that projects are effectively tested, refined, and communicated to the public. These demonstration projects serve two key purposes:

1. Providing real-world testing of Vision Zero strategies, allowing agencies and the public to experience potential safety solutions before full-scale implementation.
2. Serving as an engagement tool to gather feedback from diverse communities, ensuring that proposed changes reflect user needs and build momentum for permanent improvements while mitigating any unintended negative consequences.

The project budget allows for 3-5 demonstration projects, with the final number dependent on project scale and complexity. These projects will be designed to maximize county-wide learning while ensuring regulatory compliance.

Key Activities

We will provide technical assistance and evaluation support to local teams on implementing quick-build, high-impact demonstration projects that allow communities to experience and evaluate Vision Zero strategies in action. Our team will:

- Collaborate with partners to select 3-5 priority locations based on crash data, community input, and infrastructure feasibility.

- Develop project descriptions for selected demonstration sites, providing sufficient detail for environmental review.
- Facilitate NEPA filings and environmental documentation review to ensure compliance with federal requirements, including securing categorical exclusions where applicable.
- Design and install temporary safety interventions, such as painted curb extensions, protected bike lanes, high-visibility crosswalks, and traffic-calming measures.
- Facilitate pop-up engagement events, allowing the public to interact with and provide feedback on the temporary installations.
- Use digital and in-person tools to collect feedback and measure effectiveness, ensuring that the demonstration projects provide data-informed insights for long-term safety investments.
- Integrate lessons learned into the final Vision Zero Action Plan, providing local agencies with real-world-tested recommendations.

This multi-sector approach ensures the plan is actionable, feasible, and built for implementation.

Demonstration Project Types

The project budget allows for 3-5 demonstration projects, tailored to community priorities and feasibility. These projects will be selected to provide county-wide learning opportunities and may include:

1. **Safe Routes, Happy Kids** – Testing school zone safety improvements such as enhanced crosswalks, pedestrian priority treatments, and bike-friendly infrastructure to create safer routes for students.
2. **Pop-Up People Places** – Transforming downtown corridors into vibrant, pedestrian-friendly spaces by piloting festival streets, car-free events, and temporary closures that promote walking, biking, and community gathering, including placemaking and traffic calming features to slow motorists when entering towns.

Attachment A: Scope of Work

Task 7: Quick-Build Demonstration Projects (Continued)

- 3. Fix this Tricky Intersection!** – Addressing high-risk intersections and rural highway crossings with treatments like protected left turns, pedestrian refuge islands, enhanced crosswalks, and reconfigured signals to improve safety and efficiency.
- 4. Slow Your Roll: Traffic Calming in Action** – Piloting context-sensitive speed management strategies for Humboldt’s diverse roadways, including rural highways and downtown streets—using curb extensions, lane narrowing, temporary roundabouts and other features to create safer conditions for all users.
- 5. Mind the Gap! Connecting the Network** – Testing quick-build bike lanes, safer crossings, edge lane roads, and pedestrian pathways to fill critical gaps in Humboldt’s active transportation network, improving access for residents and visitors.
- 6. Access for All: ADA in Action** – Installing temporary curb ramps, wayfinding signage, and accessible crossings to highlight ADA barriers in Humboldt’s downtowns, rural communities, and coastal areas, testing solutions for more inclusive mobility.

Project Phasing

These projects will follow a phased approach to ensure successful planning, regulatory compliance, and implementation:

- 1. Site Selection & Planning:** Identifying sites based on data and engagement, refining project descriptions, and coordinating with local agencies.
- 2. Environmental Review & NEPA Compliance:** Preparing and reviewing necessary documentation for filings.
- 3. Implementation & Community Engagement:** Installing temporary interventions, hosting public events, and collecting feedback through interactive methods.
- 4. Evaluation & Integration into the Action Plan:** Analyzing community input, assessing project effectiveness, and refining recommendations for permanent infrastructure improvements.

Deliverables

- Project descriptions and locations for selected demonstration projects.
- NEPA filings and environmental compliance documentation.
- Implementation of pop-up safety interventions.
- Community engagement and feedback reports.
- Evaluation metrics and final assessment of pilot projects.
- Recommendations for permanent infrastructure improvements based on findings.

Team Values

- **Innovation:** We bring creative, hands-on approaches to Vision Zero implementation.
- **Community Collaboration:** We co-create safety solutions with the people who use them.
- **Practicality:** We ensure that tested solutions are scalable and fundable.
- **Evaluation:** We measure project effectiveness to ensure data-informed decision-making.



Attachment A: Scope of Work

Task 7: Quick-Build Demonstration Projects (Continued)

Our team has extensive experience in implementing and evaluating demonstration projects. Here are just a few examples of low-cost, engaging and valuable activities that have led to corridor and intersection redesign.



Attachment A: Scope of Work

Task 8: Vision Zero Data Dashboard

- **Lead:** Ryan Wozniak (TYLin)
- **Support:** Liv Assael-Benjamin, Rachel Pincumbe, Sarah Bowman (Blue Zones)

Ryan Wozniak leads the development of the Vision Zero Data Dashboard, ensuring it integrates seamlessly with existing data platforms and long-term performance tracking systems. Blue Zones provides critical support by ensuring the dashboard is accessible, user-friendly, and designed for meaningful public engagement and policy decision-making. This task ensures that Humboldt County's Vision Zero strategy is not just a static plan but a dynamic, data-driven tool that helps stakeholders track progress, measure success, and adjust strategies over time.

Key Activities

We will create an interactive, real-time Vision Zero Data Dashboard that serves as a central hub for tracking and communicating safety progress. Our team will:

- Work with agency staff to define data requirements, key performance indicators, and functionality needs for the dashboard.
- Develop a user-friendly interface that allows stakeholders to filter and analyze crash data by location, travel mode, and contributing factors.
- Incorporate High-Injury Network (HIN) and equity overlays, ensuring that safety priorities reflect the needs of historically underserved communities.
- Ensure the dashboard supports automated data integration to minimize manual updates and improve efficiency.
- Design data visualization tools that translate complex safety metrics into clear, actionable insights for policymakers, transportation professionals, and the public.
- Align dashboard metrics with Vision Zero strategies and performance goals, creating a tool that guides decision-making and funding priorities.
- Host stakeholder training sessions to ensure that local agencies and community members can effectively use and interpret dashboard data.

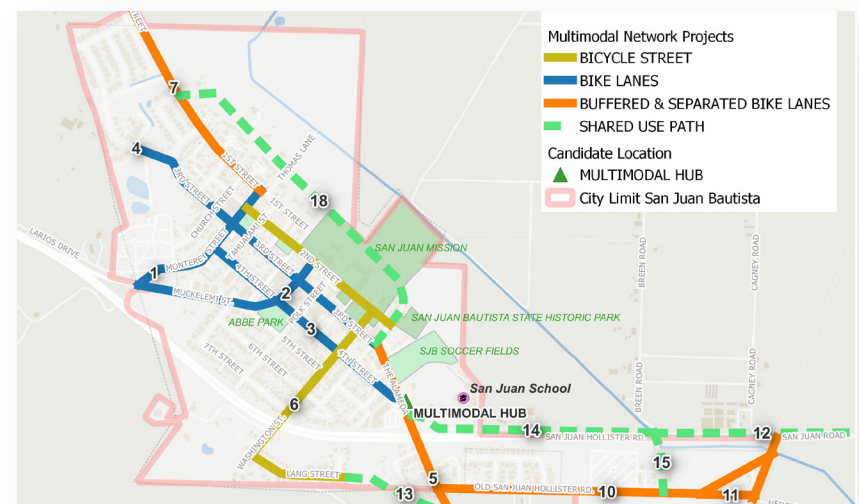
This dashboard will provide real-time insights into Humboldt County's Vision Zero progress, helping agencies measure the impact of safety initiatives and adjust strategies as needed.

Deliverables

- Interactive Vision Zero Data Dashboard, hosted on the HCAOG website.
- Technical documentation and user guide for dashboard functionality.
- Stakeholder training sessions to ensure ease of use and interpretation.
- Final report summarizing dashboard design, data sources, and integration process.

Team Values

- **Clarity:** Data should be easy to understand and actionable.
- **Accountability:** The dashboard keeps stakeholders informed and engaged in safety progress.
- **Efficiency:** Automated updates and seamless integration reduce administrative burden.



Attachment A: Project Schedule

	MAR 2025	APR 2025	MAY 2025	JUN 2025	JUL 2025	AUG 2025	SEP 2025	OCT 2025	NOV 2025	DEC 2025	JAN 2026	FEB 2026	MAR 2026	APR 2026
1. Project Management and Reporting														
Task 1.1: Project Kick-off Meeting	•													
Task 1.2: Project Coordination: Bi-Weekly Meetings & Monthly Invoicing	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Task 1.3: Quarterly Reporting	•			•			•			•			•	
Task 1.3b: Final Reporting														•
2. Stakeholder Participation and Community Engagement														
Task 2.1: Project Task Force Collaboration (Monthly Meetings)		•	•	•	•	•	•	•	•	•	•	•	•	•
Task 2.2: Community Engagement Plan			•											
Task 2.3: Community Meetings (12)			•	•	•	•	•	•						
Task 2.4: Community Education Campaign									•					
3. Review of Existing Documents and Data														
Task 3.1: Review Existing Plans, Policies, and Public Input					•									
4. Data Analysis														
Task 4.1: Conduct Regional Collision History and Safety Data Analysis					•									
Task 4.2: Conduct High Injury Network Analysis						•								
Task 4.3: Equity Analysis							•							
Task 4.4: Traffic Safety Sensor Analysis							•	•						
5. Identifying Countermeasures, Strategies, and Projects														
Task 5.1: Develop Prioritized List of Safety Projects								•						
Task 5.2: Conduct Cost-Benefit Analysis for Treatments									•					
Task 5.3: Develop Concept Designs and Cost Estimates									•					
6. Vision Zero Action Plan Development														
Task 6.1: Administrative Draft								•						
Task 6.2: Draft Plan										•				
Task 6.3: Final Plan													•	
Task 6.3b: Plan Adoption														•
7. Quick-Build Demonstration Projects														
Task 7.1: Lead Process for Selection of Effective Demonstration Projects			•	•	•	•	•	•						
Task 7.2: National Environmental Policy Act (NEPA) Review			•	•	•	•	•	•						
Task 7.3: Lead Project Management to Plan, Implement, and Evaluate Demonstration Projects								•	•	•	•	•		
Task 7.4: Integrate Demonstration Project Findings into Action Plan													•	
8. Vision Zero Data Dashboard														
Task 8.1: Define Requirements and Technical Specifications											•			
Task 8.2: Develop and Configure Software Solution												•		
Task 8.3: Launch and Maintain Interactive Dashboard														•

• Deliverable presented to HCAOG

Attachment A: Project Schedule

Detailed Task Schedule

Plan Review & Adoption Process

Key Milestones:

- **October 2025:** Administrative Draft
- **December 2025:** Draft Plan
- **March 2026:** Final Plan
- **April 2026:** Plan approved and adopted

Task 1: Project Management & Reporting

Key Milestones:

- **March 2025:** Project Kick-off Meeting
- **Biweekly Meetings:** Ongoing throughout the project
- **Quarterly Reports:** Due at the end of each quarter
- **Monthly Invoicing:** Due by the 10th of each month
- **April 2026:** Final Project Closeout Report

Task 2: Stakeholder Participation & Community Engagement

Key Milestones:

- **April 2025:** Formation of the Project Task Force (PTF)
- **Monthly PTF Meetings:** Ongoing throughout the project
- **May 2025:** Public Engagement Plan is completed and approved by HCAOG
- **June 2025 – October 2025:** 12 community meetings and pop-up events across Humboldt County
- **November 2025:** Community Education Campaign is launched (Phase 1)
- **March 2026:** Community Education Campaign (Phase 1) is evaluated

Task 3: Review Existing Documents and Data

Key Milestones:

- **March – May 2025:** Data collection and policy review
- **June 2025:** Preliminary findings presented to HCAOG and PTF
- **July 2025:** Final data review memo incorporating HCAOG feedback

Task 4: Data Analysis

Key Milestones:

- **March – June 2025:** Crash data and systemic risk assessment
- **July 2025:** High Injury Network (HIN) & Equity Overlay Maps completed
- **September 2025:** Traffic Safety Sensor Analysis
- **October 2025:** Draft data analysis report submitted to HCAOG

Task 5: Identify Priority Countermeasures, Strategies, and Projects

Key Milestones:

- **October 2025:** Countermeasure selection workshop with HCAOG
- **November 2025:** Engineering feasibility assessments and cost estimates completed
- **November 2025:** Draft list of priority projects submitted

Attachment A: Project Schedule

Task 6: Develop Vision Zero Action Plan

Key Milestones:

- **October 2025:** Administrative Draft Plan completed
- **December 2025:** Public Draft Plan released
- **March 2026:** Final Plan completed and submitted to HCAOG
- **April 2026:** Plan approved and adopted by HCAOG Board

Task 7: Quick-Build Demonstration Projects

Key Milestones:

- **May - October 2025:** Site selection and planning
- **May - October 2025:** NEPA review completed
- **October 2025 - February 2026:** Implementation and public engagement with Community Education Campaign

Task 8: Vision Zero Data Dashboard (October 2025 - March 2026)

Key Milestones:

- **January 2026:** Dashboard framework finalized
- **February 2026:** Beta version released for testing
- **April 2026:** Final dashboard launched on HCAOG website



A before-and-after example of Coastal 101 in Encinitas, California, inspired by Dan Burden. Mean streets can be tamed to reduce harm and increase community vitality.

Attachment B: Subconsultant List Form

The proposal shall include a complete list of all proposed subconsultants. All subconsultants listed must be provided a meaningful element of work within the defined scope of work. Changes to this Subconsultant List will not be allowed without prior written approval from RTPA.

Blue Zones 200 Southdale Center Edina, MN 55435	Tasks 1, 2, 3, 4, 5, 6, 7, 8	\$141,710
TYLin 1475 N. Scottsdale Road Suite 450 Scottsdale, AZ 85257	Tasks 1, 2, 3, 4, 5, 6, 7, 8	\$54,560
GHD 330 Hartnell Avenue, Suite B Redding, CA 96002	Tasks 1, 3, 4, 5, 6	\$108,108
TLC Engineers 2486 Manchester Ave Cardiff-by-the Sea, CA 92007	Tasks 1, 2, 3, 4, 5, 6, 7	\$28,350
CivicWell 520 Capitol Mall, Suite 440 Sacramento, CA 95814	Tasks 1, 2, 3, 5, 6	\$27,600
RCAA 904 G Street Eureka, CA 95501	Tasks 1, 2, 6, 7	\$20,850

Name of Lead Firm: Blue Zones, LLC

Printed Name and Title of Signatory: Sarah Bowman, Vice President

Signature and Date: *Sarah Bowman* February 18, 2025

Attachment C: Staff Resumes for Key Personnel

Included in this section are resumes for the following personnel:

1. Ryan Wozniak, TYLin
2. Liv Assael-Benjamin, Blue Zones
3. Rachel Pincumbe, Blue Zones
4. Sarah Bowman, Blue Zones
5. Dan Burden, Blue Zones
6. Josh Meyer, CivicWell
7. Paul Zykofsky, Civic Well
8. Mike Cipra, RCAA
9. Alysia Bixler, RCAA
10. Mason Rewerts, RCAA
11. Tom Bertulis, TLC Engineers
12. Melissa Estrada, GHD
13. Todd Tregenza, GHD
14. Rosanna Southern, GHD
15. Zach Porteous, GHD
16. Frank Penry, GHD
17. Kiera Kwan, GHD
18. Byung Lee, GHD
19. Holly Murphy, GHD
20. Emily Perry, GHD

EXPERTISE

Mr. Burden has more than 40 years of experience in community and transportation planning and urban design, and specializes in active transportation studies, trails design, safe routes to school, traffic calming, traffic management, and as a trainer for national, regional, state and local courses in Complete Streets, bicycling, walkability, land use development and street connectivity. He is noted for his abilities to plan, design and facilitate workshops, walking audits and charrettes. As a Senior Planner, Senior Urban Designer and a nationally recognized authority on bicycle and pedestrian facilities and programs, he focuses on the built environment, livable communities, healthy streets, traffic calming, and other design and planning elements that affect roadway environments. His goal is to bring many professions closer together to retool and rebuild communities by focusing on engineering, planning, health, development, placemaking, architecture, advocacy, historic preservation, and landscape architecture. This focus creates engaging activity centers, prosperous business districts, quiet, pleasant, well-connected neighborhoods, and great waterfronts, parks, trails and open spaces with an emphasis on people and active living. Dan is especially known for his ability to draw people with different issues and points of view together around common values and with a common desire to build more complete holistic, healthy and prosperous communities.

EXPERIENCE

- Director of Innovation and Inspiration, Blue Zones, 1996 - Present
 - Walkable and Livable Communities Institute, Inc., Exec. Dir.; Walkable Communities, Inc., Exec. Dir.
- Senior Urban Designer, Glattig Jackson Kercher Anglin, Inc., 2005 - 2009
- State Bicycle and Pedestrian Coordinator, Florida Department of Transportation, 1980 - 1996
- Co-Founder and Executive Director, Bicycle Federation of America (Now National Center for Walking and Bicycling), 1977 - 1979
- Founder and Executive Director, Bike Centennial (Now Adventure Cycling), 1973 - 1977
- Expedition Leader, Hemistour Bicycle Expedition (Alaska to Argentina), 1972 - 1973
- Freelance Photographer, National Geographic

SIGNIFICANT PROJECTS

[Traffic Management and Corridor Plan, La Jolla Boulevard, Bird Rock, San Diego, CA](#)

Facilitated an extensive civic engagement process to address ways to calm and move traffic, create an attractive streetscape and increase retail success, while also making sure that the surrounding community was not negatively impacted by excess traffic. This involved the design of a roadway that removed four signals and one four-way stop, replacing these elements with five roundabouts. The project received the following awards: the American Public Works Association 2008 Transportation Project of the Year, Urban Land Institute's Smart Growth Award for Catalyst Project of the Year, and American Planning Association's Award of Merit for Planning Excellence for a Grassroots Initiative.

[Main Street Conversion, Town of Hamburg, NY](#)

Assisted the Town of Hamburg, New York, and the New York Department of Transportation with visioning, concept development, pedestrian analysis, and charrette-style public process for the reconstruction of all three of the downtown's commercial streets, in addition to seven re-engineered intersections. Provided a series of interactive workshops to bring residents, city and state officials together to form a common vision. The resulting design included a main street plan, on

and off street parking details, streetscaping, a detailed concept plan, pre-construction engineering services, a walkability/bikeability assessment, traffic calming, and placemaking. NYDOT won the Innovative Management Award (by AASHTO, AAA, and the U.S. Chamber of Commerce) for their work on this project (U.S. Route 62 Hamburg Project).

[Hillsborough Street, Raleigh, NC](#)

Hillsborough Street is an important state trunk line, connecting the Capitol Building in downtown Raleigh to the state fair grounds, and distant neighborhoods. The street bisects some of the city's oldest and greenest neighborhoods. Hillsborough Street is listed as the most dangerous state roadway for pedestrians. The five-day charrette helped more than 500 people reach consensus on a significant roadway alteration, dropping five lanes to two in some sections and three lanes in others, plus dedicated turn lanes. A dozen roundabouts and many pedestrian, bicycle and transit amenities were proposed, and many were built. Our team worked on many issues and tasks including an overall village plan, a traffic management plan, place making and streetscaping, rebuild of key intersections, traffic calming, walkability, open space, transit operations, main street design and bicycling elements.

REPRESENTATIVE PROJECTS

Traffic Calming Master Plans, Transportation Studies, Improving Connectivity & Mobility Plans

- Waikiki Livability & Traffic Management Study (all surface streets, integrate BRT)
- Honolulu Traffic Calming Master Plan (43 Neighborhoods)
- Savannah, GA, Traffic Calming Master Plan for various neighborhoods, and the foundation for a city-wide traffic calming master plan
- City-wide traffic calming master plan for Hartford, CT
- City-wide traffic calming master plan for Stamford, CT
- Mt. Pleasant, MI, Campus Master Plan and Neighborhood Traffic Calming

Main Street Programs, Corridor Plans & Economic Development

- Roosevelt, L.I, NY, charrette on main street design, walkability, livability
- Balboa Avenue, San Diego, CA, corridor and village development
- University Place, WA, Bridgeport Way corridor and downtown reinvestment plans
- Sammamish, WA corridor plan
- West Ossipee, NH rural village development
- Cutler-Orosi, California corridor investment and redevelopment
- Division Avenue, Grand Rapids, Michigan, corridor redevelopment
- Coram, Middle Island, Long Island, NY, village redevelopment
- Gerard Street, Huntington, Long Island, NY, street and plaza development
- Oregon Main Street Guide, Oregon Dept of Transportation

Trails Open Space & Active Community Environment (ACE) Plans

- Grand Canyon North and South Rim Trails Plans
- Ludlum Trails - Trails Best Practices, Miami, FL
- Built Environment & Trails Summit, KS Department of Health & Environment
- 201 O State Trails Conference, WV
- East Coast Greenway Master Plan (CT)

Safe Routes to School Programs, Projects & Master Plans

- Cities of Missoula & Bozeman, MT
- Summit County, CO (3 separate school sites)
- City and County of Honolulu, HI (22 separate school studies)
- City of Detroit, MI (6 separate schools)
- City of East Lansing, MI
- City of Hartford, CT (All elementary, middle and high schools in city)
- City of Stamford, CT (All elementary, middle and high schools in city)
- City of San Francisco, CA (2 school sites)
- City of Lindsey, CA (with LGC)
- City of Los Angeles, CA (Los Angeles School District, with LGC)
- City of Casper, WY (9 school sites, design guide and school siting study)
- City of Sacramento, CA (Natomas School District, with LGC)
- City of La Mesa, CA (with LGC, 4 school sites)
- Savannah, GA (2 school sites)
- Florida School Crossing Guard Program (initiated program (circa 1990), ongoing project)
- Florida Traffic Safety Education Program (initiated program (circa 1990), ongoing project)

PUBLICATIONS

- ITE's Traffic Safety Toolbox (bicycling section)
- Street Design Guidelines for Healthy Streets
- Citizens Guide to Traffic Calming
- Guide to Traffic Calming and Emergency Response
- How Can I Find and Help Build a Walkable Community?
- 22 Benefits of Urban Street Trees
- 12 Steps Toward Walkable Communities
- Crimes of the Heart, NEWSWEEK Magazine, 2010
- Walk This Way, Men's Health/Best Life Magazine, 2009
- He Takes Back the Streets for Walking, TIME Magazine, 2001

COMMUNITY SERVICE

American Youth Hostels, Inc.
President and Active Board Member, 1980-1992

EDUCATION

Bachelor of Science
Forestry, Recreation Planning
University of Montana, 1979

PROFESSIONAL BACKGROUND

Sarah has twenty years of experience as a public engagement specialist, serving as project manager for efforts in more than 1,300 communities in the United States, Canada, and Ireland. This includes multi-year planning and design efforts, as well as the development of educational tools and resources for the U.S. Department of Transportation, U.S. Environmental Protection Agency, AARP, Federal Highway Administration, Transportation Research Board, Honolulu Department of Transportation Services, University of Notre Dame, Trinity College Dublin, Blue Zones, and others. Projects include Casper, Wyoming's *Safe Routes to School Plan*; Worthington, Ohio's *Bicycle and Pedestrian Master Plan*; Honolulu Department of Transportation's *Complete Streets Implementation Program*; and Edgewater, Colorado's *Traffic Calming Mobility Plans*, as examples. Sarah served as a Planning Commissioner for the City of Port Townsend, Washington, from 2011 – 2013. Recent publications include: *Re-open our city and campus post-Covid: A case study of Trinity College Dublin, the University of Dublin* (2021); *Engaged Research for Impact: A Policy Brief for Senior Civil-Servants and Policy Makers in Government* (2020); and *Society & Higher Education Working Together to Address Grand Societal Challenges* (2018).



PROFESSIONAL HISTORY

- Vice President Policy Operations & Development (former Director of Policy Services), Blue Zones, 2016-Present
- Director of Strategic Engagement & Impact Assessment, Trinity College Dublin, the University of Dublin, 2014-2023
- Community Engagement & Education Specialist, Walkable and Livable Communities Institute, 2009-2013
- Tenured Professor, Wright College, City Colleges of Chicago, 2004-2008
- Audubon Coordinator & Citizen Science Program Coordinator, University of Notre Dame, 2000-2004

PROFESSIONAL EXPERIENCE

- [Policy Services Lead: Blue Zones](#)
Oversees public engagement and communications efforts, deploying teams to advance policies, capacity-building efforts, and on-site technical assistance. Delivers a wide-range of products, including community engagement plans, reports, videos, case studies, built environment demonstration projects, and other outputs, especially focused on integrating health, well-being and quality of life indicators into policies, plans and programmatic efforts. Assists communities in delivering public involvement plans, impact frameworks, and demonstration projects to build capacity for change.
- [Project Example: Honolulu Department of Transportation Complete Streets Implementation Program](#)
The Complete Streets Program delivers context-sensitive design solutions that balance the needs of all road users. Complete Streets projects are underway in various communities across Oahu, with Blue Zones managing efforts in Kailua, Kaneohe, and Pearl City. The project tasks include a multimodal transportation assessment, community engagement, and development of conceptual designs that will be taken into final design and construction.
- [Project Example: Bicycle and Pedestrian Master Plan, Worthington, OH](#)
The plan guides the development of bicycle and pedestrian planning efforts with consensus reached through a series of public events and consultations that developed a clear vision and direction for improving bicycling and walking. This process brought technicians, elected leaders, residents, and advocates together to learn from one another, produce a common vocabulary, and collaborate for long-term transportation and community-building impact.
- [Project Example: Traffic Calming Mobility Plan, Edgewater, CO](#)
The Traffic Calming Mobility Plan identifies and prioritizes transportation investments and provides a framework for developing a network of Complete Streets, which are designed, managed, and operated to enable safe access for all users, regardless of age, ability, or mode of transportation. Community engagement identified supporting programs and policies to promote safer driving speeds and behaviors, increase transportation equity, and foster a sustainable built environment.

SKILLS

- Experienced facilitator focused on building strong and lasting coalitions between diverse stakeholders, including members of the public, researchers, governmental agencies, higher education institutions, civil society organizations and industry partners;
- Broad business acumen with a charismatic approach to complex engagement challenges;
- A proven track record in coordinating successful teams and bids through strong, well-presented and compelling proposals that have resulted in \$400M+ in funding; and
- Excellent written and verbal communications, demonstrated through award-winning outreach materials for 1M+ members of the public in 100+ countries

AWARDS

- Communications Award Nominee, Age Friendly Ireland, 2016;
- Civic Design Award, American Institute of Architects, Port Angeles Signage and Wayfinding Program, 2018;
- Outstanding Achievement Award, American Planning Association, Port Angeles Waterfront Transportation Plan, 2011;
- Making Great Communities Happen Award, American Planning Association, San Diego Downtown Needs Assessment, 2010.

EDUCATION

- Master of Fine Arts, Writing, University of Notre Dame, 2000
- Bachelor of Arts, Anthropology & English, University of Albany, 1998

Rachel M. Pincumbe

rachel@bluezones.com | 248.794.4943 | Colorado Springs, CO

PROFESSIONAL EXPERIENCE

Project Manager

Blue Zones, LLC. | May 2023 – Present

Beginning with Blue Zones as an intern during my Masters, I continued on as a Project Coordinator, and quickly moved to a Project Manager. My work has been focused with aiding Blue Zone Activate communities, which are community transformations focused on policy change.

- Planning and coordination of all aspects of community events including development of activities; scheduling of speakers and vendors; and graphic design and management of all visual collateral.
- Administration throughout the lifetime of a project, from planning of the inventory/discovery process with community leaders and subject matter experts, to the deploying of the identified policy interventions.
- Content development across multiple platforms for various projects, including graphic design for social media and marketing collateral; writing for newsletter articles and informational materials; and creation of land-use planning documents and renderings.

Landscape Architect Associate

Troyer Group Inc. | Grand Rapids, MI | Sep. 2018 – Dec. 2022

With Troyer Group, I was fortunately given the opportunity to gain experience across the lifespan of a built environment project; from the public engagement stage, to coordination with contractors. I have worked on a variety of public space projects, including downtown development plans, 5-year park master plans, state and federal grant applications, site design, and regional planning.

- Grant application drafting and coordination, including the Land and Water Conservation Fund (LWCF), and the Office of Community and Rural Affairs (OCRA) Stellar Communities Program.
- Public engagement including the writing and development of public surveys, stakeholder outreach, and leading of public meetings, focus groups, and forums.
- Site design, construction document preparation, writing specifications, construction detail development, site engineering, grading and drainage.
- Graphic design and imagery development including regional plans, site plans, and digital renderings.

Landscape Architect Technician

Grissim Metz Andriese Assoc. | Northville, MI | May 2018 – Aug. 2018

During my internship with GMA, I worked on several landscape renovation projects that provided me experience in working with the clients, collaborate with team members, refine graphic design and engineering software skills, and understand managing project budgets.

- Site inventory and environmental analysis
- CAD drafting and graphics preparation
- Horticulture design and plant selection

Rachel M. Pincumbe

rachel@bluezones.com | 248.794.4943 | Colorado Springs, CO

EDUCATION

Master of Public Health

Grand Valley State University

August 2021 - May 2023

Bachelor of Landscape Architecture

Michigan State University

August 2014 - December 2018

HONORS, CERTIFICATIONS, & ASSOCIATIONS

GVSU Graduate School Citations for Academic Excellence 2023

Award for Excellence in Sustainability

Lost in Transition: Investigating the Health Impact of Inadequate Public Space for Teenagers

GVSU Public Health Blue Zones Study Abroad Award Recipient

Sardinia, Italy

October 2022

American Society of Landscape Architects (ASLA)

Associate-At-Large Chair, Michigan Chapter (2022)

Michigan Chapter Diversity, Equity, and Inclusion Committee; Social Media Chair, Website Manager, and Webinar Coordinator (2020-2022)

Honor Society of Landscape Architecture

Sigma Lambda Alpha

Michigan State University, 2018

SKILLS

Graphic Design & Rendering

- Adobe Photoshop
- Adobe InDesign
- Adobe Illustrator
- SketchUp Pro
- Canva

Communication Proficiencies

- Public Engagement
- Grant Writing

Digital Drafting & Construction Documentation

- Autodesk AutoCAD
- Bentley Microstation

Technical Proficiencies

- Microsoft Office Suite
- Google Suite Applications
- SmartSheets

Liv Assael-Benjamin

EDUCATION

Hunter College, New York *Master of Urban Planning*

Aug 2022- Dec 2024

UCL, University College London *Master of Urban Planning Exchange*

Spring 2024

University of Vermont *Bachelor of Arts in Global and Regional Studies*

2013-2017

RELATED EXPERIENCE

Research and Evaluation Intern, Association for Neighborhood and Housing Development

Summer 2024

- Conduct background and participatory research on community-led land use and public space projects (The Local Center)
- Collaborate with ANHD and Urban Design Forum teams to evaluate capacity building needs
- Develop creative and accessible forms of engagement and train organizations to implement own research methods

Field Organizer, Office of City Council Member Chi Ossé

2021-2023

- Canvassed in the community to connect with thousands of constituents about their land use and social needs
- Collaborated with teammates to prioritize community issues in Council member's agenda
- Distributed literature for other grassroots campaigns such as State Senator and Congressional races

Development Associate, Cypress Hills Local Development Corporation

2019- 2021

- Worked with Division Directors to develop programming to fit community needs
- Managed fundraising efforts and applied to government and corporate grants totaling annual budget of \$16 million
- Oversaw communications efforts and started weekly newsletter to support community residents during the pandemic
- Facilitated meetings for Junior Board and internal and external development committees

Development Officer, ARCHIVE Global: Architecture for Health in Vulnerable Environments

2018-2019

- Established an Advisory Board and recruited from globally based companies and organizations
- Edited all public content such as annual report, website, and letters from the Director
- Wrote organization's newsletter as well as blog posts for various outlets

RESEARCH

“[Reimagining Affordability at Woodberry Down](#)”, London, UK

Spring 2024

- Conducted background and participatory research to understand housing affordability at City of London's mixed housing regeneration project in the Borough of Hackney
- Presented research to project developers, community group, and local council to inform decision-making
- Sought to broaden conversations of comprehensive affordability and its implications on residents

VOLUNTEERING

Member, Bed-Stuy Strong Mutual Aid – Anti Gentrification Working Group

2021-2023

- Created database of empty lots, available storefronts, and unused spaces through mapping excursions
- Connected community members with resources with an emphasis on long-time residents
- Supported ‘The Free Black Women's Library Reading Room’ with needs for community space

SKILLS

- Data Analysis: R
- ArcGIS
- Participatory Research
- Languages: French (advanced), Spanish (intermediate)



Ryan Wozniak

Senior Transportation Planner, TYLin

Experience includes shaping land use, development patterns, transportation policy, urban design, and serving communities through inclusive engagement and contemporary urban planning policy. As a Senior Planner, Ryan has expertise in context-sensitive strategies to improve the transportation system and infrastructure designed for human-scaled environments. His approach invests in localized partnerships to promote resilient communities and environmental justice outcomes while building relationships and implementation capacity within communities.

FIRM

TYLin

EDUCATION

Masters of Urban and Environmental Planning, Arizona State University, 2013

BA, Design Studies (Built Environment), Arizona State University, 2010

CERTIFICATIONS

AICP, 2017 (expired)

Harvard University Graduate School of Design, Executive Education, [The Walkable City by Jeff Speck](#), 2018

[Form-Based Code Institute](#), 2018

METHODS

Facilitating consensus building

Match analyses with project purpose

Assess compatibility between programs and projects

Reference research using accessible language

Document logical connections between purpose and deliverables

Experiential engagement and charrette facilitation

PROJECT HIGHLIGHTS

City of Scottsdale, Strategic Transportation Safety Plan, an SS4A-compliant plan

Leading the planning, the TYLin team brought on Blue Zones and Northern Arizona University to assist Scottsdale with a Safety Action Plan that will be eligible for SS4A project funding. Cultivating a culture of safety and data-driven policies entails processes mindful of purpose and empathy. The project plan includes nationally-tested best practices with local knowledge, [experiential engagement](#), and select assessments to prioritize program improvements and project prioritization.

City of Tempe, Downtown Streetscape Design, Downtown Tempe, AZ

Leading the street design and meeting coordinator for the TYLin team on the prized street of Mill Avenue in the heart of Downtown Tempe. The project entails a full reconstruct of the street with detailed paver design, green infrastructure, and design features prioritizing safety and accessibility.

MAG/City of Tempe, Active Transportation Bridge (15% Design), Tempe, AZ

Transportation Planner/Urban Designer/Project Manager for [conceptual bridge and street infrastructure](#) to improve an existing gap in the North-South corridor in Eastern Tempe. The bridge concept spans over the Union Pacific Railroad (UPRR) to improve a low-stress active transportation route between US60 and the Rio Salado pathway.

City of Maricopa Subdivision Ordinance & Design Standards Manual

Project Manager: Created the City's first adopted [Design Standards Manual \(2020\)](#) for site improvement and standard street sections. Work was coordinated with the Subdivision Ordinance update. A highlight of the manual are the [protected intersection standards](#) to promote safer intersection design for all transportation options.

Safe Routes To School Supervision

Ryan supervised SRTS Education including development of program curricula and activities. Ryan managed SRTS grants that resourced and helped plan walking and biking to school events, including [bike rodeos](#), and oversaw the budget for the work for over a dozen schools while working closely on curriculum with staff and recruiting volunteers.

RELEVANT WORK EXPERIENCE

TYLin, Roads & Highways Division, Scottsdale, AZ

2023 – Current. As a Senior Transportation Planner, responsibilities include context-sensitive pre-engineering concept design and design criteria, facilitating comprehensive project teams including community engagement, environmental planning, geospatial data analysis, and grant application support.

Maricopa County Public Health, Active Living Team Supervisor, Phoenix, AZ

2021 – 2022. Ryan supervised grant-supported community engagement for improved public health outcomes using active lifestyle promotion. Park activation and Safe Routes to School education were programs he was responsible for developing and supervising.

City of Maricopa, Senior Planner, Maricopa, AZ

2014 – 2021. Senior Planner responsibilities were multidisciplinary involving zoning, transportation, housing, and development regulation and facilitation.

VOLUNTEER EXPERIENCE

**Strong Towns
& Sponsors,
Great Streets
are Safe
Streets, Mesa,
AZ**

Role: Event
Organizer.

Transportation systems and street design are critical to shaping successful places for people. Streets with highway design criteria fail to serve as platforms for great places. This [event](#) hosted speaker Charles Marohn author of Confessions of a Recovering Engineer.

RAIL CDC & Project for Public Spaces, Portals to Places, Mesa, AZ

Role: Board Member and Event Organizer. Downtown Mesa is in the process of a transformation where transportation plays a vital role. In response to Light Rail line expansions, ASU Mesa campus underway, and thousands of new housing units in the pipeline, Ryan partnered with Nihdi Gulati to codesign a stakeholder workshop. This [workshop](#) engaged community members and Mesa leadership for a visioning exercise for how transit station design can foster a sense of place.

Transportation Impact Analyses - Professional Leadership

Ryan is committed to advancing context-sensitive metrics of Transportation Impact Analyses. He's presented to various audiences to spread awareness of the unintended consequences of standard practices including [collaboration with esteemed American Planning Association colleagues](#) to share impactful insights at the AZ Chapter (2022) and National Planning Conferences (2019).

Tom Bertulis, MS, PE, PTOE

2486 Manchester Ave, Cardiff by the Sea, CA • 617.510.6310 • Tom@TLC-Engs.com

WORK EXPERIENCE

TLC Engineers LLC • Cardiff by the Sea, CA • 08/2024 – Present, Active Transportation Engineer

- Civil and traffic engineering projects involving traffic calming, roadway reconfigurations, intersection designs, traffic calming schemes, and civil engineering for multiple cities and agencies.
- Co-leading a civil engineering infrastructure tour for staff members from the Oahu Metropolitan Planning Organization (OahuMPO) to the Cities of San Diego (CA) and Encinitas (CA).

KTUA • San Diego, CA • 05/2014 - 07/2024, Senior Active Transportation Engineer

- Developing engineering plans for Neighborways and other transportation projects.
- Focus on signing, striping, beacons, signals, and other traffic control devices for multiple cities, including Banning, Grand Terrace, Menifee, Montebello, National City, and the Town of Apple Valley, all in California, with MUTCD compliance key to these projects.

Design Consultants Inc • Somerville, MA • 09/2014 - 08/2018, Manager of Traffic Engineering

- Projects include buffered bike lane design along East Broadway in Somerville, including signing, channelization, and signal design.
- Developing plans for signing, striping, beacons, signals, and other traffic control devices, as well as producing a traffic impact study for a million square foot mixed-use development in Assembly Square, Somerville.

Chen Ryan Associates • San Diego, CA • 10/2018 - 05/2014, Principal Project Manager

- Large focus on developing plans for signing, striping, beacons, signals, and other traffic control devices.
- Working on a team to produce construction drawings, including Plans, Specifications, and Estimates (PS&E) for projects including a Protected Intersection at University Ave and 54th Street in San Diego as well as the University Bikeway project in San Diego.

ITDP • Mexico, Brazil, and Colombia • 11/2007 - 05/2010, Senior Technical Engineer

- Assisted in Brazil, Colombia, and Mexico on delivering trainings on planning & engineering cities including developing plans for signing, striping, beacons, signals, and other traffic control devices for a bikeway through a favela.
- Led the effort to develop a 30 kph zone in Mexico City.

Cycling Scotland/TP&E • Glasgow, Scotland • 10/2004 - 10/2007, Engineering Manager

- Managed the Engineering section of 3 staff involved in the planning, civil engineering design, and implementation of active transportation projects.
- Designed and implemented bikeways and bicycle boulevards across Scotland.

Transportation Associates • Seattle, WA • 04/2002 - 10/2004, Civil Engineer

- Led projects including developing plans for signing, striping, beacons, signals, and roundabouts.

King County Department of Transportation • Seattle, WA • 09/1999 - 04/2002, Traffic Engineer

- Reviewed and approved the channelization on all plans that came through the Department of Transportation, including both CIP plans and Development Review plans.
- Utilized Synchro software to perform traffic analysis for CIP projects.

Independent Consultant • Various Cities • 03/1998 - 09/1999, Green Building Engineer

- Worked on designing and building constructed wetlands, rainwater harvesting systems, straw-bale houses, passive heating and cooling projects, and earthship construction in various cities.

Santa Clara Valley Water District • San Jose, CA • 08/1997 - 03/1998, Flood Control Engineer

- Performed hydraulic analysis to determine the 100-year flood plain on rivers within Santa Clara County.
- Performed cost estimates, wrote specifications, designed and developed construction plans.

Rajappan & Meyer Consulting Engineers • San Jose, CA • 01/1997 - 08/1997, Civil Engineer

- Assisted in the planning, surveying, and design of a streetscape project in downtown San Jose.
- Designed retaining walls, developed drainage plans.

Santa Clara Valley Water District • San Jose, CA • 06/1996 - 12/1996, Engineering Intern

- Developed construction drawings for the Calabazas Creek Flood Control project.

EDUCATION

MS in Civil Engineering

Northeastern University • Boston, Massachusetts

BS in Civil Engineering

Santa Clara University • Santa Clara, California

CERTIFICATIONS

Professional Traffic Operations Engineer (PTOE) 06/2013 – Present

Licensed Professional Engineer (PE) 06/2004 – Present, State of Washington

SKILLS

aaSIDRA, Adobe Illustrator, Adobe InDesign, Adobe Photoshop, AutoCAD, HTML, IntelliCAD, Synchro

LANGUAGES

Native English, Fluent Spanish, Conversant German, Conversant Lithuanian

ACTIVITIES

Bicycling, Hiking, Kiteboarding, Rock Climbing, Running, Skiing, Snowboarding, Soccer, Windsurfing



Todd Tregenza AICP

Senior Transportation Planner



Location

Sacramento, CA

Experience

17 years

Qualifications/Accreditations

- BS, Community and Regional Development, University of California, Davis, CA, 2007
- American Institute of Certified Planners #29678

Key technical skills

- Multimodal Performance and Safety Analyses
- Transportation Programming and Funding Strategies
- Cost-Benefit Analyses and Grant Application Support
- Transportation Modeling and Vehicle Miles Traveled (VMT) Guidelines

Memberships

- American Planning Association
- Young Professionals in Transportation

Relevant experience summary

Todd Tregenza has 17 years of experience in transportation planning projects, assisting dozens of agencies throughout central and northern California in short- and long-range programming, including the development of travel demand models, general plan circulation elements, specific and master plans, corridor studies, capital improvement programs, nexus and fee studies, transportation operational analyses, and impact analyses. This experience spans public and private sectors, extending into on-call contracts and arrangements with municipalities, where Todd prepares transportation studies and grant applications, performing peer reviews of impact studies and developing California Environmental Quality Act (CEQA) impact analyses for development projects of all sizes.

City of Arcata Strategic Infill Redevelopment Plan & Long-Range Planning Services

Transportation Lead Planwest | Arcata, CA

Managing the project team in developing a multimodal transportation plan for the Gateway Area Plan, including new street connections, robust multimodal concepts, and travel demand management measures to reduce parking and vehicular traffic demand. Prepared conceptual layouts of multimodal improvements in the "Mobility" section of the Gateway Area Plan, including provision of Class I trails and Class IV bicycle facilities. Overseeing preparation of the Circulation Element update and transportation analysis under General Plan policy and under CEQA, consistent with Senate Bill (SB) 743. Developed unique GIS-based model (Place Mix) to estimate VMT impacts of land use plan, working with City to develop SB 743-compliant guidelines, including baseline and threshold metrics, and screening criteria without using a travel demand model. The model uses housing and jobs (retail and non-retail) to assess the

level of land use density and diversity within a 0.25-mile walk shed as a proxy for VMT reduction potential.

US 101 Broadway Multimodal Corridor Plan

Project Manager Humboldt County Association of Governments | Eureka, CA

Managed preparation of a multimodal corridor plan for US 101 in the City of Eureka, following Caltrans Corridor Planning Guidelines. The corridor suffers a lack of multimodal accessibility, poor travel reliability, and high rates of severe and fatal pedestrian and bicycle collisions. In turn, the plan proposed the major reconfiguration of the roadway, including provision for robust Class IV bikeways, transit prioritization through dedicated lanes and queue jump pockets, shortened pedestrian crossings, and new couplets to redistribute traffic. Closely coordinated with agency partners to inform competitive grant applications, including Solutions for Congested Corridors Program and implementation of plan elements through Caltrans SHOPP.

City of Elk Grove Systemic Safety Analysis Report (SSAR)

Project Manager
City of Elk Grove | Elk Grove, CA

Oversaw development of the safety analysis and report, including development of a GIS tool to automate the identification of collision trends and systemic risk factors using updated infrastructure, traffic, and crash data inputs, and collection of Light Detection and Ranging (LiDAR) data on high-risk corridors. Also oversaw the development of prioritized safety improvement projects, selection of five candidate project packages for Highway Safety Improvement Program (HSIP) grant application, and development of 10% design concepts. This plan resulted in the City successfully receiving \$8.8 million in 2021 HSIP funds, the single largest grant award in the state, for traffic signal modifications.

SSAR for the Franklin Street, Del Monte Avenue, Munras Avenue and Pacific Street, Lighthouse Avenue, and Fremont Way Corridors

Transportation Planner
City of Monterey | Monterey, CA

Responsible for systemic safety approach application, crash database development, and assurance of data fidelity in analysis. Reviewed proposed countermeasures for applicability.

Ukiah Traffic Analysis for Schools and Surrounding Area

Project Manager
City of Ukiah | Ukiah, CA

Managed preparation of transportation operational and safety study in vicinity of Ukiah public schools. This project identified school-related transportation deficiencies and implementable multimodal transportation improvements to improve school traffic and mobility, including consideration of roundabouts.

Placer County Local Road Safety Plan

Assistant Project Manager
Placer County | Placer County, CA

Assisted in development of the County's local roadway safety plan that establishes the procedure and framework for systematic safety analysis and countermeasures. As part of this work effort, a robust virtual public outreach program was developed during COVID-19, which also assisted in outreach to a large volume of key municipality and public agency stakeholder throughout the County. The plan is primarily focused on County wide systemic patterns rather than location specific issues.

SR 29 Comprehensive Multimodal Corridor Plan (CMCP) and Project Initiation Document (PID)

Senior Transportation Planner
Napa Valley Transportation Authority | Napa, CA

Managed assembly of preferred improvement package for CMCP, prioritization of improvements, demonstration and visualization of benefits, calculation of benefit-cost ratio, and presentation of Final Plan. Soscol Junction improvement funded through Solutions for Congested Corridors Program following CMCP completion. During PID phase, working to assess alternatives consistent with CMCP. Overseeing work on the traffic engineering and planning agency, Interchange Control Evaluation (ICE), and VMT decision documents. CMCP and PID concepts include bus queue jump lanes at signalized intersections, part time use of shoulders for transit, and Intelligent Transportation System (ITS) components.

City of Ukiah General Plan Update

Project Manager
Mintier Harnish | Arcata, CA

Oversaw preparation of the Circulation Element update and transportation analysis under General Plan policy and under CEQA, consistent with SB 743. Developed unique GIS-based model (Place Mix) to estimate VMT impacts of land use plan. This model builds on the one developed for Arcata by adding a bike shed analysis along the City's low-stress bike network in addition to the walkable 0.25-mile walk shed in the original model.

City of Fortuna Mill District Specific Plan

Project Manager
Planwest | Fortuna, CA

Overseeing preparation of the transportation analysis for the proposed Mill District Specific Plan, using the unique GIS-based model (Place Mix) to estimate VMT impacts of alternative land use plans relative to existing land use patterns and proposed General Plan land use buildout. Model outputs are being used to refine the land use plan and reduce potential transportation impacts in the City.

Career history

2018 - present	GHD, Senior Transportation Project Manager
2017 - 2018	TJKM Consultants, Office Manager/Project Manager
2007 - 2016	GHD, Senior Transportation Planner
2006 - 2007	Governor's Office of Planning & Research, Legislative Unit Intern



Melissa Estrada

Senior Transportation Project Manager



Location

Redding, California, USA

Experience

17 years

Qualifications/Accreditations

- MS, City Planning, San Diego State University, San Diego, CA, 2007
- BA, Political Science, University of California, San Diego, CA, 2004

Key technical skills

- Transportation Planning; Environmental Planning
- Project Development; Program Management
- Federal and State Compliance
- Grant Acquisition and Management

Relevant experience summary

Melissa Estrada is a highly skilled manager with a strong track record of success leading complex programs and projects across various entities, including federal, state, regional, and local agencies. With exceptional communication, problem-solving, and organizational skills, Melissa has a wealth of experience in the public sector and a strong commitment to its advancement. As a transportation planner at the City of Redding, she managed both the Redding Area Bus Authority (RABA) and active transportation. For active transportation, Melissa oversaw planning and development, including the first city Active Transportation Plan and several successful Caltrans Active Transportation Program grant funded projects. She thoroughly understands the municipal needs and challenges of small cities, including funding and implementation. Melissa’s prior accomplishments include successfully guiding a Light-Rail Transit (LRT) project through Federal Transit Administration (FTA) project development, ensuring compliance with regulatory requirements.

City of Colusa Comprehensive Safety Action Plan

**Assistant Project Manager |
City of Colusa | Colusa, California, USA |**

Providing management and public outreach support for a citywide plan to improve safety on roadways and reduce serious injury crashes for all roadway users. GHD is providing the stakeholder and public engagement program, including a webpage, citywide safety events, public engagement and education workshops, and evaluation and analysis of collected information. Additionally, GHD will provide the transportation equity review.

Envision 273 Comprehensive Multimodal Corridor Plan

**Assistant Project Manager
Shasta Regional Transportation Agency | Redding,
California, USA |**

Providing management support for a corridor plan that recommends infrastructure improvements to support safety and mobility for people of all ages and abilities. Plan goals include reducing mobility barriers; enhancing safety, accessibility, and connectivity for multiple users; achieving better compatibility between land use and corridor design; improving environmental sustainability and resiliency; and positioning the region to successfully compete for federal and state grant funds. Overseeing the infrastructure improvement feasibility studies.

RABA and Active Transportation

**Transportation Planner |
City of Redding | Redding, California, USA |
2016-2023**

RABA: Provided day-to-day management of the public transit system, including federal and state compliance; audits; reports; planning; funding; project/policy identification and implementation; asset acquisition and management; public information; community events; department and agency coordination; and bid/proposal and contract development and management. Also, communicated with elected officials (e.g., board meetings/presentations) and the public.

Active Transportation: Promoted and facilitated active transportation through bicycle and pedestrian projects and programs, street and private development project reviews, planning/reports, grant writing, community events, public information, and stakeholder and agency coordination. Involved with downtown revitalization projects, including the reopening of streets, the closing of streets, and the extension of the Sacramento River Trail into downtown via Class I and Class IV bikeways. Secured \$1 million for Bechelli/Loma Vista (Active Transportation Plan (ATP) Cycle 3), \$7.8 million for Victor/Cypress (ATP Cycle 5), and \$2.6 million for Turtle Bay to Downtown (ATP Cycle 5).

Career history

2023 - present	GHD, Senior Transportation Project Manager
2016 - 2023	City of Redding (California), Transportation Planner
2007 - 2016	WSP, Transportation Planner
2006 - 2007	SANDAG, Transportation Planning Intern



Rosanna Southern EIT

Transportation Engineer



Location

Sacramento, CA

Experience

13 years

Qualifications/Accreditations

- BS, Civil, Environmental and Infrastructure Engineering, George Mason University, Fairfax, VA, 2012
- Engineer-in-Training, VA #420063509

Key technical skills

- Traffic Operations Analysis
- Multimodal Performance & Safety Analysis
- Transportation Modelling & Vehicle Miles Travelled (VMT) Analysis
- Complete Streets Planning & Corridor Studies
- Traffic Impact Fee and Traffic Impact Studies
- Benefit-Cost Analysis & Safety Countermeasures

Memberships

- Institute of Transportation Engineers, Northern California Section, Western District
- Young Professionals in Transportation, Sacramento Chapter

Relevant experience summary

Rosanna Southern has more than a decade as a transportation engineer specializing in traffic engineering and transportation planning has allowed her to work closely with dozens of local California agencies on short- and long-range planning and engineering efforts. This experience comprises the analysis of traffic operations to assist in the design process for a variety of complex projects, multimodal planning and safety analyses to enhance safety of all street users, and VMT analysis for Senate Bill (SB) 743 compliance under CEQA. Rosanna typically oversees multimodal corridor studies, complete street plans, general plan circulation elements, and traffic impact fee studies. She is proficient in such tools as Synchro, SimTraffic, Sidra, HCS, and VISSIM.

City of Elk Grove Systemic Safety Analysis Report (SSAR)

Transportation Engineer
City of Elk Grove | Elk Grove, CA

Utilized the FHWA's Systemic Safety Project Selection Tool and Caltrans' SSAR Program Guidelines as the basis for the methodology to develop systemic countermeasures and prioritize projects to submit for HSIP funding. Utilized citywide collision data over a 5-year period to identify focus crash types, focus facilities, and risk factors most associated with higher severity collisions. Utilized GIS and Microsoft Excel to create various maps of the collision data to provide a correlation between the collision data and the roadway/intersection characteristics. Identified and screened candidate locations for countermeasure deployment by conducting a risk assessment of the network elements utilizing GIS. Identified various countermeasures to address the safety issues for each

focus crash type utilizing Caltrans' Local Roadway Safety Manual, the Crash Modification Factors Clearinghouse, the Highway Safety Manual, and NCHRP Report 500 volumes. Currently screening the list of countermeasures based on potential to reduce and address the risk for the focus crash types, including benefit-cost effectiveness and agency policies and procedures. Created a short list of countermeasures for each focus crash type to use in developing safety projects.

Arroyo Grande LRSP

Senior Transportation Engineer
City of Arroyo Grande | Arroyo Grande, CA

Assisted the City in identifying short-term improvements correlated with the Halcyon Road Complete Streets Plan, seeking a Regional Communities Betterment Grant.

Lompoc LRSP

Senior Transportation Engineer City of Arroyo Grande | Arroyo Grande, CA

Assisted with identifying improvements from the walk audit and corresponding priority locations.

Kennedy Community Complete Streets Plan

Project Manager San Joaquin County | Kennedy, CA

Oversaw development of the existing conditions analysis which included collision data throughout the disadvantaged and underserved community via hot-spot analysis, bicycle Level of Traffic Stress (LTS) analysis, identifying key points of interest, gaps in existing multimodal infrastructure and connectivity. Overseeing stakeholder and community engagement including providing Spanish translation services. Overseeing development of multimodal improvements including safety improvements and traffic calming for vulnerable roadway users and addressing speeding.

Vineyard Drive Corridor Plan

Project Manager San Luis Obispo County | Templeton, CA

Led the development of a multimodal corridor plan with stakeholder engagement including a pop-up at the local farmer's market, technical advisory committee meetings, and presented the draft plan to the Templeton Area Advisory Group. Identified plan alternatives and pilot projects that would increase the safety and comfort of bicyclist and pedestrians using the corridor to access the local destinations. The County is seeking grant funding to implement near-term improvements.

Halcyon Road Complete Streets Plan

Assistant Project Manager City of Arroyo Grande | Arroyo Grande, CA

Oversaw preparation of the Plan proposing buffered bike lanes along Halcyon Road, safer access for pedestrians and schoolchildren, a road diet, a roundabout, and multimodal access throughout the City's central corridor. The plan documents existing conditions including collision data that was evaluated in the City's Local Roadway Safety Plan (LRSP), current planning documents, an extensive community and stakeholder engagement, complete street elements, the alternatives analyzed, and the proposed preferred alternative along the corridor. The Plan also conducted a benefit-cost comparative analysis of the roundabout and traffic signal alternatives for the intersection of Fair Oaks Avenue/Halcyon Road. Additional outreach was conducted to focus on the roundabout vs. traffic signal option, which gained consensus from the community in support of the roundabout. A portion of the Plan has been constructed via funding from HSIP and SRTS. A

near-term implementation Plan was identified to construct the first phase of the Plan, constructing buffered bike lanes and some pedestrian improvements, funded by the Regional Communities Betterment Grant. The full plan, including the roundabout option, was adopted by City Council. GHD assisted the City in obtaining funding for the plan through Caltrans' ATP.

Halcyon Road Complete Streets Active Transportation Program Application, Cycle 4

Transportation Planner City of Arroyo Grande | Arroyo Grande, CA

Assisted the City in preparing the ATP Cycle 4 application—a competitive statewide Caltrans grant—for the Halcyon Road Complete Streets project. The project is an infrastructure and non-infrastructure project based on the Halcyon Road Complete Streets Plan and teaching the community and schoolchildren how to safely navigate roundabouts via vehicle, bicycle, or as a pedestrian. Fine-tuned the cost and schedule with regard to the constraints of the ATP. Conducted extensive research and narratives regarding project details including collision data and analysis, disadvantage community and socio-economic data, the potential for increased walking and biking, and context sensitive elements. Met with Caltrans staff prior to submittal to discuss the draft version and improve the application.

Imola Avenue Complete Street Corridor Plan

Senior Transportation Engineer Napa Valley Transportation Authority | Napa, CA

Led the map-based collision analysis including identifying hot-spots, areas with high collisions for vulnerable roadway users such as bicycle and pedestrian collisions. Evaluated existing multimodal infrastructure gaps to determine if they correlated with the historical collision data.

City of Arcata Strategic Infill Redevelopment Plan & Long-Range Planning Services

Assistant Project Manager, Transportation Planner City of Arcata | Arcata, CA

Assisted the project team in developing a multimodal transportation plan for the Gateway Area Plan, including new street connections, robust multimodal concepts, and travel demand management measures to reduce parking and vehicular traffic demand. Prepared conceptual layouts of multimodal improvements in the "Mobility" section of the Gateway Area Plan, including conversion of roadways to couplets with Class IV bicycle facilities. Assisting in preparation of the Circulation Element update and transportation analysis under General Plan policy and under CEQA, consistent with SB 743.



Zach Porteous

Location Intelligence Project Manager



Location

Seattle, WA

Experience

6 years

Qualifications/Accreditations

- BS, Environmental Science and Management (Minor: Computer Science), Humboldt State University, Arcata, CA, 2020
- ArcGIS Desktop Associate 19-001 Certification
- ArcGIS Online Specialty 19-001 Certification
- ArcGIS API for JavaScript Specialty 19-001 Certification
- MIT xPRO Backend JavaScript Development
- Azure Administrator Associate AZ-104

Key technical skills

- Python and JavaScript Programming
- Data Management
- Geographic Information System (GIS) System Administration
- GIS Analysis
- Automated Spatial Analysis

Memberships

- United States Geological Survey Hydrographic Data Steward
- North Coast GIS User Group
- Northwest GIS User Group

Relevant experience summary

Zach Porteous is an Environmental Systems Research Institute (ESRI)-certified, GIS professional with experience in network analysis, database modelling, and web programming. He has extensive experience with spatial software packages like the ArcGIS suite of software and QGIS, data collection methods with Global Navigation Satellite System (GNSS) receivers and automated analysis using the python programming language. As a former GIS educator, Zach has hands-on experience with mentoring individuals seeking to learn how to apply GIS to their own professions. He creates a learning environment tailored to individuals and groups for optimal retention and engagement. Zach is passionate about applying his knowledge of GIS systems to his clients use cases, and is actively seeking out new, innovative solutions developed in the field of GIS every year.

Kennedy Community Complete Streets Plan

Location Intelligence Analyst San Joaquin County | Kennedy, CA

Participated in the development of the existing conditions analysis which included collision data throughout the disadvantaged and underserved community via hot-spot analysis, bicycle Level of Traffic Stress (LTS) analysis, identifying key points of interest, gaps in existing multimodal infrastructure and connectivity. Overseeing stakeholder and community engagement including providing Spanish translation services. Primary role was developing maps and

geospatial end products for transportation focused analysis.

City of Lathrop Active Transportation Plan

Location Intelligence Analyst City of Lathrop | Lathrop, CA | 2023 - Present

The project will result in Lathrop's first Active Transportation Plan (ATP). Performed spatial data and analysis tasks, including digitizing bicycle and pedestrian facilities, completing bicycle level of traffic stress analysis and needs assessment, as well as supported project management.

Pinole Active Transportation Plan

**Location Intelligence Analyst
City of Pinole | Pinole, CA**

Providing ATP that focuses on non-motorized forms of travel, promotes the use of pedestrian and bicycle facilities, identifies challenges to the current non-motorized network, proposes solutions for improvement, and identifies potential funding sources.

State Route (SR) 273 Multimodal Corridor Plan

**Location Intelligence Analyst / Programmer
Shasta Regional Transportation Agency | Shasta County, CA**

The project will result in a comprehensive, multimodal corridor plan for the SR 273 corridor, a 16-mile-long corridor spanning three jurisdictions in Shasta County. Served as the GIS Analyst, performing spatial analysis tasks, including bicycle LTS analysis, and origin-destination/trip distribution mapping.

City of Chico Active Transportation Plan

**Location Intelligence Analyst
City of Chico | Chico, CA | 2022 - Present**

The project will result in the City of Chico's first ATP, building upon the City's 2019 Bike Plan. Performed spatial analysis tasks, and produced LTS analysis outputs for the project team.

Del Norte Regional Transportation Planning

**Location Intelligence Analyst
Del Norte Local Transportation Commission | Del Norte, CA | 3/2021 - 3/2022 | \$150,000**

Authored Del Norte County's first ever regional GIS transportation dataset to be used for inventory tracking and future development. Developed essential dataset, such as County maintained roads, off-highway vehicle roads, right of way tracking, City maintained roads, and more. Created web apps and maps to be used for a variety of purposes internally to the Del Norte Local Transportation Commission. Coordinated with multiple local agencies to customize each dataset for specific use cases. Created and managed the Del Norte Local Transportation Commission's ArcGIS Online organizational account.

Del Norte Local Transportation Commission GIS On-Call, 5-Year

**Project Manager
Del Norte Local Transportation Commission | Del Norte, CA | 10/2022 - Present | \$100,000**

Authored Del Norte County's first ever regional GIS transportation dataset to be used for inventory tracking and future development. Coordinated with multiple local agencies to customize each dataset for specific use

cases. Created and managed the Del Norte Local Transportation Commission's ArcGIS Online organizational account.

Little River Trail Project

**Location Intelligence Analyst
Redwood Community Action Agency | Trinidad, CA | 8/2020 - Ongoing | \$760,000**

Supported environmental scientists with geospatial analysis and mapping services in the evaluation of a new trail in the City of Trinidad.

Bay to Zoo Trail Project

**Location Intelligence Analyst
City of Eureka | Eureka, CA | 8/2020 - 2/2021 | \$40,000**

Supported field staff with web maps and data collection utilities; worked with biologists and botanists to form a final wetland delineation for the trail to be built in Eureka.

Water/Wastewater Infrastructure

Crescent City Storm Drain Master Plan

**GIS Analyst
City of Crescent City | Crescent City, Del Norte County, CA**

The Crescent City Storm Drain Master Plan comprehensively considers the City's stormwater capacity in terms of grey and green infrastructure and risks to public safety associated with prolonged flooding. GHD supports stormwater project identification and development with hydraulic and hydrologic modelling, while ensuring that solutions are equitable across the community.

City of Trinidad Engineering On-Call

**Location Intelligence Analyst
City of Trinidad | Trinidad, CA | 12/2020 - 1/2021**

Led by the engineering team manager, recovered, documented, and assembled years of GIS data from past design and engineering work done for the city into a cohesive dataset that could be used in figures. Actively maintains GHD's stormwater and water GIS asset inventory for the City.

Career history

2020 - present	GHD, Location Intelligence Analyst
2019 - 2020	Cultural Resources Facility, Research Associate
2018 - 2020	Humboldt State University, GIS Tutor



Frank Penry PE, TE, PTOE

Senior Traffic Project Manager



Location

Santa Rosa, CA

Experience

27 years

Qualifications/Accreditations

- BS, Civil Engineering, California State University, Chico, CA, 1996
- Civil Engineer, CA #62785, OR #84632, Commonwealth of the Northern Mariana Islands (CNMI) #418
- Traffic Engineer, CA #2304
- Professional Traffic Operations Engineer #1603

Key technical skills

- Traffic Signal Design/Intelligent Transportation Systems (ITS)
- Traffic Engineering Design
- Transit and Rail Design
- Roadway Improvements
- Project Management

Memberships

- Institute of Transportation Engineers (ITE), San Francisco Bay Area Section, Past-President
- American Society of Civil Engineers (ASCE), Redwood Empire Section, Past P-President
- Registered Traffic Engineers of America
- American Public Works Association

Relevant experience summary

Frank Penry has 27 years of experience in transportation planning and traffic engineering design. He has managed numerous transportation studies and design projects over the years, from small development impact studies to major roadway improvements. Frank has served as the City Traffic Engineer for the Cities of Petaluma, Cotati, Sonoma, Windsor, and Fortuna, providing the administration and development of Municipal Traffic Engineering Programs. He is well-versed in a wide range of traffic engineering design standards and encroachment requirements, traffic signals, roundabouts, traffic calming and streetscapes, construction traffic handling, detour, and control plans for a variety of civil engineering projects. His experience includes traffic operations, traffic signal timing and design, ITS, transit signal priority, feasibility studies; environmental studies and documents; roadway and intersection design; signing and striping design; and traffic control plans.

Humboldt County Local Road Safety Plan

Project Manager/Traffic Engineer
Humboldt County Department of Public Works |
Humboldt County, CA

Oversaw the development of the County's Local Road Safety Plan (LRSP). As part of this work effort, corridor and intersection specific analysis was conducted for the highest incident locations, and documentation was prepared to best position the County to compete for funding from California's Highway Safety Improvement Program (HSIP).

Ukiah Streetscape and Road Diet, Phase 1

Traffic Engineering Lead
City of Ukiah | Ukiah, CA

Responsible for traffic engineering for this federally, state and locally funded project includes a road diet through the downtown. The project reduced travel lanes, improving parking and pedestrian improvements, added landscaping, and rebuilding the roadway.

Fortuna Boulevard Paving and Pedestrian Improvements

Project Traffic Engineer
City of Fortuna, CA | Fortuna, CA

Served as Project Traffic Engineer for this roadway rehabilitation and sidewalk, curb, gutter, and pedestrian ADA improvements. The project included the final design of dual zone, solar powered, audible, pedestrian activated safety crossing enhancement, which included the use of in-roadway warning lights, flashing beacons, and LED enhanced roadway signage.

Eureka Waterfront Trail

Project Traffic Engineer City of Eureka, Redwood Coast Action Agency | Eureka, CA

Responsible for traffic engineering of the project alternatives analysis, public outreach, and development of environmental compliance documents and engineering design for a Class 1, ADA accessible, non-motorized one-mile bicycle trail along Waterfront Drive in Eureka to serve as a portion of the California Coastal Trail network. The project included topographic survey, natural features inventory, analysis of environmental impacts, re-alignment analyses, and intersection and trail alternative development and final design.

City of Fortuna Traffic Engineering and Staff Services

Project Traffic Engineer City of Fortuna | Fortuna, CA

Served as Project Traffic Engineer for traffic engineering services to the City of Fortuna, becoming an extension of City staff and providing direct input on a variety of issues to the City Manager's Office, Police Department, Public Works, and the Planning Department. Additionally, provided assistance in the development of funding plans, traffic impact fees and input on SRTS, HSIP, and various public improvements.

City of Petaluma On-Call Services

Deputy Director of Transportation City of Petaluma | Petaluma, CA

Frank was responsible for all traffic engineering and transportation planning aspects of the municipality, providing direct input on a variety of issues, concern areas, and projects to the Public Works division and various City departments. Work included, but was not limited to, roundabout and traffic signal development and design, engineering, traffic surveys, working with local schools and implementation of the City's previous SRTS plan, and management of the City's signal and lighting system. As the City Traffic Engineer, he was an active participant in the development and implementation of the City's goals, objectives, policies, and procedures as they related to the City's General Plan Update. Additionally, he continued to provide on-call traffic staff services.

Trinity County Roadway Safety Signing and Striping (RSSFE) Projects

Project Traffic Engineer Trinity County | Trinity County, CA

Responsible for field reviews, safety evaluation, and PS&E for HSIP-funded projects. Each RSSFE will evaluate each corridor for safety with a focus on identifying specific crash trends that will be needed to

identify striping improvements that may prevent fatal and serious collisions, such as crossover and roadway departure collisions, which may result from inadequate roadway striping. The RSSFE will identify and prioritize projects that may have the greatest impact on improving roadway safety using benefit-to-cost analysis and identify a list of projects that provide the greatest benefit while fitting within the project budget. The project team will complete construction plans, special provisions, and engineer's estimates for those striping projects that are selected through the RSSFE process.

US 101, Smith River Transportation Investment Generating Economic Recovery (TIGER)

Project Traffic Engineer City of Smith River | Smith River, CA

Responsible for electrical design, and construction support of roadway safety improvements on US 101 through the Rancheria and community of Smith River. Project improvements included colorized asphalt shoulders, intersection lighting, gateway monument signs, radar feedback signs, landscaping, and a pocket park. Funded by a \$2.5 million TIGER III grant, the project was located entirely within the California Coastal Zone and work included expansive coordination with Caltrans oversight engineers and the preparation of Design Exception Fact Sheets.

City of Sonoma Traffic Engineering & Staff Services

Project Manager City of Sonoma | Sonoma, CA

Frank served as Project Manager for traffic engineering services to the City of Sonoma, operating as an extension of City staff providing direct input on a variety of issues to the City Manager's Office, Police Department, Public Works, and the Planning Department. Additionally, Frank provided assistance in the development of funding plans and grant writing for a majority of the projects, including SRTS, HSIP, and Transportation Fund for Clean Air. Frank coordinated directly with Caltrans on a number of key issues related to pedestrian and bicycle safety, operations, and encroachment along the City's main arterial roadway.

Alamo Drive - Peabody Road Corridor Traffic Signal Safety Improvement Project

Project Manager City of Vacaville | Vacaville, CA

Overseeing development of PS&E documents for this HSIP funded project to systemically improve traffic safety along two major thoroughfares in the City of Vacaville. Included is the development of a detection policy for the implementation of Video Detection with Advanced Detection for yellow dilemma zone detection.



Byung Lee PE, TE

Senior Traffic/Transportation Engineer



Location

Concord, CA

Experience

23 years

Qualifications/Accreditations

- MS, Civil & Environmental Engineering, University of California, Berkeley, CA, 1999
- Civil Engineer, CA, #90221
- Traffic Engineer, CA #2908

Key technical skills

- Traffic Engineering Design
- Traffic Signal Design/Intelligent Transportation Systems (ITS)

Memberships

- Institute of Transportation Engineers, Bay Area Section

Relevant experience summary

Byung Lee is registered as both traffic engineer and civil engineer in the state of California. He has 23 years of experience providing traffic operations, traffic engineering design, and Intelligent Transportation System (ITS) engineering design for projects throughout the State. His experience covers a wide range of project types including signal design, lighting design, signing & striping plans, traffic operations, and safety analyses. Byung has extensive hands-on experience in traffic operations/micro simulation models, including Synchro, SimTraffic, and VISSIM. Byung is also adept at preparing documents for changes to existing at-grade crossings, such as General Order 88B required by the California Public Utilities Commission.

Ukiah Streetscape and Road Diet - Phase 2

Traffic Engineer
City of Ukiah | Ukiah, CA

Responsible for traffic signal modifications for this federally, state and locally funded project as part of a road diet through the downtown. The project reduced travel lanes, improving parking and pedestrian improvements, added landscaping, and rebuilding the roadway.

Clement Avenue Complete Street

Project Manager
City of Alameda | Alameda, CA

Responsible for preparing traffic signal modification to include bike signals; rectangular rapid flashing beacons; and PS&E.

King & Southbound I-680 Off-Ramp Traffic Signal Design Rehabilitation

Project Manager
City of San Jose | San Jose, CA

Responsible for preparing a safety analysis and signal design PS&E with the goal of reducing frequent damage and crash potential at the intersection. The plans are being prepared in accordance with City of San Jose and Caltrans standards.

US 101 State Street Undercrossing Project

Traffic Engineer
City of Santa Barbara | Santa Barbara, CA

Responsible for preparing street lighting and signal modification plans. The project consists of widening the sidewalks and buffered bike lanes by reducing travel lanes from five to three lanes, in addition to improving the undercrossing lighting.

City of Manteca Traffic Signal Coordination and Optimization

Traffic Engineer
City of Manteca | Manteca, CA

Responsible for coordinated timing of traffic signals along Main Street, including five signalized intersections within the City. Existing conditions were modeled using Synchro software and calibrated utilizing data collected.

Traffic signal timing and coordination recommendations were developed for optimal initial and actuated settings, time-of-day coordination plans to reduce traffic queuing and improve traffic operations.

Artesia Great Boulevard Improvements

Traffic Engineer
City of Long Beach | Long Beach, CA

Served as Project Traffic Engineer responsible for traffic signal modification plans for 12 traffic signals along the corridor with the addition of bicycle facility, pedestrian safety, and transit improvements. The improvements consist of Adaptive Traffic Control System signal enhancements, pedestrian improvements at all pedestrian crossings, Class II bike lanes between Atlantic Avenue and Susana Road, and variety of improvements including upgraded street lighting, improved bus shelters, and bulbouts.

Quiet Zone At-Grade Crossing Preliminary, Grant Support, and Final Design Development

Project Engineer
City of Newark | Newark, CA

Responsible for the preliminary design of railroad at-grade crossing improvements across the Union Pacific Railroad right of way in the City of Newark for at-grade crossing modifications along both the Niles and Coast Subdivisions. Project initially included preliminary design and cost estimating for City of Newark in advance of Quiet Zone design, development of US Department of Transportation Railroad Crossing Elimination Program Grant, and coordination for General Order 88B, for modification to at-grade crossing.

City of Turlock On-Call Signal Timing and Coordination

Project Manager
City of Turlock | Turlock, CA

Responsible for developing coordinated timing along three arterial corridors, Geer Road, Monte Vista Avenue, and Golden State Boulevard. Existing conditions were modelled using Synchro software. Traffic signal timing and coordination recommendations were developed for optimal initial and actuated settings, time-of-day coordination plans, and hours of coordination operation.

City of Petaluma Traffic Signal Timing Improvements

Project Manager
City of Petaluma | Petaluma, CA

As Project Manager, conducted existing traffic signal audit at 52 signalized intersections within the City and updated the timing parameters to meet the current California Manual on Uniform Traffic Control Devices

and City requirements. Upon adjustment of signal timing parameters, coordinated signal timing plans for intersections along McDowell Boulevard and Washington Boulevard were developed and implemented using WaySync Software.

Caltrans District 5 Task Order No. 6 SR 129 Improvements

Traffic Engineer
Caltrans District 5 | Watsonville, CA

Responsible for preparing PS&E for electrical plans for a complete streets project with bike lanes, rectangular flashing beacons, and signal improvements, including Accessible Pedestrian Signals push buttons.

Snyder Lane Roadway Widening

Traffic Engineer
City of Rohnert Park | Rohnert Park, CA

Responsible for traffic signal and coordination of street lighting luminaires layout for a roadway widening and utility undergrounding project adjacent to commercial, residential, and park area. Also developed new and modified signalized improvements along the corridor, including improved access to Rancho Cotati High School.

City of Turlock Signal Timing and Coordination on Christoffersen Parkway

Project Manager
City of Turlock | Turlock, CA

Responsible for developing coordinated timing along Christoffersen Parkway corridor through 10 signalized intersections. Existing conditions were modelled using Synchro software. Traffic signal timing and coordination recommendations were developed for optimal initial and actuated settings, time-of-day coordination plans, and hours of coordination operation using WaySync software.

City of Turlock Signal Timing and Coordination on Lander Ave

Project Manager
City of Turlock | Turlock, CA

Responsible for developing coordinated timing along Lander Avenue corridor. Existing conditions were modelled using Synchro software. Traffic signal timing and coordination recommendations were developed for optimal initial and actuated settings, time-of-day coordination plans, and hours of coordination operation using WaySync software. The project also requires coordination with Caltrans.



Kiera Kwan EIT

Transportation Engineer



Location

San Diego, CA

Experience

5 years

Qualifications/Accreditations

- BS, Civil Engineering, California Polytechnic State University, San Luis Obispo, CA, 2020
- Engineer-in-Training, CA #168940

Key technical skills

- Synchro and SimTraffic
- SIDRA and VISSIM

Memberships

- American Society of Civil Engineers
- Institute of Transportation Engineers

Relevant experience summary

Kiera Kwan is a transportation engineer at GHD with an emphasis in traffic operations and safety. She has five years of experience in traffic analysis and safety, as well as transportation design. Kiera has worked on Local Roadway Safety Plans (LRSPs), Systemic Safety Analysis Reports (SSARs), Intersection Control Evaluation (ICE) studies (I and II), Traffic Impact Analysis Reports (TIARs), traffic signal warrants, design, and timing, signage and striping plans, and roadway design. She is proficient in Civil 3D, ArcGIS, modeling and simulation programs, such as Synchro, SimTraffic, SIDRA, and VISSIM, and has some background in MicroStation, R and VBA.

Humboldt County LRSP

Transportation Engineer
County of Humboldt | Humboldt County, CA

Analyzed countywide collision data and determined top study intersections and segments. Worked closely with client and stakeholder working group to develop mitigation measures. Drafted LRSP report. Created and maintained Social Pinpoint website for public outreach.

Analyzed citywide collision data, created GIS collision maps, and determined top study intersections and segments. Worked closely with client and stakeholder working group to develop mitigation measures. Calculated HSIP benefit-to-cost ratios for proposed countermeasures. Drafted LRSP report. Created and maintained Social Pinpoint website for public outreach.

City of Petaluma LRSP

Transportation Engineer
City of Petaluma | Petaluma, CA

Analyzed citywide collision data from Crossroads. Prepared presentations for stakeholder working group meetings and public workshops. Reviewed safety countermeasures and benefit-to-cost ratios for Highway Safety Improvement Program (HSIP) funding. Drafted LRSP report. Maintained Social Pinpoint website for public outreach. Coordinated client, stakeholder, and public review of draft report.

Town of Windsor LRSP

Transportation Engineer
Town of Windsor | Windsor, CA

Analyzed town-wide collision data and determined priority segments and intersections through GIS. Prepared presentations for stakeholder working group meetings. Developed safety countermeasures and determined benefit-to-cost ratios for HSIP funding. Drafted LRSP report.

City of Sebastopol LRSP

Transportation Engineer, Assistant Project Manager
City of Sebastopol | Sebastopol, CA

City of Santa Rosa LRSP

Transportation Engineer
City of Santa Rosa | Santa Rosa, CA

Analyzed citywide collision data, created Social Pinpoint website for public outreach, developed countermeasures for study corridors, drafted concepts in Civil3D, and analyzed traffic flow scenarios in Synchro and SimTraffic.

City of Healdsburg LRSP

Transportation Engineer City of Healdsburg | Healdsburg, CA

Analyzed citywide collision data, created GIS collision maps, and determined top study intersections and segments. Worked closely with client and stakeholder working group to develop mitigation measures. Created and maintained Social Pinpoint website for public outreach. Compiled and responded to public comments. Drafted LRSP report.

Modoc County LRSP

Transportation Engineer County of Modoc | Modoc County, CA

Led efforts for public outreach through the creation of a Social Pinpoint website and its ongoing updates. Created graphics of collision trends for working group meeting presentation. Aided in determination of safety countermeasures to be applied systemically throughout the County.

City of Redding LRSP

Transportation Engineer City of Redding | Redding, CA

Created graphics of collision trends for working group meeting presentation. Provided QA/QC of the Social Pinpoint public outreach website and its ongoing updates. Created an overview table of collisions at the top 10 intersections and segments for use in determining mitigation measures.

City of Arroyo Grande On-Call Traffic Engineering Services LRSP and SSAR

Traffic Intern City of Arroyo Grande | Arroyo Grande, CA

Assisted in analysis of existing conditions at intersections to determine facility safety. Project included existence and type of pedestrian and bicycle facilities, the presence of on-street parking, lighting conditions, and type of stop control. All collected data used to generate safety alternatives as part of the LRSP. Created cost estimate for pedestrian improvement set-asides for HSIP Cycle 10 applications.

Monterey County On-Call Traffic Engineering Services SSAR

Traffic Intern County of Monterey | Monterey County, CA

Created collision diagrams for high-density intersections and segments to determine trends in collision types and severity level. For further analysis of existing conditions, a site visit was conducted to determine physical issues causing collisions such as sight distance, poor

pavement, and lack of lighting. Results used to generate safety driven engineering solutions that will be competitive in the upcoming HSIP cycle.

City of Pismo Beach Safety Analysis and Countermeasures SSAR and LRSP

Traffic Intern City of Pismo Beach | Pismo Beach, CA

Analyzed intersections with high-collision density and determined whether there was adequate sight distance for turning vehicles in existing conditions and the effect of adding bulb-outs in areas with on-street parking.

Marin County On-Call Engineering Services – Drake Avenue Pedestrian Crossing Safety Evaluation and Design

Transportation Engineer County of Marin | Marin City, CA

Analyzed site conditions, traffic volumes, and speed data to determine locations for installation of pedestrian crossings. Completed project site visit. Developed and designed 4 crossing alternatives with RRFBs, bulbouts, and markings for pedestrian visibility and safety.

Marin County On-Call Engineering Services – Sir Francis Drake Boulevard Pedestrian Fence

Transportation Engineer County of Marin | Larkspur, CA

Analyzed 12 years of collision data on Sir Francis Drake Blvd to determine overall collision trends and hit object collision trends. Created figures and technical memo of collision data to present trends to county. Determined traffic calming devices to deter vehicles from hitting pedestrian fencing.

Pedestrian Crossing Enhancements – HSIP and SRTS Grant Funded

Transportation Engineer City of Arroyo Grande | Arroyo Grande, CA

Prepared 60% designs for construction of pedestrian crossing enhancements at multiple locations per HSIP Cycle 10 applications. Drafted curb ramps, bulb-outs, sidewalk in-fills, RRFB crossings, and school crossings in Civil 3D according to Arroyo Grande City Standard Specifications and Engineering Standards/Caltrans 2018 Standard Plans.

Career history

2019 - present	GHD, Transportation Engineer, Intern
6/2018 - 9/2018	Michael Baker International, Intern



Holly Murphy

Transportation Planner



Location

Sacramento, CA

Experience

1.5 years

Qualifications/Accreditations

- BS, Environmental Policy Analysis and Planning, University of California, Davis, CA 2022

Key technical skills

- Bicycle and Pedestrian Planning
- Complete Streets Planning
- Graphic Design and Data Visualization
- Community Engagement

Memberships

- Young Transportation Professionals
- American Planning Association

Relevant experience summary

Holly Murphy has over a year of experience in active transportation planning. At GHD, they have contributed a variety of active transportation, complete streets, and multimodal corridor plans, assessing existing conditions, developing community engagement materials, supporting in-person outreach events, and proposing infrastructure recommendations. In addition to working in the private sector at GHD, Holly worked for the Caltrans Active Transportation Program, coordinating with local agencies to assist them in reporting on project progress per program guidance.

City of Colusa Comprehensive Safety Action Plan

Transportation Planner
City of Colusa | Colusa, CA

Providing public outreach support for a citywide plan to improve safety on roadways and reduce serious injury crashes for all roadway users. GHD is providing the stakeholder and public engagement program, including a webpage, citywide safety events, public engagement and education workshops, and evaluation and analysis of collected information. Additionally, GHD will provide the transportation equity review.

City of Kennedy Community Complete Streets Plan

Transportation Planner
City of Kennedy | Kennedy, CA

Led infrastructure recommendation development for the Kennedy Community Complete Streets Plan, which aims to improve safety and connectivity for pedestrians and bicyclists throughout the community. Developed a data driven existing conditions report, including collisions analysis and bicycle Level of Traffic Stress assessment.

Proposed complete streets infrastructure recommendations, including improved school pick-up and drop-off conditions, and lead chapter creation and plan development.

Colfax Downtown Connectivity Plan and Main Street Improvement Plan

Transportation Planner
City of Colfax | Colfax, CA

Contributed to the Colfax Downtown Connectivity and Main Street Improvement Plan, which will serve as a road map for the transformation of Downtown Colfax into an area with a connected network for walking and bicycling and an inviting environment for residents and visitors to frequent local businesses and civic amenities. Created community engagement materials, supported in-person outreach events, and participated in chapter writing and plan assembly.

City of Lathrop Active Transportation Plan

Transportation Planner
City of Lathrop | Lathrop

Contributed to the Lathrop Active Transportation Plan, which will establish a long-term vision for improving

walking and bicycling within Lathrop the accommodate the community's rapidly growing population. Created community engagement materials, supported in-person outreach events, contributed to infrastructure and non-infrastructure recommendations, and participated in chapter writing and plan assembly.

Sacramento Avenue Multimodal Corridor Plan

Transportation Planner
City of West Sacramento | West Sacramento, CA

Contributed to the Sacramento Avenue Multimodal Corridor Plan. The plan will provide the City of West Sacramento with an actionable framework for implementing community driven improvements that provide safer and more comfortable transportation options, enhance public spaces, and support economic and community vitality for all. Assisted with graphic visualizations of existing and future conditions, implementation strategies, and plan assembly.

City of Pinole Active Transportation Plan

Transportation Planner
City of Pinole | Pinole, CA

Contributed to the Pinole Active Transportation Plan, which will establish an action plan of projects, programs, and policies that improve safety and connectivity for walking and bicycling. Visualized existing and future roadways, developed community engagement materials, and supported in-person outreach events.

Envision 273

Transportation Planner
Shasta Regional Transportation Agency | Redding, CA; Anderson, CA

Contributed to Envision 273 Plan, which is a multimodal corridor plan that aims to reimagine the State Route (SR) 273 corridor to enhance safety, accessibility, and mobility for all users. The project involves collaboration between Shasta Regional Transportation Agency and Caltrans to address the varying needs throughout the corridor. Contributed to community engagement materials and plan development.

City of Chico Active Transportation Plan

Transportation Planner
City of Chico | Chico, CA

Contributed to the Chico Active Transportation Plan, which established a long-term vision for improving walking and bicycling within Chico and identified a short-term action plan of implementable projects, programs, and policies. Developed public engagement materials, created plan graphics, and assisted with plan assembly.

Project Reporting

Transportation Planner
Caltrans Headquarters | Sacramento, CA | 7/2022 – 2/2023

Local agencies are required to report on Active Transportation Plan (ATP)-funded projects, which includes tracking expenditures, schedules, outputs, and more. Provided technical support for dozens of local agencies completing reports, and maintained a database of hundreds of report statuses, tracked correspondence and gaps in information, and contacted agencies with reporting issues.

Career history

2023 - present	GHD, Graduate Planner
2022 - 2023	Caltrans, Transportation Planner



Emily Perry ^{PE}

Transportation Engineer



Location

Roseville, CA

Experience

5 years

Qualifications/Accreditations

- BS, Civil Engineering, California Polytechnic State University, San Luis Obispo, CA, 2020
- Civil Engineer, CA #96764

Key technical skills

- AutoCAD, Synchro, ArcGIS, SIDRA, Microsoft Excel, MicroStation, and Bluebeam

Memberships

- Institute of Transportation Engineers

Relevant experience summary

Emily Perry has over four years of experience in traffic and transportation engineering. Emily has worked on roadway safety plans, traffic operations analyses, and a variety of transportation design projects for public agencies and private developers. She has experience working with both roadway analysis and design, which helps to bring a more holistic perspective to the transportation projects she works on.

County of Humboldt LRSP

Transportation Engineer/Assistant Project Manager County of Humboldt | Humboldt County, CA

Compiled, mapped, and analyzed collisions on County roadways from the past five years. Performed intersection and segment analysis to determine high severity locations, using EPDO weights from the and Local Roadway Safety Manual (LRSM). Created a public website to educate the public on the plan and gather their input. This website included an interactive map and public survey. Led bi-weekly internal meetings with the County to discuss plan progress. Prepared and hosted two working group meetings to update and engage key stakeholders on the plan. Presented at a Tribal Transportation Commission meeting to engage various local tribes in the development of the plan. Compiled findings and documented recommendations in a final Local Road Safety Plan (LRSP).

City of Fortuna LRSP

Transportation Engineer City of Fortuna | Fortuna, CA

Prepared five years of collision data throughout the City for input into ArcGIS. Created collision maps for collision density, pedestrian collisions, bicycle collisions, injury collisions, and collision severity. Mapped current and proposed traffic safety projects occurring in the City.

Proposed countermeasures for study segments and intersections. Visited study locations in the field. Incorporated comments and survey responses from the public website into proposed countermeasures. Summarized findings in the LRSP.

City of Trinidad LRSP

Transportation Engineer City of Trinidad | Trinidad, CA

Documented characteristics of City intersections for systemic intersection analysis. Summarized proposed improvements, current and recent projects, and LRSP details in a PowerPoint for the first stakeholder working group meeting. Created Social Pinpoint website to encourage public input on the project. Responded to public comments obtained through the website. This website included an interactive map and public survey. Helped in compiling draft document.

County of Del Norte LRSP

Transportation Engineer County of Del Norte | Del Norte County, CA

Compiled, mapped, and analysed collisions from the past ten years. Performed intersection and segment analysis to determine high severity locations, using EPDO weights in 2020 dollars from the Highway Safety Manual (HSM) and Local Roadway Safety Manual. Created a public website to show educate the public on

the plan and gather their input. This website included an interactive map and public survey. Designed several public flyers. Communicated with the County and various stakeholders to share findings and document their input. Assisted in preparing a benefit-to-cost ratio Highway Safety Improvement Program (HSIP) application for a roundabout project recommended in the LRSP.

City of Crescent City LRSP

Transportation Engineer Planwest Partners, Inc. | Crescent City, CA

Helped analyze and display collision data. Worked alongside Planwest Partners to document findings in joint stakeholder working group meetings with the County's LRSP. Assisted in preparing a pedestrian improvement, set-aside HSIP Cycle 11 application for one of the systemic projects recommended in the LRSP.

County of Modoc LRSP

Transportation Engineer County of Modoc | Modoc County, CA

Created a Social Pinpoint website to inform the community about the project and allow for community input on specified roadways within Modoc County. Determined EPDO rate and total number of collisions for segment crashes on County Roadways. Prepared information for working group meeting including collision maps, tables, and figures. Proposed safety countermeasures at high severity locations on County roadways. Assisted in drafting the LRSP.

County of Placer LRSP

Transportation Engineer County of Placer | Placer County, CA

Prepared five years of collision data throughout Placer County for input into ArcGIS. Created collision density maps to illustrate areas with high incident, speeding, Driving Under the Influence (DUI), intersection visibility, hit object, pedestrian, access management, and bicycle collisions.

Camarillo SS4A Grant Application

Transportation Engineer City of Camarillo | Camarillo, CA

Assisted in the formation of a Safe Streets for All (SS4A) grant application for the Las Posas and Santa Rosa Road High-Injury Network Safe Streets Project. This project aimed mitigating collision trends along City arterials and included improvements for vehicles, bicycles, and pedestrians. Communicated with City staff to understand their needs. Completed self-certification eligibility worksheet for qualifying Action Plan. Supported staff in writing narrative sections and reviewed application text.

HSIP Cycle 11 Application

Transportation Engineer City of Fortuna | Fortuna, CA

Completed a benefit-to-cost ratio HSIP Cycle 11 application for a Signal Improvement Project for five signalized intersections along Fortuna Boulevard and Main Street in Fortuna. The proposed project included upgrading traffic signal hardware, installing pedestrian countdown heads, replacing outdated signal controllers to implement a Leading Pedestrian Interval, and upgrading existing pedestrian push buttons. The application required the development of a vicinity map, preliminary project plans, and a collision list and diagrams. Also, the completion of an HSIP Analyzer that included a cost estimate and benefit calculation, along with documentation for the need of the project.

City of Trinidad City Engineer Services

Transportation Engineer City of Trinidad | Trinidad, CA

Drafted 30% plans for proposed pedestrian crossing enhancements at two locations within the City to be used in HSIP applications. These enhancements included the addition of Rectangular Rapid Flashing Beacons (RRFBs) and bulb-outs. Created three HSIP Cycle 10 applications for set-aside funding for pedestrian enhancements, guardrail reinstallation, and edgeline installation. These applications included a cost estimate, existing conditions photos, preliminary project plans, a vicinity map, and an HSIP Analyzer, along with various traffic data.

12th Street Interchange Modernization Project

Transportation Engineer City of Fortuna | Fortuna, CA

Developed an Existing Conditions Memorandum for the conversion of the 12th Street and Newburg intersection to a roundabout. This included determining and documenting existing traffic data, traffic operations, and collision history. This memorandum also explained the proposed methodology for modelling forecasted year traffic conditions.

Sunset Avenue and LK Wood Boulevard Improvements Project

Transportation Engineer City of Arcata | Arcata, CA

Developed an Existing Conditions Memorandum and Traffic Operations Analysis Report for improvements to the Sunset Avenue and LK Wood Boulevard intersection. This included documenting traffic data, analyzing existing and forecasted traffic operations, and reviewing collision history.



JOSH MEYER

Director, Community Design Programs
jmeyer@civicwell.org | 916-448-1198 x310



Josh Meyer is Director of Community Design Programs at CivicWell (formerly the Local Government Commission) and oversees the organization's technical assistance work related to land use and transportation with cities and counties. He joined CivicWell in 1997, following service as Yolo County Watershed Education Coordinator with AmeriCorps. His experience includes managing complex community planning programs, production of workshops, conferences and community design charrettes, public facilitation and writing local government plans.

Since 2003 he has directed numerous neighborhood, corridor, urban and rural community public design charrette projects in California. These projects have been based on an extensive public engagement process to address active transportation, complete streets, safety, economic development and community design issues. Josh writes the proposals to fund these efforts, manages the projects, assembles and oversees multi-disciplinary consultant teams, organizes outreach with local jurisdictions and community-based organizations, facilitates public events, and writes or assists with plan preparation. He has managed projects in over 50 cities and towns throughout the state, and led community engagement components in many more through a variety of partnerships and collaborations.

Since 2015, Josh has served as a technical assistance provider on behalf of Caltrans, Strategic Growth Council, Southern California Association of Governments, and not-for-profit foundations to help disadvantaged communities develop proposals and apply for Active Transportation, Affordable Housing and Sustainable Communities, and Transformative Climate Communities grants. In 2018 – 2019 he led a series of technical assistance education, outreach and training workshops with community-based organizations on behalf of the California Air Resources Board (CARB) to increase disadvantaged community access to Low Carbon Transportation Investments funding resources. Josh is currently serving as an outreach, community engagement and technical assistance provider as part of the statewide administrator team on behalf of CARB for the Clean Mobility Options Voucher Pilot that provides funding for shared mobility projects and community transportation needs assessments in disadvantaged communities.

Josh has taught rural sustainability at the University of California, Davis, Extension program, and developed educational materials on form-based codes, pedestrian friendly street design, compact development, urban greening and resource-efficient neighborhood design. He wrote a statewide guide for general plan energy policy and ran a program that worked with local governments and developers to redesign subdivision plans for increased energy and land efficiency. He also helped establish one of the first regional joint powers agencies in the state to spearhead energy efficiency, renewable resource development, and other sustainable energy efforts in the Ventura County region.

CivicWell Positions: Director, Community Design Programs, 2009 - present
Manager, Community Design Program, 2002-2009
Manager, Energy Program, 1999-2002
Coordinator, Waste Reduction and Energy Programs, 1997-1999

Education: Masters degree in American History, University of California, Irvine
B.A. in Political Science and Sociology, California State University, Long Beach

EMPLOYMENT HISTORY

[CivicWell](#) | Director, Community Design Programs, 2009 - present

Manager, Community Design Program, 2002-2009

Manager, Energy Program, 1999-2002

Coordinator, Waste Reduction and Energy Programs, 1997-1999

[HAWK/AmeriCorps](#) | Watershed Education Coordinator, 1995-1996

[University of California Irvine](#) | Instructor, Political Science and History, 1994

PUBLICATIONS

PLANS

- Richmond Wellness Trail Vision Plan, Richmond, Ca. (2017)
- Blackstone Avenue Opportunities Assessment for Early Infill and Revitalization, Fresno, Ca. (2016)
- Williams Downtown Revitalization and Mobility Plan, Williams, Ca. (2014)
- Lakeshore Drive Downtown Corridor Plan, City of Clearlake, Ca. (2014)
- City of San Joaquin Mobility and Revitalization Plan, San Joaquin, Ca. (2013)
- Highway 1 Safety and Mobility Improvement Study: Phase 2, San Mateo County, Ca. (2012)
- City of Richmond Pedestrian Plan, City of Richmond, Ca. (2011)
- Highway 1 Safety and Mobility Improvement Study, San Mateo County, Ca. (2010)
- North Beale Corridor Complete Streets & Revitalization Plan, Yuba County, Ca. (2009)
- Town of Esparto Revitalization Plan, Capay Valley Vision and Yolo County, Ca. (2007)
- West Fresno Vision Plan, Fresno County Council of Governments, Ca. (Co-author, 2004)

GUIDEBOOKS

- Co-author, Smart Growth Money: New Funding Strategies for Community Improvements (2016)
- Co-author, Participation Tools for Better Community Planning (2013)
- Contributing Author, Watershed Resources and Land Use Planning: Watershed-based Strategies for Amador and Calaveras Counties (2009)
- Principal researcher and author, General Plan Policy Options for Energy Efficiency in New and Existing Development (2002)
- Contributing Author, Energy Conservation Under the Sun: A Resource Book for Local Governments (1998)
- Contributing Author, Improving Energy Efficiency in Buildings: Untapped Savings Opportunities for Local Governments (1998)

FACTSHEETS AND EDUCATIONAL RESOURCES

- Complete Streets Big and Small: An Economic Development Tool (2015)
- The Economic Impacts of Development Patterns in the San Joaquin Region (Co-author, 2013)
- Livable Communities and Urban Forests (2005)
- Compact Housing in the San Joaquin Valley (2004): Customizable presentation tool for local government staff, elected leaders, community leaders and other advocates to promote understanding and support for compact, mixed-use, walkable neighborhoods



PAUL ZYKOFSKY

BArch, MUP, AICP, Assoc. AIA

Community Design Specialist

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Paul Zykofsky is a specialist with CivicWell's programs related to land use and transportation planning, community design, and health and the built environment. Mr. Zykofsky is co-author of "Building Livable Communities: A Policymaker's Guide to Transit Oriented Development" and "Emergency Response: Traffic Calming and Traditional Neighborhood Streets." Mr. Zykofsky led the team that put together CivicWell's "Compact Development Compact Disk (CD2)," a toolkit that contains presentations, interactive exercises and case studies on higher density housing. In 2006, Mr. Zykofsky co-wrote (with Dan Burden of Walkable Communities) the section on walkability in the American Planning Association's Planning and Urban Design Standards. He has also edited documents on infill development, street design, traffic calming, traffic safety, smart growth, form-based codes, smart economic development, community engagement in the planning process and crime prevention through community design. Mr. Zykofsky is a frequent presenter at local, regional and national conferences on a wide range of topics related to land use, transportation and community design and is on the Steering Committee of the national "Rail-Volution" conference that focuses on building more livable communities through transit.

Mr. Zykofsky provides technical assistance to communities throughout the nation on issues related to infill development, street and sidewalk design, and public participation in the planning process. He has prepared over 20 Community Image Surveys that have been used to involve residents in visioning and planning efforts.

CivicWell Positions: Community Design Specialist (2020-Present)

Associate Director (2010-2020)

Director, Land Use and Transportation Programs (1995-2010)

Other Employment: Transportation Planner, Sacramento Area Council of Governments (1994-1995)

Assoc. Planner, Sacramento Metropolitan Air Quality Management Dist. (1991-1994)

Planner, New York City Economic Development Corporation (1990-1991)

Education:

M.P.P. Environmental Policy and International Security & Economic Policy,
University of Maryland, College Park

B.A. Political Science and Philosophy, University of Maryland, College Park

Affiliation:

Member, American Institute of Certified Planners

Associate Member, American Institute of Architects

PROJECT EXPERIENCE

In 2001 Mr. Zykofsky directed a first-of-its-kind, multi-year project — in collaboration with the California Department of Health Services — to promote physical activity by improving the design of the pedestrian environment. He directed the LGC's Leadership for Healthy Communities project, part of a national initiative supported by The Robert Wood Johnson Foundation from 2003 to 2013. From 2002 to 2012, Zykofsky led LGC's work as part of the Healthy Transportation Network, a project conducted in collaboration with the Department of Public Health, Rails-to-Trails Conservancy, California Bicycle Coalition and California Walks that provided technical assistance on safe walking and bicycling to dozens of cities throughout the state. He currently oversees a project to provide technical assistance to the 14 Building Healthy Communities supported by The California Endowment.

Mr. Zykofsky has extensive experience facilitating public workshops and planning processes, and giving educational presentations to local elected officials, staff and community leaders. He was born and raised in Mexico, is fluent in Spanish and often gives presentations or facilitates workshops for Spanish-speaking residents. His training and experience include the following:

Charrette Facilitation

Since 2001, Mr. Zykofsky has helped facilitate over 60 multiday design charrettes in cities, unincorporated towns and Indian reservations or rancherias throughout California. The charrettes typically involve a series of workshops, stakeholder meetings, participatory exercises, presentations and walkability assessments aimed at helping communities develop plans to create more walkable, bicycle-friendly and sustainable places. In over 35 communities he has facilitated and provided interpreting for Spanish-speaking participants in charrettes and workshops.

Complete Streets Workshops

In May 2008 Mr. Zykofsky was one of 12 people selected by the National Complete Streets Coalition to conduct one-day workshops on complete streets. Since then he has facilitated over 15 workshops for jurisdictions in California, Hawaii, Washington, North Dakota, Texas, Maine, New York, New Hampshire and Alaska. The highly interactive workshops are designed to assist local jurisdictions to develop a Complete Streets policy and/or implement an existing policy.

Pedestrian Safety Courses

In 2006 Mr. Zykofsky became one of 10 nationally certified instructors for the Federal Highway Administration 2- or 3-day courses on pedestrian safety and developing a pedestrian safety plan. Since then he has delivered the course in over 15 regions across the U.S. He has also conducted a one-day version of the course in 13 California regions and 12 smaller cities.

Safe Routes to School Program Facilitation

In March 2005 Mr. Zykofsky was in the first group of 25 people from across the nation trained to be a facilitator to assist communities to develop Safe Routes to School Programs. Since then he has conducted workshops in over 25 communities in California, Kentucky, Iowa, Indiana, Louisiana and Nevada. In 2009 Zykofsky developed a half-day workshop in Spanish, which he's facilitated in several cities in California's Central Valley.

Walkable Community Workshop Facilitation

In 2004 Mr. Zykofsky was one of eight people in California trained by the Department of Health Services and Caltrans to facilitate walkability assessments and half-day Walkable Community Workshops. Since then he has conducted numerous walkability workshops throughout California, Mexico, Washington, Florida and Puerto Rico.

Context Sensitive Solutions Courses

During 2004, Mr. Zykofsky was one of four instructors for the University of California at Davis Extension that developed and administered eleven 3-day classes on Context Sensitive Solutions to planners in Caltrans district offices.

Educational Courses

From 2008-13, Mr. Zykofsky was part of a team at UC Davis Extension that taught a series of courses on sustainable development for the Green Building certificate program started in 2006. He currently teaches one-day courses for UCDE on Complete Streets and on Sustainable Transportation. The Sustainable Transportation course has been delivered to Caltrans staff in Sacramento, San Diego and Los Angeles.



Redwood Community Action Agency

Alysia Bixler, MS

EDUCATION: **B.A. Degree, Environmental Studies**, University of California, Santa Cruz, 2010
M.S. Degree, Conservation and Land Management, Bangor University, 2017
M.F. Degree, Forestry, University of British Columbia, 2018
Offshore Wind Professional Certification, University of Massachusetts, in progress

AFFILIATIONS: Facilitator, Safe Route to School Task Force
Board of Directors, Food for People
Member of the Redwood Region Climate and Resiliency Hub (CORE Hub)
Facilitator, Peninsula Community Collaborative

EXPERIENCE:

Redwood Community Action Agency, Natural Resources Specialist II
Garnering community engagement to improve community and watershed health. Develops and implements various projects and assists coworkers in ensuring project completion. Leads multi-year projects that involve implementation and monitoring, with involvement from project partners every step of the way. These projects involve diverse stakeholder groups with in-person and web-based, collaborative meetings. Supports program goals and objectives by coordinating public events, facilitating workshops, and maintaining program data, including report preparation. Areas of emphasis include offshore wind development outreach, connecting youth with naturalist-led coastal field trips, community infrastructure planning on the Samoa Peninsula, building collaborative relationships with project partners, and bringing multiple perspectives together during negotiations.

Examples of RCAA projects include:

- Peninsula Beautification, 2022 – 2024: An initiative through the Clean CA Local Grant Program to reduce and prevent dumping and littering, beautify and protect public spaces for recreation, and support the residents of the Peninsula. Recruited and contracted artists to install murals, assisted in facilitating monthly meetings with the Peninsula Community Collaborative; manages project budget.
- McKinleyville ATP & Safe Routes to School Task Force, 2022-2024: Led pedestrian and bicycle safety education at Morris Elementary. Coordinated walking and bicycling encouragement activities. Currently facilitating and coordinating the Humboldt County Safe Routes to School Task Force.
- Wind Energy Outreach 2022- current: Lead community outreach throughout the Peninsula to connect residents with the North Coast Offshore Wind Community Benefits Network, secure benefits for communities impacted by offshore wind development, and ensure the funds are community-governed. Coordinates meetings between the Humboldt Bay Harbor District, developers, and CORE Hub.
- Arcata Local Road Safety Plan, 2022-2023. Co-led a series of public meetings in Arcata to gather community input on priorities focused on road safety. Co-let community outreach, planning data collection, and report preparation for the City of Arcata's Local Road Safety Plan.



Redwood Community Action Agency

Mike Cipra, mcipra@rcaa.org

EDUCATION and PROFESSIONAL TRAINING

- Bachelor of Arts, English, Creative Writing, and Art History, University of Southern California, Los Angeles, California
- Non-Profit Organizational Leadership, Land Trust Alliance, Western Division 2016 Graduate

EXPERIENCE:

- **Projects Coordinator - Natural Resources Division (NRS) of Redwood Community Action Agency:** Dec. 2024 – Present. Project management focused on community engagement, native ecosystem habitat restoration, trail development, and active transportation. Areas of expertise include community engagement, Tribal engagement, meeting planning and facilitation, conservation land acquisition and stewardship, and native habitat restoration.
- **Executive Director, Friends of the Dunes, 2019-2024**
Managed all aspects of a thriving nonprofit organization, including conservation and restoration programs, trail development, successful grant writing and reporting, fundraising, budgeting, partnership development, strategic planning, meeting facilitation, and supervision. Successfully completed a 357-acre conservation acquisition of coastal dune habitat and worked with the Wiyot Tribe to convey this land to the Tribe in a historic land back project. Successfully planned and facilitated public meetings on controversial topics.
- **Executive Director, Northcoast Regional Land Trust, 2014-2017**
Managed all aspects of grant writing and reporting, fundraising, outreach, budgeting, administration, and staffing for a nonprofit land trust. Successfully fundraised more than \$5 million for restoration projects and conservation easements, led a multi-agency watershed restoration partnership, and helped conserve more than 16,000 acres.
- **Environmental Protection Specialist, Death Valley National Park, 2010-2014**
Coordinated all environmental planning for a 3.4-million-acre national park. Planned and facilitated public meetings on controversial planning processes, incorporating public input, resolving potential conflicts, and building an ethic of resource stewardship in park gateway communities. Served as park liaison and worked collaboratively with four neighboring counties in two states, the Timbisha Shoshone Tribe, the Department of Energy, the Department of Defense, the California Department of Transportation, and the Bureau of Land Management, engaging these diverse partners as cooperating agencies in restoration projects and land management plans.

REPRESENTATIVE PROJECTS:

Van Arken Community Forest Public Access Plan 2024-present

Community-centered project in partnership with a nonprofit land trust, trails advocates, and a sustainable timber landowner to develop a public access plan and ADA-accessible trails network in Southern Humboldt County.

Wadulh Dune Ecosystem Habitat Restoration 2024-present

RCAA is leading a partnership with the US Fish and Wildlife Service, the Wiyot Tribe, multiple nonprofit organizations, Samara Restoration Nursery, and the diverse communities of Northern California to restore more than 300 acres of coastal dune habitat.



Redwood Community Action Agency

Mason R Rewerts, B.A

EDUCATION: **B.A. Degree, Environmental Studies, California State Polytechnic University, Humboldt, 2023**
President Of the Environmental Studies Club of Cal-Poly Humboldt, 2022-2023.
Pursuing a Master of Environmental Law, Lewis and Clark Law School.

AFFILIATIONS: Member, Safe Route to School Task Force
Organizer, Peninsula Community Collaborative.
Alumnus Advisor, Environmental Studies Club of Cal-Poly Humboldt.

EXPERIENCE:

Redwood Community Action Agency, Natural Resources Specialist I

Collaborates with the community to improve both watershed and community health. Supports the planning, development, and implementation of various projects, working closely with colleagues to ensure successful completion. Contributes to long-term initiatives that include both implementation and ongoing monitoring, maintaining active engagement with project partners throughout the process. These initiatives involve a diverse range of stakeholders, facilitated through both in-person and virtual collaborative meetings. Advances program goals by organizing and executing public events, maintaining program data, and preparing reports. Key areas of focus include outreach for offshore wind development, canvassing for environmental and social causes, leading youth field trips on coastal and redwood ecology, providing environmental education and interpretation, facilitating classroom activities, coordinating programmatic meetings, and fostering strong, collaborative relationships with project partners.

- Peninsula Beautification, 2023 – 2024: Currently implementing an initiative through the Clean CA Local Grant Program to reduce and prevent dumping and littering, beautify and protect public spaces for recreation, and support the residents of the Peninsula. Assists in the facilitation of monthly meetings with the Peninsula Community Collaborative, manages the social media for Keep the Peninsula Beautiful campaign, plans community events, implement various infrastructure materials like signs play structures, trash cans, and native plants, conducts door to door outreach and rigorous canvassing route.
- Wind Energy Outreach 2023- 2024: Participates in community outreach across the Peninsula and Humboldt County engaging residents about wind energy through table and door to door action. Fostering relationships for future tabling times at larger events, develops relationships with school to conduct wind Education.
- Field Crew- Natural Resources Division (NRS) of Redwood Community Action Agency: 2023–2024 Contributed to a variety of restoration projects focused on the removal of multiple invasive species. These projects ranged from small-scale, hands-on efforts to large-scale initiatives involving multiple project partners and complex logistics. Demonstrated an ability to understand both the immediate and long-term ecological impacts of the work, applying this knowledge to enhance project effectiveness and outcomes.



Contact Us

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